

**MUSEUM OF NORTH IDAHO
LONG-RANGE PLAN and BUSINESS PLAN
2018-2022**

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1. Purpose of the Long Range Plan and Business Plan

In 2018 the Museum of North Idaho will celebrate its 50th anniversary. The Museum has served the community well. It has operated in a professional manner by providing for the collection and preservation of artifacts and the education of the public about local history. Because of its success, the Museum has outgrown its facility and foresees the need to expand its operations to serve our growing community.

This plan contains two components. One is a Long Range Plan that provides background on the Museum and describes the development of strategies to fulfill the vision and the mission. The second component is a Business Plan for 2018-2022 that details specific actions and financial needs that will enable the Museum to achieve its long-term goals.

2. History of the Museum of North Idaho

The idea of a museum in Coeur d'Alene can be traced back to 1949 with the organization of the North Idaho Historical Society. However, it was not until the 1960's when the Hoo Hoo Club, an organization of loggers, lumbermen and foresters, began serious discussions about organizing a museum focused on the history of the timber industry. Incorporated in 1968 as the Museum of North Idaho, the scope of the museum included the five northern counties. After several meetings it became obvious that there was not support from counties outside of the Coeur d'Alene region to build a museum in Coeur d'Alene. They also realized people wanted to preserve not just the timber history but all the history of the development of the region. The Coeur d'Alene region was defined as Kootenai, Benewah and parts of Shoshone Counties.

The Museum began operations in the Fort Sherman Powder Magazine at North Idaho College (NIC) in 1973 with the help of NIC President Barry Schuler and others. The Museum soon outgrew the Fort Sherman building and the large outside exhibit area. The Board focused on a 4,000 square-foot building in front of the City Park at 115 Northwest Boulevard as a new site. The Museum renovated the City-owned building and opened to the public in 1979. The City continues to provide the building and land rent-free. The Fort Sherman Museum operated until 2010 with the College providing the building rent-free. Today it is a study area with exhibits open to the public under the direction of NIC.

In 1982, Dorothy Dahlgren, a Coeur d'Alene native and a graduate of the Museology program at the University of Idaho, was hired. She also holds a Master's Degree in Organizational Leadership from Gonzaga University. Ms. Dahlgren continues to work toward professional standards and expand the museum's operation. Over the years, with the help of an extensive volunteer core, exhibit design, interpretation, artifact care and information retrieval have steadily improved. In 2012 Robert Singletary was hired as the Program and Marketing Director. He brings local history alive through articles, lectures, tours and living history programs. The Museum's part-time bookkeeper is a Certified Public Accountant.

The Museum of North Idaho is a private 501(3)(c) organization governed by a membership-elected nine-member Board of Directors.

3. Museum Operations and Community Services

The Museum of North Idaho collects and preserves artifacts that were made or used in the Coeur d'Alene region (Kootenai, Benewah and parts of Shoshone counties) or that are representative of the region's history and culture with emphasis on the stories behind the artifacts.

The Museum has over 7,000 artifacts on exhibit and in storage and more than 30,000 historic photographs. Although the Museum's exhibit hall is where visitors explore our unique heritage, the Museum offers more behind the scenes. It is our community scrapbook – the place where our region's community and family histories and artifacts are professionally documented, archived and kept safe.

The main Museum facility is located in a 4,000 square-foot City-owned building at 115 Northwest Boulevard in Coeur d'Alene. A 4,000 square-foot offsite building owned by the Museum stores large artifacts and serves as storage. The Museum owns the Fort Sherman Chapel, pays for its preservation and rents it for meetings and weddings.

The exhibit hall is open April 1 to October 31. However, the library and office are open year-round by appointment. Between 4,000 and 5,000 visitors use the Museum annually.

Museum funding comes from a Kootenai County grant, other grants, admissions, memberships, interest, museum store sales, book publishing and photo sales. The City provides the Northwest Boulevard building rent-free.

Museum programs:

- Exhibits depicting our rich history
- Historical presentations and walking tours
- Driving tours
- Step-on guide services for bus tours
- Museum of North Idaho Press has published over 25 regional history books
- Quarterly newsletter reaching over 1,000 readers
- The preservation of the Fort Sherman Chapel
- Photographs and archives in a searchable database
- Collaboration with community partners
- Professionally cared-for collections
- Field trips for over 600 students

People who use the Museum's programs and services:

- Students of all ages: public, private, college, homeschoolers
- Educators
- Researchers: genealogists, architects, designers, environmentalists, archeologists, writers, engineers, homeowners, building/business owners, nonprofits, governments, media, lawyers and historians
- Locals and general public of all ages
- Groups: seniors, clubs
- Tourists: national, regional, local
- Lifelong learners

Services:

- Reproduction photographs from over 30,000 images
- Publish regional history books (25 books)
- Research Library
- Museum Store
- Fort Sherman Chapel for weddings and meetings

Staff Positions:

- Director full-time
- Bookkeeper 4-6 hours a week
- Program and Marketing Director full-time (hired 2012)

Volunteers:

- Over 2,000 hours are volunteered annually by about 50 volunteers
- Museum Store: Five volunteers a week work six-hour shifts April through October.
- Scanning photos
- Cataloging artifacts and photographs (putting numbers on and describing)
- Inputting information into the collections databases

4. Mission, Vision and Core Values

The Museum's Mission, Vision, Core Values and Strategies provide the foundation for the Long-Range Plan.

Mission Statement:

The Museum of North Idaho collects, preserves and interprets the history of the Coeur d'Alene region to foster appreciation of the area's heritage. It accomplishes this with the exhibit hall, photographic and other archives, and the Museum of North Idaho Press.

Vision:

The Museum of North Idaho is a valued asset and community partner. Our Vision means we:

- Collect, preserve, catalogue and exhibit artifacts to illustrate the Coeur d'Alene region's unique history
- Inspire learning, cultural enrichment and a better understanding of how we came to be here
- Sustain this legacy for future generations

Core Values:

- Provide North Idaho with knowledge of our history and culture
- Professionalism/ Accuracy
- Transparency (the public can see how we operate)
- Honesty, integrity, trustworthiness
- Sensitivity to public concerns and community needs
- Education
- Historical accuracy
- Balance
- Service
- Accountability
- Fiscal responsibility

5. Strategies

Our strategies guide us to successfully achieve our Vision and to fulfill our Mission.

- **Exhibits that embrace the history of the Coeur d’Alene region from the times of the Ice Age Floods through today, providing an understanding of the development and culture of our communities.**
Implementation of this strategy gives the community and its visitors an awareness, understanding and appreciation of the area’s cultural heritage.
- **Collections of artifacts, photograph and archival materials to educate the public about the Coeur d’Alene region.**
The Museum has a comprehensive collection of artifacts and materials that reflect the history of the area. The collection is preserved, exhibited and is available to the general public and researchers in accordance with professional museum standards.
- **Programs that celebrate and preserve the Coeur d’Alene region’s history, unique features and traditions.**
A community that understands its past develops community pride, which leads to involvement and support of historical programs, projects and preservation.
- **Museum of North Idaho Press publishes local history books.**
The Museum provides guidance and support for authors, including editing, layout, printing and distribution of publications.

6. Planning for the Future

The City of Coeur d’Alene’s long-range development plan includes removal of the Museum’s present building. This provides the Museum with an opportunity to explore a new location and a building that will showcase our region’s rich cultural heritage. We envision a state-of-the-art facility with expanded programs including exhibits, library, meeting spaces, archive space, workspace and storage.

In 2014, the Coeur d’Alene City Council passed a resolution adopting a 2030 Community Vision. Through the “2030 Vision” process we learned that the community is interested in preserving its heritage. Strategies for achieving the 2030 Vision include Community history & heritage – support programs that preserve Coeur d’Alene historical collections, key community features, cultural heritage and traditions. Our Strategic Plan is aligned with the 2030 Community Vision and will enable the Museum to focus its efforts on community priorities of sustaining our region’s unique heritage.

Information used in the development of the Museum’s Long-Range Plan was taken from the Museum Assessment Program report through the Institute of Museum and Library Services and the American Alliance of Museums, Fall 2014, a half day Museum Board retreat in 2015 building on previous Board retreats, a Museum membership survey of 122 people, a capital campaign feasibility study including interviews with 41 people, discussion with volunteers and information from previous Museum long-range plans.

7. Assessments and Analysis

Assessment of people, or possible new groups, using our services

- Locals: Place to bring visitors, give them a sense of place and pride, exhibit hall and changing exhibits, volunteering opportunities, publications, Museum store
- Students/teachers: Structured materials to meet educational standards; access to collections, internship opportunities, school programs, internet, exhibit hall
- Researchers: access to library, photos and collections; area to conduct research; access from a distance using the internet and other library search engines, providing a publishing outlet
- Groups: meeting place (Chapel), organized tours, volunteering opportunities, exhibit hall
- Tourists: To learn about the history of the area, exhibit hall, restrooms, directions, place to rest, Museum store, tour bus traffic
- Lifelong learners: volunteer opportunities, stimulating activities, tours, lectures, published materials and books, exhibit hall, walking/driving tours
- Community philanthropists: naming opportunities, meeting place, sponsorships, affiliation with well-regarded community institution, board membership, monetary and/or collection legacies.
- New people seeking area identity
- People seeking volunteer opportunities
- Regional populations. Approximately two-thirds of downtown shoppers come from outside Coeur d'Alene city limits.

Ownership/Stakeholders Assessment

Owners are the source of the board's authority, those whom the Board is responsible to and on whose behalf they govern. Owners are different than customers, although they can and do overlap.

Listed below are significant groups that have a stake in the Museum and how the Museum does or could meet their needs.

- Members: Feel they are part of something important and significant, connection to the community, contributing to the preservation of our history. Information about the organization. The organization is being managed well, meeting the needs of preservation and community. Newsletters, emails
- Artifact Donors: What they donate is taken care of appropriately. Their family name and history will be remembered. Some do fund the care of artifacts or contribute to the endowment.
- Government – City of Coeur d'Alene and Kootenai County: We are using public resources prudently and serving the community. Our presence will enhance the local economy, provide educational opportunities and document our culture.
- Funders: We are using resources prudently and serving the community. Our presence will enhance the local economy, provide advertising opportunities, name recognition and prestige through affiliation.
- Authors published by the Museum
- Other Historical Groups (as owners, customers or both)

Comparative Analysis

The Museum of North Idaho identified primary competitors, their strengths and weaknesses. The Museum also evaluated potential collaborators and its own strengths, weaknesses, opportunities and challenges.

Competitors

- Outdoor activities (biking, trails, swimming, boating)
- City Park and beach
- Silverwood Theme Park and water parks
- Shopping, antiques, art galleries
- Community events such as Car d'Alene, Ironman, Art on the Green, downtown street fair, Taste of Coeur d'Alene, Kootenai County Fair, gun, car and boat shows etc.
- Casino
- Tour companies, boat tours
- Other Museums
- Silver Valley (mine tours, Wallace historic district)

Competitors compete for:

- Time
- Money
- Attention

Their Strengths:

- Perceived to be more fun

Their Weaknesses:

- Not educational nor cultural
- Seasonal
- Can be far more costly

Collaborators

- Historical Groups and libraries
- Educational Institutions NIC, University of Idaho, Lewis-Clark State College, elementary and high schools
- Downtown Association and Chamber of Commerce
- Local Governments
- Kootenai Environmental Alliance
- Coeur d'Alene Tribe
- Estate planners and estate auctioneers
- Human Rights Educational Institute
- Carousel group

Potential Impact of collaboration:

- Expand our audiences
- Enhance our reputation
- Increase public awareness
- Increase operational funds

Their Strengths

- Some are larger than us with more resources

Their Weaknesses

- Seasonal
- Limited scope

Strength, Weakness, Opportunity, Challenge Analysis

Strengths and Assets

- Fascinating story and history to tell
- Dedicated staff, board and volunteers
- Financially prudent. Operates with a balanced budget.
- 500+ paid members
- Significant photograph, library and artifact collections that are well organized and accessible
- Good reputation in the community
- Respected as a professional museum
- Mission and scope understood by community
- Well-respected publishing endeavors
- Web presence
- Good relationship with other museums and historical societies
- Professional and interesting exhibits
- The museum provides a unique experience to the visitor
- Location/visibility
- Fort Sherman Chapel
- Coeur d'Alene Region is known and famous
- Outreach – fair, parades, presentations to schools, college, retirement community, private groups and civic organizations

Weaknesses and Liabilities

- Inadequate facility for staff, collections, exhibits and programs
- Parking is a problem in the summer
- Very limited bus access and parking
- Current building and signage doesn't grab people
- Building is hot and stuffy in the summer/cold in the shoulder seasons
- Inadequate staff to carry out programs and operations
- Not enough resources
- Limited access and space for researchers
- Limited support from local governments, businesses, foundations and the Coeur d'Alene Tribe
- Not enough access to collections (inadequate funding for high technology features and/or interactive exhibits, limited space for exhibits, limited research facilities, etc.)
- Exhibits rely too heavily on two-dimensional artifacts. Not enough room for three-dimensional artifacts
- Inadequate staffing/funding to market and publicize the museum's services
- Museum Store is not producing enough revenue. Need more room
- Seasonal

Opportunities

- Growing population
- Opportunity to grow membership
- Influx of wealth into the area
- New public library and Kroc Center
- Growing and more diverse business sector
- New, local high tech companies
- Better technology infrastructure
- Programmatic, capital and/or operational grant opportunities
- Our neighborhood is being redesigned
- Greater concern in the community for saving our environment and heritage
- Traditional values
- Growing retirement population
- Proposed education corridor
- Expand artifacts and collections
- Capturing the spirit of our community and enthusiasm for a "state of the art" museum in which we partner with everyone. (Friends of museum, businesses, schools, community, major donors)
- Partnerships with neighboring museums
- Special events (seasonal)

Challenges

- Understanding what stakeholders want so they will continue to support us
- Offering the “right” programs to our audience (ones they will come to)
- Resources to carry out our operations
- Tapping the new wealth in the area
- Convincing funders to fund us
- Always other big fundraisers going on – hospital, college, library, Kroc Center (This is actually an opportunity because the success of these efforts demonstrate that the money is there because these things are getting built.)
- Using volunteers in place of professional staff to function as a professional institution
- Operating in an inadequate facility while trying to grow
- Destroying historical sites and rapid growth
- Educating newcomers about local culture and heritage
- Build stronger ties with the Coeur d’Alene Tribe
- To focus on what we do well and not get too many projects and not do them well
- Changes in the economy

8. Business Plan Summary: 2018-2022

Business Plan Description:

MNI's financial stability requires diverse funding. The museum will continue to build income through museum store, books, photo sales, presentations and tours, interest, donations, government support, memberships, museum admissions and grants. Revenue growth will enable the Museum to further its mission to foster appreciation of our area's heritage.

Museum Revenue Sources:

Products and Services (Earned Income)

Admissions
Photo sales
Books
Museum Store
Historic tours
Programs/presentations
Chapel rental (income restricted to Chapel Fund)

Contributed and Investment Income

Grants
County
Interest
Donations
Membership Dues
Annual Endowment Distribution

Plans to expand Products and Services:

Admissions revenue – Goal increase annual revenue by 5%

Audiences

The MNI will expand audiences of all ages. This will increase admission revenue.

Tourists and Local Visitors

Work to increase the number of tourists visiting the Museum.

We will have a presence in tourist magazines, chamber and visitor centers. Distribute rack cards, use our website and social media to inform visitors.

Invite front line staff to take historic walking tour and visit the museum

To attract local visitors advertise the annual feature exhibit and offer several free days and evening hours during Art Walk (2nd Friday April to October).

Students

Increase 4th grade visitors by building donations to the Field Trip Fund which offers bus transportation and admission regionally.

Robert Singletary and Dave Eubanks present to about 1,000 high school students annually. Robert will train more volunteers for 2018. Will seek grants for this program

College students will be offered formal and informal internships.

Senior Citizens

Senior living center residents will be encouraged to visit.

Books

MNI will publish a book at least every other year.

We will advertise and sell regional books published by other individuals.

Increase marketing efforts online and at bookstores. Revise MNI website to better feature local publications.

Museum Store: Goal increase net by 5% annually

Advertise our regional book selection

Have a variety of merchandise including higher end items

Retain a store manager with retail experience

Encourage members to shop through the newsletter and website

Donations: Goal \$35,000 increase annually

Strengthen donor relationships with the Museum

Find sponsors for the season's feature exhibit and lectures.

Annual Fund Drive. Send letters targeting individuals identified by board members and others.

Follow up visits by board member and staff person.

Increase endowment donation through notices in the newsletter and board members talking with individuals.

Engage Board in fundraising efforts and familiarize Board with MNI's fundraising techniques.

Memberships: Goal \$2,000 annual increase

Send our regular renewals

Consider having the memberships due all at the same time

Encourage people to join at every program

Ask Board members to refer people

9. Strategic Goals and 2018 Action Plan

Strategic Goal #1: Raise MNI's profile in the community and increase public awareness of our Mission.

Key tasks for 2018	Responsible	By When
Marketing plan for 2018 - Work with an advertising firm. - Use 50 th anniversary to increase awareness. Refer to marketing calendar for specifics - Fam-tour for frontend downtown sales people - Publish the History of Coeur d'Alene book - Lectures at Library and others	Staff Staff, board, advertising firm Robert Robert Robert	March 2018 Dec. 2018 June 2018 Fall 2018 ongoing
- Develop relationship with members/potential donors by calling, meeting, sending letters and emails. - Invite members for special tour of facilities	Staff and Board Staff and Board	Dec. 2018 Ongoing By Oct. 2018

Strategic Goal #2: Museum operations to attain annual income of \$225,000 by 2020

Key tasks for 2018	Responsible	By When
Increase 2018 total operating income to \$136,000 -Membership Dues and Grants (\$30,500) Increase dues revenue through renewals Send letter to nonmembers from referrals call people who have not responded and do additional follow-up. -Use the Smithsonian addresses to find supporters -Donations (incl. County) (\$56,500) -Admissions, gift shop, other income (\$49,000) -Work with new Store and Book Managers to build merchandise inventory as a bookseller. Add more bookshelves. Part of marketing plan	MNI Staff and Board Tori Dunning and Simone Kincaid	Dec. 2018 Through Oct
- Conduct Annual Fund drive - Identify potential donors. Develop relationship with members/potential donors by calling, meeting, letters, emails	Staff/Board	Dec. 2018

Familiarize Board with fundraising techniques using “Train Your Board and Everyone Else to Raise Money” and other resources	Robert	monthly
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Strategic Goal #3: New Museum facility

Key tasks for 2018	Responsible	By When
Continue to look for potential sites	MNI Staff and Board	Ongoing
Identify capital campaign committee members	MNI Staff, Gov/Nom Comm and Board	Fall 2018
Initiate program and facility plan	MNI Staff and Board	Ongoing
Identify external expertise needed for a new facility project (e.g. campaign consultant, museum consultant, etc.)	MNI Staff/Board Committee	Ongoing
Search for partners (e.g. Tribe, NIC, U of I, Ignite CDA, etc.)	MNI Staff and Board	Ongoing
Search for examples of small-mid size facilities in communities similar to ours to use as models	Building committee, staff	ongoing

Strategic Goal #4: Continually build Endowment and Long-Term Reserve Funds to ensure the future financial stability of the Museum of North Idaho.

Key tasks for 2018	Responsible	By When
Review financial performance and determine funds available for investment in the Endowment and/or Long-Term Reserve Fund.	MNI Staff/Treasurer	Quarterly
Review Endowment and Long-Term Reserve Fund investment performance.	MNI Staff/Treasurer/Investment Advisor	Mid-year
Put endowment/planned giving info in newsletter regularly. Identify and communicate with potential donors about planned giving.	Dev. Com/Staff	ongoing