

Strategic Plan for the New Brunswick Museum/Musée du Nouveau-Brunswick 2022-2027

Delivered to
NBM-MNB Strategic Planning
Committee and Board of
Directors

Prepared by
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Introduction

Introduction

- The New Brunswick Museum-Musée du Nouveau-Brunswick (the “NBM-MNB”) is excited to adopt a new 5-year Strategic Plan which aims to revitalize the NBM-MNB to serve the needs of all New Brunswickers as a thriving 21st Century museum
- The Strategic Planning Committee (the “Committee”) responsible for guiding development of the plan included members of the NBM-MNB Board of Directors (the “Board”), a representative of NBM-MNB management and staff, a representative of the Dept of Tourism, Heritage, and Culture (“THC”), and a representative of the NBM-MNB Foundation
- The rigorous and collaborative process to prepare this Strategic Plan included:
 - Review of corporate documents and policies
 - Digital assessment using Nordicity’s proprietary Digital Portrait™ assessment tool
 - Engagement with Board members, management, and staff and with the NBM-MNB Foundation
 - Collaboration with THC and review of the 2021 mandate letter from THC to the NBM-MNB
 - Engagement with Indigenous leaders and partners (led by the NBM-MNB)
 - Engagement with many key partners and stakeholders across the Province
 - Extensive engagement of public and community through an engagement survey
 - Comprehensive secondary research to align recommendations with trends, standards, and best practices

Introduction cont'd

- The Strategic Plan establishes clear goals, objectives, and actions to renew the facilities and assure a strong, empowered, and sustainable NBM-MNB, which serves all New Brunswickers through an invigorated Pan-NB approach
 - The goals and objectives reflect values and priorities that have been integral to the NBM-MNB for decades; many initiatives are already underway, and the Strategic Plan builds upon existing efforts
 - The Strategic Plan provides a framework for documenting, tracking, and monitoring progress against a set of clear objectives by means of Key Performance Indicators (“KPIs”)
 - The seasoned and professional NBM-MNB management and staff will be largely responsible for implementing actions and identifying opportunities in support of the goals and objectives expressed in the Strategic Plan
 - The Strategic Plan is a living document and may be amended as needed to best serve the NBM-MNB
- Significant investment in resources, effort, and time will be required to achieve the goals, objectives, and actions set out in this Strategic Plan

Introduction cont'd

- Success cannot be achieved without addressing:
 - A new facility for the NBM-MNB
 - Sustained funding and investment from both public and private sources
 - Human resources shortages - by filling vacant positions and creating new positions to fill gaps in capacity and expertise in the existing organizational chart
- The primary focus for at least the first 3 years of the period covered by the Strategic Plan will be on planning, building, and opening a new facility, along with raising the capital needed to fund it
- The years of facility renewal may represent a pivotal opportunity to strengthen governance, improve financial stability, rebrand, and enhance the pan-NB approach
- The Board has full confidence in the expertise and ability of management and staff to implement the necessary actions to sustain the NBM-MNB in its usual daily work through ongoing closures and to advance this Strategic Plan

NBM-MNB Vision

Building Blocks for a New Vision for the NBM-MNB

- A well-crafted vision statement is an important tool for communicating the NBM-MNB's aspirations, role, and impact
- The following statements provide an overview of the NBM-MNB's overall goals and aspirations and will be used to develop a clear, concise, and inspirational vision statement
- The NBM-MNB:
 - **belongs to all New Brunswickers**
 - is **accessible and welcoming and has a place in the lives of all New Brunswickers**
 - is a **driver of provincial pride and identity**, building a **holistic narrative** of the Province's natural and cultural heritage and New Brunswick identity through a Diversity, Equity, and Inclusion (DEI) lens
 - is a **forum for cultural exchange** and a focal point for **addressing and discussing key social issues** – for example, social justice, climate change, and environmental sustainability
 - **enriches and transforms lives** by bringing art, natural and human history, cultures, heritage, research, and people together through experiences that inform, delight, engage, and inspire
 - is **the flagship heritage institution in New Brunswick** and a museum of national importance in Canada
 - strives to be a **leading and thriving institution**, not just in New Brunswick, but across Canada and internationally

Strategic Plan

Strategic Plan Structure

- The Strategic Plan has **Four Strategic Pillars**, which together convey the longstanding **Foundational Values and Priorities** of the NBM-MNB.
- Under each pillar, the Strategic Plan outlines:
 - **Objectives** – A set of objectives for each pillar, to guide decision-making and monitor progress
 - **Actions** – Actions necessary to achieve each objective, which may be further developed by NBM-MNB management and staff
- **Implementation Roadmaps** will be developed by NBM-MNB management and staff for each pillar, identifying:
 - Timelines (Gantt charts) and Prioritization
 - Resources and Responsibilities
 - Dependencies

Mapping our foundational values and priorities to our pillars

Values & Priorities

Revitalizing the NBM-MNB through the construction of new facilities is essential to **build on a long and strong tradition** as Canada's oldest continuously operating museum, to meet collections and programming needs, and to conserve, curate, and present all of New Brunswick's natural and cultural heritage

A strong and clearly defined brand and good governance set the tone for a strong and empowered NBM-MNB

Strengthened finances and operations together with **mitigation of other risks** will ensure a viable and sustainable future

Maintaining excellence in core activities, such as professional museological practice, collections care, research, and exhibitions, with **outreach across the Province**, will remain a priority across all the NBM-MNB's activities

Embracing digital is key to success for a 21st century museum, especially in public engagement and support throughout the Province and beyond

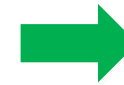
Strategic Pillars



Pillar 1: Regeneration Through New Facilities



Pillar 2: A Strong and Empowered NBM-MNB



Pillar 3: A Viable and Sustainable NBM-MNB



Pillar 4: An Invigorated Pan-NB Approach

The Four Strategic Pillars

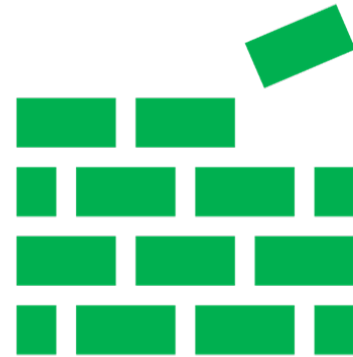
**Pillar 1 | Regeneration through
New Facilities**



**Pillar 2 | A Strong and Empowered
NBM-MNB**



**Pillar 3 | A Viable and Sustainable
NBM-MNB**



**Pillar 4 | An Invigorated Pan-NB
Approach**



A Strategic Plan for the NBM-MNB



Pillar 1 | Regeneration through New Facilities

OBJECTIVES	1.1 Identify base site selection criteria that are endorsed by key partners and stakeholders	1.2 Create implementation plan to design, build, and transition to new facility	1.3 Engage with community broadly about museum facilities vision	1.4 Design, build, and commission new facilities
ACTIONS	<ul style="list-style-type: none"> • 1.1a – Define objectives for a site (or sites) and selection criteria in consultation with governments and commercial/philanthropic interests • 1.1b – Select most suitable site that reflects NBM-MNB requirements, as well as provincial and federal commitment, City commitment, and core commercial or benefactor commitment • 1.1c – Communicate the NBM-MNB’s vision for the site to various partners and stakeholders 	<ul style="list-style-type: none"> • 1.2a - Create a project management office (PMO), project manager, transition budget, and project governance process in accordance with federal and provincial government guidelines • 1.2b – Develop facility requirements that are aligned to the Strategic Plan within feasible capital availabilities and consider the implications of one or two sites • 1.2c – Implement capital fundraising plan from public and private sources 	<ul style="list-style-type: none"> • 1.3a – Design consultation and engagement plans with all partners and stakeholders • 1.3b – Engage with the NBM-MNB’s wide range of constituencies about the future vision, including universities, colleges, schools, research community, heritage associations, different regions, etc. • 1.3c – Engage with City departments beyond the needs of new facilities and engage with regional service commissions and their members re tourism opportunities 	<ul style="list-style-type: none"> • 1.4a - Guided by relevant procurement processes, ensure the Architectural Concept and Implementation Plan, Architectural Design, Site Preparatory Work and Tendering as required. Construction, Inspection and Occupancy of the new and/or renovated facilities • 1.4b – Identify, plan and execute move into an interim facility

A Strategic Plan for the NBM-MNB



Pillar 2 | A Strong and Empowered NBM-MNB

OBJECTIVES

2.1 Assert greater agency in governance operations and a strengthened partnership with THC and rest of GNB

2.2 Create public accountability processes that respect the NBM-MNB's goals and its educational and advocacy mandates

ACTIONS

- **2.1a** – Assert the NBM-MNB Board's authority and responsibility, as specified in the underlying legislation
- **2.1b** – Develop a Board skills matrix and identify and supplement gaps, whether through recruiting or Board training
- **2.1c** – Increase the Board's participation in the selection of new Board members
- **2.1d** – Ensure adequate operational authority for the CEO
- **2.1e** – Create the appropriate structure to reflect the higher priority given to fundraising, ensuring clarity and collaboration with the NBM-MNB Foundation

- **2.2a** – Collaborate with the Province re fundraising and revenue diversification targets
- **2.2b** – Establish protocols with the Province as to how to respond to the Province's goals
- **2.2c** – Sustain provincial commitment to NBM-MNB's educational and advocacy roles
- **2.2d** – Achieve formal provincial key performance indicators (KPIs)

A Strategic Plan for the NBM-MNB



Pillar 2 | A Strong and Empowered NBM-MNB (cont'd)

OBJECTIVES

2.3 Strengthen accountability and transparency of the NBM-MNB to the general public, partners, and stakeholders,

2.4 Rebuild the NBM-MNB's reputation as a world-class heritage institution through a comprehensive rebrand process

ACTIONS

- **2.3a** – Prepare and communicate a long-term vision for the NBM-MNB to meet its responsibilities through programming, educational, and advocacy activities
- **2.3b** – Prepare and report on the NBM-MNB's activities, key performance indicators (KPIs), and performance targets on an annual basis
- **2.3c** – Ensure appropriate structure, support, and resourcing for optimal communications and marketing

- **2.4a** – Rework the NBM-MNB's brand pyramid, so it is robust and enduring, values-driven, and reflective of mandate
- **2.4b** – Revisit the NBM-MNB's logo and graphic guidelines, ensuring they are modern and accessible, but also appropriately inclusive, symbolic of our mandate, and reflective of our pan-NB positioning. This effort will provide the basis for graphic consistency
- **2.4c** – Rework the NBM-MNB's tone of voice and key messages to reflect the content of our brand pyramid and provide the basis for messaging consistency
- **2.4d** – Create a brand strategy for the NBM-MNB, ensuring full uptake and implementation of the brand throughout the organization – so we "live the brand" from the most senior levels of the organization to the most junior

A Strategic Plan for the NBM-MNB



Pillar 3 | A Viable and Sustainable NBM-MNB

OBJECTIVES

3.1 Establish a development program to drive strong increased funding from private and public sources

3.2 Develop strong, sustainable earned revenue streams

3.3 Improve operational efficiency and effectiveness through enhanced and integrated systems and processes

ACTIONS

- **3.1a** – Create a robust campaign plan for both capital and endowment funds, including strong targets for both
- **3.1b** – Develop a long-term fundraising and sponsorship strategy
- **3.1c** – Ensure appropriate allocation of responsibilities and resources between NBM-MNB and NBM-MNB Foundation, together with effective communication

- **3.2a** – Formalize and implement a strong membership strategy
- **3.2b** – Continue to pursue opportunities for revenue diversification through leveraging the NBM-MNB’s collections, research, services, and expertise
- **3.2c** – Leverage the invigorated Pan-NB approach (Pillar 4) to strengthen existing Museum Services (earned) revenue streams, including by shared resources
- **3.2d** – Investigate opportunities for new commercial or revenue sources through retail, hospitality, etc.
- **3.2e** – Establish a “culture of entrepreneurship” to empower staff to identify opportunities for revenue development

- **3.3a** – Explore solutions for integrating and streamlining information management systems and processes
- **3.3b** – Consider implementing an integrated CRM system that will bring together ticketing and audience/member/donor data from all departments
- **3.3c** – Establish and implement a comprehensive risk management program

A Strategic Plan for the NBM-MNB



Pillar 4 | An Invigorated Pan-NB Approach

OBJECTIVES

4.1 Present a holistic and inclusive narrative of the natural features and diverse identities, histories, and experiences which together make New Brunswick what it is

4.2 Foreground the historic and current role of Indigenous peoples and knowledge in the care and presentation of natural and cultural heritage of New Brunswick

ACTIONS

- **4.1a** – Focus collections development and research on filling gaps in the collections that will allow the NBM-MNB to expand the narrative it can present, relating to Indigenous peoples, descendant communities, and more recent arrivals in the Province; review the collections policy periodically to update practices, procedures, and goals
- **4.1b** – Develop a 5-year exhibitions plan that aligns with goals related to diversity, inclusion, and representation
- **4.1c** – Reinforce Francophone and Acadian representation at the NBM-MNB and on the Board
- **4.1d** – Feature the stories of Black New Brunswickers, as a significant descendant community
- **4.1e** – Continue to leverage partnerships and collaborations to complement the collections, expertise, knowledge, and research at the NBM-MNB
- **4.1f** – Ensure opportunities for staff to continue professional development

- **4.2a** – Strengthen Indigenous representation internally at the NBM-MNB
- **4.2b** – Strengthen a framework for Indigenous collaboration and partnership in collections care, research, interpretation, and representation at the NBM-MNB
- **4.2c** – Provide ongoing opportunities for staff engagement with and learning from Indigenous peoples and reflect these teachings in programming, interpretation, and exhibition within the NBM-MNB
- **4.2d** – Establish an Indigenous co-op and/or apprenticeship program in partnership with post-secondary institutions from across the Province

A Strategic Plan for the NBM-MNB



Pillar 4 | An Invigorated Pan-NB Approach (cont'd)

OBJECTIVES

4.3 Continue to build presence and affinity across the Province

4.4 Leverage digital infrastructure, platforms, and content to strengthen and extend engagement with visitors, communities, and partners across NB

ACTIONS

- **4.3a** – Undertake, as part of the overall rebranding of the NBM-MNB, a renewed emphasis on a Pan-NB approach and the layered meanings behind that concept
- **4.3b** – Revitalize effort to build and maintain partnerships with community museums, historic sites, and heritage organizations across the Province
- **4.3c** – Establish formal collaborative programs with post-secondary institutions (PSIs) across the Province
- **4.3d** – Expand K-12 engagement by developing educational assets in collaboration with Curriculum Coordinators.
- **4.3e** – Consider adopting collections methodologies to enable development of experiences that bring the NBM-MNB to the communities across the Province
- **4.3f** – Explore opportunities to expand and formalize an educational speaking series

- **4.4a** - Develop a robust digital engagement plan, using digital content and platforms to extend reach and engagement
- **4.4b** – Conduct a website audit and upgrade
- **4.4c** – Enhance the NBM-MNB's Search Engine Optimization (SEO)
- **4.4d** – Continue the digitization of the collection, exploring efficiencies through strategic alignment (e.g., digitizing around exhibitions)

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