



2024-2027 Strategic Plan

MONOVA: Museum & Archives of North Vancouver, 2024-2027 Strategic Plan

The role of museums and archives in society has evolved significantly over time and community museums have been at the forefront of redefining the role of museums in the world today. These institutions, often rooted in local history and culture, have embraced innovation, collaboration, and inclusivity to engage with diverse audiences and address social issues. No longer are they simply repositories of artifacts and historical information, but museums and archives now play an important role in shaping cultural narratives and engaging community. In order to stay relevant in our rapidly changing world, community museums must become more dynamic, inclusive, and responsive organizations, adapting to the needs and expectations of diverse audiences.

Winner of the 2023 Canadian Museums Association Outstanding Achievement in Social Impact Award and listed by the New York Times as a must-see destination for a 36-hour visit to Vancouver, MONOVA: Museum & Archives of North Vancouver has been recognized as an inspirational and transformative community hub.

Located on the traditional ancestral lands of the Sk̓wx̓wú7mesh (Squamish) and Səl̓ílwətaʔ (Tseil-Waututh) Nations, MONOVA's work over the next four years will dramatically increase the opportunity for audiences to interact with the Museum & Archives of North Vancouver in more expansive ways. We will raise public awareness and understanding of our vision and mission, and we will deepen our interaction and engagement through experiences that resonate with and reflect our unique peoples, lands, places, and stories.

MONOVA will:

- **Elevate Public Awareness & Brand Recognition** by creating opportunities for the public to get to know who we are and what we stand for
- **Strengthen Financial Sustainability & Capacity** by expanding our reach and impact through increased fundraising and diversified revenue streams
- **Engage Our Community** by creating connections with North Vancouver residents and encourage interaction, dialogue, and reflection
- **Enhance Visitor Experience** by welcoming all people and creating positive memorable experiences that will leave a lasting impression
- **Forge and Maintain Strong & Diverse Partnerships** by being a trusted partner and collaborator that celebrates and honours diverse perspectives

Vision

To inspire belonging and community connection across the diverse voices and histories of North Vancouver.

Mission

Create engaging and educational experiences to reflect on our past, understand our present, and build our future together.

The digital revolution has transformed the way people access information and engage with cultural institutions. Museums and archives are no longer confined to physical spaces; they now have a global reach through online exhibitions, digitized collections, and interactive experiences. This shift has opened new opportunities for museums to increase accessibility and connect with audiences across different demographics and geographic locations, expanding their impact beyond traditional boundaries.

The increasing emphasis on diversity, equity, inclusion, and reconciliation has prompted museums to reassess their collections, programming, and outreach efforts. Museums are now expected to be more accessible, inclusive, and representative of diverse voices and perspectives, and to prioritize decolonization of their collections. By actively engaging with underrepresented communities, addressing difficult histories, and promoting social justice initiatives, museums have the potential to become powerful agents of change in society.

Guiding Principles

Inclusivity: Our approach will reflect the social, emotional, physical, intellectual, creative, and cultural spirit of the people and places we serve

Empathy: We will create space for diverse perspective and honest dialogue

Relevancy: We will actively listen and seek to understand our current context

Memory: We will remember the past in order to know the present and plan for the future

Co-Creation: We will deliver on our mission through active participation and collaboration

Trust: The strength of our inter-connections and relationships will speak boldly through our exhibits and programs

Innovative and Forward Thinking: We will embrace new approaches, technology, and ideas to enhance audience experience

Our Mandate

An understanding and appreciation of our social, cultural, artistic, political, and economic history is an essential and necessary component of the fabric of our community life. The Councils of the City, and the District of North Vancouver, therefore, mandate the North Vancouver Museum and Archives Commission to develop and maintain an appropriate level of museum and archives services, in accordance with commonly accepted professional standards, to meet the needs and interests of public bodies, corporations and organizations doing business in North Vancouver and private citizens living in the two municipalities (as per North Vancouver Museum and Archives Commission Agreement Bylaw 6789).

Strategic Priorities and Objectives

Over the next three years MONOVA will embrace innovation and leverage new approaches to engage our community and enrich visitor experience. We will elevate public awareness and increase public support for MONOVA's vibrant exhibits, inclusive programs, and interactive

experiences. Key to our work is the continued development of a strong staff culture and organizational structure that works in alignment to achieve our objectives.

Strategic Priorities		Objectives
Elevate Public Awareness & Brand Recognition	MONOVA becomes a leading and highly recognized community museum both locally and nationally, driving increased audience awareness, brand visibility, and benchmarks for excellence and innovation in the museum and archives sectors.	<ul style="list-style-type: none"> ▪ Develop a comprehensive marketing and communication strategy that includes traditional media, social media, and community outreach to increase recognition, understanding, and visibility of MONOVA's purpose and brand ▪ Improve external wayfinding using signage, colour and design to support people finding the Museum and Archives as they move throughout the City (CNV) and District (DNV) ▪ Promote MONOVA as a valuable educational partner at elementary, secondary, and post-secondary levels ▪ Increase the visibility and promotion of MONOVA as a tourism destination ▪ Collaborate with staff, sponsors, volunteers, neighboring First Nations, and North Vancouver communities at large from young to elderly to increase awareness ▪ Elevate awareness of MONOVA and our industry-leading practices within the museum and archives sectors
Key Performance Indicators which we will be tracking to monitor and measure our success.	<ul style="list-style-type: none"> - Visitor satisfaction & loyalty - Visitor numbers and admission sales among both locals and tourists - Retail and venue rental revenue - Website & social media analytics - Return on investment in marketing and communications - Earned media - Partner engagement and satisfaction (MOU's, Revenue, ROI) 	
Strengthen Financial Sustainability & Capacity	MONOVA achieves financial stability and growth by diversifying revenue and accelerating philanthropic activity, while strengthening staff culture and organizational structure.	<ul style="list-style-type: none"> ▪ Increase non-government funding, private philanthropy, corporate partnerships, grants received, and earned revenue ▪ Explore charitable registration and enhance the role of philanthropy in revenue generation ▪ Invest internally in capacity to fundraise including the creation of an internal fund development position ▪ Continue to strengthen financial transparency and operational efficiency ▪ Nurture strong staff culture and knowledge base by developing, retaining and growing employee engagement and satisfaction ▪ Improve content, documents, and records management

Strategic Priorities		Objectives
		<ul style="list-style-type: none"> Enhance Commission engagement by leveraging community connections among Commissioners and increasing Commission involvement in fundraising efforts Refine, clarify, and celebrate MONOVA's working relationship with the Friends Society as organization ambassadors
Key Performance Indicators which we will be tracking to monitor and measure our success.	<ul style="list-style-type: none"> Employee engagement, satisfaction and retention Stability and risk mitigation among records storage and management Donor and sponsor commitments Diversification of funding sources Revenue growth, cost management, and increasing surpluses Growth across revenue streams 	
Engage Our Community	MONOVA boosts community participation and engagement by increasing outreach and educational impact, improving accessibility for all, and fostering a strong, invested membership base.	<ul style="list-style-type: none"> Create welcoming, inclusive, safe and accessible spaces which support the health and well-being of all. Increase community understanding of Skwxwú7mesh and Səlílwətał Nations and inter-cultural perspectives through storytelling and Museum and Archives programming Enhance youth engagement in culture and content creation Continue to build MONOVA's curriculum-aligned school programs and increase group bookings at both locations Continue to explore opportunities to support local businesses through MONOVA's retail presence Increase engagement opportunities and resources for those with diverse accessibility needs Create a membership structure in which members feel invested in MONOVA and excited about their community Museum & Archives Enhance volunteer participation in community days Increase socio-economic accessibility through affordable entry options and barrier-free programming Increase community engagement through social media and storytelling
Key Performance Indicators which we will be tracking to monitor and measure our success.	<ul style="list-style-type: none"> Membership retention and renewal Volunteer participation & retention School program delivery demand Social learning & impact Socio-economic accessibility 	
Enhance Visitor Experience	MONOVA's programs and outreach activate	<ul style="list-style-type: none"> Cultivate opportunities for representation of diverse ages, voices, cultures, and histories of North Vancouver

Strategic Priorities		Objectives
	<p>deep audience connection to North Vancouver’s multigenerational and diverse voices and stories.</p>	<ul style="list-style-type: none"> ▪ Present balanced narratives that include difficult histories and truth telling ▪ Deliver exhibits and programs which encourage stewardship of the environment and increase community awareness and action related to the climate ▪ Promote opportunities for inter-generational learning and engagement ▪ Increase opportunities for engagement and learning in different languages ▪ Leverage the role of volunteers in creating interactive, immersive, and thought-provoking experiences ▪ Activate Museum & Archives spaces for residents to gather together, interact and engage in activities ▪ Enhance access to resources through high-quality programs and collections, both traditional and non-traditional to support lifelong learning ▪ Utilize technology to bring stories out of the Museum & Archives and into the community ▪ Improve and expand virtual access to MONOVA’s Museum & Archives collections to make them more accessible to the public
<p>Key Performance Indicators which we will be tracking to monitor and measure our success.</p>	<ul style="list-style-type: none"> - Visitor satisfaction of exhibits & programs - Sensory-friendly resources for diverse sensory needs - Use of technology for outreach into the community - Accessibility of MONOVA collections through online platforms - Engaging community through activities both on and off-site 	
<p>Forge and Maintain Strong & Diverse Partnerships</p>	<p>MONOVA leads and convenes a network of partnerships that enrich programs and spark meaningful community dialogue.</p>	<ul style="list-style-type: none"> ▪ Advance Reconciliation, maintain strong relationships with S̱kw̱wú7mesh and Səlílwətał Nations honouring Memoranda of Understanding (MOUs) and prioritizing Truth and Reconciliation & United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) ▪ Develop, maintain, and celebrate strategic partnerships that inform programs and interpretations and create opportunities for dialogue that include diverse perspectives ▪ Continue to explore opportunities to collaborate with municipal departments and other partner agencies such as libraries, North Vancouver Rec & Culture Commission, and North Shore Emergency Management. ▪ Participate in the development of a CNV and DNV Arts and Culture Strategy

Strategic Priorities		Objectives
		<ul style="list-style-type: none"> Increase collaboration with other local arts and culture organizations to provide a range of opportunities to better activate our community and Town Centres
Key Performance Indicators which we will be tracking to monitor and measure our success.	<ul style="list-style-type: none"> MOU's Partner Impact Joint partnerships Meeting of Truth & Reconciliation and UNDRIP objectives 	

Core Partnerships

Guidance and development of MONOVA’s strategic plan requires the coordination and alignment with the following core partners:

1. City of North Vancouver
2. District of North Vancouver
3. Skwxwú7mesh & Səlílwətał Nations

As part of our planning process, we renew our commitment to our core partners:

City & District of North Vancouver

- Facilitate regular communication, maintain strong connections, collaborate in discussion and decision making where appropriate
- Leverage mutual strengths, credibility, and knowledge toward shared objectives
- Create opportunities for community engagement collaboration between MONOVA and municipal partners

Squamish & Tsleil-Waututh Nations

MONOVA honours our relationship with the Skwxwú7mesh and Səlílwətał Nations who continue to steward the ancestral territories now recognized as North Vancouver. This relationship made formal through signed MOUs is integral to our ongoing commitment to working together in partnership. MONOVA’s Indigenous Voices Advisory Committee (IVAC) was created to ensure we honour the principles and objectives of the MOUs, work collaboratively with [Skwxwú7m](#) and [Səlílwətał](#) Nations and establish effective working relationships, approaches and protocols that help guide this collaborative work in the best possible way.

- Fulfill commitments as outlined in existing MOU's, continuing to review agreements together to ensure commitments are still reflective of community needs and desires over time
- Respond to Calls to Action as laid out in the Truth and Reconciliation Commission, in particular those Calls to Action related to Museums and Archives
- Engage the Nations to ensure their perspectives are represented in MONOVA galleries and programs
- Examine new ways to ensure ongoing interest in participation from local Nations, possibly through staff operations, annual planning and the North Vancouver Museum and Archives Commission
- Foster long-term connections with Skwxwú7mesh and Səlílwətał Nation cultural and language departments
- Ensure input is sought on relevant issues

MONOVA Volunteers

MONOVA volunteers are woven throughout every aspect of our strategic plan and are integral to engaging our community. Attending and participating in community days, building awareness, acting as ambassadors, and supporting the delivery of programs, are all deeply valued volunteer initiatives as we strive to create connection and belonging to North Vancouver's rich cultural fabric.

MONOVA' Strategic Planning Process

MONOVA began the 2024-2027 strategic planning process with a set of accomplishments to celebrate and a vision for how we seek to engage North Vancouver residents and visitors. The process served to evaluate and crystalize this shared vision and produced a set of tangible objectives needed to deliver on our mission which we present here in our new strategic plan.

It is essential for MONOVA to be forward-thinking, innovative, and responsive to the evolving needs of communities. This strategic plan outlines a roadmap for MONOVA: Museum & Archives of North Vancouver, to navigate the complexities of this contemporary landscape, leveraging new technologies, fostering collaboration, and embracing diversity to ensure our institution remains relevant, resilient, and impactful in the years to come.

We respectfully acknowledge that MONOVA: Museum & Archives of North Vancouver is located on the traditional lands of the Skwxwú7mesh and Səlílwətał First Nations, whose ancestors have lived here for countless generations. We are grateful for the opportunity to live, work and learn with them on unceded Coast Salish Territory.