



2024 to 2027 Business Plan

Service: Museum London

\$0.03

Cost per day for the
average rate payer
(2024 to 2027)

0.28%

Of the 2024 to 2027
City of London Net
Property Tax
Supported Budget

Who we are:

- Museum London is a leading art and history resource that connects communities, inspires change, challenges ways of thinking, and ignites creativity towards a more just world. Serving the diverse communities of Southwestern Ontario for more than 80 years, and recognized nationally for our work, Museum London collects, interprets, shares and creates knowledge and opportunities through exhibitions and programs featuring local histories and material culture, as well as historical and contemporary art. The Museum is an accessible cultural resource for London, an anchor downtown, and a significant attraction that welcomes tens of thousands of visitors each year, contributing to the local economy and making our City a vibrant destination.

What we do:

- Museum London offers a year-round program of relevant exhibitions that bring local histories into focus, and exhibitions of art that profile regional artists and have national resonance, including those curated by the Museum and traveling exhibitions from other leading institutions. Thousands of students participate in school programs both onsite and in classrooms, and dynamic public programs like tours, talks, screenings, symposia, concerts, hands-on activities, and camps inside and outside the Museum engage learners of all ages.
- The Museum cares for one of Canada's most important art collections and one of the most significant historical artifact collections in the Province; the art collection includes more than 5,600 works by regional and Canadian artists and 55,010 artifacts reflect the history of London. Collections are activated through exhibitions, available to researchers, loaned to institutions across the country, and will be increasingly publicly available online in 2024.
- Our purpose-built facility with the new addition of Centre at the Forks is a community gathering place, and as an accessible cultural resource for all, admission to the Museum is free or by donation. To round out visitor experience, the Museum houses two cafes and a retail shop. An event rental program creates a stream of income to support programs. With a new strategic plan, Honouring and Amplifying Our Interconnections 2023-2027, built with community consultation, our mandate and vision have sharpened to emphasize the Museum as a responsive site of community exchange, creative convergence, and a place of interconnection, between and beyond art and history to relevant social, economic and environmental issues of our time. All activities are linked to the five overlapping directions in the plan: raise the profile, transform audience experience, anchor belonging, embrace interdisciplinarity, and operational sustainability and resilience and connect to the City of London's Strategic Plan.

Why we do it:

- **Traditional** - The Museum is a cultural cornerstone and essential community service for life-long learning. Museums shape identity and contribute to a sense of belonging by sharing stories about human experience and creative achievement, they catalyze civic engagement, promote cross-cultural understanding and dialogue, foster empathy, critical thinking and problem-solving, and creativity—ingredients that our communities need to adapt and thrive into the future. Research demonstrates that museums contribute to health, wellness and social outcomes for various populations including children, adults and seniors, from reducing stress, anxiety, and social isolation, to strengthening logical reasoning and memory, in addition to contributing to the economic vitality and attractiveness of a city as a destination to live, work and visit.





The following table provides an overview of the budget for this service:

Budget Summary (\$000's)	2024	2025	2026	2027	2024 to 2027 TOTAL
Gross Operating Expenditures	\$3,848	\$4,026	\$4,141	\$4,251	\$16,266
Other Revenues	-\$1,764	-\$1,772	-\$1,781	-\$1,789	-\$7,106
Net Tax Levy Supported Operating Budget	\$2,084	\$2,254	\$2,360	\$2,462	\$9,160
Total Capital Expenditures	\$360	\$360	\$410	\$420	\$1,550
Full-Time Equivalents (FTE's)	21	22	22	22	N/A

Reflects Draft 2024 to 2027 Multi-Year Budget – December 12, 2023.

Linkage to the 2023 to 2027 Strategic Plan

This service supports the following Strategic Areas of Focus in the 2023 to 2027 Strategic Plan:

- | | | | | | |
|---|---|--|---|---|---|
| ✓ |  | Reconciliation, Equity, Accessibility, and Inclusion | |  | Economic Growth, Culture, and Prosperity |
| |  | Housing and Homelessness | |  | Mobility and Transportation |
| ✓ |  | Wellbeing and Safety | ✓ |  | Climate Action and Sustainable Growth |
| |  | Safe London for Women, Girls, and Gender-Diverse and Trans People | |  | Well-Run City |

Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this service:



Environmental:

Museum London has adopted respect for nature as a core value and is a member of Green Economy London. Programs, services and operations are considered through this lens. The subject of climate emergency and sustainability has been a key theme explored recently through exhibitions, research, acquisitions to the collection, symposia, and a major 300-page publication released in June 2023. With the requirement of strict environmental controls and aging infrastructure, ongoing maintenance of the facility is essential with planning for upgrades to the existing building to reduce energy consumption and improve performance.

- This business plan does not include any new greenhouse gas emission sources or increased emissions from existing sources.
- This business plan is not expected to have direct impact on greenhouse gas emissions in the community.
- This business plan is not expected to have direct impact on community adaptation and resilience.

Socio-economic Equity:

- Museum London has adopted a new vision statement that orients its work towards social justice and collaborates with the community to design programs that intentionally take up and respond to relevant social issues through the lens of art, history and culture.
- Admission to the Museum is free and activities are low-cost to reduce financial barriers to participation.
- Museum London participates in Safe Cities London, and the Anti-Islamophobia Working Group, and other community initiatives, and considers equity and accessibility in the development of programs and services, using policies as guidelines. Museum London uses the City of London Equity Tool and plans to undertake an equity audit in 2024.

Governance:

- Museum London's active Property, Finance and Risk Committee includes Board and community members with expertise and is involved in issues related to grounds and facilities, building leases, financial planning and oversight, investments, and compliance.
- Museum London's investment policy and portfolio is regularly reviewed and updated through the lens of organizational values and best practices.
- Museum London has updated bylaws under the Ontario Not-for-Profit Corporations Act, an active Board and Committee structure, a full suite of corporate policies, and undertakes regular reporting to funders including the City of London, the Province, Canada Council for the Arts and others.

The following section provides an overview of the key activities the service plans to undertake from 2024 to 2027 to implement the Corporation's 2023 to 2027 Strategic Plan, as well as an overview of the risks and challenges the service is anticipated to experience during this period:

Service Highlights 2024 to 2027

Raise the profile: Increase public awareness of Museum London in the region to create excitement and accurate understandings of what we do, who we serve, the broad value and impact of Museum London's work and links to social, health, economic outcomes.

- Re-energize Museum London's brand personality and deploy it consistently to share more effectively about many facets of the Museum's work and our impact.
- Create and launch a new online assets, including the online exhibition London: A History, and create increased access to local history collections with 6,500 plus images deployed online in 2024.
- Continue outreach, foster partnerships, and increase the visibility of this work.

Transform Visitor Experience: Through a responsive approach that prioritizes people, Museum London will deliver memorable and meaningful experiences in-person and online.

- Implement new tools to collect and analyze audience data and feedback to become more self-aware and responsive.
- Analyze and prioritize improvements to visitor experience onsite at Museum London, including upgrades to the grounds and facility, to ensure accessible and inspiring experiences throughout the year that engage both visitors and residents, draw people to the Core Area, and drive repeat visitation.
- Create meaningful opportunities for community partnership on exhibitions and programs, opportunities for interaction, and a more participatory experience onsite at the Museum and in our online spaces to foster physical, mental and social well-being.

Embrace interdisciplinarity—art and history in creative dialogue: Leverage Museum London’s unique collections and expertise to create and share new knowledge and build audience engagement through collaboration.

- Pilot new interdisciplinary initiatives that make visible the interconnections between arts and history, and relevant cultural, social, environmental and economic issues to create a sense of belonging and place.
- Embed a new collaborative framework internally and develop new accessible interpretive strategies and tools that serve various audiences.
- Evaluate, align, and strengthen partnerships locally, nationally, and internationally and participate in United Nations Educational, Scientific, and Cultural Organization (UNESCO) City of Music initiatives.

Anchor diversity, equity, access, and inclusion: Integrate an anti-racist, inclusive lens across all activities to reflect more equitably the diverse communities we serve and truly make Museum London an accessible cultural resource and place of belonging for everyone.

- Undertake an equity audit, implement ongoing program of training for staff, board and volunteers, and apply the City of London’s Equity Tool to identify and remove barriers.
- Recruit and retain talent from Indigenous, Black, racialized, 2SLGBTQIA+, and disability identified communities.
- Act on our commitment to Truth and Reconciliation by shifting existing policies and programs, co-creating new programs, developing team capacity, and strengthening relationships.

Operational sustainability and resilience: Continued care of assets including collections, maximizing the potential of Museum London facility and grounds, developing talent, while ensuring strong relationships with existing public funders and developing new streams of revenue.

- Design and nurture an intentional workplace culture to fully leverage the talents of staff and volunteers.
- Implement a five-year plan for earned revenue and reorient Museum London’s organizational structure to support these efforts.
- Optimize existing infrastructure and operations to ensure use of space supports Museum London’s purpose and targets for earned revenue.

Risks and Challenges Anticipated in 2024 to 2027

- Rising cost of utilities: further anticipated increases despite consistent consumption.
- Increased costs of essential contracted services: security, maintenance, fees associated with City facilities and Corporate Asset Management.
- Increased cost of labour as per the Collective Agreement with CUPE and organizational chart re-structuring related to retirements and Museum London’s strategic plan.

- Aging infrastructure: essential systems are at the end of their lifespan and need replacement including passenger and freight elevators, HVAC; ongoing high potential for unplanned and unexpected repairs.
- Static or decreased investment from Province and Canada Council for the Arts.

Other reference information and links:

- Link to the [Museum London website](#).
- Link to Museum London Strategic Plan [Honouring and Amplifying Our Interconnections 2023-2027](#)
- Link to Museum London [Annual Report 2022](#)

Contact:

- Julie Bevan, Executive Director
- 519-661-0333 Extension 4241
- jbevan@museumlondon.ca