



STRATEGIC PLAN

2023-2026

M MONTREAL
MUSEUM OF
FINE ARTS

Table of Contents

I. INTRODUCTION.....	3
<i>A. Overview of the organization</i>	<i>3</i>
<i>B. Development of the Strategic Plan</i>	<i>4</i>
II. MISSION, VISION AND VALUES	5
<i>Mission.....</i>	<i>5</i>
<i>Vision</i>	<i>5</i>
<i>Values.....</i>	<i>5</i>
III. COMMITMENTS	6
<i>Pillar 1. Programming and development.....</i>	<i>6</i>
<i>Pillar 2. Audiences.....</i>	<i>7</i>
<i>Pillar 3. Organizational capacity.....</i>	<i>8</i>

I. Introduction

A. Overview of the organization

Founded in 1860 and located in the heart of Montreal, the MMFA is Canada's oldest art museum, and one of North America's leading institutions of its kind. Internationally renowned, this flagship of Quebec's museum network is a major asset for Quebec tourism and the province's positioning strategy. It is driven by a desire to develop strong relationships with its audiences, members and partners through its activities and strategies, and defines itself as a vibrant, civic-minded, multidisciplinary museum.

The MMFA has experienced great success in recent years, notably thanks to its prestigious collection of Quebec, Canadian and international art, which is unique in both diversity and scope. In addition to earning a reputation for the quality and scale of the exhibitions it designs, produces and exports, it has seen a steady rise in visitor frequency and membership over the years.

It offers a rich and diverse program of activities designed to spark interest and encourage discussion. This programming embraces multiple disciplines, including visual arts, history, music, science, ethnology and sociology, to name a few. A pioneer in education, community engagement and the integration of art therapy in a museum context, the MMFA has a dedicated team and spaces for its mediation projects, as well as for hosting research across a broad range of fields (health, education, digital, etc.).

Laid out over five interconnecting pavilions, the Museum complex includes over 80 exhibition galleries, the Bourgie concert hall (whose programming is carried out by the resident foundation Arte Musica), an auditorium and movie theatre, the Boutique and Bookstore, an in-house publishing department, a public sculpture garden and the Michel de la Chenelière Centre for Learning and the Arts.

Globally minded and firmly rooted in its values of education, conservation and sharing, the MMFA strives to be a model of community engagement.

B. Development of the Strategic Plan

In addition to the challenges of operating in a business environment undergoing radical change and dealing with the effects of numerous global upheavals, the MMFA has also faced major internal changes in recent years.

Given this reality, and in keeping with its commitment to principles of good governance, the Museum's management team and Board of Trustees agreed on the need for a new strategic plan for the institution. The aim of this plan is to set out the direction for the Museum for the coming years and to ensure that its mission, values and vision for the future are reflected in its operations, both in terms of its programming and development strategies, and in terms of its business model.

The MMFA's strategic plan was developed based on the results of a diagnostic study conducted by McKinsey & Company of the internal situation and a mapping of the external environment. In its detailed review, McKinsey & Company presents the key findings drawn from a series of interviews with experts in the field of art and culture, as well as from feedback gathered during interviews and workshops with MMFA employees, management, the Board of Trustees, the MMFA Foundation, and various external partners. This study provides a comprehensive picture of the Museum's current situation and as well as information that is key to its positioning in the market and within the museum community, while clearly identifying the opportunities and challenges it faces.

Building on this exercise, and this time accompanied by experts from Raymond Chabot Grant Thornton, management conducted workshops with its employees and the Board of Trustees, as well as a series of consultations with some of the Museum's key stakeholders – employees, donors, partners, artists and members of the general public – in order to clarify its mission, agree on a shared vision of the Museum's future and identify a set of strategies, which then formed the basis for developing the pillars, priorities and objectives detailed in this strategic plan.

Having identified the main areas of focus, the MMFA is confident and enthusiastic about the future, despite some concerns related to the lingering repercussions of the pandemic. Driven by a strong desire for change, united around a shared vision, and able to count on a solid strategic plan and the support of a team dedicated to achieving ambitious goals, the MMFA is proud to share its vision with its governing bodies, team members, donors, partners and the general public.

II. Mission, vision and values

Like many other cultural institutions and museums around the world that are facing a context of rapid change, the MMFA has undertaken a revisiting of its *raison d'être*, its vision for the future and the convictions that will drive its development, with a view to ensuring that they are reflected in its actions and priorities.

Mission

The Montreal Museum of Fine Arts was founded on and has continued to develop thanks to the generosity of multiple generations of Montrealers. Its mission is to acquire, conserve, study, interpret and present significant works of art from around the world and from every era, in the hope that members of its community and all Museum visitors may benefit from the transformative powers of art.

Vision

The Montreal Museum of Fine Arts aspires to become a leading hub of art, community and conversation; a place where all feel welcome, and where new ways of thinking about art and art history inspire diverse audiences to come together and imagine a more inclusive, accessible and just world.

Values

Our organizational values and the associated and tangible behaviours

Responsibility	Creativity	Engagement	Openness	Excellence
Adopt a discourse that is reflected in each of our actions, be they at the human, environmental or financial level.	Be bold and dare to do things differently.	Care about the success of our Museum.	Recognize that everyone deserves to be seen, heard, considered and valued for their uniqueness.	Always strive to give the best of ourselves
Be attentive to the world around us.	Promote innovative approaches.	Seek out opportunities to help our institution move forward.	Base our behaviour on respect and listening.	Adhere to high quality standards for museums.
Make conscious choices that are in tune with the times and consistent with a changing environment.	Give permission to question the status quo.	Show team spirit and collaborate openly and frequently.	Be open to others, so as to understand their reality and perceptions.	Demonstrate rigour and pay particular attention to details that make a difference.
Understand that everything we do today will have an impact on tomorrow.	Draw lessons from our experiences and mistakes.	Be flexible and agile in order to improve how we do things.	Create a safe space for sharing and exchange for everyone.	Stand out for our desire to excel.
			Foster a climate of trust and cooperation.	

III. Commitments

To address current and future challenges in its external and internal environment, the MMFA intends to focus its efforts on three fundamental and complementary pillars: development and programming, audiences and organizational capacity.

Pillar #1. Development and programming

Priority 1.1. Develop innovative and relevant programming that draws on the MMFA's rich collection and inspires new perspectives on art, history and our times

Objective 1.1.1. Highlight the multidisciplinary of the collections within programming

In the coming years, the MMFA intends to continue to develop innovative and relevant programming that better reflects the diversity of artistic expression in Quebec, Canada and abroad, and that draws on the MMFA's vast and diverse collection to a greater extent.

With the aim of fostering openness and a diversity of viewpoints, the MMFA also intends to renew its invitation to curators from different cultural backgrounds and perspectives to interact with the collection and participate in the exhibition process, in order to offer visitors a more polyphonic experience.

To develop a collection that can support its programming and that will itself be enriched by new works that help it remain relevant, the MMFA will rely on its collections management policy and its sustainable development and collection strategy, which will be reflected in its exhibition programs and activities aimed at highlighting its uniqueness and inspiring new perspectives on the history of art

Objective 1.1.2. Increase the cohesiveness between exhibition content and the cultural, educational and digital programming

In order to optimize the impact of its programming on the public, the MMFA intends to increase the cohesiveness between the content of its exhibitions and its cultural, educational and digital programming. By proposing works that intersect, complement each other and build on one another, the MMFA's aim is not only to offer the public an integrated experience, but also to create a multiplier effect that will enhance the visitor experience. Such a framework will also make it easier to reach consensus when selecting the activities to be highlighted and will revitalize the works and imbue them with meaning, thereby creating a richer experience for the Museum's audiences.

Objective 1.1.3. Remain a leader in research into the impact of art mediation on the communities and audiences deemed a priority

Supported by studies demonstrating the impact of its art mediation activities, the MMFA intends to ensure that its research, development and innovation projects are aligned with the Museum's main priorities and DEAL targets. It is also committed to integrating and preserving the research data, thereby allowing it to remain a vital force within the local, national and international community.

Priority 1.2. Promote the MMFA in Montreal, the cultural hub of Quebec and around the world

Objective 1.2.1. Affirm the MMFA's positioning as a key player in Montreal and the international museum community

Recognizing that its cultural contribution to Quebec society goes hand in hand with a major contribution to the province's economic development, the MMFA intends to fully play its role as a cultural leader both at home and abroad.

Pillar #2. Audiences

Priority 2.1. Make the MMFA a place people gravitate to by developing and building loyalty among its audiences

Objective 2.1.1. Increase turnout among audiences that are currently less present at the Museum

In addition to increasing its influence locally, nationally and internationally, the MMFA wants its audiences to reflect the make-up of the community to which it belongs – Greater Montreal and the province of Quebec. It also wants to do more to appeal to young Quebecers and nurture their interest in the arts and culture.

To this end, the MMFA intends to identify different target segments among potential audiences. It will double down on its creative efforts to adapt its programming and align it not only with its mission, but also with the interests and values of the target segments identified. It plans to do so in a variety of ways, including highlighting its collection, offering cultural programs, customizing visits according to areas of interest, developing programming linked to current social debates, etc.

Objective 2.1.2. Increase repeat visits

In addition to new strategies aimed at connecting with its audiences and recruiting new members, the Museum will revisit its membership benefits program in order to meet the expectations of all audiences.

As a key element of this approach, the MMFA intends to offer its audiences of all ages and backgrounds opportunities not only to discover the Museum, but also to return to it, by making it a place that draws people together and favours the development of a special, long-term relationship between them and the Museum. In this way, the MMFA intends to establish itself as a place that people want to visit regularly.

Objective 2.1.3. Optimize the visitor experience

Since retaining the MMFA's visitors remains a priority, the harmonious cohabitation of visitors with different needs and expectations has become an important issue. This is why the MMFA, while maintaining a high attendance level, intends to pay particular attention to the comfort, visiting pace and positive experience of its public. In particular, the MMFA will reflect on the notion of a "third space" in an effort to position the museum complex as a space conducive to community socialization. Despite its success in attracting visitors, the MMFA realizes that it would benefit from a better understanding of its audience, both in terms of composition, cultural consumption habits, reasons for visiting the Museum, and level of satisfaction following a visit. This is essential to increasing visitor numbers and retention.

To achieve this, the MMFA intends to implement the necessary tools to collect on an ongoing basis, information and data about its visitors, their visiting habits, level of satisfaction, expectations and preferences. This business intelligence will allow us to make strategic decisions based on factual data, in line with the needs and expectations of the Museum's audiences.

Pillar #3. Organizational capacity

Priority 3.1. Ensure the organization's financial sustainability

Objective 3.1.1. Rebalance revenue sources

In order to consolidate its financial position, particularly in the face of fluctuating attendance during major exhibitions, the MMFA intends to build long-term loyalty among its audiences by capitalizing on its collections and its unique positioning as a universal museum. It wishes to gain a deeper understanding of the profile and behaviour of its visitors and to integrate this new business intelligence into its decision-making processes and rethink its market offering. In so doing, the MMFA plans to define a new ecosystem of self-generated revenues based on an updated business model offering greater predictability.

By continuing its unique relationship with the Foundation, the MMFA will also ensure that it plays an active role in developing the philanthropic culture within the institution, enabling its staff to seek out opportunities to highlight donors' contributions, thereby honouring this close relationship, which benefits the MMFA, the Foundation and donors alike.

Finally, the MMFA will actively raise awareness of its precarious financial situation among all stakeholders within the provincial government, so that they provide a level of support that is commensurate with the ambitions of a world-class cultural institution with a major impact on the city of Montreal and the province of Quebec.

Objective 3.1.2. Limit the impact of the escalation of operating costs

In conjunction with its efforts to rebalance its revenue sources, the MMFA will conduct an exercise aimed at consolidating and improving the efficiency of its operating costs. It plans to review and optimize its business processes with a view to improving internal performance and efficiency, thereby reducing the costs associated with the various expenditure items within the organization.

Priority 3.2. Implement an integrated digital transformation

Objective 3.2.1. Encourage digitization and the use of business intelligence in the organizational ecosystem

In light of the digital deficit revealed by the challenges triggered by the pandemic, the MMFA intends to become more agile and to modernize its digital tools. It is undertaking an in-depth reflection in order to identify the role it envisions for digital technology within the institution and to draw up a digital development plan that will guide its future choices based on this vision.

In addition to identifying the systems required to achieve this integrated digital transformation, the plan will also take into account the institution's administrative needs in order to develop new tools. These tools will be designed to provide the MMFA with the business intelligence necessary to make informed choices regarding the development of its audiences and the use of its resources.

Priority 3.3. Develop an organizational culture rooted in team cohesion, sustainable development and inclusion

Objective 3.3.1. Encourage human resources to adhere to a shared vision and objectives

The MMFA's many initiatives in the areas of diversity, equity, accessibility and inclusion must henceforth be an integral part of a strategic vision shared by the entire organization and all those who work within it

Objective 3.3.2. Promote the application of the principles of sustainable development, diversity, equity, accessibility and inclusion in all of the MMFA's activities

The MMFA also plans to establish a strong institutional culture based on four main principles: accessibility, inclusion, equity and sustainable development. In order for this organizational culture to take root in every corner of the institution, the knowledge and commitment of all employees to this shared project will also be required.

