

# STRATEGIC PLAN 2024-2027

[monova.ca](https://monova.ca)



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# NORTH VANCOUVER STORIES LIVE HERE

CANADIAN MUSEUMS ASSOCIATION

**SOCIAL  
IMPACT  
AWARD**

2023 WINNER - MONOVA

***"An informative  
journey through  
the North Shore's  
history... what a  
treasure we found!"***

**VISITOR FEEDBACK**

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# WELCOME

## A MESSAGE FROM THE MONOVA LEADERSHIP

It's an exciting time for museums and archives. Coming out of the pandemic, many of us are looking for deeper connection – to each other, to our histories, and to the places we call home. Museums have never felt more relevant, and here at MONOVA, we're embracing this moment of transformation with open arms.

As a community museum, our role goes far beyond preserving objects. We're here to spark conversations, amplify diverse voices, and share stories in ways that feel meaningful, inclusive, and accessible to everyone. It's about making history come alive, not just in our galleries, but in the hearts of the people who walk through our doors or visit us online.

Central to this work are our relationships with the Skwxwú7mesh (Squamish) and səlilwətał (Tsleil-Waututh) Nations – we are profoundly grateful for their partnerships as we work together to share stories that honour their rich histories and deep knowledge of this land. Their perspectives continue to strengthen our efforts, and we remain committed to listening, learning, and walking together on the path toward reconciliation.

The world is changing, and we know that MONOVA must continue to adapt, engage, and respond to the needs of our community. This means making space for new voices,



difficult histories, and conversations that challenge and inspire. It means ensuring that every visitor – whether in person or online – feels seen, heard, and valued.

Working on our new strategic plan has been a truly meaningful experience. It has given us the chance to reflect on who we are, where we're headed, and how we can better serve our community. It has been shaped by many voices, and is helping us build a future that is bold, responsive, and rooted in our community.

As we move forward, I invite you to be part of this journey. Whether you visit, share your story, or support our work in other ways, your involvement helps shape a museum and archives that truly reflect the spirit of North Vancouver.

**Zoe Mackoff de Miranda**  
Director



# WHO WE ARE

## 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 & 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).

Located on the traditional ancestral lands of the Skwxwú7mesh (Squamish) and səliwətał (Tseil-Waututh) Nations, MONOVA's work over the next four years will dramatically increase the opportunity for audiences to interact with the Museum & Archives in more expansive ways.

### OUR VISION

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

### OUR MISSION

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

# 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.

## INNOVATION

We will embrace new approaches, technology, and ideas to enhance audience experience.







# NORTH VANCOUVER STORIES LIVE HERE

***"So many Indigenous stories,  
with a beautiful mix of belongings,  
history and interactivity"***

**VISITOR FEEDBACK**

# MOVING FORWARD

## OUR KEY GOALS

Over the next four years MONOVA will embrace innovation and leverage new approaches to engage our community and enrich the visitor experience. We will elevate public awareness and increase 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, in alignment with our operational objectives.

### STRATEGIC PRIORITIES

#### **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 within museums & archives.*

### OBJECTIVES

- Develop and implement a communications and marketing strategy to increase recognition, understanding, and visibility of MONOVA's purpose and brand.
- Improve external wayfinding 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, Skwxwú7mesh and səlilwətał 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.







## STRATEGIC PRIORITIES

### **Strengthen Financial Sustainability & Capacity**

*MONOVA achieves financial stability and growth by diversifying revenue and accelerating philanthropic activity, while strengthening staff culture and organizational structure.*



## OBJECTIVES

- Increase non-government funding, private philanthropy, corporate partnerships, grants received, and earned revenue.
- 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.
- 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.

## STRATEGIC PRIORITIES

### 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.*

### Enhance Visitor Experience

*MONOVA's programs and outreach activate deep audience connection to North Vancouver's multigenerational and diverse voices and stories.*

## OBJECTIVES

- Create welcoming, inclusive, safe and accessible spaces which support the health and well-being of all.
  - Increase community understanding of Skwxwú7mesh and səlilwətał Nations and inter-cultural perspectives through storytelling and annual programming.
  - Enhance youth engagement in culture & content creation
  - Expand MONOVA's curriculum-aligned school programs and increase group bookings at both locations.
  - Explore opportunities to further support local businesses through MONOVA's retail presence.
  - Increase engagement opportunities and resources for those with diverse accessibility needs.
  - Revitalize the membership model to reignite engagement with MONOVA and spark enthusiasm for the community Museum & Archives.
  - Enhance volunteer participation in community days
  - Increase socio-economic access with affordable entry options and barrier-free programming.
  - Increase community engagement through social media and storytelling.
- 
- Create space for diverse ages, voices, cultures, and histories while presenting balanced narratives that acknowledge complex and difficult histories.
  - Present exhibits and programs that inspire environmental stewardship and community climate action.
  - Promote opportunities for inter-generational learning and engagement, activating both the museum and archives as spaces to gather together, interact and engage in activities
  - Increase opportunities for multi-language engagement.
  - Leverage the role of volunteers in creating interactive, immersive, and thought-provoking experiences.
  - Enhance access to resources through high-quality programs and collections to support lifelong learning.
  - Utilize technology to share stories beyond the Museum & Archives while expanding virtual access to MONOVA's collections, ensuring greater public accessibility.



## STRATEGIC PRIORITIES

### **Forge and Maintain Strong & Diverse Partnerships**

*MONOVA leads and convenes a network of partnerships that enrich programs and spark meaningful community dialogue.*

## OBJECTIVES

- Honour Memorandum of Understanding (MOUs) with the Skwxwú7mesh and səliwətał Nations, prioritizing Truth and Reconciliation and UNDRIP.
- Develop, maintain, and celebrate strategic partnerships that enhance programming, and enable 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.
- Collaborate with local arts and culture organizations to activate and enrich our community and town centres.



***"Speaks to both  
adults and children...  
inclusive of all voices"***

**VISITOR FEEDBACK**

#### **NORTH SHORE STUDIOS**

North Shore Studios, known for a time as Lionsgate Studios, is a film production facility located in North Vancouver. Along with other studios in the region, it has contributed to Vancouver's reputation as "Hollywood North."

North Shore Studios is a leading player in film and television production. Many of their productions are filmed at sites and locations throughout North Vancouver and are seen all over the world. In their multiple studio buildings, environments for different productions can be created using lights, backdrops, special effects, props and fixtures.

North Shore Studios works with many smaller companies that specialize in various aspects of film production, such as sound and sound effects, lighting and camera equipment, set-building, catering, and talent recruitment. Career paths related to film and television production abound. Capilano University in North Vancouver offers a bachelor of motion picture arts degree as well as other related courses and programs at the Hal and Flora Bosa Centre for Film and Animation.

**NORTH VANCOUVER  
STORIES LIVE HERE**



# OUR COMMUNITY

## CORE PARTNERSHIPS

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

**City of North Vancouver**

**District of North Vancouver**

**Skwxwú7mesh & səlilwətał Nations**

As part of our planning process, we renew our commitment to each.



## CITY & DISTRICT OF NORTH VANCOUVER

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

## SQUAMISH AND TSLEIL-WAUTUTH NATIONS

MONOVA honours our relationship with the Skwxwú7mesh and səlilwətał 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 Skwxwú7mesh and səlilwətał Nations and establish effective working relationships, approaches and protocols that 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 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 səlilwətał Nations cultural and language departments.
- Ensure input is sought on relevant issues.

# WITH THANKS TO...

## VOLUNTEERS

MONOVA's dedicated team of over 50 volunteers plays a vital role in enriching our visitor experience, supporting school programs, and strengthening community connections. Through Discovery Sessions, community outreach, and hands-on support across our museum and archives sites, they help us deliver more than we could alone. Coming from diverse backgrounds, our volunteers reflect the communities of North Vancouver and help ensure our work is inclusive, accessible, and deeply rooted in local voices. Their ongoing commitment is a cornerstone of MONOVA's success.

## FRIENDS OF THE NORTH VANCOUVER MUSEUM & ARCHIVES SOCIETY

The Friends of the North Vancouver Museum & Archives Society play a vital role in advancing MONOVA's mission. Through advocacy and community outreach, they help raise awareness, generate financial support, and promote MONOVA across North Vancouver. Their efforts strengthen public engagement, expand our reach, and ensure MONOVA continues to thrive as a vibrant cultural hub. We would like to thank the Friends Society for their commitment and support as we move forward with our new Strategic plan for 2024 - 2027.

## NORTH VANCOUVER MUSEUM & ARCHIVES COMMISSION

The North Vancouver Museum & Archives Commission provide strategic oversight and guidance to MONOVA, ensuring alignment with community values and long-term goals. As a dedicated advisory body, the Commission supports governance, champions MONOVA's mission, and helps steward its growth as a cultural anchor for North Vancouver.

Through collaboration with staff, stakeholders, and our municipal partners, the Commission plays a key role in shaping MONOVA's future and strengthening its public impact.





AS LISTED IN THE NEW YORK TIMES

A MUST-SEE  
DESTINATION

ON A 36HR VISIT TO VANCOUVER

***"So enlightening  
to learn about  
the rich history  
of North Vancouver...  
...a wonderful experience"***

**VISITOR FEEDBACK**

FOOTAGE

© Michael Wagner, 2019  
© Thomas J. Jones, 2019  
© David L. Jones, 2019  
© Vancouver's North Shore Trenches Foundation, 2019

**TIM JONES**  
(1916-2019)

Many people owe their lives to Tim Jones, North Shore Rescue's first and only volunteer.

**NORTH SHORE RESCUE**

North Shore Rescue (NSR) is a volunteer community-based search and rescue team, headquartered in North Vancouver.

North Shore Rescue's members are from all walks of life but share a common interest in providing an important service to the region and to the public. The team was established in 1965, making it one of the oldest search and rescue teams in Canada. During this time the number of calls received and the team's response has grown significantly. Over the years, the team has been involved in more than 2,000 search and rescue operations, responding to over 200,000 hours of calls. These calls have involved more than 2,000 people, and approximately 25% of the calls have involved serious injuries or deaths.

**GERTRUDE (GERTIE)  
MARION WEPSALA**  
(1916-2007)

Gertrude is best known as "Gertie's Girl" and "The Girl on the Ski". She won the women's ski championships for several consecutive years in both downhill and slalom.

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## DOCUMENT SUMMARY

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.



*MONOVA: Museum & Archives of North Vancouver is located on the traditional lands of the Skwxwú7mesh and salilwatał 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.*