

# strategic plan

2024 - 2027



children's  
museum.  
pittsburgh

museumlab.

Mission and Vision	2
Values	3
Process Overview	4
Strategic Priorities	6



Children’s Museum of Pittsburgh’s Strategic Plan for 2024 – 2027 is the result of a collaborative, months-long effort involving expansive participation from our staff, board, supporters, community partners, guests and peer organizations. Through qualitative and quantitative surveys, engagement and open-minded listening, we identified what is inspiring about the Museum, strengths to expand on and areas of improvement. We focused on how to align our strategic priorities with our day-to-day work and make an impact with our resources and capabilities as a leading children’s museum and cultural organization.

The resulting plan is forward facing, setting out achievable, mission-aligned goals over a three-year time frame. We’re excited to collaborate with visitors, partners and supporters to fulfill these goals as we serve kids and families now and into the future.

We wish to thank the nonprofit consulting team of Kate Sphar and Kate Freed for facilitating the Museum’s Strategic Planning efforts.

This work was generously supported by the Heinz Endowments.

Our mission is to provide **innovative and inclusive** museum experiences that inspire **kindness, joy, creativity and curiosity** for all learners.

We forge connections with artists, community partners and neighbors to work on behalf of children, youth and families.

Our vision is to **transform education.**

We believe that children’s museums are special places that have great impact – and that it is important to build on the best of our practices and leave behind the things that hold museums back from achieving their full potential.

We have many **values**, some long held and others newly developed. And we understand that we must focus on these core values, while leaving room for growth in the future, to allow ideas that are aspirational today to become values that we embody tomorrow. These are the Children’s Museum’s values:

---

### Learning

People of all ages can benefit from different types of learning experiences. It is important to try new things, even things that may fail, since success and failure are both great teachers.

---

### Experimentation

We are audacious in our approach to taking risks, investing in and prototyping new and different ideas, and finding inspiration in new places and things.

---

### Partnerships

True partnerships are based on sharing values, respecting differences and collaborating to create deeper relationships. We aim to be an inclusive and welcoming partner.

---

### Kindness

We strive to be the most kind, authentic versions of ourselves, grounded in humility and gratitude.

---

### Diversity

We work to provide an environment of inclusion and respect for visitors, staff and partners that is inclusive and equitable. This is a continuing journey, not a destination with an end point.

---

### Good Design

A commitment to quality design and attention to aesthetics creates functional, welcoming community spaces. Good, smart design can drive better practices in sustainable operations.

---

### Reflection and Improvement

As an organization we must take time to understand our impact and to learn where we can adapt and improve.

# Strategic and Financial Planning

The process to put this plan together included: surveying internal and external stakeholders, staff, board and partners and benchmarking with other organizations. Along the way, we identified important questions and created a new framework to address them.

1

## Identify desired outcomes

---

### Activity:

Planning committee defined desired outcomes of planning work and built agreement on timeline, process and methods

2

## Engage stakeholders and assess organization

---

### Activity:

- > Gathered stakeholder input (surveys, interviews, etc.)
- > Conducted organizational and business model (financial) assessment
- > Conducted collaborator and competitor research to understand landscape

---

### Result:

## Report of findings

Includes stakeholder group responses to:

- > Strengths
- > Weaknesses
- > Opportunities
- > Threats
- > Trends
- > Mission and program changes
- > Potential partners
- > Board and staff effectiveness and engagement

3

### Define strategic priorities, goals and measures

**Activity:**

#### Planning retreat

Facilitated consensus on strategic objectives, priorities, goals and measures

**Result:**

#### Report of findings

- > Drafted an organization snapshot
- > Refined strategic priorities and secured Board approval of concepts and language

4

### Create strategic and business plans

**Activity:**

#### Business planning

Reviewed past and current data, as well as trends and future forecasting of each department

**Result:**

#### Business plan

Developed a multi-year financial model that includes projected revenues, expenses and areas for investment to continue stable and sustainable budgets and finances

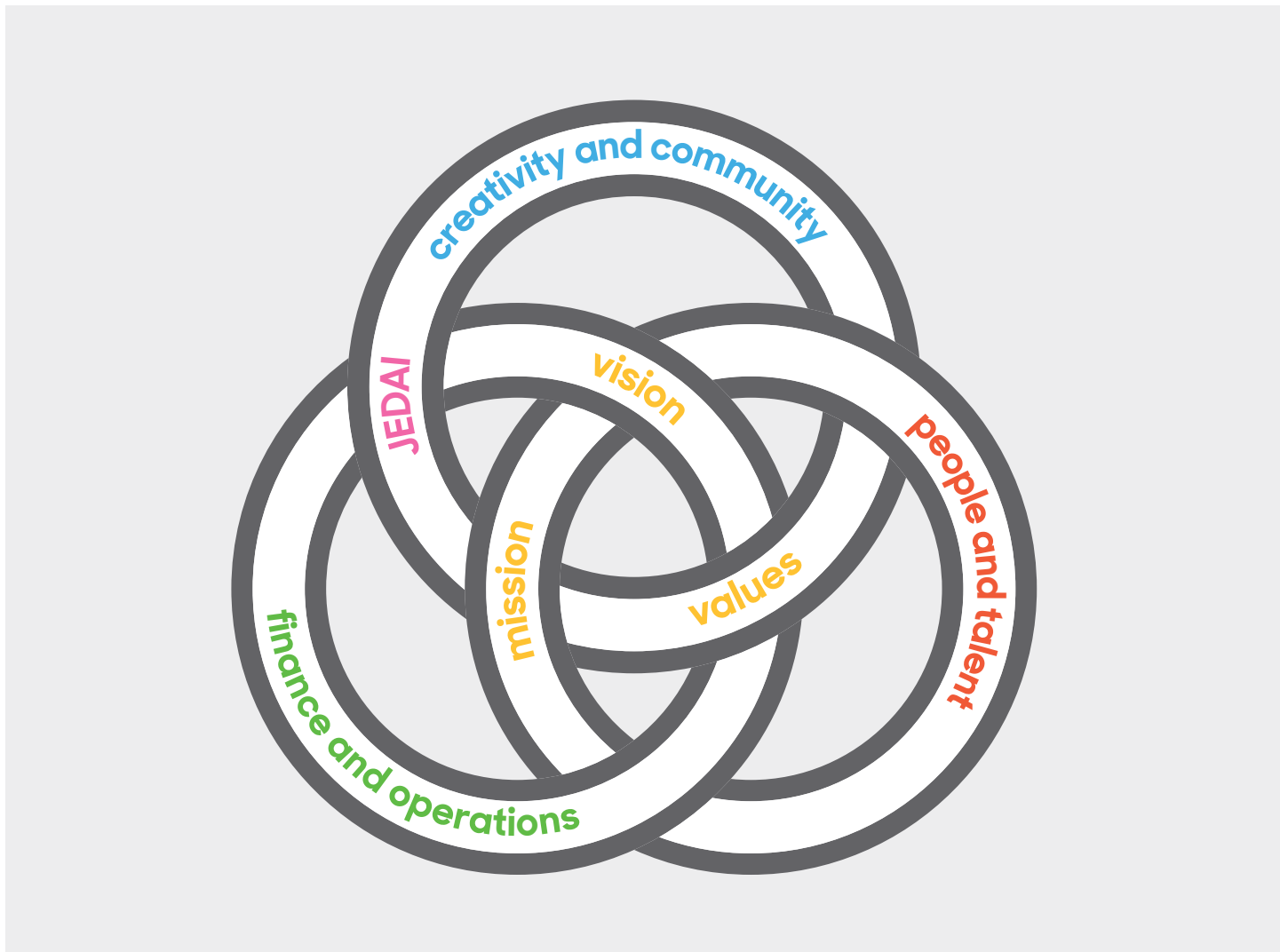
5

### Implement, evaluate and adjust

**Activity:**

#### Implementation plan for first year

- > Determined strategies, tactics and measures of success and create a 1-year implementation and action plan
- > Roll out of communications plan to stakeholders
- > Ongoing evaluation, measurement and adjustments over the next three years



The Strategic Plan focuses on four strategic priorities. The core, foundational strategy is Creativity and Community, which encompasses the services we provide for children and families – essentially, what we do. Along with our mission, vision and values, the additional strategic priorities guide, support and inform our core strategy. They are: Justice, Equity, Diversity, Accessibility and Inclusion (JEDAI); Finance and Operations; and People and Talent – essentially, how we do it.



# Creativity and Community

Refresh exhibits and programs through collaboration with artists and creatives

Expand MuseumLab's reach to older youth while also serving as a platform for new ideas

Conduct field-leading research that deepens educational equity locally and nationally

## Finance and Operations

Continue to ensure long-term sustainability through diversified revenue and a stronger balance sheet

Amplify influence and revenue through exhibit design and consulting services

Strengthen relationships with supporters

Increase connectivity and efficiency in technology and operational systems

## Justice, Equity, Diversity, Accessibility, and Inclusion (JEDAI)

Embed JEDAI into organizational culture, programs, exhibits, research and partnerships

Expand our audience, board and staff to be inclusive and reflective of our community

Grow outreach and community engagement to authentically connect with diverse local audiences

## People and Talent

Become an employer of choice that attracts and retains a diverse and talented team

Build an organizational culture where people feel valued, engaged and fulfilled at work

Create and implement succession plans for the executive director, staff and board



---

Thank you to the many people who helped us envision and create this Strategic Plan, including Children's Museum of Pittsburgh staff, Board of Directors, supporters and community partners. This includes our on-campus partners as well as community-based organizations, educational groups, artists and arts organizations, regional and national organizations, and our design and business clients.

It takes all of us, working together, to help us fulfill our mission in the region and serve as an example that inspires others in their support of youth and families everywhere.



children's  
museum  

---

pittsburgh

---

museumlab.

10 Children's Way  
Pittsburgh, PA 15212  
[hi@pittsburghkids.org](mailto:hi@pittsburghkids.org)  
412.322.5058