



Re-Centre: Re-Define

An Integrated
Strategic Plan

2022-2027



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An Integrated Strategic Plan

Galt Museum & Archives and Fort Whoop-Up

2022–2027

December 10, 2021

The Galt Museum & Archives acknowledges the funding support of the City of Lethbridge for this important initiative. On behalf of the board and the staff team, I would like to thank all those who gave their time, attention, thoughts and ideas freely to this process. Setting a new direction for such a vibrant and valued cultural organization is not a simple task. The contributions made by stakeholders, board members and team members are invaluable and demonstrate a strong, healthy commitment to the success of the institution now and into the future.

Thank you all.



Darrin J Martens (he/him)
Aaká óóhkotoki (Many rocks)
CEO / Executive Director

HATLIE
GROUP ★

Developed under the leadership of the Galt Strategic Planning Committee (GSPC) and the staff and board of directors of the Galt Museum & Archives and Fort Whoop-Up with consultant support from Hatlie Group.

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The City of Lethbridge acknowledges that we are gathered on the lands of the Blackfoot people of the Canadian Plains and pays respect to the Blackfoot people past, present and future while recognizing and respecting their cultural heritage, beliefs and relationship to the land. The City of Lethbridge is also home to the Métis Nation of Alberta, Region III.



ABOUT THE GALT

The Galt is well respected in Alberta's museum community, has a growing national profile and is committed to international museum standards. The archives contain an extensive collection of information on the human history of Lethbridge and southwestern Alberta. Today, the Museum cares for well over 17,000 artifacts and more than 1 million archival documents and photographs. These collections continue to grow.

The history of Lethbridge and southwestern Alberta can be explored through the Galt's rotating world-class exhibits, special events, and school and community programs. The Galt Museum store offers visitors a selection of historic publications and other unique local and retro gifts. Volunteers donate their time and talents to enhance the work of Museum staff.

Together with community partners, the Galt cares for a Garden of Native Prairie Plants and a Community Garden and is situated on the precipice of the Old Man River Valley with its iconic coulees and views of the High Level Bridge. Numerous walking trails and interpretive signs introduce visitors to the land that the Galt stands upon.

The Galt operates Fort Whoop-Up, an interpretive centre that critically tells a story of trade, politics and the colonial relationship with Blackfoot people. Fort Whoop-Up is a replica of an original fur trading fort built in the late 1800s. We tell the story of the buffalo robe and illegal whisky trade, the years leading up to that time and the years that followed. We tell the story of this region and the people here from the mid-1860s to the early 1890s. It is a complex story that includes the Niitsitapi (Blackfoot), other First Nations, Métis, Canadians, Americans and British.

Re-Centre: Re-Define

The Galt Museum & Archives Strategic Planning process began with an organizational assessment and extensive stakeholder conversations that told a story of who the Galt Museum & Archives and Fort Whoop-Up are now and who they would like to be.

Stakeholders shared that the Galt Museum & Archives is an important institution in Lethbridge. It is a beautiful facility in a breathtaking location with an outstanding collection and an accessible and professional archives, dynamic programming and a strong exhibit offering. Fort Whoop-Up offers a different kind of heritage and learning experience in a historically significant location. The Museum and Fort stores are unique and well-stocked. Partnerships and relationships within the community are broad and integrated into the Galt's work. The staff, volunteers and board are experienced, skilled and respected.

Stakeholders also know that the Galt has more to do and learn. *Re-Centre: Re-Define—The Galt Museum & Archives Strategic Plan* is grounded on feedback from Galt's communities that urged the Galt to stand in those strengths and over the next five years to go deeper, think differently and walk alongside their communities as they experience growth, challenge and change. This plan describes an organization built on firm foundations that is ready to take those best parts of its history and move forward to redefine their role in the community, how they approach their work, how their spaces are used, and how they are positioned and understood in Lethbridge and southwestern Alberta.

This re-definition means de-centring the institution and re-centring on people. On the people of southwestern Alberta and what they need from the Museum that is at the heart of their community. On their stories, and on the stories of humanity and the planet that the Galt can bring to Lethbridge that enrich understanding and provide engaging experiences. On their relationships and what it means to stand in reconciliation. On becoming a space where everyone feels welcome and as though they belong, and on strengthening that sense of belonging outside the walls of the Museum and the Fort. And on building and communicating a role for the Museum to act as a vessel to hold and share the diverse stories and voices that belong to the people the Galt serves.



part one

The Strategy

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Strategic thinking organizations:

- ☀️ Take a holistic view of the organization
- ☀️ Focus on intent
- ☀️ Think in time—past, present and future
- ☀️ Are hypothesis-driven
- ☀️ Are intelligently opportunistic.¹

1. J. Liedtka, "Linking Strategic Thinking with Strategic Planning," *Strategy and Leadership* (September/October 1998): 30–35.



Planning for Agility

Communities are complex ecosystems and these are complex times. The Galt Museum & Archives Strategic Plan is a guide for navigating in an environment that will change and shift with regularity, and in service of a community that is growing and has deep-seated strengths, high expectations and complex needs. Strategic plans in these environments must be able to bend and flex to be successful.

To accomplish this and still provide measurable impact and clear priorities, the Galt's plan is grounded in values and the facets of sustainability, and reflects what the Museum's communities shared about the Galt's strengths and future.

The Galt's **Strategic Framework, Impact and Priorities** guide the Galt's decision making on a day-to-day basis as well as in larger project plans, annual planning and longer-term business plans. The Museum's **Value Cycle** provides a snapshot as to how the Galt's operations support the strategy and drive revenue and capacity building for the Museum and Fort. Using each of these strategic components and taking a strategic-thinking approach to the work embeds the Strategic Plan in the decision making of the organization in a way that is organic, nimble and reflective of how the Galt shows up in the community.

How We Show Up: Innovation and Change

For the Galt, innovation and change are not goals. Rather, they are tools to achieve progress toward strategic priorities that align with our values, vision and mission. They are how we work. Our team of staff, volunteers and board members brings value to our community and purpose to our work in how we show up:

creative **fostering relationships**
seeking new ideas

empowering *testing to learn* *lively*

courageous **collaborative**

a safe place to fail *innovative* **agile**

organic **nurturing connection**

vibrant *welcoming to new people* *nimble*

compassionate

Strategic Framework

Values:

- Working with our communities, we steward and share stories.
- We believe trust is at the foundation of strong, positive relationships, with each other and with our communities.
- We work in service of our communities, listening and being accountable for our actions.
- We approach our work with courage, embracing innovation and adaptability.
- We continually work toward sustainability and holistically consider our practices from cultural, health, financial, environmental and social perspectives.

Vision:

As the heart of our community, our dynamic energy is the spark for curiosity, compassion and connection.

Mission:

Our community-centred approach and our commitment to reflecting the world around us deepen the sense of belonging for our communities.

Impact Statements:

- **Redefining Museum**
Meaning is created from challenging our traditional ways of working.
- **Reconciliation**
Actively standing in reconciliation, truth is heard and acknowledged, and respectful and healthy relationships are nurtured.
- **Gathering Place**
A beautiful, safe and comfortable space where everyone feels welcome.
- **Platform for Inclusion**
Diverse voices are elevated.



Impact and Priorities

The Galt's **Impact Statements** describe **the change that will happen because of** the work of the Museum and the Fort in their communities. Our **Priorities** are **how we will accomplish that change**, and together with the **Museum Value Cycle**, they are **the bridge to operationalize our strategy** through our annual and business plans.

The Galt's Impact Statements and Priorities focus on a museum that is:

- ☀ Human-centric
- ☀ Rebranded
- ☀ An integration of the Fort and the Museum
- ☀ Reflective and inclusive of community
- ☀ Reflective of the diversity of the community in the Museum staff, volunteers and board
- ☀ Visible and active beyond our walls
- ☀ Planning for gallery renewal
- ☀ Lively, interesting, vibrant and visible
- ☀ Nimble and adaptable in our collaboration

Impact 1

Redefining Museum

Meaning is created from challenging our traditional ways of working.

Priorities

APPROACH: Be leaders in the museum sector and community in challenging traditional ways of working and in establishing museum practices that responsibly serve communities and steward and share collections and stories outside of colonial frameworks and systems that create barriers for the people we serve.

Identify and understand the Museum's communities and rethink traditional on-site exhibits and programs to centre on users and to incorporate innovation in both content and methodologies.

Identify key stakeholder relationships and clarify roles, expectations and mutual benefit, including the relationships within the City of Lethbridge.

Develop a communications and branding strategy to articulate the institution's value.

Develop and implement a digital engagement strategy to engage communities beyond the walls of the institution.

Create a change management strategy to support staff, volunteers and the board in transitioning how the Museum and Fort work as the operations and organizational cultures of Fort Whoop-Up and Galt Museum & Archives are integrated.

Integrate Fort Whoop-Up and Galt Museum & Archives operations and organizational cultures.

Implement a revenue model to diversify and grow the Galt's revenue streams and explore the feasibility and establishment of a foundation.

Build a sustainability impact measurement framework to monitor, assess and adjust the Galt's activities in support of achieving its vision and implementing its strategy, taking into consideration the five facets of sustainability: social, culture, financial, health and environmental.

Align KPMG recommendations with the Strategic Framework and integrate learnings into the sustainability measurement framework.

Impact 2

Reconciliation

Actively standing in reconciliation, truth is heard and acknowledged, and respectful and healthy relationships are nurtured.

Priorities

APPROACH: Strengthen relationships with Indigenous communities to build partnerships, expand on representation of Indigenous history guided by Indigenous voices and leadership, and continue efforts in reconciliation and decolonization of museum practices.

Deepen relationships with the Kainai and Piikani Nations to include youth and a diversity of community members in addition to Knowledge Keepers and Elders.

Work with Indigenous community partners, including local Treaty 7 Nations and Métis Nation of Alberta Region 3, to expand opportunities for Indigenous people living in Lethbridge and area as well as on reserve to use the Museum and Fort spaces and engage with the Museum as visitors and event and program attendees in ways that serve their interests and needs and that are designed for Indigenous audiences.

Ensure recruitment and retention of Indigenous people is part of the institution's human resources strategy, volunteer program and board succession planning.

Support Indigenous artists and creatives in exhibiting their work and by prioritizing local Indigenous artists, vendors and suppliers in the Museum store and Fort store offerings.



Impact 3

Gathering Place

A beautiful, safe and comfortable space where everyone feels welcome.

Priorities

APPROACH: Raise awareness of the Galt as the heart of the City of Lethbridge, a gathering place for visitors and community members, and a space for mutually beneficial and authentic connection.

Develop or adapt and promote the Galt's program and event offerings to include activities designed to engender belonging and ownership over Museum and Fort spaces among communities that are both traditional supporters and champions as well as those who have been under-served.

Plan for gallery renewal and for integrating community, programming and temporary exhibition spaces.

Provide meeting and programming space to Elders to support cultural activities for Indigenous community members.

Develop and implement a communications and marketing plan to increase meeting and event rentals at the Museum and the Fort.

Impact 4

Platform for Inclusion

Diverse voices are elevated.

Priorities

APPROACH: Build understanding, conversation and connections between people across differences by fostering safe spaces and amplifying new stories and voices.

Expand programming outside the Museum walls by partnering with local organizations in ways that are mutually beneficial.

Develop and implement a partnership and collaboration framework to identify areas where the Galt needs to empower or amplify others, work together for shared outcomes, fill gaps, or stand back and stand behind partners to contribute to a thriving cultural sector for Lethbridge and region.

Undertake a branding and identity project to improve the Galt's visibility in the community and to better communicate the Museum's commitment to inclusion, diversity, equity and accessibility in alignment with strategy.

Ensure that planning for renewed gallery spaces, programming and events, and internal human resource and board and volunteer recruitment strategies reflect the diversity of the community.

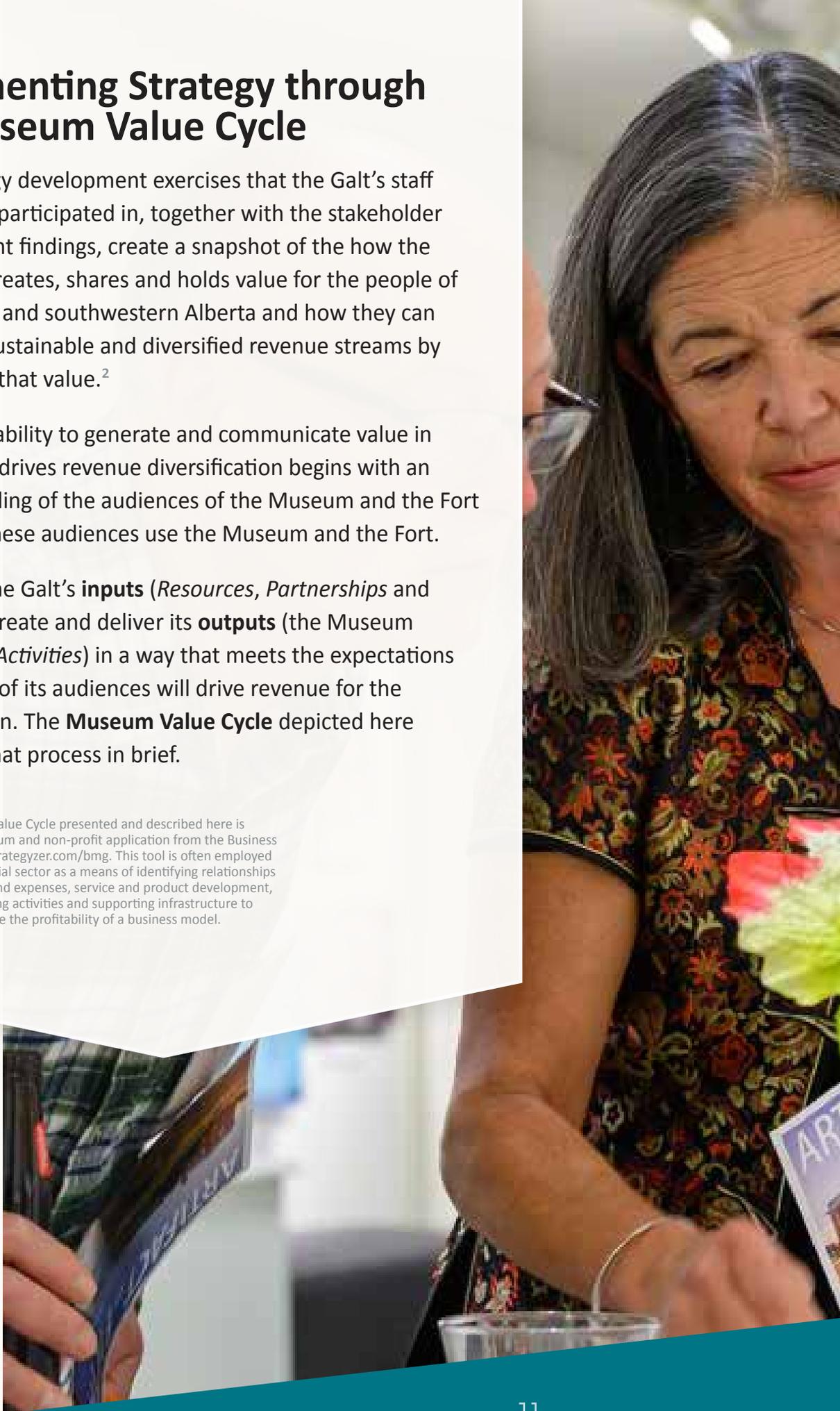
Implementing Strategy through the Museum Value Cycle

The strategy development exercises that the Galt's staff and board participated in, together with the stakeholder engagement findings, create a snapshot of the how the Museum creates, shares and holds value for the people of Lethbridge and southwestern Alberta and how they can generate sustainable and diversified revenue streams by leveraging that value.²

The Galt's ability to generate and communicate value in a way that drives revenue diversification begins with an understanding of the audiences of the Museum and the Fort and how these audiences use the Museum and the Fort.

Applying the Galt's **inputs** (*Resources, Partnerships and Funds*) to create and deliver its **outputs** (the Museum and Fort's *Activities*) in a way that meets the expectations and needs of its audiences will drive revenue for the organization. The **Museum Value Cycle** depicted here captures that process in brief.

2. The Museum Value Cycle presented and described here is adapted for a museum and non-profit application from the Business Model Canvas by Strategyzer.com/bmg. This tool is often employed in the entrepreneurial sector as a means of identifying relationships between revenue and expenses, service and product development, customers, marketing activities and supporting infrastructure to capture and evaluate the profitability of a business model.





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Museum Value Cycle Components:

Audience Segments are groupings of museum users who have distinctly different reasons for visiting or accessing the Museum. The Museum's challenge is understanding those reasons, the needs and expectations of those users, and offering a way of meeting them that advances the Museum's mission and that contributes to the Museum's sustainability.

Unique Value Proposition (UVP) defines the Museum's promise of value to be delivered to its audiences.

Channels are the means by which the Museum reaches each target audience, communicates the Museum's value to that group, and spurs and completes an action such as booking a program, visiting the Museum or making a donation.

Audience Relationships can be built on experiences, community engagement, customer service or value-aligned work in meeting audience expectations. Sometimes value alignment means a connection between goals or missions, but it may also mean a shared audience or commercial interest with an industry partner that has a mutual revenue advantage for the Museum.

Revenue Streams are all of the ways the Museum derives revenue from its activities. Earned Revenues are those directly collected from audiences who purchase a visit, experience, service, program, event ticket, space rental or merchandise from the Museum. Grants and Public Support are the public funds that support the Museum through operating funds, service agreements and grants because the Museum is generating value for the public in way that supports the mandate of the funder. Community Support and Philanthropy are private sector donations and sponsorships that similarly provide value in a way that aligns with the donor's or business's mandate perhaps because there exists a shared audience or cause. All sustainable non-profit and public sector museums have a combination of these three Revenue Streams on their books.



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Outputs:

Key Activities are the outputs of the Museum’s work—the actions, products, projects, services, programs and events that fuel the Museum’s value cycle.

Inputs:

Key Resources are the tangible and intangible assets, the relationships and knowledge that the Museum has or has access to, that allow the Museum to deliver on its value proposition and achieve its goals.

Key Partnerships are the network that allows the Museum to benefit from the capacity of others and to lend their capacity to the mutual benefit of those same individuals, groups and organizations.

Cost Structure is what pays for all the other pieces of the model. Most museums have a cost-driven structure, which means they work hard to ensure the cost of operating the museum and offering programs and services to their community is as low as possible. A majority of a museum’s expenses are fixed costs, but the considerably smaller number of variable costs are typically those that pay for activities that generate revenue. When a museum reduces its variable costs in an effort to decrease expenses, that action can have the unintended consequence of having a negative impact on the museum’s revenue streams rather than a positive one on the overall bottom line.

Vessels are used to hold, keep safe and share. The diverse stories and voices of southwestern Alberta belong to the people who have called this place home in the past, present and into the future.

The Galt serves as a vessel for the stories of Lethbridge and southwestern Alberta.

Learners and Educators: Vessels store and share fuel for curious minds.

Community & Culture Explorers: Vessels are passed when community gathers. Sharing new or comforting nourishment with those who come together to understand, grow and heal.

Travellers: Vessels quench travellers’ thirst to learn and experience.

Venue Seekers: Vessels are raised in celebration with the community.

Museum Value Cycle

Galt Museum & Archives | Fort Whoop-Up

Audience Segments

LEARNERS & EDUCATORS

- Researchers
- Postsecondary students
- Museum Studies students
- School groups: Lethbridge Public Schools, Horizon, Holy Spirit, Livingston Range, Palliser, Westwinds
- Homeschool organizations
- Alternative schools
- Heritage Fair participants
- Preschools and daycares

COMMUNITY & CULTURE EXPLORERS

- Annual pass holders
- Local visitors:
 - Families
 - Grandparents
 - Seniors
 - Adults
 - Youth
 - Children
- Summer camps
- Daycamps
- Social media followers
- Donors and collectors
- Lethbridge Historical Society
- Chinook Library System pass holders
- Learners about Indigenous history and culture
- Newcomers
- Indigenous community members
- Regional community members
- Clubs & community groups
 - Adults
 - Youth
 - Children
 - Seniors

TRAVELLERS

- Lethbridge and local explorers
- Alberta visitors
- Canadian visitors
- US visitors
- International visitors
- Learners about Indigenous history and culture
- Bus tour operators and groups
- Seniors groups

VENUE SEEKERS

- Conference hosts and attendees
- Wedding and event planners
- Community organizers
- Talk and presentation hosts
- Fundraisers

Audience Relationships

LEARNERS & EDUCATORS

A trusted source for deep learning, broad perspectives and credible research

The place where the historical record and material culture of Lethbridge and southwestern Alberta are stewarded and shared

COMMUNITY & CULTURE EXPLORERS

A passion for belonging

The place where stories and people come together to build community

TRAVELLERS

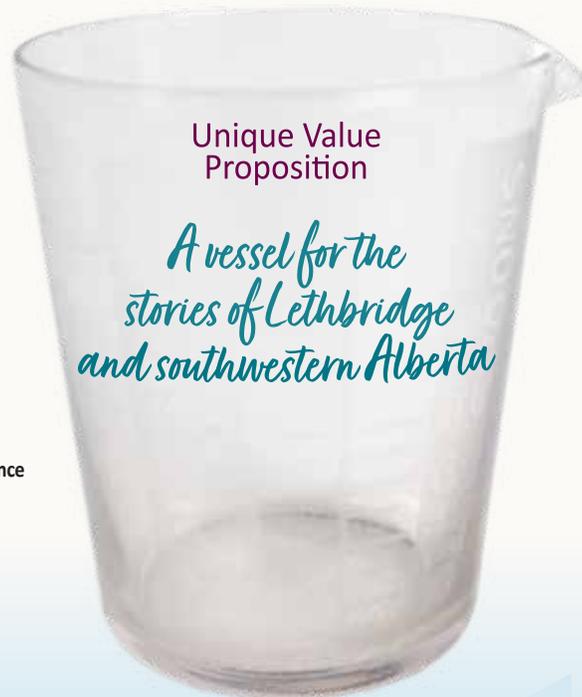
A signature stop for your southwestern Alberta experience

An authentic local experience to learn about the people and stories of southwestern Alberta

VENUE SEEKERS

The best space in town

A room with a view or an out-of-the-ordinary location for a unique and fabulous event



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Channels

- Presence on social media and news platforms where locals get their information
- Presence at local events and gatherings
- Relationships with reconciliation partners
- Participation in important community conversations
- Sponsor and corporate partner strategies
- Booking system and online resources for teachers and learners
- Digital infrastructure to support visitor services and access to heritage assets
- Effective communication strategies that support programs and event attendance
- Active online presence: user-friendly website, partnerships with tourism drivers and influencers
- Strong rankings on crowd-sourced traveller platforms
- Networks with other museums, attractions, and tourism industry partners

Revenue Streams

GRANTS & PUBLIC SUPPORT

- City of Lethbridge operating funds
- Young Canada Works and other student funding programs
- Department of Canadian Heritage grants
- Alberta Museums Association grants
- Community Foundation of Lethbridge and Southwestern Alberta
- Local and speciality grants

EARNED REVENUE STREAMS

- Museum store, Fort store and online store sales
- Museum and Fort admissions
- Annual passes
- Program, tour and workshop fees
- Festival and event fees
- Publication sales
- Event hospitality and food sales
- Archive fees
- Facility rentals

COMMUNITY SUPPORT & PHILANTHROPY

- Sponsorships
- In-kind business community support
- Memberships
- Donations at Museum, Fort and online
- Fundraising event profits
- Philanthropy, including annual giving campaign, bequests and planned giving

Museum Outputs

Key Activities

COLLECTIONS

- Archives
- Collections management
- Acquisitions
- Conservation activities
- Collections access facilitation
- Archives research access and requests
- Storage

EXHIBITIONS

- Permanent exhibit updates
- Temporary and travelling exhibits
- Publications

RESEARCH

- Engagement for exhibit development
- Community engagement, including ethnocultural groups and Indigenous communities
- Oral history program

- Database management
- Research requests
- Exhibit development research
- Native plant conservation

PROGRAMS

At the Museum, Archives and Fort

- Museum tours (guided and self-guided)
- Fort experiences
- Archives programming
- Education programs
- Exhibit-based programming
- Blackfoot language preservation initiatives
- Community partnership programming
- Courses and workshops
- Consular visits

In the community

- Education kits
- Community and region historical tours
- Treasure hunts

- Bus tours and tourism industry partnerships
- Community Garden

EVENTS

- Seasonal and holiday activities
- Community programming days
- Concerts and performances
- Participation in community and civic celebrations
- Markets
- Dinners and dances

DIGITAL INITIATIVES

- QR-code audio tours
- Social media engagement activities
- Archival social media posts
- Online talks and presentations
- Online bookings

VISITOR SERVICES

- Program bookings
- Visitor experience and welcoming

- Museum and Fort stores
- Security
- Facility rentals

MARKETING & RELATIONSHIPS

- Online presence
- Media outreach and strategy
- Statistics collection
- Trade shows and conventions
- In-services and FAM tours
- Cultivating partnerships
- Community participation
- Internships and applied studies
- Volunteer management

ADVANCEMENT

- Grant writing
- Sponsorship activities
- Advocacy
- Donor and member relationships
- Annual giving and legacy giving campaigns

Museum Inputs

Key Partnerships

COMMUNITY AND CIVIC PARTNERS

- Citizens of Lethbridge
- City of Lethbridge – City Council
- City of Lethbridge staff
- Friends of the Galt Museum & Archives
- Volunteers
- Local schools and teachers
- University of Lethbridge: students and faculty
- Lethbridge College: students and faculty
- Sororities and fraternities at the University of Lethbridge
- Lethbridge Public Library
- CASA Lethbridge
- Helen Schuler Nature Centre
- Nikka Yuko Japanese Gardens
- Southern Alberta Art Gallery

- New West Theatre
- Lethbridge Historical Society
- Reconciliation Lethbridge
- OUTreach Southern Alberta Society
- Lethbridge Pride Fest
- Chinook Autism Society
- Ability Resource Centre
- Quest Support
- Lethbridge Family Services
- Edenbridge Family Services Inc
- L'Arche Lethbridge
- Lethbridge Police Service
- Wilson Siding Hutterite Colony
- Southern Alberta Ethnic Association
- Lethbridge Family Services – Immigrant Services Department
- Lethbridge Local Immigration Partnership
- Local ethnocultural organizations
- Guest curators and content creators

INDIGENOUS NATIONS AND COMMUNITY GROUPS

- Sik-Ooh-Kotoki Friendship Society
- Red Crow College
- Kainai High School- Kainai Board of Education
- Blood Tribe Administration
- Piikani Traditional Knowledge Services
- Piikani Band Council
- Métis Nation of Alberta Region 3
- Sage Clan
- Indigenous community leaders and partners

CORPORATE AND BUSINESS PARTNERS

- Tourism Lethbridge
- Teamsters: Once Upon a Time Wagon, Carriage & Sleigh Rides
- Irrigation industry partnerships
- Business community

HERITAGE AND CULTURAL SECTOR PARTNERS

- Museums in the region
- National Heritage Fair – Historica
- Interp Canada
- Textile Surface Design Guild
- Allied Arts Council of Lethbridge

Key Resources

HUMAN RESOURCES

- Imaginative, highly trained and respected staff
- Community-connected board of directors
- Passionate and dedicated volunteers
- Unique skill sets from specialized contractors, part-time and seasonal staff

SPACE & PLACE

- Galt Museum & Archives in a beautiful building in an iconic location
- Fort Whoop-Up Interpretive Centre
- Fort located in the valley parks system
- Well-situated grounds and valley access
- Access to downtown
- Near other cultural facilities
- Tourism corridor with high profile for Lethbridge visitors
- Purpose-built spaces, including collections/archival spaces

CITY OF LETHBRIDGE

- Funding
- Human resources
- City Hall: IT department, interdepartmental supports, programs/systems
- Facility maintenance
- Custodial services

FUNDERS & IN-KIND SUPPORT

- City of Lethbridge
- Lethbridge property taxpayers
- Government of Alberta
- Government of Canada
- Alberta Museums Association
- Canadian Museums Association
- Friends of the Galt
- Community Foundation of Lethbridge and Southwestern Alberta
- Corporate donors and sponsors
- Individual donors and sponsor
- Grantors such as Young Canada Works
- Treaty 7
- Volunteers

ASSETS: HERITAGE, TANGIBLE & INTANGIBLE

- A culture of respect and trust
- An active and engaged community
- Community knowledge
- Artifact, educational and archival collections
- Elder, Knowledge Keeper and community relationships
- Fort-Whoop Up National Historic Site
- Location in Lethbridge's tourist corridor, and an anchor for southern Alberta tourism
- Visual assets for Travel Alberta and Tourism Lethbridge
- City of Lethbridge and regional marketing initiatives
- Engaging stories and experiences
- Research and history resources
- Partnerships with community organizations
- Recognized Museum designation
- Strong local and professional networks
- Access to professional and industry expertise (museums, archives, tourism, agriculture)

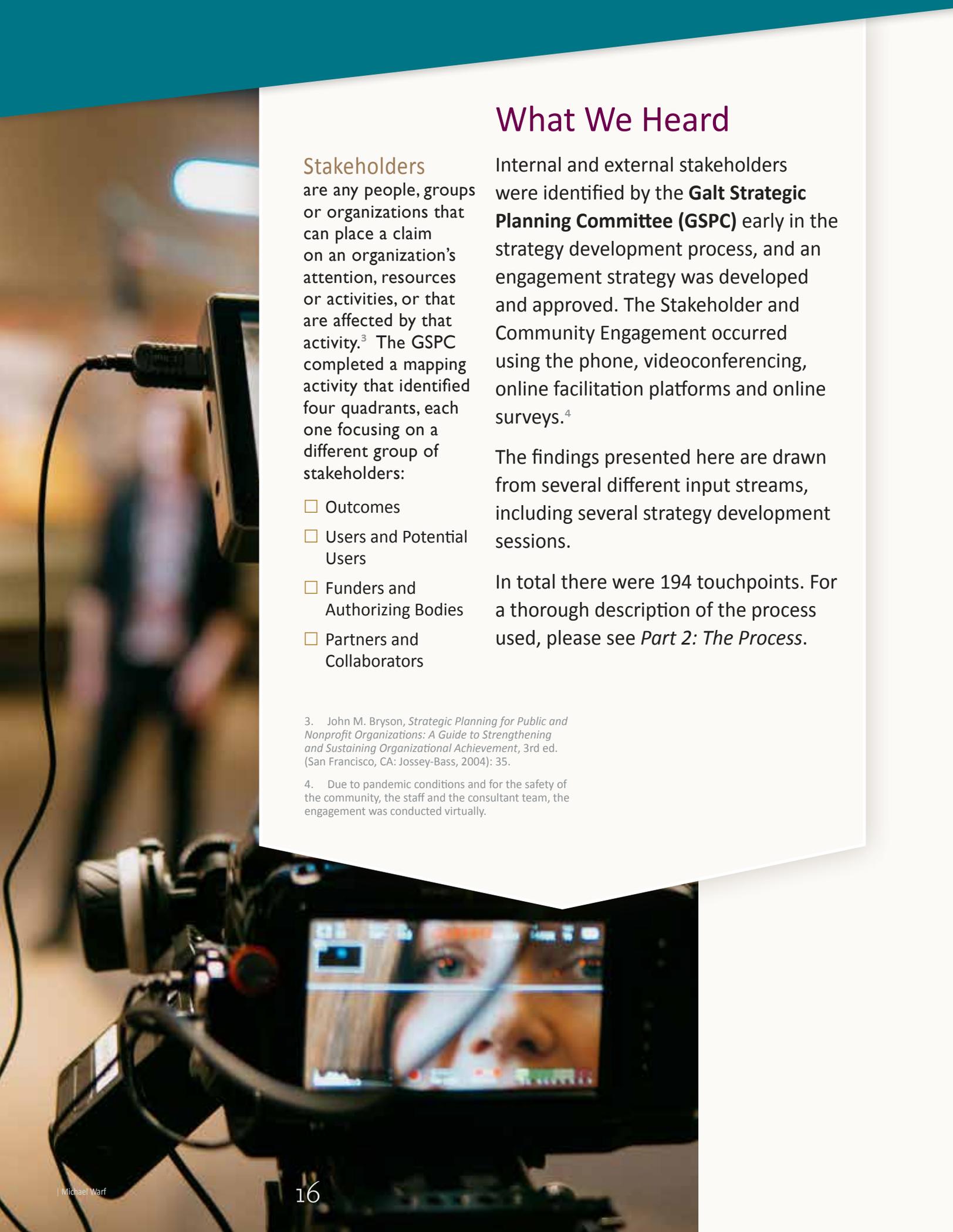
Cost Structure

FIXED COSTS

- Core staffing
- Volunteer management
- Grounds maintenance
- Administration (office, technology, banking, insurance)
- Governance (audit, legal, insurance)
- Equipment and technology
- Visitor services
- Fort Whoop-Up operations
- Core museum and archive functions (curatorial, collections management, archives management, exhibits)

VARIABLE COSTS

- Project-based and seasonal staffing
- Fund development
- Facility rentals
- Marketing and communications
- Projects
- Temporary exhibits
- Education and community program materials and supplies
- Events
- Gift store inventories



What We Heard

Stakeholders

are any people, groups or organizations that can place a claim on an organization's attention, resources or activities, or that are affected by that activity.³ The GSPC completed a mapping activity that identified four quadrants, each one focusing on a different group of stakeholders:

- Outcomes
- Users and Potential Users
- Funders and Authorizing Bodies
- Partners and Collaborators

Internal and external stakeholders were identified by the **Galt Strategic Planning Committee (GSPC)** early in the strategy development process, and an engagement strategy was developed and approved. The Stakeholder and Community Engagement occurred using the phone, videoconferencing, online facilitation platforms and online surveys.⁴

The findings presented here are drawn from several different input streams, including several strategy development sessions.

In total there were 194 touchpoints. For a thorough description of the process used, please see *Part 2: The Process*.

3. John M. Bryson, *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*, 3rd ed. (San Francisco, CA: Jossey-Bass, 2004): 35.

4. Due to pandemic conditions and for the safety of the community, the staff and the consultant team, the engagement was conducted virtually.



Stakeholder Engagement Findings

Stakeholder engagement data was collected through interviews, small group discussions and surveys, and then analyzed through a thorough **Thematic Analysis** process to identify common themes, ideas and language to be incorporated into the development of the Strategic Framework. The following findings are representative of the aggregate data compiled from all respondents to the corresponding questions.

Purpose

What is the purpose of the Galt Museum & Archives?

The most common theme across all respondents identified that the purpose of the Galt is to represent the local history of southwestern Alberta through stories. In doing this, the Museum serves as an educational community space for learning about history.

Strengths

What is the Museum currently doing really well?

Respondents identified that the Museum's program offerings, its work in engaging and involving the community, and its collection practices are areas in which they excel. Program offerings referred to the wide variety and diversity of programs offered as well as the quality of those programs. The Galt's active profile in the community was regarded as a strength, specifically due to its work in relationship-building and engagement with diverse communities, the involvement of the community in telling stories, as well as its relationship with Knowledge Keepers and the involvement of Indigenous communities. Finally, the Galt's collections management was noted as a strength of the Museum due to its unique and highly regarded process of collecting intangible stories along with tangible objects.

What makes the Museum unique?

One of the most unique characteristics of the Galt is its physical location in Lethbridge, specifically the surrounding scenic beauty and the history of the place in which the Museum is situated. The collections and the stories that make up that collection were highlighted, including the sharing of the stories of southwestern Alberta and Lethbridge. Also recognized were the people who make up the Museum, including the staff, board and volunteers. All of these unique qualities of the Galt were also identified as the Museum's greatest assets.

Opportunities

What is an opportunity in the community that could help strengthen the Museum's work?

A common opportunity identified for the Museum was centred on strengthening its relationship with local Indigenous communities to build partnerships, expand on its representation of Indigenous history, and continue its efforts in reconciliation and decolonization. The idea of collaborating and partnering with other local organizations and the community in general came up often as a way to strengthen those relationships and expand programming outside the walls of the Museum in an effort to actively build a positive community profile.

What do you see as the top priority for the Museum in the next three years?

Clarifying its relationship with the City of Lethbridge, particularly in regard to roles, expectations and funding, was highlighted by respondents, specifically in reference to supporting the financial sustainability of the Museum. Furthering the Museum's efforts and action in Truth and Reconciliation was also identified as a key priority.

What is one of the most significant trends or issues supporting and/or impeding the Museum and its work?

Current social movements causing people to have a stronger desire for history and information are one of the most significant trends supporting the Museum with the opportunity to communicate that knowledge. Social movements were identified as being related to Truth and Reconciliation and a need for increased diversity, equity, accessibility and inclusion in all of the Museum's work.

A considerable impediment to the Museum's success are the restrictions that have come with the Covid-19 pandemic. The closure of the Museum, the limits for entry due to capacity restrictions and the resulting constraints on revenue generation have had a direct impact on operational sustainability. Other significant trends identified revolve around the negative sides of current social movements, such as polarizing attitudes and beliefs, that can impact the Museum's work.

How do you currently define community for the Museum?

It was repeatedly articulated that community has a lot to do with location, specifically Lethbridge and southwestern Alberta. However, it was commonly noted that community defies physical boundaries and is the culmination of shared interests, commonalities, and respect and support for everyone that creates a sense of belonging.

How is the Museum viewed in the community?

Community stakeholders from multiple different backgrounds and organizations that have varying relationships with the Museum offered a range of views about the Museum and its work. These included:

- ☀ The general community may be unaware of all the Galt does and has to offer.
- ☀ There is a duplication of programming options among similar local organizations in the area that could be streamlined through collaboration and communication.
- ☀ With the acquisition of the Fort, there may be a need to examine the narrative and history being told.
- ☀ The Museum needs to expand beyond its walls with programming and events.

Indigenous community members and those who are involved in Indigenous engagement and the Museum identified a number of areas where relationships with local Indigenous communities could be improved.

- ☀ There is a general feeling of apathy toward the Museum from the broader Indigenous population that is not being actively engaged by the Museum. With this, there is a desire for increased outreach to the younger Indigenous population beyond Knowledge Keepers and pre-existing relationships.
- ☀ There is an identified desire to build a stronger relationship with the Piikani.
- ☀ There is also a desire for increased Indigenous staff at the Museum and further incorporation of the role of Indigenous storytellers.

Aspirations

How would you describe what the Museum aspires to become in five years?

Responses to what the Galt aspires to become as an institution focused on the need for the Museum to be an institution trusted with the education and history it provides while also being an inclusive gathering place that is representative of its community. While this was the most agreed-upon aspiration, there were a number of other ideas worth noting:

- ☀ There is a desire to diversify programming and learning experiences and update the permanent exhibit space.
- ☀ There is a need for a positive relationship between Museum and the City of Lethbridge to grow and continue.
- ☀ There is an identified desire to have an increased profile in the community.





part two

The Process

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Summary of Approach

The Galt Museum & Archives and Fort Whoop-Up Planning Project was organized around four streams of inquiry and development:

ORGANIZATIONAL LEARNING
STAKEHOLDER ENGAGEMENT
STRATEGY DEVELOPMENT
REPORTING

The **Galt Strategic Planning Committee (GSPC)** was established as the project team to support the process. This team met a number of times through the process and set the stage for the project work. The team included board members and staff:

- ★ Darrin Martens, *CEO/Executive Director*
- ★ Aaron Stout, *board member*
- ★ Mary Greenshields, *board member*
- ★ Heather Oxman, *board member*
- ★ Mel Mpofo, *Operations Manager*
- ★ Aimee Benoit, *Curator*
- ★ Rebecca Wilde, *Museum Educator*
- ★ Chris Roedler, *Resource Development and Volunteer Coordinator*



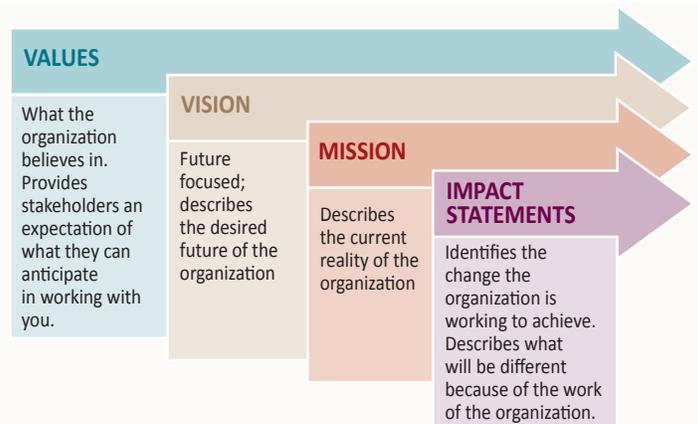
Core Deliverables

The Galt Museum & Archives and Fort Whoop-Up Strategic Planning Project

In March 2021, the Galt engaged Hatlie Group to guide them through the strategic planning process. When facilitating strategy development, Hatlie Group bases their work in an **Appreciative Inquiry** approach and uses the **SOAR** method of planning. This method focuses on an organization's strengths (what works well), opportunities (what opportunities can the organization take advantage of), aspirations (what is the desired future) and results (how will the organization know it is successful). This allows for the group to identify a series of building blocks, creating a solid foundation on which to shape the future of the organization. The stakeholder engagement tactics, including interviews, small group discussions and online surveys, used this approach and identified strengths, opportunities and aspirations, which were then presented to the organization at the Strategy Session held on October 23, 2021, online using Zoom™ and Mural™, an online whiteboard platform.



This approach supports the development of a series of activities designed to engage all participants over the course of the Strategy Session. The information generated through the activities provides the detail required to build values, vision and mission statements, and a series of impact statements to guide the priorities of the Museum in the coming years.



Inquiry and Development Streams

The strategy presented in *Re-Centre: Re-Define* draws collectively from these strategy, learning and engagement input streams:

- ☀ Organizational Learning: Document Review and Analysis
- ☀ Stakeholder Mapping Exercise *April 30, 2021*
- ☀ Meeting with Cultural and Social SPC *June 17, 2021*
- ☀ Sustainability Session *July 5, 2021*
- ☀ Strategy Session (board and staff) *October 23, 2021*
- ☀ Galt Strategic Planning Committee Meetings
- ☀ Meetings and phone calls with Museum leadership and staff
- ☀ Staff Individual Interviews
- ☀ Staff Online Survey
- ☀ Board Individual Interviews
- ☀ External Stakeholder Individual Interviews
- ☀ Small Group Discussions
- ☀ Annual Passholder Survey
- ☀ Friends of the Galt Museum & Archives Survey
- ☀ Volunteer Survey

ORGANIZATIONAL LEARNING

The **Organizational Learning** process began with a review and analysis of key organizational documents. This review included relevant internal organizational documents such as the Galt's existing Strategic Plan, financial statements, attendance reports and other documents provided by the Museum. A review of the findings and recommendations of Phase 2 of the KPMG report (2020) was also conducted in relation to the development of the Strategic Plan.

The second half of the organizational learning process focused on capturing feedback from the Galt Museum & Archives and Fort Whoop-Up board, staff and volunteers through individual interviews with key staff members, as well as an online staff survey, individual interviews with board members and an online survey for volunteers. The organizational learning portion of the strategic planning sets the basis for determining the Museum's current state and initiated the process of determining the areas of its strengths and where it can grow.



STAKEHOLDER ENGAGEMENT

Stakeholders are any people, groups or organizations that can place a claim on an organization’s attention,

resources or activities, or that are affected by that activity.⁵ The activity sectioned out four quadrants, each one focusing on a different group of stakeholders: outcomes, users and potential users, funders and authorizing bodies, and partners and collaborators.

<p>OUTCOMES</p> <p>Those with an interest in what the Museum can achieve</p>	<p>USERS AND POTENTIAL USERS</p> <p>Anyone who will, or could, participate in a program of the Museum</p>
<p>FUNDING AND AUTHORIZING ENVIRONMENT</p> <p>Those who provide financial support or who make decisions about the Museum</p>	<p>PARTNERS AND COLLABORATORS</p> <p>External person, group or organization who has, or needs, a relationship with the Museum even though they may not be users</p>

Between June 17 and October 14, 2021, Hatlie Group made 155 points of contact with various Museum and community stakeholders through individual interviews, surveys and small group discussions. These contacts took place over the phone, by videoconference and through online surveys.

The individuals and groups were identified by the Museum during the **Stakeholder Mapping Exercise**. This information was then further defined by the level of influence and interest each had in the work of the Museum. The information for each stakeholder was then assigned to an **Engagement Category**, determining the type of engagement that would be required within an overarching strategy. This approach also took into consideration the expectation of the stakeholder with regards to the type of engagement chosen. The next step was to determine the specific tactic required for each level of relationship, a timeline and other logistical requirements.



STRATEGY DEVELOPMENT

The **strategy development** process drew from:

- INDIVIDUAL INTERVIEWS, SMALL GROUP DISCUSSIONS AND SURVEYS WITH INTERNAL AND EXTERNAL MUSEUM STAKEHOLDERS
- KICK-OFF SESSION WITH THE GSPC
- SUSTAINABILITY WORKSHOP
- STRATEGY SESSIONS

Strategy Sessions

The **Strategic Framework** was created through a series of virtual strategy sessions that involved both staff and board members in the development process. From developing a foundational set of values, to identifying who the Museum serves, to clarifying its business, to the identification of the impact it wants to achieve in the community, the sessions were the opportunity to discuss and explore new ideas and to agree on the future direction of the Museum.

5. John M. Bryson, *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*, 3rd ed. (San Francisco, CA: Jossey-Bass, 2004): 35.

Values

Values define what is at the core of an organization. They express what others can expect of you as an organization, as an employee or board member, as well as what potential employees, board members or volunteers can expect in their relationship with those in the organization. Values support the establishment of an organization's purpose and are demonstrated by the behaviours and practices within the organization.

The connection between personal and organizational values is strong; the strategy sessions with the Galt board members and staff started with an exploration of their personal values. As we moved into developing the organizational values, discussion revolved around how these were demonstrated in the work of the Museum.

Values:

- Working with our communities, we steward and share stories.
- We believe trust is at the foundation of strong, positive relationships, with each other and with our communities.
- We work in service of our communities, listening and being accountable for our actions.
- We approach our work with courage, embracing innovation and adaptability.
- We continually work toward sustainability and holistically consider our practices from cultural, health, financial, environmental and social perspectives.

Vision

A vision statement articulates the desired future for an organization and states the direction the organization will continually work to achieve. The Galt based that potential future in the information presented on its strengths, opportunities that it could take advantage of in the community, what makes it unique and the aspirations it has for the future.

Vision:

As the heart of our community, our dynamic energy is the spark for curiosity, compassion and connection.



Mission

A mission statement answers three questions:

1. WHY DOES THE GALT MUSEUM EXIST?
2. WHAT BUSINESS IS IT IN?
3. WHOM DOES IT SERVE?

Participants were asked to reflect on three specific questions individually; then in small groups, they shared their responses and once everyone had the opportunity to share, the group was asked to come to consensus on a response to each of the three questions. These responses were then brought forward to the larger group, and similarities in responses and words and phrases that surfaced were discussed.

Mission:

Our community-centred approach and our commitment to reflecting the world around us deepen the sense of belonging for our communities.

Impact Statements

The final exercise was to identify the impact the Galt wanted to achieve through its work. Reviewing the results from the conversation around Values, Vision, Mission, as well as the information gathered from the Sustainability Workshop that took place in the summer, small groups were assigned topic areas that came up through the Strategy Sessions as strategic areas to focus on.

These high-level statements describe the change that will happen because of the work of the Museum in the community.

Impact Statements:

Redefining Museum

Meaning is created from challenging our traditional ways of working.

Reconciliation

Actively standing in reconciliation, truth is heard and acknowledged, and respectful and healthy relationships are nurtured.

Gathering Place

A beautiful, safe and comfortable space where everyone feels welcome.

Platform for Inclusion

Diverse voices are elevated.

REPORTING

The reporting phase of the project included providing the Strategic Framework statements, Impacts and Priorities that were developed with input from the stakeholder

engagement and strategy workshops. Following a collaborative review process, the strategy, stakeholder engagement findings and a summary of the project work and approach were compiled into this *Integrated Strategic Plan*. Additional information and supporting materials are provided in the appendices.



6. Paul Connolly, *Navigating the Organizational Lifecycle: A Capacity-Building Guide for Nonprofit Leaders*. Washington, DC: BoardSource. 2006. p. 4.

7. Heritage B.C., "What is Heritage?" in *Definitions and Heritage FAQs*, retrieved from: <https://heritagebc.ca/resources/definitions-heritage-faqs>.

8. Parks Canada, *Framework for History and Commemoration*, National Historic Sites System Plan (2019), p. 21.

9. Taken from UNESCO, *What Is Intangible Cultural Heritage?*, retrieved from <https://ich.unesco.org/en/what-is-intangible-heritage-00003>.

Glossary

Audience Relationships: Can be built on experiences, community engagement, customer service or value-aligned work in meeting audience expectations.

Audience Segments: Groupings of museum users who have distinctly different reasons for visiting or accessing the museum.

Capacity: Wide range of capabilities, knowledge and skills that an organization needs in order to be vital and effective in staying true to its mission⁶; clarity on expectations; clarity on priorities; asking for help when needed; training, learning and investing in teams

Channels: The means by which the museum reaches each target audience

Community: Residents of the geographic region, including Lethbridge and southwestern Alberta and surrounding First Nations; those with shared interests or experiences; and the shared value of respect and support for everyone who creates a sense of belonging. Also acknowledging that our community is made up a multiplicity of communities with intersectional relationships between them.

Cost Structure: What pays for all the other pieces of the organization's business model.

Heritage: "Heritage is whatever a community, past or present, values and would like to pass on to the future, regardless of age or vintage. It can be a place, a landscape, a cultural practice or a language, to name a few. It does not have to be associated with a famous historical figure or event, or in the case of buildings and structures, architecturally significant or aesthetically pleasing, to be considered heritage."⁷

History: "History is the study of the past."⁸

Impact Statements: A series of statements that clearly identify the change that will happen because of the organization's work.

Intangible Cultural Heritage: Includes traditions or living expressions inherited from our ancestors and passed on to our descendants, such as oral traditions, performing arts, social practices, rituals, festive events, knowledge and practices concerning nature and the universe, or the knowledge and skills to produce traditional crafts.⁹

Key Activities: The outputs of the museum’s work.

Key Partnerships: The network that allows the Museum to benefit from the capacity of others and to lend their capacity to the mutual benefit of those same individuals, groups and organizations.

Key Resources: The tangible and intangible assets, held by the museum. A holistic definition that includes money, time, human resources (capacity, skills, knowledge), information, technology, equipment, infrastructure (physical plant – facility).

Mission: Describes the current reality of the organization; responds to three questions – why do we exist? what business are we in? whom do we serve?

Museum Value Cycle: A model that outlines a museum’s ability to communicate its worth in a way that drives revenue diversification.

Revenue Streams: Are all of the ways the museum derives revenue from its activities, including Earned Revenue, Grants and Public Support, and Community Support and Philanthropy.

Recognized Museum: A museum in Alberta that has successfully completed the Alberta Museums Association’s Recognized Museum Program (RMP). Participants in RMP must submit evidence in alignment with the AMA’s member-approved Definition of a Museum, demonstrating working in alignment to internationally accepted standards of museum practice. See www.museums.ab.ca/what-we-do/recognized-museum-program.aspx for more information.

Sustainability: Ongoing, long-term viability of an organization, viewed holistically and including five facets:

- ★ **Culture** Access, engagement and participation in the appreciation, exploration and expression of society
- ★ **Health** Balancing physical, mental and social wellness for individuals, organizations, community and society
- ★ **Environment** Making intentional decisions for the long-term viability of the world that surrounds us
- ★ **Financial** Ensuring balance between revenue and relevance for long-term success
- ★ **Social** Actively contributing to positive social change

Tangible Heritage: Cultural heritage is the legacy of physical artifacts and intangible attributes of a group or society that are inherited from past generations, maintained in the present and bestowed for the benefit of future generations.¹⁰

Unique Value Proposition (UVP): Defines the museum’s promise of value to be delivered to its audiences.

Values: Define what the organization believes in; what is at its core; provides stakeholders with an expectation of what they can anticipate while working with you.

Value (in what we do): An assessment of what the museum provides in terms of economic, cultural, social and historical worth.

Vision: A statement that describes the desired future of the organization; aspirational in nature.



10. Taken from UNESCO, *Tangible Cultural Heritage*, retrieved from <http://www.unesco.org/new/en/cairo/culture/tangible-cultural-heritage/>.

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Attendance Report 2019

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Board of Directors Reference Manual 2020

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City of Lethbridge Business Plan 2019–2022

City of Lethbridge Council and Committee Report Template

City of Lethbridge Operating Budget 2019–2022

City of Lethbridge Project Charters 2020 (Fund Development, Governance Model, Performance, Hours and Exhibits)

Diversity Report

Exhibit Schedule Master 2010–2021

Fort Whoop-Up Operation Budget Summary 2021

Galt Museum & Archives and Fort Whoop-Up Financial Statements 2019

Galt Museum & Archives and Fort Whoop-Up Financial Statements 2020

Galt Museum & Archives and Fort Whoop-Up Re-Opening Strategy, 2020

Galt Museum & Archives and Fort Whoop-Up Re-Opening Strategy, 2021

Galt Museum & Archives Strategic Plan 2014–2024

Galt Museum & Archives and Fort Whoop-Up Operational Budget Summary 2021

Galt Organizational Chart 2020

Galt Teacher Evaluations (selected, recent)

KPMG: City of Lethbridge Fiscal and Operational Performance Review Phase 2

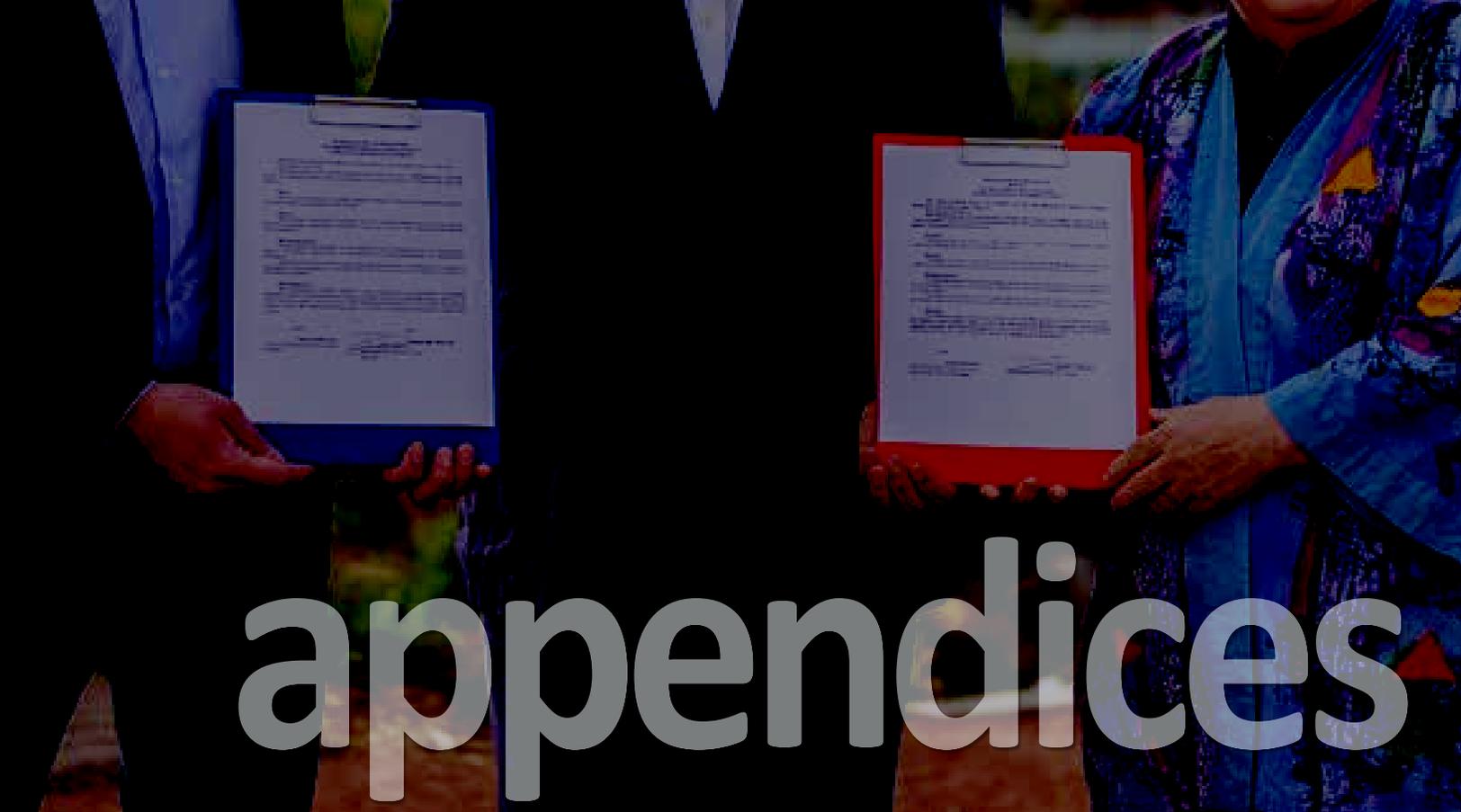
KPMG: City of Lethbridge Fiscal and Operational Performance Review Phase 3

Lethbridge College: Stakeholder Engagement Report for Galt Museum & Archives 2019

Program Plans 2019

Program Plans 2020

Volunteer Activities by Category List



appendices

A: Tools to Implement Strategy

Sustainability Assessment Form

Stakeholder Map

B: Documenting the Process

Aggregate Survey Results

Stakeholder Interview Question Sets

Stakeholder Engagement Strategy

