

# CAPE ANN MUSEUM

ART HISTORY CULTURE

## STRATEGIC PLAN 2010–2016

### Our Vision for the Future

The Cape Ann Museum campus will thrive as one of the finest small museums in the United States, celebrating the rich story of Cape Ann's art, history, and culture.

The Museum collections and the Cape Ann story will be treasured and valued, and accessible to the public both online and in the Museum's intimate and inviting setting.

### Key Research Findings

The Museum has managed its nationally important collections well. It has offered regular cycles of high quality exhibitions and programming, and has been prudent in the management of its finances.

#### Top two qualities of the Cape Ann Museum:

1. The high quality of the collection
2. The intimacy of the viewing experience

The Museum has been less effective in encouraging visi-

torship and in the broadening of its membership and donor base. The actual addressable audience for the Museum is significantly larger than the market it has attracted in the past.

The leadership must invest in both staff and in the Museum's physical infrastructure not only to capitalize on these opportunities, but also to be effective stewards of the Museum's considerable assets.

Today, the Cape Ann Museum serves 16,000 visitors annually—1,200 of whom are members. **By 2016, the Museum intends to reach 28,000 visitors per year and to increase membership to 1,800.**

Visitors to the Museum will include Cape Ann residents, tourists, students, and scholars. Online visitors—school children, teachers, researchers, potential visitors, art lovers, history buffs, and more—will have access to an informative, interactive website and a comprehensive collection catalog.



### Primary Goals and Overarching Strategy

- Goal 1:** To preserve and enhance the collection.
- Goal 2:** To increase awareness and appreciation of the Museum's resources.
- Goal 3:** To create an organizational structure and support base that will enable the Museum to achieve these mission-related goals.

**Overarching strategy:** To realize these three goals the Museum will elevate collections stewardship, audience engagement, museum support, and organizational resources.

Components of the goals and strategies are mutually dependent and reinforcing.

The strategic planning process, started in 2008 and completed in the summer of 2009, was headed by non-profit consultants TDC of Boston. It involved thorough financial and market analysis, membership surveys, research on benchmark institutions, and interviews with key stakeholders, including staff, Board, Museum members, and community leaders.

## Three Goals and Key Strategies

1. Preserve and Enhance the Collection	2. Increase Awareness and Appreciation	3. Build Infrastructure and Support Base
<ul style="list-style-type: none"> <li>☞ Utilize digital collections management system to thoroughly inventory and catalog collection</li> <li>☞ Develop strategy to attract loans and gifts to expand collection</li> <li>☞ Create long-term preservation plan to care for the collection</li> <li>☞ Fully integrate library resources into exhibitions and programming</li> <li>☞ Address key maintenance needs</li> </ul>	<ul style="list-style-type: none"> <li>☞ Encourage local community involvement, build partnerships, and develop leadership role in presenting the story of Cape Ann</li> <li>☞ Develop a website that makes the story of Cape Ann accessible to local, regional, and international audiences</li> <li>☞ Make collections catalogs available online</li> <li>☞ Create internal signage to help visitors interpret displays and navigate the Museum</li> <li>☞ Improve external and directional signage to the Museum</li> <li>☞ Build a strong, diverse volunteer corps; involve docent community to support outreach goals</li> <li>☞ Implement regular visitor feedback system</li> </ul>	<ul style="list-style-type: none"> <li>☞ Maintain strong relationships with core audience</li> <li>☞ Expand core staff with expertise in communications, technology, collections management, security, and facility maintenance</li> <li>☞ Broaden and deepen support base by converting exhibition and program visitors into members and donors, and by attracting corporate and foundation grants</li> <li>☞ Redesign entrance, Davis Gallery, and Folly Cove Auditorium</li> <li>☞ Develop Museum campus plan to include Main Building, Captain Davis House, White-Elery House, and 26 Pleasant Street</li> <li>☞ Address key maintenance needs: storage, fire safety, and HVAC throughout buildings</li> </ul>

### Maintain standards of excellence and high quality visitor experience