



NEW HAMPSHIRE BOAT MUSEUM

STRATEGIC PLAN 2022- 2026

Who We Are

The New Hampshire Boat Museum (NHBM) is an experiential learning center that inspires an appreciation of boating, lake life, and the irreplaceable fresh waterways of New Hampshire. The Museum's success depends on to a robust group of members, volunteers, and donors who generously give of their time and resources.

Not only do visitors to NHBM enjoy seeing its collection of historic boats, motors, and boating artifacts on display, they engage in hands-on activities and educational programs for children and families, including boat building classes for adults, families, and youths; community sailing for youths and adults; model yachting with the Back Bay Skippers and model yacht kit building classes (remote-controlled model sailboats); and Lake Discovery Family Days for elementary-age children.

NHBM hosts the annual Alton Bay Boat show and the New England Vintage Boat & Car Auction, an annual major fundraising event. Each program and event offer an enjoyable opportunity to understand and appreciate our boating heritage and the unique role New Hampshire's lakes have played in people's lives through the ages.

Visitors can also experience the thrill of riding in one of two replica Hacker Craft mahogany triple cockpit vintage boats owned by the museum.



History

NHBM was founded in 1992 by a group of antique and classic boating enthusiasts who wanted to preserve and share the boating heritage on New Hampshire's fresh waterways. Originally, the Museum was called the "New Hampshire Antique and Classic Boat Museum" and later changed its name to better reflect the Museum's broader mission.

After moving around Lake Winnepesaukee for a few years, the Museum found a home in 2000 in the former Allen "A" Resort theater and dance hall in Wolfeboro. The Allen "A" hall, a large, barrel-round roofed building built in 1954 has been home to the Museum for the past 22 years.

The Board of Trustees embarked on a capital campaign in 2013 to raise funds to purchase land and construct a larger permanent facility. Waterfront land was purchased in 2013 on Bay Street, and a capital campaign was launched to raise funds to build a new facility.

Strategic Planning Process

The NHBM Board of Trustees began a strategic planning process in 2021 to capitalize on its strengths while addressing opportunities for new directions and growth. This Strategic Plan outlines the priorities, goals, and objectives for the next five years that will enable NHBM to implement its new direction and ensure its successful future.

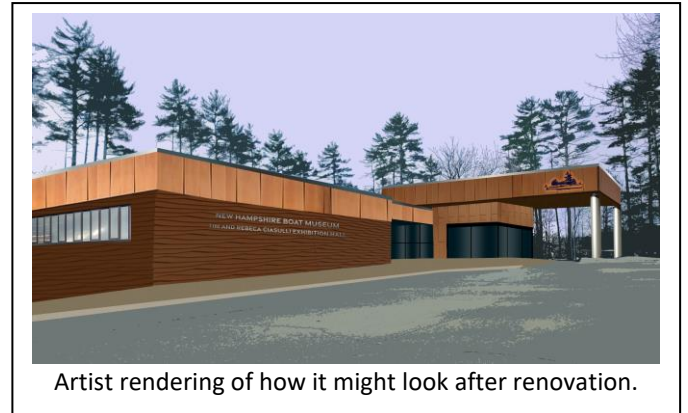
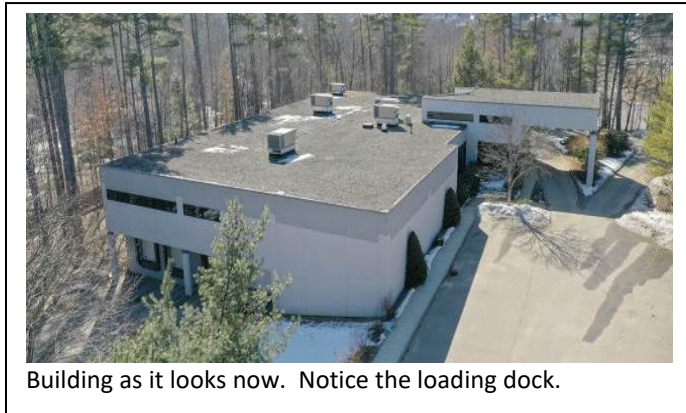
The NHBM Board identified key strengths, needs, gaps, and opportunities. The Board explored ideas and concepts essential for museums to attract and engage new and diverse audiences. These include creating visitor-centric exhibits, activities-based learning, on-the-water experiences, and a focus on partnerships and community involvement. The Board also revisited NHBM's vision, mission, and values and identified key strategic priorities for the future.

Out of this process, the Board identified and embarked on a new and exciting strategic direction to expand to an additional location and reach a broader audience.

A New Opportunity

Through the planning process, the Board identified the significant challenges facing NHBM. In particular, the construction of a new facility, rising material costs, supply issues, increasing labor costs, and an urgent need for a larger storage space for NHBM's permanent collection. The Board felt it prudent to address these hurdles by taking a fresh look at ways to meet NHBM's needs without straining its financial stability. The Board concluded that purchasing and relocating to an existing facility, rather than constructing a new one, offered immediate solutions and new opportunities.

In early 2022 the Board found an ideal site in Moultonborough, NH with a building that not only would accommodate urgent collection needs but also provides ample square footage for exhibition, educational, and program activities. Following comprehensive donor and member outreach, the Board purchased the facility in June 2022



The new site *offers significant benefits:*

- It has nearly three times the capacity of the facility originally planned for Bay Street.
- The renovation can be accomplished with existing capital campaign funds.
- It provides ample space for community programs.
- It allows NHBM to house its entire collection onsite.
- It expands the Museum's reach to the broader audience and expands NHBM's membership and donor base.
- It expands NHBM's season to year-round.
- It vastly increases visibility due to the greater volume of drive-by traffic on Whittier Highway.
- NHBM can open at the new location *years ahead* of the plan to construct a new facility.



Along with this significant opportunity to expand its horizons, NHBM will retain its Center Street location and continue to offer its many Wolfeboro based activities and programs.

2022- 2026 Strategic Plan

The strategic plan outlines priorities and goals to achieve NHBM's vision and carry out its mission successfully.

VISION

The NHBM will be the premier destination for people to *experience* boating activities, *learn* about our boating heritage, and invite connection, curiosity, and new understanding of the irreplaceable fresh waterways of New Hampshire.

MISSION

To inspire an enduring connection, stewardship, and appreciation for New Hampshire's freshwater boating heritage through compelling exhibits, experiences, and educational programs.

The strategic plan is driven by the following core values.

CORE VALUES

- Honoring the past while embracing the future
- Inclusion
- Dynamic lifelong learning
- Respect
- Safety
- Relationships, collaboration, and engaging with community
- Joy

Strategic Priorities and Goals

The Board identified seven strategic priorities and related goals to ensure its future success and define its direction over the next five years.

- Audience and Engagement
- Place
- Brand
- Collections and Exhibits
- Programs and Experiences
- Operational Excellence
- Stability

Objectives, strategies, and metrics adopted annually guide staff, Board, and volunteer activities to achieve these goals

Audience and Engagement

Goals→

- Expand, reach, and grow audiences through meaningful experiences.
- Engage new and diverse audiences, with a focus on children and families.
- Engage in partnerships to expand, reach, and grow audiences and create broad awareness, advocacy, and support.
- Promote and build community collaborations and alliances to strengthen NHBM.

- Deepen engagement through compelling collections, innovative exhibits, and educational programs.

Place

Goals→

- Complete successful acquisition of the new museum site.
- Develop and implement a renovation strategy and budget that incorporates essential safety and regulatory upgrades, exhibit requirements, audience engagement opportunities, and creates visual excitement.
- Complete renovations of the new facility on time and within budget and in the context of comfort, service, and accessibility.
- Retain and enhance the Center Street facility for exhibits, programs, and community engagement.

Brand

Goals→

- Identify “our story” and define our brand -- the collection of experiences that create meaning and loyalty in the lives of our audiences.
- Define, differentiate, and reinforce our unique niche.
- Ensure our brand is expressed in all that we do, reinforcing our brand promise and values.
- Develop brand related graphics, marketing materials and merchandise.
- Optimize digital platforms — web, social, advertising, and e-mail — to build community, engage with expanding audiences, and generate membership and attendance.

Collections and Exhibits

Goals→

- Reimagine how we present, interpret, and share our collection.
- Create memorable content through exhibitions and gallery displays that boldly combine objects and ideas.
- Integrate new media and technology for “virtual” in-gallery learning, with a special emphasis on engaging young audiences and families.
- Create a collections plan that will guide NHBM into the future by assessing and determining the breadth of the artifacts in the permanent collection.

Programs and Experiences

Goals→

- Inspire learning through creative education programs for members, patrons, visitors, and the community.
- Create *visitor-centric* programs that spark excitement and engagement by creating an enjoyable, social, and informative experience.
- Offer diverse ‘on the water’ experiences that engage and educate a variety of audiences.
- Provide exhibition-related programming for all.
- Expand on site and virtual public programming such as lectures and workshops to enable visitors to connect, share, and deepen their engagement with NHBM.
- Encourage connections with the ecosystems and natural resources relating to NH lakes and inspire people to see themselves as stewards of our shared heritage and collective future.

Operational Excellence

Goals→

- Define and implement the optimal organizational structure, staff roles, Board governance, and Board committee and ad hoc working group structure to support strategic plan initiatives and ensure overall success.
- Align staff performance measures with strategic plan deliverables, desired values and behaviors, and rigorous metrics.
- Develop organizational success and accountability by refining systems and processes and developing KPI’s.
- Recruit, train, and expand talented staff and new volunteers.
- Enhance our technology infrastructure.
- Increase quality data collection to support decision-making.
- Evolve a governance structure reflective of the changing needs of NHBM.

Stability

Goals→

- Employ an overarching financial strategy that addresses current and future sustainability.

- Develop a financial plan to identify and dedicate resources to cover the costs for operations and staffing for the both the Moultonborough and Center Street facilities.
- Plan and initiate fundraising strategies that will create deeper loyalty among existing supporters and develop new donors and funding sources.
- Increase the amount of annual giving and grow the endowment fund.
- Enhance social enterprise revenue opportunities – vintage boat tours, auction, others—to support ongoing operations.
- Create revenue opportunities through a café, gift shop, event space rentals, and sale of branded merchandise.
- Annually review the process and accomplishments of the Strategic Plan



Success Measures

Following are the key indicators of NHBM's success in meeting its strategic priorities and goals.

Indicators of Financial Strength

- Increased attendance
- Increased membership
- Increased number of volunteers
- Increased audience-driven income and earned revenue sources
- Increased sponsorship funding.
- Increased fundraising and expanded donor base
- Increased endowment fund
- Fiscal stability

Indicators of Institutional Excellence

- Enhanced reputation around collection, display, and interpretation
- Clarity and consistent delivery of NHBM brand
- Greater diversity of visitors, volunteers, board, and staff
- Improved visitor experiences
- Effective management and operations

- Strong Board leadership and effective committee structure

Indicators of Successful Community Engagement

- Increased number of partnerships
- Increased number of community-based programs and activities
- Successful special events celebrating success and milestones

Implementation Strategy

The implementation of the strategic priorities will be accomplished through the Executive Director and staff supported by Board member engagement on various committees and strategy teams, and supplemented with professional services, as needed.

Operational objectives are established annually to accomplish strategic priorities.

Strategic Priority	Board Committee	Professional Services
Audience and Engagement	Communications Committee	Market analysis and brand consultant
Place	Renovations Team	Project consultant; construction management firm
Brand	Communications Committee	Market analysis and brand consultant
Collections and Exhibits	Collections and Exhibits Committee	Exhibit design team
Programs and Experiences	Programs Committee	
Operational Excellence	Executive Committee	
Stability	Finance Committee Development Committee	Philanthropy consultant, as needed

