

# Reconciling the past Reimagining the future

Guelph Museums & Culture  
2021 to 2023  
Strategic Operating Plan



**GUELPH  
MUSEUMS**  
*Your stories live here.*

# Vision, Mission, Values

## Inspired by Guelph's Community Plan

### Community vision

Guelph. We're grounded in community and our deep connection to the environment. We look out for one another, celebrate our diversity and smile at each other in the streets. We are leaders who shape tomorrow. We tackle local and global challenges through innovation, art and action. And we're committed to inclusive prosperity – because together, we're stronger.

### Values:

- Everyone's well-being
- Environmental stewardship
- Fiscal responsibility
- Integrity
- Innovation
- Inclusiveness
- Respect

### Focus themes:

- We are home
- We protect our environment
- We create value
- We feel well
- We play and explore
- We move around freely

# Vision, Mission, Values

## Guided by Guelph. Future Ready.

**Our Vision:** An inclusive, connected, prosperous city where we look after each other and our environment.

**Our Mission:** Working together to deliver responsible and responsive public service to Guelph's growing and diverse community.

### Our Values:

- \* Integrity - we are honest and ethical
- \* Service - we are community driven
- \* Inclusion - we are stronger for our differences
- \* Wellness - we are adaptable and resilient
- \* Learning - we are always learning

# Vision, Mission, Values

## Guelph. Future Ready. Strategic Priorities and Directions

**Powering our future** – contribute to a sustainable, creative, and smart local economy that is connected to regional and global markets and supports shared prosperity for everyone. Accelerate Guelph’s innovation and economy through partnerships. Help businesses to succeed and add value to the community. Support businesses as they adapt to changing workforce needs.

**Sustaining our future** – care for the local environment, respond to climate change and prepare Guelph for a net-zero-carbon future.

**Navigating our future** – foster easy, accessible movement through trails, paths, roads and corridors to tie the community together and connect Guelph’s economy with other regions.

**Working together for our future** – run an effective, fiscally responsible and trusted local government with engaged, skilled and trusted collaborative employees.

**Building our future** – make strategic investments that nurture social well-being, provide landmark beauty and offer a safe place where everyone belongs.

# Influences

## Impacted by current forces

Truth and Reconciliation	Diversity, inclusion, anti-racism	COVID recovery	Social and economic resilience	Digitization
Social media storytelling	Remote programming	Shared authority	Flexibility	Sustainability
Shared experiences	Well being	Open data	Critical thinking	Accessibility

# Mandate

## Guelph Museums and Culture exists to:

- \* Collect and protect artifacts, artworks and stories that reflect our community
- \* Share the collections and stories – locally, nationally and internationally – through exhibition, interpretation, and online access
- \* Provide inclusive, accessible, interactive, and enlightening experiences
- \* Nurture interest and engagement in history, art and culture
- \* Cultivate a connection to place, with focus on the tangible and intangible cultural landscape unique to Guelph



# Strategic Directions

## Guelph Museums and Culture will:

**ADAPT** to meet community needs, to address emerging opportunities, and to foster transformational change

**INNOVATE** to advance knowledge and cultivate creativity using best practices and technologies

**REPRESENT** the full and truthful stories of our community from perspectives as plentiful and diverse as the community itself; and amplify voices that have traditionally been under-represented

**CONNECT** citizens to opportunities, and people to each other

**GROW** community engagement and participation in art and heritage activities; build the profile of the local cultural sector; increase opportunities for artists; and boost economic impact through culture, contributing to a prosperous community

# ADAPT Goal #1

## Increase access through digitalization

Objectives	Responsibility	Target
Secure adequate equipment and training to support production of digital programming	Manager Curatorial Visitor Experiences	Q4 2021
Offer digital access to at least 75% of programs and exhibitions	Curatorial Visitor Experiences Culture	Q2 2022
Secure equipment and training to support digital access to collections (eg. collections management software, large book scanner, barcoding technology, etc.)	Curatorial Culture	Q3 2023



# ADAPT Goal #2

## Practice and model environmental sustainability

<b>Objectives</b>	<b>Responsibility</b>	<b>Target</b>
Identify baseline and opportunities for improvement in sustainable practices in the areas of waste and materials, energy, and social sustainability	Manager	Q4 2021
Implement sustainable changes	Manager Curatorial Visitor Experiences Culture Facilities Administration	Q4 2022
Model and communicate best practices to the community	Curatorial Visitor Experiences	Q4 2023

# INNOVATE Goal #1

## Renovate Guelph Civic Museum

Objectives	Responsibility	Target
Develop conceptual plan for Civic Museum that will serve community until 2031	Manager Museum Advisory Committee Curatorial Visitor Experiences Community Relations	Q3 2022
Develop schematic plan for flexible, modular exhibitions and physical plant improvements	Manager Curatorial Visitor Experiences Contractor	Q2 2023
Complete detailed design and initiate construction	Manager Contractor	Q4 2023

# REPRESENT Goal #1

## Decolonize and re-centre spaces and practices

<b>Objectives</b>	<b>Responsibility</b>	<b>Target</b>
Establish ongoing practice of extensive and meaningful engagement with Indigenous Elders and knowledge-keepers which privileges our treaty partner nation, the Mississaugas of the Credit First Nation	Manager Curatorial Visitor Experiences Culture	Q4 2021
Update content in the City Gallery exhibition to include local Indigenous history	Curatorial	Q4 2021
Re-write education programs within an anti-racism, inclusion and diversity framework	Curatorial	Q2 2022

# REPRESENT Goal #2

## Diversify collections

<b>Objectives</b>	<b>Responsibility</b>	<b>Target</b>
Identify gaps in representation in the collections	Curatorial Culture	Q1 2022
Establish MOU with Guelph Black Heritage Society to address under-representation of Black culture in the Museum and Public Art collections	Manager Curatorial Culture	Q1 2022
Build relationships with equity-deserving communities with intent to increase representation in the collections	Manager Museum Advisory Committee Public Art Advisory Committee Curatorial Culture	Q1 2023

# REPRESENT Goal #3

## Diversify programming

Objectives	Responsibility	Target
Present artists from equity-deserving groups for at least 50% of Fourth Fridays	Visitor Experiences	Q4 2022
Present lectures by equity-deserving groups for at least 30% of Military Lectures	Visitor Experiences	Q4 2022
Present artists from equity-deserving groups for at least 50% of Culture Days programs	Visitor Experiences Culture	Q4 2022
Install Pride crosswalk in downtown Guelph	Culture	Q2 2023

# REPRESENT Goal #3

## Diversify programming

<b>Objectives</b>	<b>Responsibility</b>	<b>Target</b>
Increase programming designed for Youth (12-18 years old) audiences	Visitor Experiences Curatorial Culture	Q4 2023
Develop partnerships with Newcomer and ESL organizations to offer programming which supports settlement and language acquisition	Visitor Experiences	Q4 2023

# REPRESENT Goal #4

## Diversify staff and volunteer composition

Objectives	Responsibility	Target
Identify gaps in representation as compared with ethno-cultural composition of Guelph	Manager	Q1 2022
Build relationships with equity-deserving communities with intent to increase representation in staffing at Museums and Culture	Manager Museum Advisory Committee Public Art Advisory Committee	Q2 2022
Activate targeted recruitment campaigns to fill available positions	Manager Museum Advisory Committee Public Art Advisory Committee	Q1 2023

# CONNECT Goal #1

## Establish Guelph Cultural Plan

Objectives	Responsibility	Target
Work with community partners to identify expectations, goals and processes; seek municipal approval to proceed; establish working group	Manager Culture	Q1 2022
Complete cultural mapping and assessment; engage community to establish vision and strategic direction; draft plan	Manager Culture Working Group Community Engagement Consultant	Q4 2022
Seek municipal approval; initiate implementation	Manager Culture Working Group	Q2 2023



## CONNECT Goal #2

# Integrate Culture and Museum operations

Objectives	Responsibility	Target
Identify opportunities for greater collaboration, including collections management, programming, communications and branding	Manager Culture Curatorial Visitor Experiences Community Relations Administration	Q4 2021
Increase consistency in collections management protocol, including acquisition processes and use of PastPerfect as Public Art database	Manager Curatorial Culture	Q1 2022
Establish Culture as one-stop connector for community-driven cultural activities, and develop resources to support community cultural drivers	Manager Culture	Q2 2022

# GROW Goal #1

## Offer more programs and events

<b>Objectives</b>	<b>Responsibility</b>	<b>Target</b>
Introduce new programming for National Day for Truth and Reconciliation, Canada Day, and John McCrae 150 <sup>th</sup> commemorations	Visitor Experiences Culture	Q4 2022
Introduce new, recurring public art programming; consider extension of Traverse	Culture Public Art Advisory Committee	Q4 2022
Pilot extended evening hours at Guelph Civic Museum and evening programming associated with Public Art	Visitor Experiences	Q4 2023

# GROW Goal #2

## Increase attendance and participation

<b>Objectives</b>	<b>Responsibility</b>	<b>Target</b>
Implement new museum membership initiative	Manager Museum Advisory Committee Community Relations	Q1 2022
Implement robust communication plan for Museum and Culture programming	Manager Community Relations Culture	Q1 2022
Consistently track in-person and online attendance and participation	Manager Administration Curatorial Community Relations Culture	Q1 2022

# GROW Goal #3

## Increase work opportunities for artists

<b>Objectives</b>	<b>Responsibility</b>	<b>Target</b>
Increase local artisan-crafted product in Museum gift shops	Administration Visitor Experiences	Q4 2021
Hire local emerging and mid-career artists for increased programming during Culture Days	Culture	Q4 2022

# GROW Goal #4

## Revise public art policy

<b>Objectives</b>	<b>Responsibility</b>	<b>Target</b>
Review policy and recommend changes to Council	Manager Culture Public Art Advisory Committee	Q4 2022
Establish mechanism for funding public art within the updated policy	Manager Culture Public Art Advisory Committee	Q4 2022

# GROW Goal #5

## Refine museum gift shop operations

<b>Objectives</b>	<b>Responsibility</b>	<b>Target</b>
Establish gift shops as extension of Museum experience	Manager Administration Visitor Experiences Community Relations	Q4 2021
Establish the gift shops as the go-to place for Guelph-made products and Guelph souvenirs	Manager Administration Visitor Experiences	Q4 2022

# 2021 to 2023 Significant Dates

Inaugural National Day for Truth and Reconciliation

September 30, 2021

10<sup>th</sup> anniversary of new Civic Museum

February 24, 2022

150<sup>th</sup> anniversary of John McCrae's birth

November 30, 2022

Civic Museum exhibition and facility renos

2023-24

# Evaluation Strategies

<b>Measuring</b>	<b>Metrics</b>	<b>Frequency of collection</b>	<b>Report</b>
Adaptability	# and % of digital offerings	Ongoing	Annually
	# of sustainability initiatives	Ongoing	Annually
	Impact of sustainability initiatives year-over-year	Annually	Annually



# Evaluation Strategies

<b>Measuring</b>	<b>Metrics</b>	<b>Frequency of collection</b>	<b>Report</b>
Innovation	Completion of conceptual plans for Civic Museum renovation	End of project	End of project
Representation	# of decolonization and decentering initiatives	Ongoing	Quarterly
	# of relationships established with Indigenous leaders	Ongoing	Quarterly
	Quality of relationships as measured through discussion, surveys		
	Completion of history exhibition updates	End of project	End of project

# Evaluation Strategies

<b>Measuring</b>	<b>Metrics</b>	<b>Frequency of collection</b>	<b>Report</b>
Representation	Completion of new education programs	End of project	End of project
	% of collection material representing non-white narrative	Baseline then annually	Annually
	% of staff/volunteer composition identifying as equity-deserving	Annually	Annually
	Staff satisfaction as measured through staff turnover and employee engagement survey	Every two years	As available

# Evaluation Strategies

<b>Measuring</b>	<b>Metrics</b>	<b>Frequency of collection</b>	<b>Report</b>
Representation	% of performers, lecturers, guest artists identifying as equity-deserving	Annually	Annually
	Completion of Pride crosswalk and associated actions	End of project	End of project
	# of programs designed for youth	Ongoing	Annually
	# of programs designed with Newcomer and ESL organizations	Ongoing	Annually
Connection	Cultural Plan is completed	End of project	End of project

# Evaluation Strategies

<b>Measuring</b>	<b>Metrics</b>	<b>Frequency of collection</b>	<b>Report</b>
Connection	Integration of Museum and Culture operations is completed; staff satisfaction	Ongoing	Annually
Growth	# of new programs	Ongoing	Annually
	# evening hours//events	Ongoing	Annually
	# of visitors/participants	Ongoing	Quarterly
	# of Museum members	Ongoing	Quarterly
	# of social media followers and engagements	Ongoing	Quarterly

# Evaluation Strategies

<b>Measuring</b>	<b>Metrics</b>	<b>Frequency of collection</b>	<b>Report</b>
Growth	# and value of paid contracts with artists	Ongoing	Annually
	Completion of Public Art Policy revision	End of project	End of project
	Gift shop sales	Ongoing	Quarterly