



# Museum Strategy

January 11, 2023

Pat Ressa

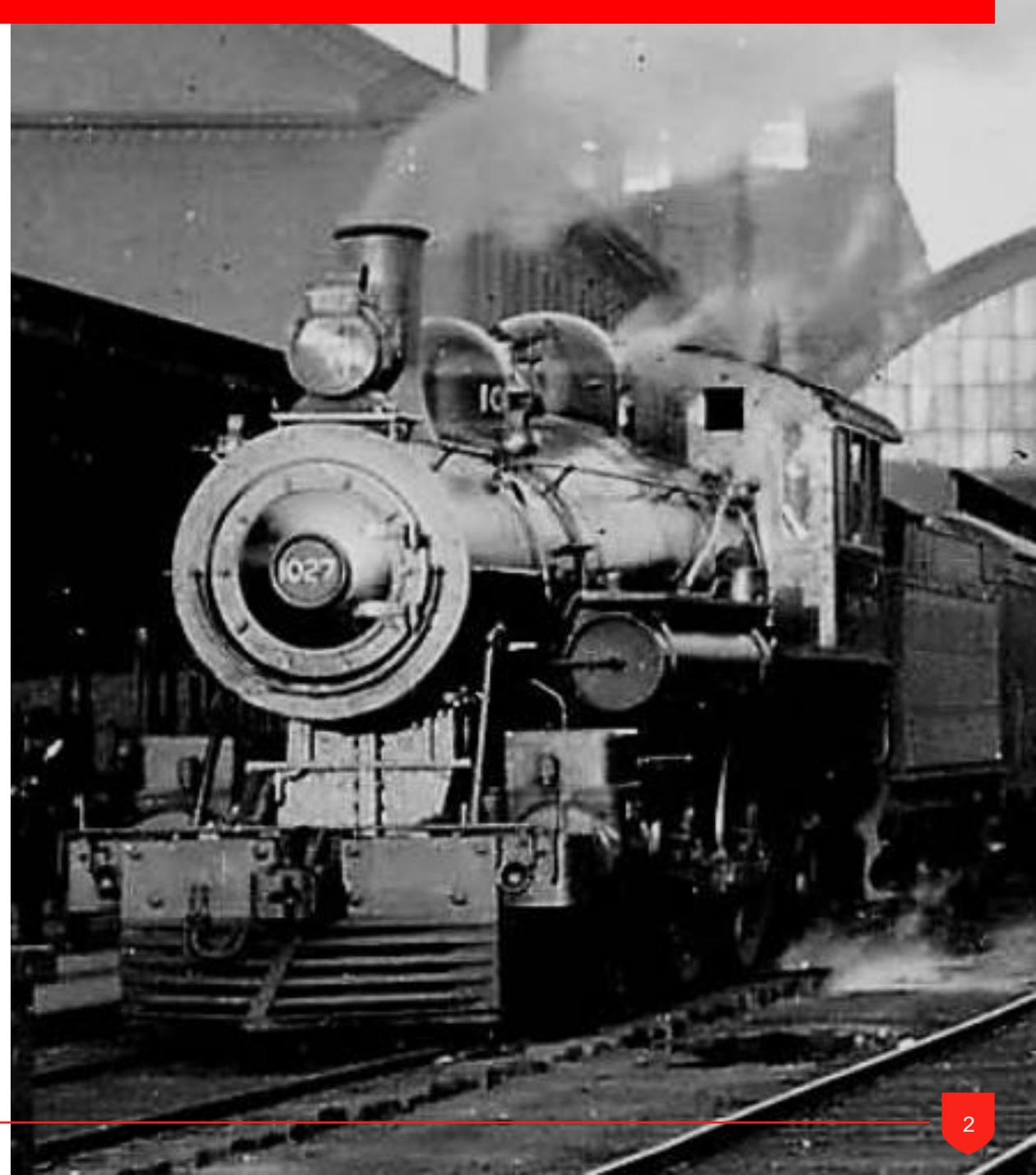


# Core Strategy Task Force

Gary Milakovic

John Fekete

Daniel Hengeveld



# Mission & Vision

## *Mission*

The Museum is the repository of Toronto's vibrant railway history. Our mission is simple: to connect people to the history of rail in Toronto and tell the story of those who propelled the city from sleepy town into our nation's economic engine.

## *Vision*

The Museum will become a space to inform, educate, and inspire. We will connect the story of Toronto's unparalleled growth to its railway past, present, and future, while providing a fun, memorable, and equitable experience for every guest.

# Five Strategic Pillars

## Revenue Generation

Increase revenue, and consequently spend more to achieve our mission and vision.

## Growth

Grow larger and become a fixture in the Toronto cultural landscape.

## Branding & Marketing

Refresh the brand to ensure it remains a community showpiece, and to serve as a foundation for the future.

## Partner & Community Development

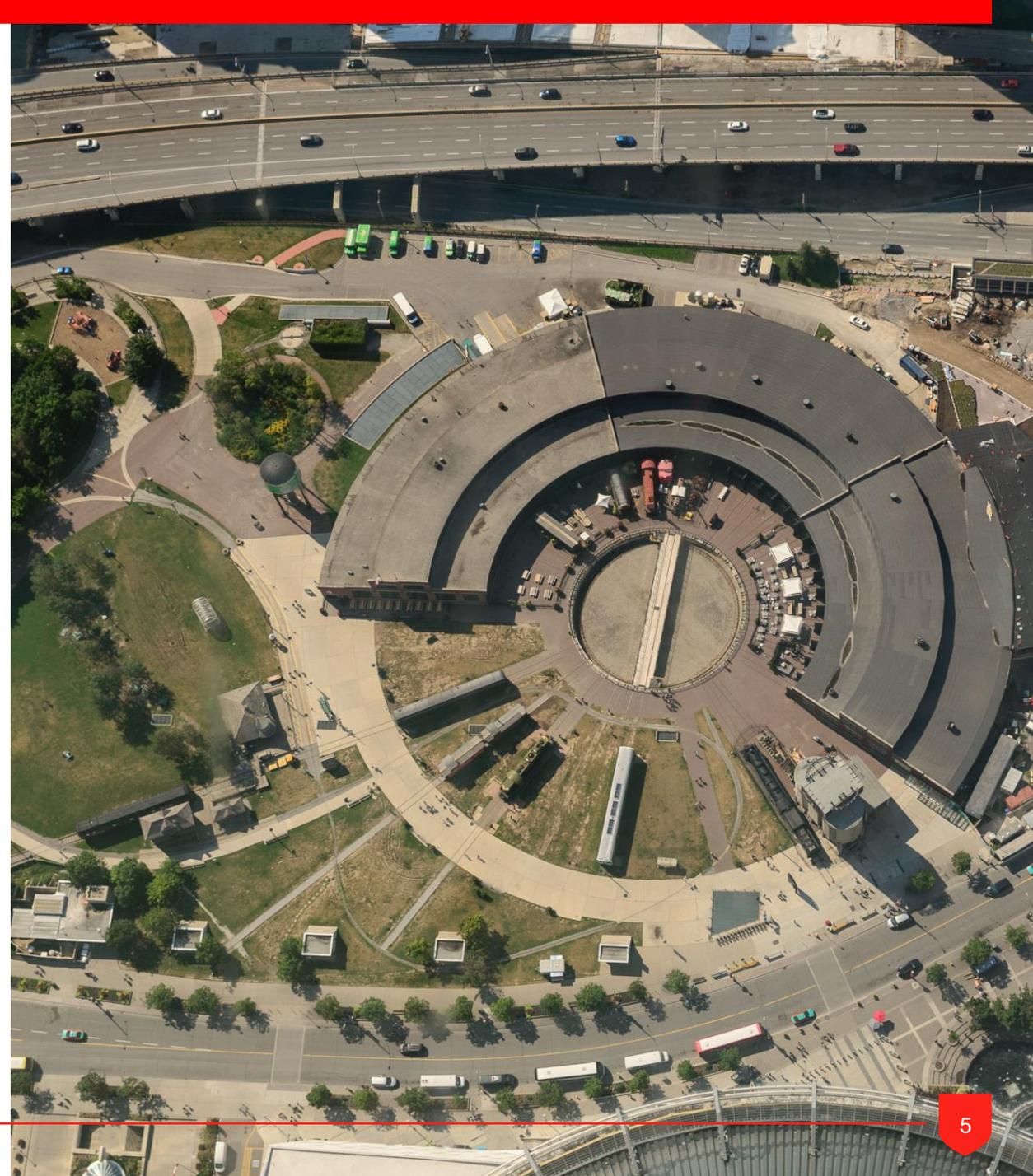
Build strong partnerships with like-minded groups and organizations to strengthen the Museum for the future.

## Organizational Development

Staff and volunteers represent the lifeblood of the museum, and it's vital that they feel respected and valued.

# Strategy Implementation Task Force

- Phil Spencer
- Ian Kerr-Wilson
- Richard Clark
- Pat Ressa





We cannot do  
everything at once,  
but we can do  
something at once.

Calvin Coolidge

# Choosing What To Do



- The Strategic Pillars are robust and sound. There are many tactics to address, and we are largely limited to funding and people resources.
- What is needed now is to execute the Strategy well, by selecting what we feel are the most important things to do right away - given our resources.
- The selection of the priorities does not mean any of them are more important than others. It simply means we must choose what to do first.

Ask yourselves: “Is this Strategic?”

# Implementation Plan

- The implementation plan maps out the projects that are needed to succeed in each pillar.
  - Timing and metrics are approximate and will be defined further by the owners.
  - Owners of the projects are listed where they are known. Some of the activities are part of Ongoing Operations vs a new project and are noted accordingly.
- Next Steps
  - Confirm Owners
  - The 2023 budget will be developed with the priorities in mind and will require insight and review by operations and the board to make sure we can fund the initiatives.

# Ongoing Operations

## Operations

- **Improve Revenue stream activities subject to budgeting for FY 2023**
- **Event Management: aligning Marketing Campaigns, Cultural Events, Partnership and Events**
- **Grant Management: Increase number of grants that are applied for, inclusive of further education/coaching/training**

# Immediate A Priorities

## Board of Directors

- Baseline of Museum / Park
- Corporate Sponsorship Initiative
- City of Toronto engagement

## Human Resources Team

- Succession Planning

## Marketing Team

- 100<sup>th</sup> Anniversary

Our strength is people like you!

# Subsequent B Priorities

(Timing TBD)

## Board of Directors

- Volunteer Engagement
- Community Engagement

## Human Resources Team

- Organizational Culture



# Implementation Details



# The Plan

- This is a dynamic document and requires ongoing review of clarification, action steps, and accountabilities.
- If you feel that there is an area you would like to contribute, we encourage the participation. Feel free contact the owners listed.

Primary Initiatives	Project(s)	Timing	Owner	Priority	Comments & Metrics
<b>Revenue Generation</b>				<b>Ongoing operations targets built into budget</b>	
Ticket Sales (Museum and Mini-Train)	Proactive operations plan includes Marketing capability and leveraging events, with an eye to increase sales.	ongoing	Morningstar	Ongoing Operations	Deliver an operating plan at Budget cycle with initiatives to improve 10% per year
Store redevelopment	a. Complete engagement with Consultant b. Develop growth plan.	2022	Yali		Complete consulting activity and drive sustainable store operations
Rail Simulator	a- Updating the attraction b- Developing Revenue potential	2024	Simulations Team		Understand if there is a monetization play, if so how much
Hosting Events	a- Increase number of paid events, b- Remove permit roadblocks	ongoing	Morningstar		Increase onsite and virtual events per year by 2 per year (to be validated). Assess monetization of virtual events.
Grants	a- Trillium Grant application - Young Canada (internship and summer prog) - manage grant requests b- Research additional grants c -How to write grants (educational oppty)	ongoing	Zalik		Determine grant achievement levels and assess growth potential
<b>Growth</b>					
Baseline	Baseline Museum/Park capacity and forecast constrained & unconstrained growth potential with the outcome being support criteria for the priority of the GROWTH activities (includes financial growth, meeting our mission, and community support).	2022-2023	Board Member to Commission a Study		Fresh eyes to help us understand possibilities and constraints - what is feasible, and what is the best priority to make it happen. Ideally hire a consultant (preferably pro bono) to do the legwork within Park parameters, City-wide engagement, and staff capabilities. Inclusive of a Marketing Contributor, Architect involvement, Finance, James Rasor. Phil will raise it with James - This should be the basic work to drive the Growth Planning and Prioritization for everything else. Jim Cullen of the Revelstoke Museum may be a great consultant on such an effort with his deep insightful background; He is currently working with Heritage Rail Alliance on a year long strategy redevelopment effort.
Education	a. Implement existing School Programming b. Develop additional programming c. Transition plan	2022-2023 - 2025	Staff and volunteers		Already underway, need to operationalize the process to make sure it continues
Attraction Development	For exhibits, events, facilities, develop a prioritized schedule of projects, resources, and capabilities that can be leverage to grow the museum	2022-2023	Attractions Evolution Planning Team (with Partnership and Events alignment)		Development of Visitor experience - how are we improving the Museum Services for better attractions and need to align with Events Management and Partnership engagement. Occurs after developing a partnership program
Focus Museum Responsibilities	<b>Preservation</b> , conservation, management and resources of the Museums Heritage Resources, in alignment with the Mission, Vision, and Strategy of the museum. <b>Presentation</b> : Public programming, events, exhibits, and visitor experience in alignment with the Mission, Vision, and Strategy of the museum.	2022-2023	Zalik - Curation  Morningstar - Programming		We want the activities to focus on those things that drive benefit to the community vis a vis maximizing growth. Each team to focus their operational priorities based on this.
Museum Redevelopment	a. Museum in a Museum M2M b. Roundhouse Park Development	2022-2029	Rasor		To fulfill our mission and vision, we need to create professional facilities which meet Museum Quality Standards. Looking to get total cost estimate by March.

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<b>Branding and Marketing</b>					
Invest in TRM as our public facing Brand	a. Ad spend b. Website improvements	2022-2023	Chiofalo		Currently applying for a grant for funding of this activity
Cultural Events	Non-revenue cultural events to enhance community involvement - make Museum avail to public for their needs. Promote Historical Relevance	ongoing	Operations Team	Ongoing Operations	This activity should be considered part of the ongoing operations with an eye towards diversity and inclusion.
100th anniversary	Create a transformative team to educate community and manage the associated celebration, communication, & events	2022-2025	Marketing Committee		Lay the groundwork planning for promoting to the Public and potential activities with other teams.
Marketing Campaigns	a. Continuation of Marketing Com role - support Events planning, annual mktg plan, and kpi's b. Develop Communications Plan inclusive of Social Media, Public Relations, and Internal Needs	ongoing	Marketing Committee Zalik	Ongoing Operations	Marketing Campaigns are a coordinated activity between Marketing, Operations and Attractions Evolution Team. Communications Plans need to have support and coordination between, Volunteer communication, Public Relations, Social Media, etc.
<b>Partner &amp; Community Development</b>					
Cohesive Partnership Alignment	Create a broad networking plan that encompasses the touch points below	2022	Board/Ressa		This is a statement of purpose relative to the strategic thrust and related to the actionable activities below
Partnership and Event Alignment	Events team responsibility, connect with relationship partners as needed.	Ongoing	Zalik/Board	Ongoing Operations	Consider all relationships and how we can create mutual events when networking. Linked to Operations and Growth activity for attractions. Grant monies being pursued to establish a position
Community engagement	a. Create a contact list and assign individual Board members to reach out to each of the community agencies desired. Including political and diversity groups.. b. Present Strategy and plans to agencies and ask how we can work together.. c. Invite community to present to board	2022 2023 2023-2025	Board		Board to Board relationships plan for the potential partners. A task Force to communicate to the partnership community
Diversity and Inclusion	Spending time to build relationships with diversity groups using the community engagement processes; develop partnerships should be part of Community Engagement.		Community Engagement Team		This would be linked and be part of the Community engagement, and broadening expert content
Corporate Sponsorship	a. Create a Board Committee for sponsorship b. Generate sponsorship structure c. Network with potential sponsors with a \$500k annual goal by 2025 d. Build a Business Development Function	2022 2022-2023 2023-2025	Board		Create an ongoing Sponsorship/Fundraising Committee, Driven by the Board, with the sole purpose to increase financial cash flow to the museum. Includes but not limited to: Create a sponsorship and associated recognition levels (what will their benefit be?) and create a network of potential money people (or services people - a service is just as valuable) . Network assignments with potential sponsors.
City of Toronto	a. Discovery on City needs and ways we can create mutual excitement for the future of the museum and area. Network with relevant parties.	ongoing	Board/ Ressa/ Morningstar		This is the relationship with Jo Ann and her group. Expand this to include all constituents in the City and political arena

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<b>Organizational Development</b>					
Organizational Culture	Review structure and processes to allow for individual growth.	2022-2023	HR Committee	★ B	Career Development for staff and volunteers.
Succession Planning	This goes beyond restoration team: Development of Paid Staff and active volunteers for the future.	2022-2023	Mike/Chantalle	★ A	Succession planning. Strike a team to ferret out the plans and needs.
Expert Content Development	Many inputs here - We need to think through. Seek out and broaden the expertise to include other components outside of rail. Adjacenties.	2024	Volunteer Coord		Really part of "growth" of content, attractions, events etc. Growing capacity of organization by ringing in people with different expertise.
Volunteer engagement	Develop an engagement protocol for volunteer to drive satisfaction up	2022-2024	Board	★ B	Mike issues the volunteer newsletter, do we want to go deeper? Add? Add what?? The Board is the driver for change. Focus on a 2-way engagement process.
Human Resources	Policies and protocols	2023-2024	Chantalle/Board		



**Thank you.**

