



GENESSEE COUNTRY VILLAGE & MUSEUM 2023-2026 STRATEGIC FRAMEWORK

Strategic Vision: Genesee Country Village & Museum's 50th anniversary in 2026 will mark an exciting new chapter in the evolution of the Museum as a more engaging, relevant, and sustainable community asset and attraction. By our anniversary year, visitors will experience every aspect of our Museum - the Historic Village, the Nature Center, and the Gallery - in new and dynamic ways. These strategic initiatives will engage new audiences and deepen the impact on our visitors and our connections across the region. GCV&M will continue to develop a Board and staff that reflect our community, support our strategic initiatives, and improve our environmental and financial sustainability to keep the Museum thriving for the next 50 years.

Pillar 1: Re-envision all aspects of the Museum to be more relevant, engaging, and accessible for visitors

Objective 1.1: Ensure the Museum is relevant to 21st century visitors, connecting New York's history, art and environment to the questions, issues, and ideas of today.

- On an ongoing basis, identify, research, and engage in dialogue about issues and topics that resonate with contemporary visitors (for example, race and equity, agriculture and foodways, technological change, gender roles), honoring and including visitors' experiences and perspectives.
- Complete and implement new interpretive plans for the Historic Village and Nature Center, diversifying the stories told, focusing on people and their experience.
- Develop and use evaluation and research to better understand the perspectives, interests, and priorities of current and potential visitors and use results to shape our exhibitions, programs, and services.
- Determine how to strategically diversify and build the collection to reflect the range of stories that we tell.

Objective 1.2: Engage current and new visitors more actively and deeply, creating expanded opportunities for learning and making a greater impact.

- Develop program formats that reach new audiences, diversify the experience, and provide new revenue.
- Develop strategies to improve the physical, cultural, and intellectual accessibility of the Museum, reflecting the variety of visitor interests, priorities, and needs.
- Use technology to provide expanded access to the Museum's resources both on-site and remotely, including collections, programs, educational materials, and research.
- Make stronger connections among programming at the Village, Gallery, and Nature Center to enrich the visitor experience.
- Identify separate target audiences for the Village, Gallery, and Nature Center and reflect the interests and priorities of those audiences in program development and marketing.

Objective 1.3: Build our value to and presence in the region through increased year-round programming and strong partnerships.

- Better utilize the Nature Center and Gallery in the off-season through programming, exhibits, and classes.
- Forge new and expanded partnerships with underrepresented cultural communities, understanding the limits of the Museum's expertise and sharing authority and voice.
- Work with area school systems and BOCES to develop educational programs and resources that meet the needs of and expand the range of teachers and students that use the Museum's educational resources.
- Collaborate with the Rochester Public Library and libraries in nearby communities to extend the reach of the Museum's programs and services.



- Create additional relationships with higher education institutions (University of Rochester, nearby SUNY campuses) to work with a wider circle of scholars in regional studies, connect with teachers in training, and extend our exploration of emerging technologies.
- Collaborate with local business and regional economic development and tourism agencies to promote the region as a destination.
- Investigate options for exhibitions and programming within Rochester and Buffalo.

Pillar 2: Build financial sustainability by sharing our institutional story and developing new sources of support.

Objective 2.1: Better establish the Museum's identity and recognition with new and existing constituents.

- Refresh the Museum's brand and messaging for the 50th anniversary with a focus on our impact.
- Identify new target audiences and develop and implement appropriate market research techniques.
- Increase public relations to share the stories of the Museum and its impact in regional and national media.

Objective 2.2: Develop current and new sources of philanthropic revenue and support.

- Identify, cultivate, and steward new and existing individual, corporate, government, and foundation donors.
- Prepare for a 50th Anniversary capital and endowment campaign.
- Launch the Anniversary campaign

Objective 2.3: Develop new earned income streams and improve profitability of current efforts.

- Develop assessment tools for current programs and new programming ideas in the developmental stage to evaluate alignment with strategic goals, financial return, and audience objectives.
- Increase the financial contribution of earned income programs through growth and/or improved margins.
- Assess all options for monetizing unused parcels of land including sales, leases, and easements.

Pillar 3: Adapt Museum facilities, operations, and staffing to meet strategic needs.

Objective 3.1: Complete a comprehensive facilities assessment and master plan.

- Assess the use and allocation of existing spaces throughout the campus.
- Evaluate the need and feasibility of new construction or renovating existing buildings to better accommodate critical needs including:
- Establish maintenance plan for historic and modern buildings for planning/budgeting 2-3 years in advance.
- Implement the first phases of the facilities master plan.

Objective 3.2: Improve operational efficiency and effectiveness to inform planning and decision making.

- Better use technology and other new tools and approaches to improve efficiency and effectiveness in areas including visitor services, retail operations, development, finance, and human resources.
- Implement strategies to improve energy efficiency and reduce environmental impact across the campus.
- Set and regularly review metrics to monitor progress towards goals.

Objective 3.3: Ensure the Museum has the diversity, skills, and capacities it needs at all levels of staff, volunteers, and board members.

- Prioritize hiring staff and recruiting members of the board of trustees who better reflect the diversity of our community and constituents.
- Align staffing with strategic priorities, retraining and reassigning staff as needed.
- Refine human resources policies and practices to ensure equity and improve employee retention, satisfaction, and performance.
- Plan for succession of senior staff and board leadership.

Laura B. Roberts, Roberts Consulting - adopted by GCV&M Board of Trustees January 2023