



ONTARIO
MUSEUM
OF HISTORY & ART

Ontario Museum of History & Art

City of Ontario |



Strategic Plan
2021/2022 – 2025/2026
Adopted June 30, 2020

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Mission Statement

The Ontario Museum of History & Art is a vibrant cultural resource for our diverse communities. As stewards, we advance an understanding of regional history and art. We provide meaningful visitor experiences through well-curated exhibits and programming.

Vision Statement

The Ontario Museum of History & Art will be the premier arts and cultural center for the Inland Empire by engaging diverse audiences, presenting dynamic experiences, and preserving our regional legacy.

Values Statement

The Ontario Museum of History & Art operates by the following guiding principles:

Preservation: We are committed to ethical, accountable, and professional museum standards.

Quality: We are responsive to the surrounding community's needs through education and lasting partnerships.

Sharing: We are a venue that is accessible and responsive to the region through sharing relatable narratives with our visitors.

Experience: Our museum is a place of discovery, curiosity, and fun.

Adopted May 12, 2020
Ontario Museum of History & Art Board of Trustees

History

In 2010 through 2013, the Museum conducted a community assessment of the perceived roles, successes and challenges in serving the community. Teams of civic leaders explored the following Museum aspects: Audience, Programs, People, Funding, Physical Environment, and Community.

The assessment findings were then shared with Strategic Planning Facilitators prior to a strategic planning workshop held on February 20-21, 2015 with Museum leadership. During this time the strategic planning workshop developed the fundamentals of a Strategic Plan, including a vision statement, strategic directions, and strategies, and a one-year action plan.

Participants included leadership from the Museum Associates, Board of Trustees, and staff. During this time, the Museum had concluded an organizational assessment and evaluation. Leadership was ready and eager to be engaged in strategic planning.

The strategic planning workshop focused on addressing the key question: *How can we as the Museum leadership, over the next 3-5 years, substantially grow our audience, build our resources, and provide facilitative leadership for cultural development?*

A small leadership team developed this question in advance ensuring that the most critical issues were identified and would be addressed in the strategic planning. The group used the Technology of Participation (ToP)® strategic planning process. The agenda included a Preparation session and Practical Vision, Underlying Contradictions, Strategic Directions, and Focused Implementation Workshops.

Development of the 5-Year Strategic Plan

By December of 2016, three working committees were formed, reflecting each of the Strategic Directions. Each committee was chaired by a member of the Board of Trustees. Participants included all Board of Trustee members, members of the Museum Associates Board of Directors, and Museum staff. Each committee worked with the Museum Director to develop a detailed strategic plan for each focus area, including goals, objectives, and action items. The committee chairs then met with the Museum Director to combine the committee plans into a single Master Plan document. The initial 5-Year Strategic Plan covers the time-period from Fiscal Year 2016-17 through Fiscal Year 2020-21.

Updated 5-Year Strategic Plan

The Museum was closed to the public in March 2020 due to COVID-19, following the California State-ordered closure of all museums in California. The closure challenged the Museum to re-think how to provide services and be of value to the communities it serves. In response, the Museum Board of Trustees formed working subgroups, with staff involvement, to review the vision, mission, and values statements, and to adopt an updated strategic plan. The updated plan covers the time-period from Fiscal Year 2021-22 through Fiscal Year 2025-26. Two area of focus were added in the update: Developing Additional Resources and Achieving Museum Accreditation. Items completed during the first Strategic Plan are noted as completed. This updated Strategic Plan was adopted by the Museum Board of Trustees on June 30, 2020.

Financial and Staff Resources that Support the Strategic Plan

The Museum, under the umbrella of the Community Life & Culture Agency, is funded by the City of Ontario. The City has an exemplary record of preserving the Museum's budget and staffing even in times of recession. The Fiscal Year 2021-22 General Fund budget of \$1.3 million supported three full-time Curators who oversee exhibits, collections, and education; two full-time Assistant Curators; and 9 part-time support positions or 6 FTE. The Museum also relies on the Agency for marketing and administrative support.

Key Elements of the Updated 5-Year Strategic Plan

The Strategic Plan utilizes the five following strategic directions as key Focus Areas:

- Enhancing the Physical Environment – includes facilities preservation and maintenance planning, use of space, interpretive planning, signage and visual identity, collections storage, management, and care.
- Engaging Diverse Communities – includes community outreach, volunteer recruitment and training, and diversified exhibits and programs.
- Presenting a Dynamic Experience – includes Museum best practices, education planning, space accommodations, and programs, staff, intern, and volunteer development, marketing, public programs, and marketing outreach.
- Develop Additional Resources – includes grant and foundation funding opportunities as well as sponsorships.
- Achieve Museum Accreditation – includes application to the American Alliance of Museums

Recommended Plans for Continued Use, Review & Updating

With approval by the Ontario Museum of History & Art Board of Trustees, Museum Associates and Ontario City Council, Museum staff utilize this updated Strategic Plan as a guideline and process through Fiscal Year 2025-26. Feedback and review of the Strategic Plan is conducted as needed by the Board of Trustees and the committee chairs for the five focus areas. A semi-annual report is given to the Board of Trustees.

With the creation of the Community Life & Culture Agency by the City Council in early 2018, the Ontario Museum of History & Art presented this Museum Strategic Plan document as part of an overall arts and culture update to the City Council. As the Community Life & Culture Agency continues to grow with the Museum there will be even more clear-eyed strategic planning in support of these efforts to expand the Museum's value to the residents and visitors of Ontario, and to engage artists and artwork throughout the community.

The five focus areas in the remaining sections of this document provide context and outline goals and benchmarks for each.

Enhancing the Physical Environment

The Ontario Museum of History & Art occupies a historic building that originally served as the Ontario City Hall. The building was designed by San Bernardino-area architect Dewitt Mitcham and constructed in 1937 as a Works Progress Administration project. It is a locally designated historic landmark that has been determined to be eligible for the National Register of Historic Places.

The building has served as the Museum's home since it opened in 1981. Since the facility was not designed as a Museum, unique challenges exist in working to maintain code and accessibility standards. Additionally, the building lacks the proper environmental envelope and systems required to properly exhibit and store artifacts in the Museum's care.

In the early 1990s, basic renovations occurred to convert the wings of the Museum into four distinct exhibit spaces. The North Wing presents changing art and historic themed exhibits, while the South Wing houses the Museum's core exhibits focused on the history of the region.

Several key studies have been completed concerning the Museum facilities. Significant studies include:

- *Museum of History and Art, Ontario*, historic framework tech report dated November 3, 2003. Prepared by Chu + Gooding Architects



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- *Conservation Consultation Report for the Museum of History and Art, Ontario*, report dated February 2005. Prepared by the Western Region Field Service Office, Balboa Art Conservation Center.
 - *Sustaining Cultural Heritage Collections, Final Report*, dated August 2013. Prepared by Architectural Resources Group (ARG) Conservation Services. Funded by a planning grant from the National Endowment for the Humanities for Sustaining Cultural Heritage Collections.
 - *Building Assessment & Facilities Master Plan, Final Report*, dated March 2018. Prepared by Architectural Resources Group, Inc. (ARG)

The 2013 ARG report examined and identified threats to the Museum's collections of historical artifacts and printed materials. Of highest concern were code compliance issues, namely egress from the second floor and lack of a fire suppression system. A structural assessment was undertaken in 2015-2017 finding that while the building was structurally in overall good condition, seismic strengthening of the roof needed to be completed to mitigate deficiencies. Additionally, it was determined that the second floor, where the majority of the collections are located, is at its weight-load capacity.

In 2018 ARG completed the *Building Assessment & Facilities Master Plan (Master Plan)* to project the Museum's needs over a 20-year period and provide a framework for decision making. The document contains a programming study, conditions assessment of the existing architectural and building systems, and treatment recommendations. The *Master Plan* had significant involvement by the Ontario Planning Department's Historic Preservation staff to ensure that it met the Secretary of Interior's Standards for Historic Preservation.

The first phase of the *Master Plan*, expected to be completed in late 2021, includes renovation of two gallery spaces to meet current museum standards, an offsite storage facility to accommodate a growing collection of artifacts owned by the Museum, an ADA accessible public bathroom, and updated IT capacity for Wi-Fi and security cameras. Additional funding is expected to be approved in Fiscal Year 2021-2022 to continue implementation of the Plan. To date, over \$1 million has been invested in capital improvements recommended in *Master Plan*.

The Museum's strategic planning process identified many of the same challenges presented in the *Master Plan*. Key components in the *Enhancing the Physical Environment* focus area: completion of interior wayfinding, expansion of space for educational programming, and further development of a collection management plan.



Enhancing the Physical Environment Goals

Assess Museum Facilities

- Complete Structural Assessment
 - Conduct Tier 2 Seismic Study
 - SHORT TERM (1 Year) FISCAL YEAR 2017-18
 - Completed
 - Complete Materials Testing to determine 2nd floor weight load capacity
 - SHORT TERM (1 Year) FISCAL YEAR 2017-18
 - Completed

Develop a Master Facilities Plan to meet projected Museum needs and professional Museum and historic building standards

- Work with Architectural Resource Group (ARG) consultants to develop a Facilities Rehabilitation Master Plan, based on NEH Sustaining Cultural Heritage grant recommendations
 - Summarize findings of seismic and weight load capacities and outline scope of structural improvements required
 - MID TERM (2 years) FISCAL YEAR 2018-19
 - Completed
 - Conduct Space Utilization Study to maximize efficient use of Museum space
 - MID TERM (2 years) FISCAL YEAR 2018-19
 - Completed
 - Prepare a code evaluation and develop strategies for historic building code compliance including egress, fire safety, and accessibility requirements
 - MID TERM (2 years) FISCAL YEAR 2018-19
 - Completed
 - Inspect and recommend required rehabilitation needs for the building's exterior surfaces and features
 - MID TERM (2 years) FISCAL YEAR 2018-19
 - Completed

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- Inspect and recommend repairs/changes to the building's mechanical, electrical, plumbing, and IT systems, to meet professional Museum standards set by the American Alliance of Museums
 - MID TERM (2 years) FISCAL YEAR 2018-19
 - Completed
 - Evaluate space needs utilization, environmental conditions, access, and meeting building fire and safety code standards
 - MID TERM (2 years) FISCAL YEAR 2018-19
 - Completed
 - Increase Collections Storage Capacity
 - Assess short and long-term collections storage needs and develop solutions
 - MID TERM (2 years) FISCAL YEAR 2022-23
 - In Process
 - Plan and implement partial move of collections offsite
 - SHORT TERM (1 year) FISCAL YEAR 2021-22
 - In process

Complete Master Signage Plan to enhance Museum visibility and ease of use

- Implement Master Plan for Internal Signage
 - MID TERM (2 Years) FISCAL YEAR 2022-23
 - Delayed

Expand Space for Educational Activities

- Create functional areas for hands-on educational activities
 - Utilize Carlson Gallery when possible
 - LONG TERM (3 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - In Process, Part of Master Plan
 - Acquire portable utility sink to expand workshop spaces
 - SHORT TERM (1 Year) FISCAL YEAR 2018-19
 - Deleted
 - Expand space in exhibit areas for group tours
 - MID TERM (2 Years) FISCAL YEAR 2022-23
 - In Process

Limit Damaging Environmental Conditions for Exhibited Items

- Limit Damaging Environmental Conditions for Exhibited Items
 - Conduct Light Filtration Study for maintaining light level standards in the exhibition galleries
 - MID TERM (2 Years) FISCAL YEAR 2022-23
 - Delayed
 - Improve external lighting
 - SHORT TERM (1 Year) FISCAL YEAR 2017-18
 - Completed
 - Improve internal lighting in hallway areas
 - SHORT TERM (1 Year) FISCAL YEAR 2017-18
 - Completed

Update Museum's Information Technology Capacity

- Develop and implement long-term (3 to 5 year) Technology Plan
 - Implement Wi-Fi at Museum for security cameras and interactive technology in galleries
 - SHORT TERM (1 Year) FISCAL YEAR 2021-22
 - In Process
 - Establish enhanced security through system of security cameras (will require Wi-Fi)
 - SHORT TERM (1 Year) FISCAL YEAR 2021-22
 - In Process
 - Utilize interactive software in exhibits, such as Story Mapping
 - SHORT TERM (1 year) FISCAL YEAR 2021-22
 - In Process

Update and Create Collections Management Policy and Planning

- Develop Collections Management Plan
 - MID TERM (2 Years) FISCAL YEAR 2022-23
 - In Process
- Improve awareness of collections-related Issues
 - LONG TERM (3-5 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Ongoing
- Review and update policy
 - SHORT TERM (1 Year) FISCAL YEAR 2017-18
 - Completed
- Enhance role of Collections Committee
 - SHORT TERM (1 Year) FISCAL YEAR 2017-18
 - Completed
- Achieve Higher Percentage of Processed Collections
 - Increase collections processing through paid interns and effective logistics support
 - LONG TERM (3-5 years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Completed, Ongoing

Enhance Museum Store Identity, Capacity and Benefit to Museum Visitors

- Upgrade visual appeal
 - MID TERM (2 Years) FISCAL YEAR 2022-23
 - In Process

Expand Audience Capacity

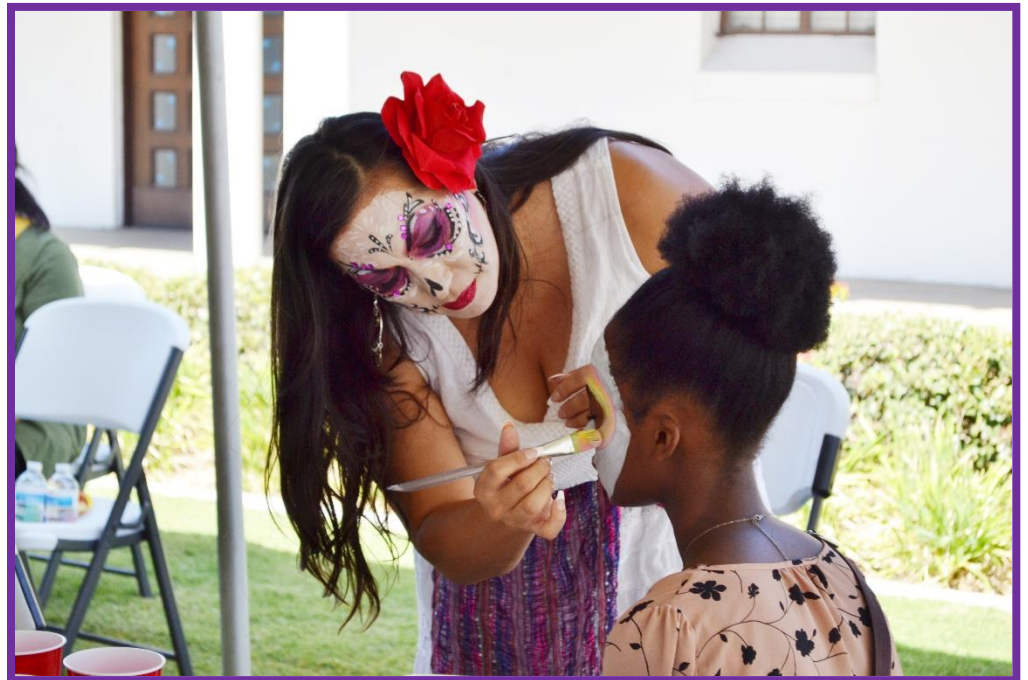
- Expand outdoor event/gathering spaces
 - Utilize courtyard and plaza areas for public programs and events
 - LONG TERM (3-5 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Completed, Ongoing

Engaging Diverse Communities

The year prior to the pandemic, the Museum served 14,709 residents and visitors to the community. The number of persons served had increased 70 percent over the prior ten years. According to 2019 census figures, 70 percent of the Ontario population is Hispanic or Latino, 15.9% is Caucasian, 6.8 percent is Asian, 5.5 percent is Black or African American, .2 percent is Pacific Islander, .1 percent is Native American, and 21 percent identifies as “other.” 58.1 percent speak English as a Second Language.

The Engaging Diverse Communities focus area of the Strategic Plan ensures the Museum’s ongoing commitment to providing exhibits and activities that are of interest to diverse populations and that support the Museum’s efforts to further develop its audience.

The programs and exhibits of the Museum are devoted to topics that are relevant to diverse segments of the community. In Fiscal Year 2017-18 eight of the eleven exhibits were devoted to subjects related to diverse populations. In the same fiscal year, nineteen of forty-two programs presented diversity-related topics. As the Museum recovers from the effects of the pandemic, focus continues to be on programming relevant to diversity of the area communities.



To further efforts in serving all audiences, the Museum is implementing components of a marketing plan that was initiated in 2015. The focus is on improving branding to make the Museum more visible in the community. A key focus of marketing is on an improved social media presence.

As programs and exhibits at the Museum have increased in number and diversity, an ongoing thread of the Strategic Plan has been devoted to analyzing and increasing the Museum's capacity. Key components in *The Engaging Diverse Communities* focus area: increasing the number of volunteers and their training; and attracting new audiences by expanding partnerships with other city departments, cultural groups and individuals.



Engaging Diverse Communities Goals

Increase Capacity to Serve Audiences

- Extend hours open to the public
 - Extend from 16 hours per week (Thursday thru Sunday Noon to 4 PM) to 36 hours per week (survey public to determine optimal hours)
 - SHORT TERM (1 Year) FISCAL YEAR 2021-22
 - In Process
- Through collaborative activities with other arts, cultural, and historical institutions, increase capacity
 - Biannually, curate a major art exhibit jointly with Chaffey Community Museum of Art (CCMA)
 - LONG TERM (3-5 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Completed, Ongoing
 - Annually, host a regional arts festival with CCMA and the Arts & Culture group
 - LONG TERM (3-5 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Completed, Ongoing

Reach and cultivate new audiences by featuring exhibits and programs that address issues significant to the community

- Develop and seek funding for special projects that engage diverse audiences
 - LONG TERM (3-5 Year) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - In Process, Ongoing
- Develop special projects and partnerships with groups and guest curators that serve diverse communities
 - LONG TERM (3-5 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Completed, Ongoing

Broaden Volunteer Opportunities

- Recruit and train docents annually
 - Develop and maintain a pool of 20 or more active docents
 - LONG TERM (3-5 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Completed, Ongoing

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- Create internship opportunities, including higher-end tasks
 - LONG TERM (3-5 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Completed, Ongoing
 - Explore options for teen volunteers
 - SHORT TERM (1 Year) FISCAL YEAR 2021-22
 - In Process

Systematically Increase Marketing and Outreach Efforts to Build and Diversify Audience

- Activate Marketing Action Plan
 - LONG TERM (3-5 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - In Process, Ongoing
- Increase reach into media serving diverse constituencies
 - LONG TERM (3-5 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - In Process, Ongoing
- Enhance Museum City website - more searchable, dynamic, and user friendly
 - LONG TERM (3-5 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Completed, Ongoing
- Design, implement, and maintain Museum Associates website
 - LONG TERM (3-5 years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Completed, Ongoing
- Develop robust customer feedback
 - Improve collection of Museum user information, including membership, visitors, contributors, and constituents
 - LONG TERM (3-5 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - In Process, Ongoing
 - Distribute front desk (and outside table) surveys
 - LONG TERM (3-5 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - In Process, Ongoing
 - Distribute program participant surveys
 - LONG TERM (3-5 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - In Process, Ongoing
 - Conduct community workshops and focus groups to gain input
 - LONG TERM (3-5 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - In Process, Ongoing

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- Actively engage potential new audiences through community outreach efforts, by representing the Museum at community events and activities, including staff, board trustees, and MA board members
 - Maintain a bilingual calendar of events
 - LONG TERM (3-5 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Completed, Ongoing

Encourage working relationships with community-based groups and educational institutions to reach diverse audiences

- Encourage use of Museum facilities by community-based educational, cultural, and historical organizations, whose missions are compatible with ours
 - Chaffey High School Shark Tank, African-American Book Club, AAUW, Chaffey College Art Club
 - LONG TERM (3-5 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Completed, Ongoing
- Through board, advisory committee, and guest curator roles, bring diverse perspectives to bear upon the Museum's exhibit, program, and activity development
 - *Diversity and Inclusion* exhibit, add histories of minority communities in *Gem of the Foothills* exhibit
 - LONG TERM (3-5 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Ongoing
- Encourage and support collaborative efforts with diverse community-based groups and educational institutions
 - Huerta del Valle joint programs, Pomona College Ethnobotanical program on chocolate during *Dia de los Muertos*
 - LONG TERM (3-5 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Completed, Ongoing

Presenting a Dynamic Experience

The Museum is committed to providing a stellar experience for its patrons. The underpinnings of achieving that experience are threefold:

- Enhanced Connections to the Community
- Customer Service Training for Staff and Volunteers
- Master Planning

Ontario Museum of History & Art recognizes that many people are simply not aware that the Museum exists, much less that the Museum's exhibits and programs can have a positive impact on the quality of life in the region. In partnership with staff, the nonprofit support group, the Museum Associates, conducts extensive outreach activities at community events. In pre-pandemic Fiscal Year 2017-18, the number of community members served by the Museum Associates' outreach efforts increased to 2,340, a significant increase from previous years.

The Museum staff completed a 6-month customer service, self-study process in Fiscal Year 2017-18, based on the Disney Institute's model, *Be Our Guest*. Continuous learning and consistent feedback from audiences served were key components in the training. The Museum is committed to building its evaluation capacity and has engaged with a consultant to develop optimal evaluation methodologies to measure progress in how the community is being served.



Master Planning is not only related to Museum facilities, but also reflects the Museum's commitment to developing a master interpretive plan, spelling out what stories the Museum wants to tell, and how to best tell those stories in service to the community.

A plan will guide the various interpretive roles the Museum can play that better represent and serve the community. As well, the Museum is committed to observing best practices at other cultural and educational institutions to enhance the quality of exhibits and programs.



Presenting A Dynamic Experience Goals

Develop a current Master Interpretive Plan that links art, culture, and history to the needs of the community

- Review and update the Museum's existing Long-Range Interpretive Programs Plan
 - Develop comprehensive interpretive plan to upgrade core exhibits, to address community needs
 - MID TERM (2 Years) FISCAL YEAR 2022-23
 - In Process
 - Select/curate temporary exhibits that best address community needs
 - LONG TERM (3 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - In Process, Ongoing
- While maintaining preservation standards, actively create access and interpretation of collection items in ways that are meaningful to the community.
 - Create audience interactive opportunities in exhibit planning and upgrades
 - LONG TERM (3 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - In Process, Ongoing

Develop Master Educational Plan

- Explore best practices
 - MID TERM (2 Years) FISCAL YEAR 2022-23
 - In Process
- Continue to utilize Education Advisory Committee, facilitated by Curator of Education, to expand and deepen educational programming
 - Development of water conservation-related education activities related to STEM learning
 - SHORT TERM (1 Year) FISCAL YEAR 2021-22
 - In process

Establish a culture of customer service and responsiveness

- Implement Customer Service Protocols and Training
 - MID TERM (2 Years) FISCAL YEAR 2022-23
 - In Process

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- Establish education student and teacher surveys & audience feedback
 - Include online surveys
 - MID TERM (2 years) FISCAL YEAR 2022-23
 - In Process, Ongoing
 - Create exhibits and programming that are relevant to educators and students
 - Linked to Common Core and State Standards
 - LONG TERM (3 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - In Process
 - Develop interactive, hands-on learning opportunities for exhibits and programs
 - Story Maps
 - LONG TERM (3 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - In Process
 - Explore "blended" programs, part on-site and part on-line
 - Onsite tours augmented by in-classroom activities, supplemented by lesson plans
 - MID TERM (2 years) FISCAL YEAR 2022-23
 - In Process

Increase Student Participation in Museum Activities

- Develop relationships with school districts
 - LONG TERM (3 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Completed, ongoing
- Develop kid-friendly marketing materials
 - LONG TERM (3 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Completed, Ongoing
- Continue development of all-day children's hands-on art workshops, Great Adventure Enrichment Program
 - Extend workshops from summertime to school days off
 - LONG TERM (3 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Completed, Ongoing
- Create and pilot a regular ongoing "Junior Art Explorer" program
 - SHORT TERM (1 Year) FISCAL YEAR 2017-18
 - Completed

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- Create internship and student project opportunities for undergraduate and graduate students at area colleges
 - Especially focus on collections processing, which requires higher level of training
 - LONG TERM (3 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - In process
 - Create workstations and work areas to support intern and student project opportunities
 - SHORT TERM (1 Year) FISCAL YEAR 2017-18
 - Completed

Enhance Tour Program

- Develop Plan to better prepare docents, teachers, and students for tours
 - SHORT TERM (1 Year) FISCAL YEAR 2021-22
 - In Process
- Expand and deepen tour subjects and increase consistency of information
 - SHORT TERM (1 Year) FISCAL YEAR 2021-22
 - In Process
- Establish self-guided tours
 - MID TERM (2 Years) FISCAL YEAR 2022-23
 - In Process
- Establish tour reservations online
 - MID TERM (2 Years) FISCAL YEAR 2022-23
 - In Process

Expand Museum's Virtual Presence

- Create dynamic landing pages to promote high profile museum exhibits and events
 - SHORT TERM (1 Year) FISCAL YEAR 2021-22
 - In process, Ongoing
- Add dynamic elements to museum website
 - SHORT TERM (1 Year) FISCAL YEAR 2021-22
 - In process, Ongoing
- Enhance visibility and more direct access to museum website
 - SHORT TERM (1 Year) FISCAL YEAR 2021-22
 - In process, Ongoing

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- Create online virtual programming
 - LONG TERM (3 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Completed, Ongoing
 - Add interactive virtual elements to museum exhibits
 - LONG TERM (3 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - In process, Ongoing

Increase capacity by providing consistent and ongoing staff and volunteer development

- Schedule regular special educational field trips and learning opportunities for staff and volunteers
 - Fieldtrip to three area institutions participating in Los Angeles: CA State Historical Citrus Museum
 - LONG TERM (3-5 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Completed, Ongoing
- Increase volunteer and docent recruitment
 - Establish Junior Docent Program, Senior Gallery Guides
 - LONG TERM (3 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - In Process, Ongoing

Increase capacity of Museum Associates

- Increase Museum Associate revenue targets
 - MID TERM (2 Years) FISCAL YEAR 2022-23
 - In Process
- Increase Museum Associates capacity to manage and maintain fundraising events
 - MID TERM (2 Years) FISCAL YEAR 2022-23
 - In Process
- Enhance Museum Associates record-keeping and tracking capacity
 - MID TERM (2 Years) FISCAL YEAR 2022-23
 - In Process

Improve Educational Value of Exhibits

- Continue exhibit development with a 5-Year Exhibit Master Schedule
 - MID TERM (2 Years) FISCAL YEAR 2022-23
 - Completed, Ongoing
- Exhibit nationally and regionally significant artists
 - LONG TERM (3 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - Completed, Ongoing

Developing Additional Resources

The City of Ontario is the primary source of the Museum's funding through the General Fund and Capital Improvement Program. Additional support comes from the Museum Associates, a non-profit 501 c (3) group. Various grants have been procured through the years to support services and capital projects. The Museum, in striving to expand services, will focus on developing a more strategic approach to raising funds. Key components in the Developing Additional Resources: seeking expertise and building relationships to increase grant opportunities and sponsorships.



Developing Additional Resources Goals

Develop Additional Resources

- Seek expertise and assistance from stakeholders and partners
 - Include expertise from Board of Trustees, Museum Associates, and volunteers
 - MID TERM (2 Years) FISCAL YEAR 2022-23
 - In process, Ongoing
- Increase grant applications and foundation requests
 - LONG TERM (3 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - In process, Ongoing
- Build relationships with community partners
 - LONG TERM (3 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - In process, Ongoing
- Increase sponsorship funding
 - LONG TERM (3 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - In Process, Ongoing

Achieving Museum Accreditation

Achieving accreditation reflects the institution's commitment to meeting the highest standards in museum operations and services. The process was initiated with the American Alliance of Museums in the 2021-22 fiscal year with the submission of core documents including this Strategic Plan. Accreditation, should the application be successful, will be achieved in 2023.



Achieving Museum Accreditation Goals

Achieve Museum Accreditation by the American Alliance of Museums

- Prepare and Submit Core Documents
 - SHORT TERM (1 Year) FISCAL YEAR 2021-22
 - Initiated
- Prepare and submit application
 - MID TERM (2 Years) FISCAL YEAR 2022-23
 - In Process
- Complete self-study period and site visit
 - MID TERM (2 Years) FISCAL YEAR 2022-23
 - In Process
- Board of Trustees review
 - MID TERM (2 Years) FISCAL YEAR 2022-23
 - In Process
- Notification of Decision
 - LONG TERM (3 Years) FISCAL YEAR 2023-24 through FISCAL YEAR 2025-26
 - In Process

Conclusion

A Strategic Plan is a powerful tool that is consistently used in Museum operations and planning efforts. The Ontario Museum of History & Art has seen three main benefits from the development and use of the Strategic Plan, all contributing to the Museum's accountability to the community it serves:

- The Strategic Plan has created investment in the present and future with a wide range of stakeholders, including community members and partners, Board of Trustees, Museum Associates Board members, staff, and volunteers.
- The Museum's quality and quantity of exhibits, programs and activities to the community have expanded dramatically over the years.
- The Museum has extended its legacy over a wider span of time in planning for the future.

The Ontario Museum of History & Art is an integral piece of enhancing arts and culture throughout the City of Ontario. As the implementation of this Strategic Plan moves forward, Museum staff will continue to actively involve Museum Board of Trustees and Museum Associates Board of Directors with consistent reporting and updates at board meetings. Staff and board members will celebrate successes along the way and establish workshops as needed that are strictly devoted to the strategic planning process.

