

CASTELLANI ART MUSEUM STRATEGIC FRAMEWORK

FY 2025 – FY 2027





BACKGROUND



MISSION & VISION

Mission

With art as the catalyst, the Castellani Art Museum brings people together to inspire dialogue, creativity, and learning.

Vision

The Castellani Art Museum will lead our region in learning, collaboration, and connecting art to the diverse lived experiences of our communities.



VALUES

Creative: We seek inspiring ways to connect people to art and artists, fostering the exchange of new ideas and diverse perspectives

Collaborative: We strive to be an active partner that makes art accessible, relevant, and meaningful through community relationships

Person Oriented: We support and create profound art experiences for our guests and communities

Equitable: We nurture cultural citizenship, where all people are respected and historically excluded voices and artists are uplifted

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THE PROCESS

- Advisory Board and Staff Retreats
- Focus Groups
- Committee Meetings
- Status Review
- Staff & Advisory Board discussion
- Consensus on Objectives
- Staff Completes Tactics in Grid

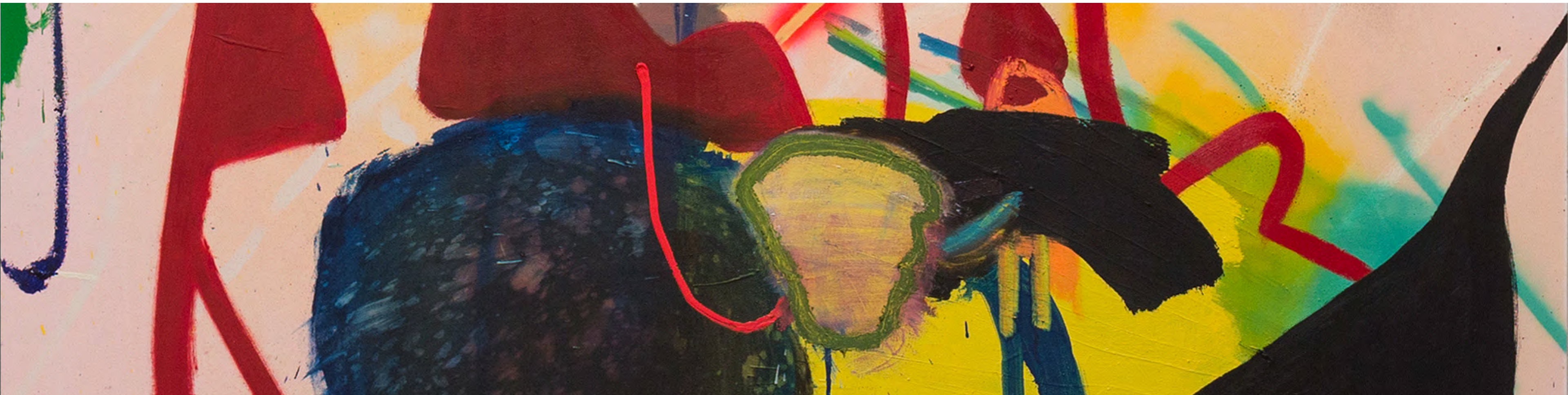


July 2022 through February 2023: CAM reviews and revises its Mission, Vision and Values statements. Funded by a competitive grant from the Museum Association of New York, the process included audience mapping, stakeholder interviews, public meetings, and core team meetings.

This initial process updated Mission, Vision, and Values statements and provided foundational insights for the Strategic Planning Process. At the same time, the Director developed a new Advisory Board of community members with significant interest in and support of CAM.

May through July 2023: The Strategic Framework project begins with a review of information collected, followed closely by separate retreats with the Advisory Board and the staff held in the Summer of 2023. At each meeting, the team members discussed their aspirations for CAM, as well as exploring current trends, barriers to success and completing a traditional SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.

Focus groups with Niagara University's Deans, Faculty, staff, and students were held to further inform the process. Based on this input, five Priority Areas were developed.



September 2023 through January 2024: 11 meetings of Advisory Board members and staff members focused on specific goals and objectives in each area. Staff developed more detailed tactics as steps to achieve the goals and objectives.

February 2024 through April 2024: The Director and Consultant reviewed and edited all of this into the Strategic Framework. Advisory Board members and staff reviewed the draft document, and a final version was approved by the Advisory Board in March 2024.



STRATEGIC FRAMEWORK PARTICIPANTS

Advisory Board Participants:

Henrik Borgstrom, Bekah Carey, Carla Castellani, Jessica DiPalma, Denise Gonez-Santos, Michael Hibbard, Ellen Joseph, Tina Mt. Pleasant, Susan Reeder

Staff Participants:

Ellen Owens (Director), Michael Beam, Ginger Graham, Edward Millar, Mary Helen Miskuly, Alyson Mitchell, Jess Minicucci, Evan Wright

And Niagara University Faculty, Staff and Students



STRATEGIC PRIORITIES

Public Service

- Public Programs
- K-12 School Programs
- Exhibitions & Collections

Serving Niagara University

- Student and Faculty Connection
- General NU Connection

Organizational Sustainability

- Earned Income
- Fundraising
- Staff Capacity/Retention

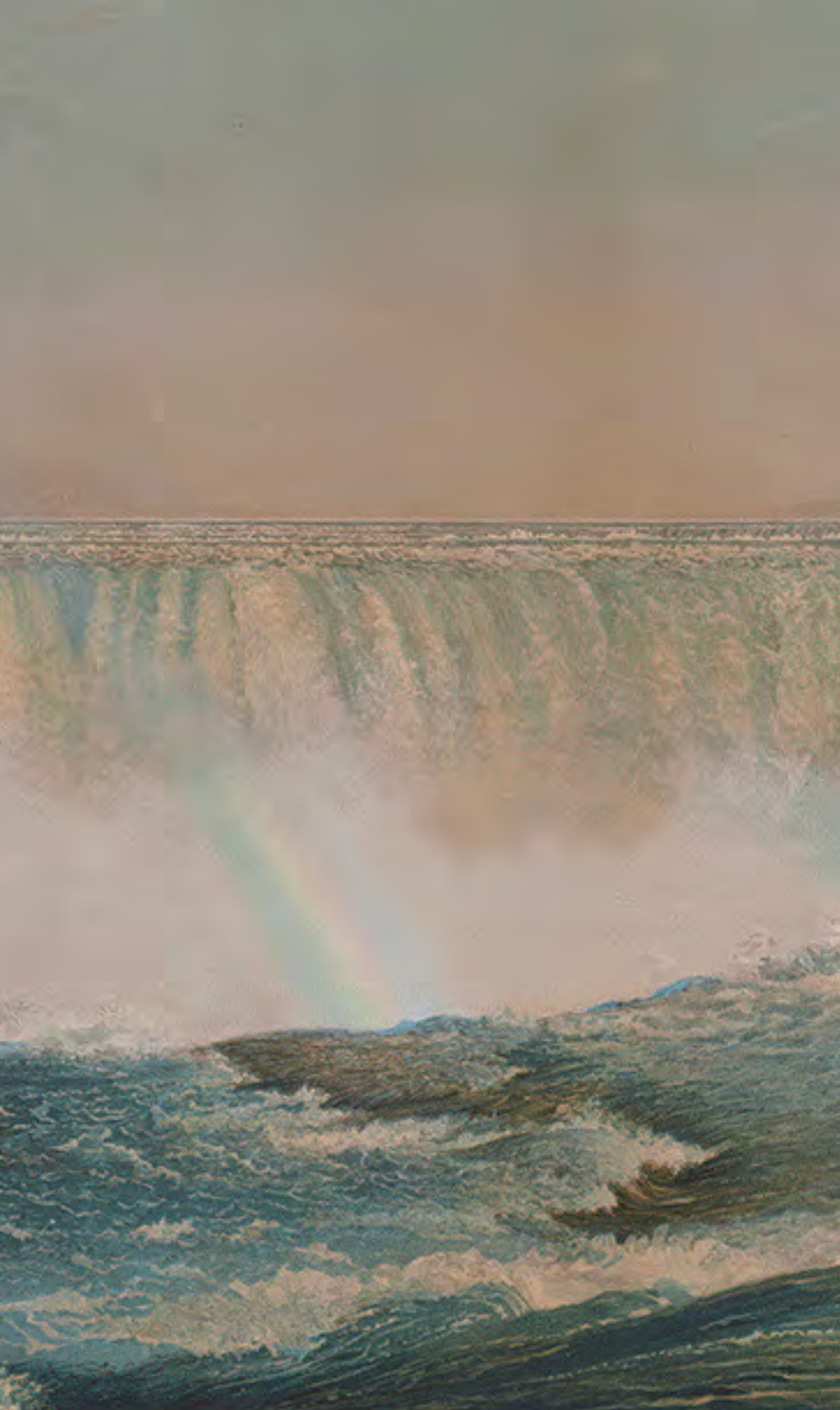
Physical Plant

- Behind-the-Scenes Needs
- Visitor and Audience Needs

Marketing and Awareness

- Local Marketing
- National and International Marketing





PUBLIC SERVICE



PUBLIC SERVICE

Public Programs Goal:

Increase and diversify program attendance, support, and income.

Objectives:

- Evaluate current programs and initiatives for effectiveness and mission fulfillment using clear programmatic goals.
- Set programmatic goals, and pilot new programs.
- Refine an annual planning framework and schedule of programs for operational efficiency.
- Better understand our audience.
- Diversify our audience base.
- Strengthen and refine program benefits for members.

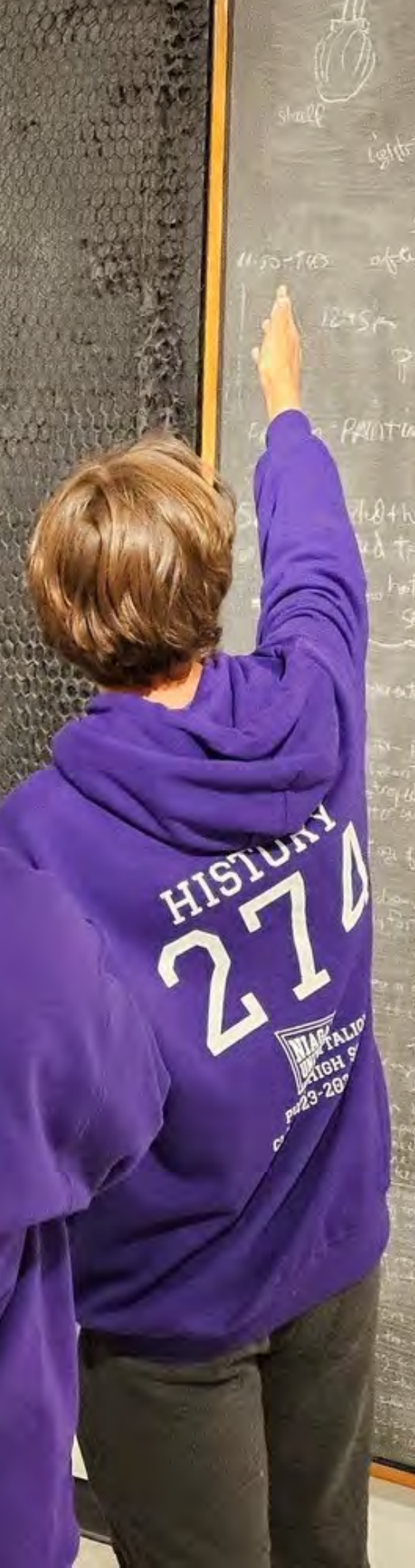
PUBLIC SERVICE

K-12 School Programs Goal:

Become a center of arts education for Niagara County school districts.

Objectives:

- Develop age-appropriate, evergreen programs and educational approaches for schools.
- Host regular school programs at CAM.
- Be a leading resource for educator support



PUBLIC SERVICE

Exhibitions and Collections Goal:

Create and host diverse exhibitions that draw from our collection and outside artists' work, reflecting CAM's unique identity.

Objectives:

- Create an overarching exhibition vision, aligning with CAM's mission, values, and goals.
- Refine and finalize an annual schedule of exhibitions and planning framework for operational efficiency.
- Widen the curatorial perspective.
- Build the collection intentionally and share as appropriate.
- Strengthen the multimedia and digital capacity of exhibitions.
- Evaluate the traveling exhibit program both as a renter and lender.
- Capitalize on the connection between exhibitions and programming.
- Use innovative ideas to extend the collection outdoors.





SERVING NIAGARA UNIVERSITY



SERVING NIAGARA UNIV.

Student and Faculty Connection Goal:

Become an essential resource for student and faculty engagement on campus.

Objectives:

- Evaluate and understand student interests and needs.
- Encourage students to use CAM as a third space.
- Connect CAM to the NU curricula.
- Deepen and expand collaborations with faculty.
- Explore ways to better integrate CAM internship and work-study programs with NU curriculum and career skills.
- Strengthen the relationship with Art History with Museum Studies program.

SERVING NIAGARA UNIV.

General Niagara University Connection Goal:

Continue to grow as a visible, valued campus asset.

Objectives:

- Work closely with key NU groups to share how unique the CAM is with students, faculty, prospective students, alumni.
- Encourage University administration, faculty and staff to visit CAM.
- Develop partnerships with other non-academic sectors on campus.
- Build a stronger partnership with the Office of Advancement.



A woman with glasses, wearing a patterned top, is pointing her right index finger towards a whiteboard. The whiteboard is partially visible on the left side of the frame. In the background, there are several framed pictures or documents hanging on the wall.

ORGANIZATIONAL SUSTAINABILITY

Earned Income Goal:

Expand earned income through increased visitation and purchasing options.

Objectives:

- Increase income from visitation and membership.
- Analyze data on what is working both at CAM and in the field.
- Expand income from programs, exhibitions, and mission-based work.
- Increase rental income.
- Increase gift shop income and efficiencies.



ORGANIZATIONAL SUSTAINABILITY

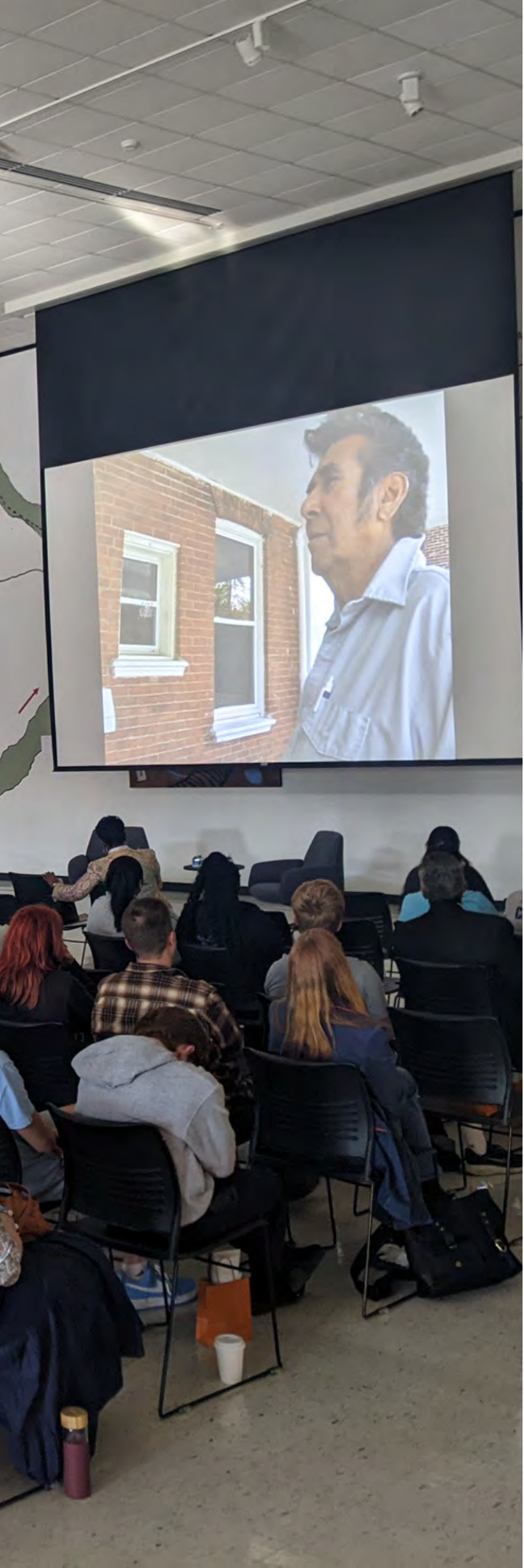
ORGANIZATIONAL SUSTAINABILITY

Fundraising Goal:

Define and attain fundraising goals that are shared with and by key stakeholders.

Objectives:

- Develop and implement a fund development plan that ensures sustainability and success in meeting both short-term and long-term needs.
- Expand and diversify grant funding and sponsorship in partnership with NU.
- Use stories and language to inspire support.
- Improve donor stewardship.
- Expand individual giving.
- Improve the membership program.
- Refine and grow artwork donations and complementary support for long-term care.





ORGANIZATIONAL SUSTAINABILITY

Staff Capacity/Retention Goal:

Maintain a positive work environment in which our staff thrive.

Objectives:

- Invest in the staff and stabilize current positions with dedicated funding
- Continue to build team identity with strong communications and shared objectives and expertise.
- Identify staff capacity needs and growth strategies as CAM matures.
- Leverage collaborations, volunteers, interns, and work-study students to support capacity.



PHYSICAL PLANT

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Behind-the-Scenes Goal:

Stabilize and improve the building and collections storage.

Objectives:

- Develop a basic facilities master plan for CAM, working with Facilities.
- Conduct an assessment, working with IT to determine technology needs for the next several years.
- Ensure CAM meets physical plant requirements for events.
- Gain more collection space.
- Assess and improve storage spaces.
- Improve archival systems for documents and collateral items.



PHYSICAL PLANT

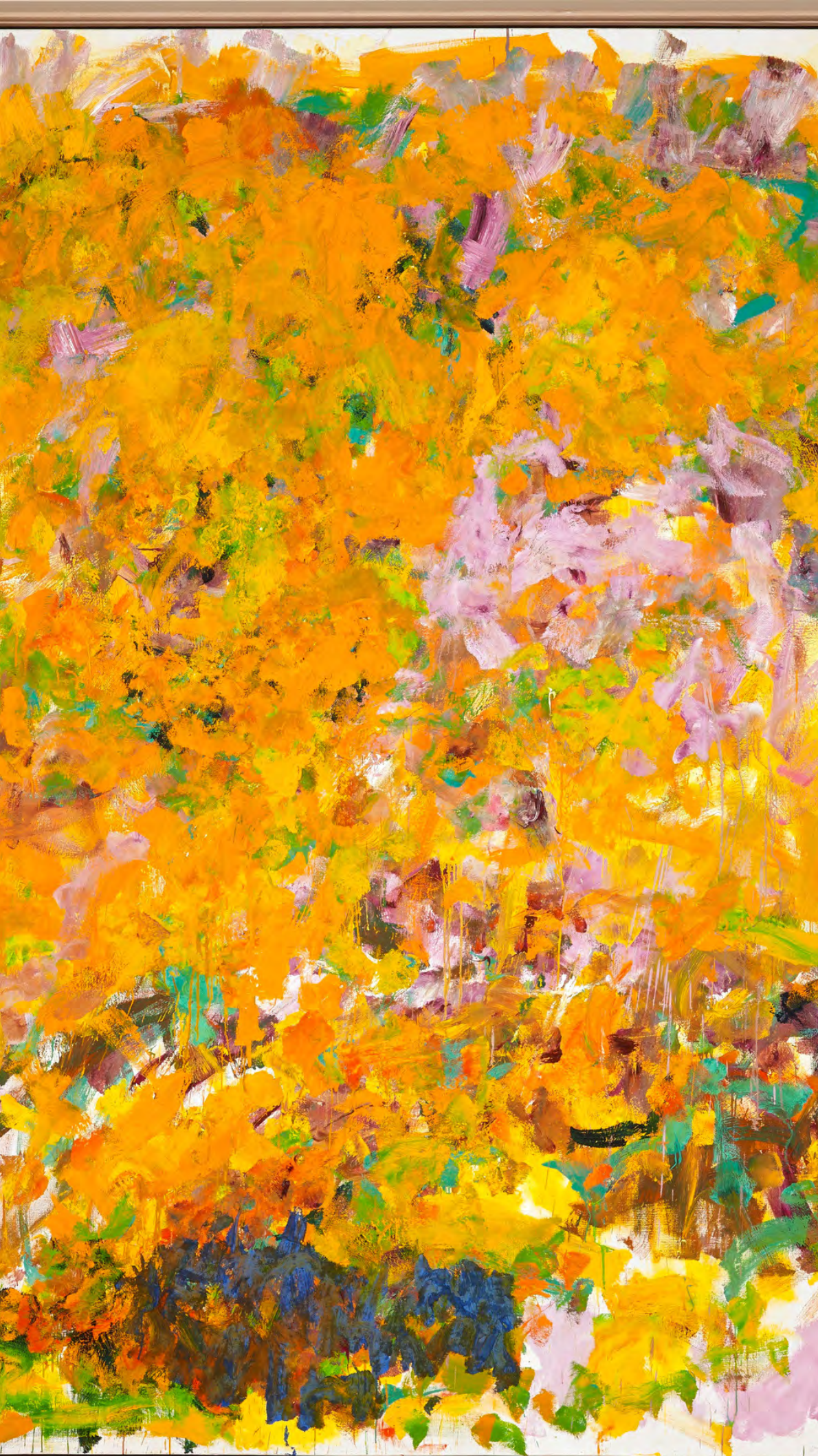
Public Facing Goal:

Provide amenities for a top-notch visitor experience through beautiful, welcoming facilities.

Objectives:

- Develop a basic facilities master plan for CAM, working with Facilities.
- Evaluate site for ADA Compliance and inclusive for all populations.
- Create clearer walkways to CAM from the visitor parking lots, improve visibility with landscaping.
- Create a completely welcoming experience through signage, maps, amenities, etc.
- Create clearer, more visible signage to indicate when the museum is open and events at the museum.
- Install exterior wayfinding signage and maps on campus and in Niagara Falls.
- Improve classrooms to be state-of-the art for teaching and learning.





MARKETING AND AWARENESS

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Local Marketing and Awareness Goal:

Increase community engagement and elevate CAM in our community's perspective.

Objectives:

- Complete audit/evaluation of audiences, media, and test various options.
- Develop a Marketing strategy and timelines.
- Develop Brand Guidelines; re-brand and update image.
- Partner with NU's marketing, social media, alumni communications, data collection.
- Expand media coverage.
- Expand social media.
- Secure a Customer Relationship Management System.
- Include marketing costs in sponsorship packages and grant applications.
- Develop relationships between CAM and surrounding communities.



MARKETING AND AWARENESS

International Goal:

Establish CAM as a must-see destination, visible on an international level.

Objectives:

- Capture both group and Foreign Individual Travelers (FIT) visitors and develop relationships with Online Travel Agencies (OTAs).
- Create higher visibility through digital marketing.
- Build marketing/program relationships/partnerships with other cultural and hospitality organizations.
- Work with local cultural organizations to speak in a more unified voice.



**THE STRATEGIC
FRAMEWORK
SPANS
JUNE 2024
THROUGH
MAY 2027**





THANK YOU FOR YOUR SUPPORT

CAM would like to acknowledge Barbara Leggett of Leggett Consulting for her incredible work on this project.