

2022-2032

STRATEGIC PLAN



discovery gateway
children's museum



OUR STRATEGIC PLANNING PROCESS

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Our initial strategic planning session lasted for an entire day and included board members, museum members, donors, and most of our employees.

We collectively explored our aspirations, prompting interesting discussions regarding the future of our children's museum. The process emphasized two of our core values--collaboration and excellence. During the brainstorming process, we noticed clear themes emerging. These themes became our pillars--Financial Stability, STEAM Education, Multicultural Inclusion, and Research & Evaluation.

At five years into our strategic plan, we appreciate the shared vision and continue to execute our strategy. By the end of 2026, we will have realized our goal of a fully renovated museum, which is four years ahead of our initial plan!

We are grateful to our talented team, supportive board, and generous donors for helping to make our strategic plan a useful and inspiring document.

WHO WE ARE



MISSION

To inspire children of all ages and abilities to imagine, discover, and connect with their world to make a difference.



VISION

We strive to be the most trusted and preferred family discovery center and child-centered educational resource in the Intermountain West.



VALUES

Excellence, Collaboration, Community, Diversity, Inclusion



OUR PHILOSOPHY

Discovery Gateway Children's Museum (DGCM) provides opportunities for children and families to learn through play. Offering a hands-on exhibit environment spanning over 60,000 square feet, we serve as a platform for education and creativity.

Science and arts educators provide in-house programming that cultivates deeper learning and fosters parent-child interaction.



OUR PHILOSOPHY

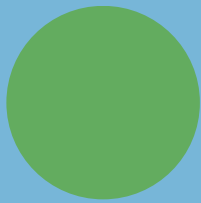
(CONT.)

Cultural programming and collaborations with a variety of community organizations and artists help establish a diverse and inclusive approach. We strive to reach diverse populations that are representative of the community we serve.

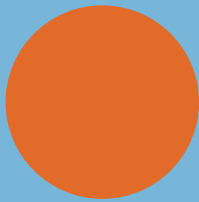
Additionally, extensive education outreach programs expand our reach throughout Utah. Our primary demographic is children between the ages of 0-8 and their caregivers. However, our museum brings out the kid at heart for all ages.

DGCM will continue to pursue this vision into the future as we grow and revitalize the museum experience, to continue to inspire creativity and learning through play.

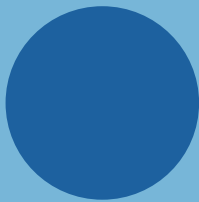
PILLARS OF STRATEGY



STEAM Focus




Financial Stability



**Multi-Cultural
Inclusion**



**Research &
Evaluation**



STEAM FOCUS

For over 40 years Discovery Gateway Children's Museum has been serving the needs of our community through exhibits, educational programming, and outreach. By maintaining a focus on STEAM (Science, Technology, Engineering, Art and Math) we have kept our exhibits and programming relevant and engaging. Building on this history, we will continue to expand our offerings in the next three years through new exhibits, in-house and outreach education as well as offering fee-based and grant-funded programming.

STEAM FOCUS

(CONT.)

Young children and their families represent our core audience. As new exhibits and programs are added, our goal will be to offer a clear STEAM focus in order to provide layers of rich content. We will serve our core audience but also strategically expand our offerings to include older children. This strategy enables us to serve larger families with multiple-age children and expand our demographic to achieve attendance growth while still serving our core audience.

STEAM FOCUS

(CONT.)

- Develop clear STEAM focus for all new exhibits, layering the content to appeal to both young children (0-8) and also their older siblings (9-12)
- Further develop in-house education model expanding Science and Art through instructors who provide the same quality educational learning as our outreach programs
 - Develop a coding workshop to further equip young children with skills that will serve them in adulthood
 - Develop a fine arts program for children, incorporating both a fee-based and grant-funded model so all children can be served

STEAM FOCUS

(CONT.)

- Education outreach serving our school districts continues to be a thriving initiative and we will constantly add to and improve these learning opportunities
- Continue building on our strong network with other museum leaders, locally and internationally, to borrow museum-quality art and science artifacts to enrich our STEAM programming and invest in the interpretation for our audiences
- Invite community partners and subject matter experts into our enhanced STEAM programming and exhibits to strengthen and expand our offerings
- Reimagine our gallery signage to empower parents to understand and share the STEAM learning in our offerings with young children

FINANCIAL SUSTAINABILITY

Through innovation and best practices, we will build upon our success to create a sustainable financial model. Our financial model is comprised of both earned and contributed revenue. Over the next three years, we will grow revenue by increasing attendance, securing new revenue streams through entrepreneurial opportunities, obtaining grants, and develop individual giving. In addition, we will create new offerings to keep our mix relevant and desirable to our visitors and members.



FINANCIAL SUSTAINABILITY

(CONT.)

- Develop win-win and innovative revenue generation models like our new gift shop partnership that will provide ongoing income and enhance our offerings to visitors and members
- Continue to research and apply for grants and foundation funding
- Continue to evaluate discounts and ensure that barriers are removed for children with the most need
- Maximize the use of existing space and seek profitable event rentals
- Grow membership base to create a sustainable financial future

FINANCIAL SUSTAINABILITY (CONT.)

- Develop budget models that coincide with historical seasonality to achieve as accurate a forecast as possible
- Develop a merit-based employee compensation system to reward ingenuity and efficient use of resources
- Continue to keep an eye on expenses to ensure we retain savings and utilize resources carefully
- Continue to utilize digital advertising that is economical, scalable, quickly adjusted and deftly targets our audiences

MULTICULTURAL INCLUSION

It was clear from our strategic planning session that our staff and board remain committed to our children's museum being an inclusive and diverse community resource. We strive to ensure that our board, staff and programming reflects a diverse population and our culture feels welcoming and inclusive. We will continue to develop relationships with partners that represent the diverse communities in Salt Lake City. We also consider barriers that may prevent visitation and seek to overcome them.



MULTICULTURAL INCLUSION

(CONT.)

- Seek even more community partnerships that represents our city's diversity including refugee and immigrant populations
- Add new programming that includes partners from various communities to better represent our diverse city and celebrate various cultures
- Seek grants to provide a service project that will enable children to have educational and life-expanding experiences
- Integrate artwork, dance and music reflective of various cultures into our museum experience

MULTICULTURAL INCLUSION (CONT.)

- Seek to create a staff that reflects the diverse community in which we live, considering cultural, socioeconomic, religious, age, gender, LGBTQ+, physical, cognitive, and geographic diversity
- Continue to add new board members from various communities to hear their unique viewpoints
- Create community days and events that celebrate multicultural holidays and engage new visitors

RESEARCH AND EVALUATION

We are curious about our existing audiences including members and one-time visitors. By understanding who they are and what they want, we can better serve them and be an even stronger community resource.



We will survey regularly to gain feedback on exhibits, programming, and outreach educational experiences.

RESEARCH AND EVALUATION (CONT.)

By conducting focus groups comprised of visitors and members, we will open the dialogue with our audiences and learn more about them. In addition, compiling evaluations enables us to seek grants with clarity of purpose and create an even more compelling narrative.



RESEARCH AND EVALUATION (CONT.)

- Get to know our audiences even more through research and evaluation
- Develop a quarterly focus group to explore new ideas and get feedback
- Continue to engage board members with task forces that ask for their unique perspectives and tap into their talents
- Continue to utilize the task force model to research and evaluate new offerings such as Children's Health Fair and new exhibits

RESEARCH AND EVALUATION (CONT.)

- Conduct routine visitor surveys to collect insights, demographical information and ideas for improvements
- Evaluate new programs, exhibits, and classes in order to improve existing initiatives and gain a deeper understanding of changing needs of our audiences then utilize this research to acquire and report on various grants