



2022 - 2027 STRATEGIC PLAN

Great museums evolve. As public stewards, we recognized the need for a strategic plan that ensures the Manitoba Museum continues to be one of Canada's leading institutions, delivering programming that is meaningful and relevant. We are excited to have a bold new strategic direction to guide us!

Our strategic plan reflects the hopes of thousands of voices in the province. It outlines our commitment to achieving real and sustainable change by creating transformative experiences and by engaging Manitobans in sharing their diverse stories, histories and perspectives. To achieve our goals, we must focus on building collaborative partnerships that strengthen and broaden the Museum's impact in the community.

The environment in which we operate is shifting dramatically and this strategic plan provides a roadmap to align ourselves with the new set of realities marked by changing demographics and unprecedented calls for greater equity and inclusion from Indigenous, Black and racialized people throughout Manitoba. Looking to the future, we will focus on our strengths and apply them to becoming a living institution that continues to actively respond to the Truth and Reconciliation Commission of Canada's Calls to Action and to create spaces that are authentic reflections of all Manitobans. This strategic plan places emphasis on advancing decolonization, reconciliation, and repatriation in all facets of the Museum's work.

We are now poised to build the museum of the future. With the support of the private and public sector, the Manitoba Museum has added and will continue to add tremendous value to our community. This ambitious plan will guide our development to create transformative and innovative programming that will sustain the Museum's reputation as a world class destination.



Brigitte Sandron
Chair, Board of Governors

The Manitoba Museum acknowledges we are on Treaty No.1 land, the ancestral lands of the Anishinaabeg, Ininiwak, and Michif. These lands, water and waterways are the unceded territories of the Dakota, and the homeland of the Red River Métis Nation. The Museum is committed to reflecting the continued legacy of all the original peoples of this province, including the Ithiniwak, Denesuline, Anishininiwak, Inuit, and Nakota.

We acknowledge the harms of the past, are committed to improving relationships in the spirit of truth and of reconciliation, and appreciate the opportunity to live and learn on these traditional lands in mutual respect.

The Manitoba Museum has played a pivotal role in showcasing the rich heritage and natural wonders of our region. Our collections are encyclopedic in scope, encompassing both cultural artifacts and scientific specimens and are a testament to the diversity of life and the importance of preserving our past for future generations. We strive to conserve, collect, and share knowledge, while encouraging intercultural dialogue and understanding within our communities.

Today, it is increasingly crucial that institutions like the Manitoba Museum go beyond the traditional role of heritage institutions and serve as a bridge connecting diverse cultures, promoting justice, and addressing pressing environmental concerns.

For far too long, museums have held themselves to a self-imposed neutrality, observers, but never influencers. This approach has been to the detriment of societies. Museums can not and must not be neutral. Museums are uniquely positioned, as trusted intermediaries, to use their knowledge and expertise to create positive change, to not solely observe the past, but to shape the future. One important way the Manitoba Museum is showing us a new way forward, is by strongly aligning the Museum's mission and activities with the principles outlined in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). By acknowledging and acting upon the principles outlined in UNDRIP, the Manitoba Museum is committing to a path that will respect, promote, and strengthen the rights, histories, and cultures of Indigenous peoples. Through these efforts, the Museum will contribute to increased understanding, empathy, and mutual respect among all Manitobans.

The Manitoba Museum strives to be a safe space and a place for justice. The Museum recognizes the historical and contemporary injustices faced by Indigenous peoples and so, as an ally, it uses its resources to advance Truth and Reconciliation. The Museum also acknowledges the systemic injustices and struggles of other marginalized communities, and through partnerships, and the shared development of programs and exhibitions, it hopes to support healing and social justice. Through co-curated exhibitions and innovative, perspective-changing programs, the Museum is creating platforms for critical conversations, showcasing diverse perspectives, and promoting inclusivity within our society.

The Museum has a responsibility to raise awareness and educate the public on many fronts. Through its primary, field-based and lab-based research, as well as through scientific explorations in natural history, climate change, environmental sustainability, and the current biodiversity crisis, the Museum is contributing to a deeper understanding of our changing world and inspiring individuals to take meaningful action towards a more sustainable future.

We move forward with hope, directed by the communities we serve. We ask you to join us in these important steps as the Museum becomes a more impactful and transformative institution enriching the communities and landscapes of Winnipeg, Manitoba, and beyond.



Dorota Blumczyńska
Chief Executive Officer

WHAT IT MEANS TO BE A MUSEUM TODAY

A museum is a place of community, where objects, specimens, stories, and experiences are collected, preserved, and shared. It is a space dedicated to understanding where we have come from, our shared past, so that we can move forward together to a more just and inclusive future. The Manitoba Museum is a unique entity in our province and beyond, a place of discovery and wonder. Since the doors to the first building opened over 50 years ago, millions of memories have been created here. From the beginning, but evermore now, the Museum has a profound responsibility to challenge assumptions, to encourage questions, and to deepen dialogue and discourse with the goal of reshaping our understanding of one another and our world. In doing so, the Museum can journey together with communities towards a more sustainable future.



“A museum is a not-for-profit, permanent institution in the service of society that researches, collects, conserves, interprets and exhibits tangible and intangible heritage. Open to the public, accessible and inclusive, museums foster diversity and sustainability. They operate and communicate ethically, professionally and with the participation of communities, offering varied experiences for education, enjoyment, reflection and knowledge sharing.”

Passed by the Extraordinary General Assembly of ICOM, 24 August 2022

METHODOLOGY

The Manitoba Museum took three steps to facilitate strategic plan development with our teams and communities.

1 - KEM Consulting and Change Weavers Consulting led the staff, Manitoba Museum Board of Governors, as well as the Board of Directors of the Manitoba Museum Foundation in workshops where they had the opportunity to engage in meaningful conversations and participate in an exchange of ideas about the Museum's strengths, weaknesses, threats, and opportunities. These sessions rejuvenated the collaborative spirit of the Museum's teams and helped to create a spirit of moving forward together. They also provided the consultants with foundational knowledge that was used to inform the development of the Manitoba Museum Tomorrow Survey, an engagement tool which would invite Manitobans to share their ideas and perspectives about the Museum's future.

'We need to know where we came from in order to move forward. The Museum does that for us and sheds a clear pathway for visitors to understand where we come from.'

2 - A province-wide Listening Tour included the Manitoba Museum Tomorrow Survey, focus groups, and one-on-one interviews. In total over 1,100 respondents engaged in strategic conversations about what they appreciated, what they wanted

to see changed, and what they hoped the Museum could be and do in the years to come. Many knowledgeable and trusted friends offered invaluable perspectives on how the Museum can best serve our shared histories and contribute to shaping our collective future. The diversity of voices and rich responses served to identify emerging strategic goals, community needs and hopes, and concrete ideas for how the Museum experience can be enhanced for all its visitors, in person and virtually.

'A place where we can gain perspective on the past, the current and the future. A place that honours or should honour the missing histories. Make the invisible, visible. Makes sense of the past and prepares us for our future together.'

3 - Lastly, an environmental scan was completed to understand emerging and innovative trends in museums, regionally, nationally, and internationally, what those trends meant for the Manitoba Museum, and how they could be used to create a truly transformative and sustainable future. Particular attention was paid to fellow collections-based museums, who also undertake research, conservation work, and collaborate with academic institutions and governments to inform policy and to increase public knowledge.

'We are listening to our communities and prepared to act on what we hear to build solid community relationships for the future.'

Results

This collaborative and extensive project led to the development of the Manitoba Museum Strategic Priorities for 2022-2027, a road map for the Museum, approved by the Board of Governors on October 27th, 2022.

The Museum's continued success and achievement of these priorities will be made possible by continuing to engage in open dialogues with the Museum's communities, collaborators, supporters, and teams.

VISION, MISSION & VALUES

VISION

- To shape Manitoba's future by expanding knowledge, sharing stories, and encouraging discovery

MISSION

- To preserve the heritage of Manitoba for present and future generations;
- To seek, acquire, and share knowledge of Manitoba's history, culture, and natural world with Manitobans and others; and
- To inspire personal discovery, appreciation, and understanding of Manitoba, the world, and our universe.

VALUES

- **Curiosity** - We promote innovation by seeking out new ideas and welcoming knowledge exchange.
- **Integrity** - We act with honesty and integrity. We strive to know and uphold the highest ethical standards.
- **Responsibility** - We are responsible stewards of the public trust and institutional assets as stated in the Museum's mandate. We are committed to being socially and environmentally responsible.
- **Respectfulness** - We value the contributions of all Museum stakeholders and treat them with respect and sensitivity.
- **Inclusivity** - We encourage diversity and dialogue, and are committed to creating an environment for staff and the public that is welcoming and one that promotes inclusivity and equity.





Create transformative experiences through innovation and modernization.

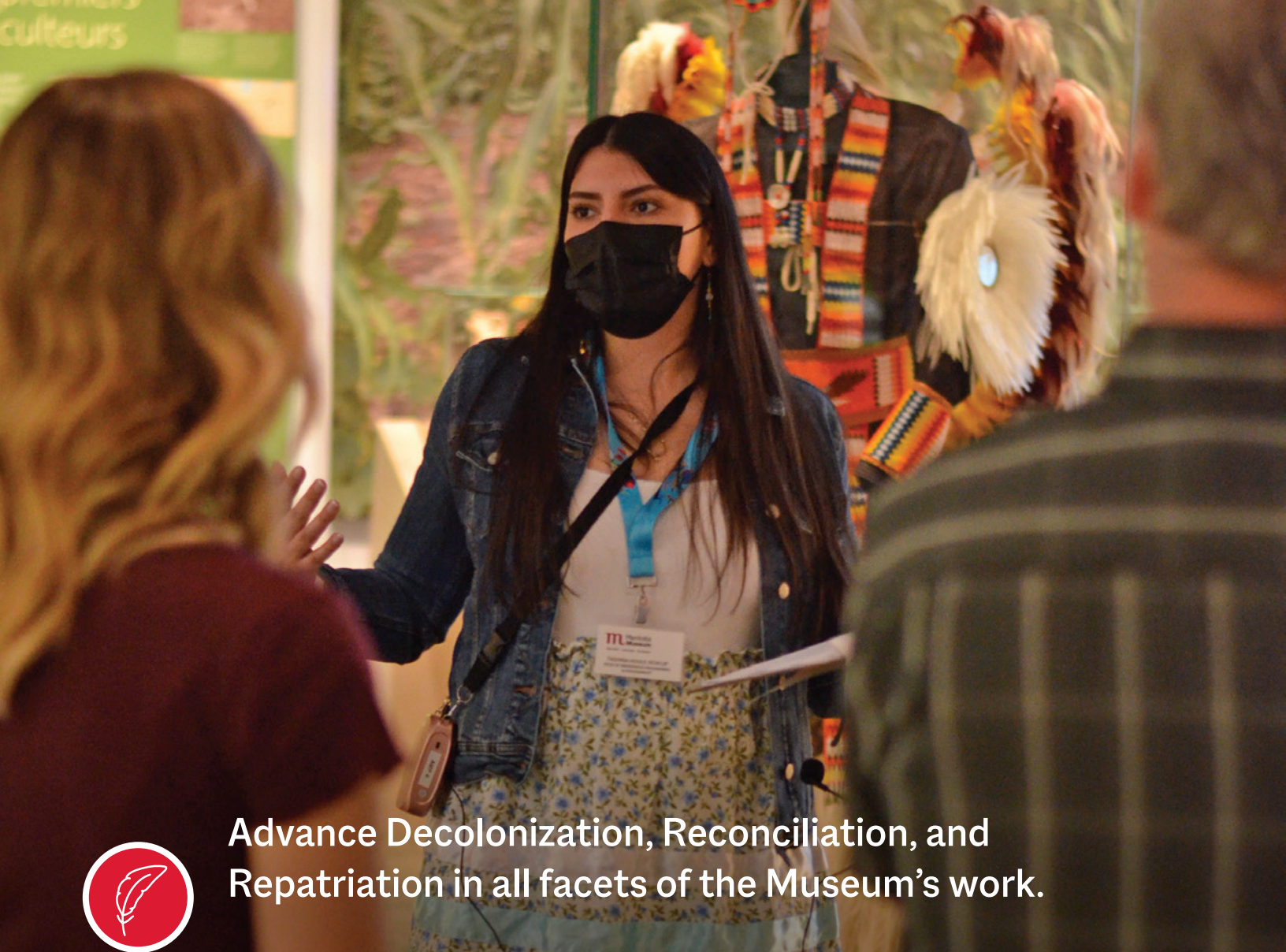
Description

Through investment in a continuous process of innovation, modernization, and revitalization as well as through the adoption of progressive practices in museology, we will evolve as a living organization, enhancing the Museum's public value. By ensuring that our research, collections, exhibitions, programs, and events are inclusive and widely accessible, we will build transformative experiences for all visitors. We will unlock the Museum's full potential as a destination of choice that values research and programming fueled by imagination and originality. We will be creative, engaging, and responsive to Manitoba's diverse communities by being a state-of-the-art facility that explores human history, natural history, science, and space. The Museum will be dedicated to the renewal

of its content, reflecting critical societal issues such as climate change, Truth and Reconciliation, and social and economic justice.

Objective

By 2027, the Manitoba Museum will modernize the majority of its public spaces, infrastructure, and offerings, and establish a Museum-wide improvement planning framework for Museum Galleries, Planetarium and Science Gallery. By doing so, we will provide relevant and interconnected transformative experiences for our visitors. The Museum will be more welcoming, accessible, and inspiring in all of our experiences. We will engage community members in lifelong learning, reflection, discussion and gathering, onsite, offsite, and virtually.



Advance Decolonization, Reconciliation, and Repatriation in all facets of the Museum's work.

Description

We acknowledge our wrongdoings as a colonial institution and are committed to decolonizing our current practice by adopting and implementing the recommendations of the Truth and Reconciliation Commission (TRC) and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). We will be responsive by providing access to and sharing collections with Indigenous communities and Indigenous organizations. We will continue to build on our existing foundation, while deepening and advancing our efforts in Truth and Reconciliation, Repatriation, and Decolonization.

Objective

By 2027, through the development and implementation of a holistic, museum-wide framework that furthers Decolonization, Indigenization, Reconciliation, and Repatriation, the Manitoba Museum will be recognized by Indigenous and non-Indigenous communities for its demonstrable commitment to advancing Truth and Reconciliation and UNDRIP.



Engage Manitobans in sharing their diverse stories, histories, and perspectives.

Description

Through enhanced community connections and collaborative engagement, the Museum will be relevant to, and have the support of Manitoba's diverse communities. We will seek out broad perspectives of all Manitobans, informing the building and sharing of collections, the creation of exhibitions, the development of programs, and the creation of transformative experiences. These joint efforts will contribute to community cohesion and well-being and a sense of welcoming and inclusion, where learning, sharing, and dialogue are possible and encouraged. By being responsive to the perspectives, needs, and interests of diverse peoples, multicultural communities, neighbourhoods, and geographic regions, the Museum will honour stories yet to be told.

Objective

By 2027, the Manitoba Museum will be recognized as a collaborative and active partner with all communities; one that embraces and celebrates co-creation and co-curation of our programs and exhibitions as evidenced by the enhanced diversity of community stories and perspectives shared.



Build collaborative partnerships to strengthen and broaden the Museum's impact.

Description

We recognize that we are part of a larger interconnected ecosystem that requires us to work collaboratively as we support community well-being and advance civil society. We will nurture and invest in intentional, consistent, and reciprocal partnerships resulting in shared initiatives that achieve mutually beneficial strategic impacts for partners and communities. To carry-out this work, we will connect with and equally contribute to the priorities of community, cultural, business, and scientific collaborators.

Objective

By 2027, the Manitoba Museum will be recognized as an integral part of the Manitoba landscape and a member of multiple collaborative initiatives and partnerships in Manitoba that are collectively working together to make a community-wide impact.



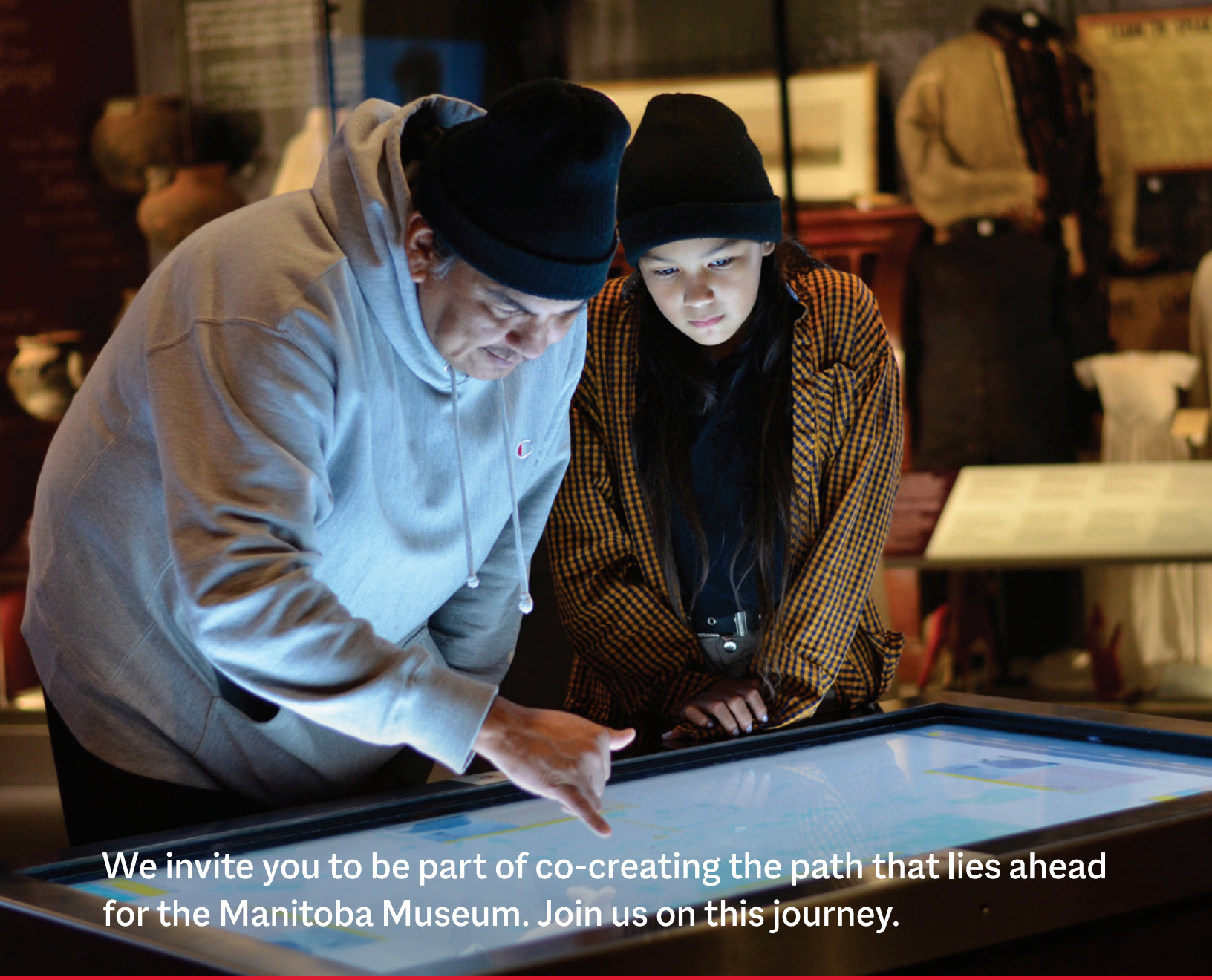
Evolve as a dynamic and impactful Museum rooted in financial and organizational sustainability.

Description

We will invest in creating a strong and sustainable museum by strategically growing our long-term organizational and financial sustainability which responds to unfolding economic circumstances while expanding and diversifying our revenue sources. Our internal organizational model will honour a strong, diverse, and proactive governance approach, visionary leadership, a cohesive staff and volunteer team representative of the social and cultural fabric of Manitoba, all of whom embrace a culture of strategic evaluation, iterative learning, and environmental responsibility.

Objective

By 2027, the Manitoba Museum will be recognized as a strong, inclusive, provincial cornerstone institution with a reputation as a strategic learning organization that is environmentally and socially responsive, financially sustainable, employing creative approaches to operating and organizational needs.



We invite you to be part of co-creating the path that lies ahead for the Manitoba Museum. Join us on this journey.

BUILDING COMMUNITY
BUILDING SUSTAINABILITY

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Museum

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The Manitoba Museum is accredited by Imagine Canada for excellence in non-profit accountability, transparency, and governance.

