



New Bedford Fishing Heritage Center Strategic Plan

MISSION: Presenting the story of New Bedford's fishing community to the world

VISION: Because of the New Bedford Fishing Heritage Center, the public understands and appreciates New Bedford's commercial fishing community. The Center is a must-see attraction for visitors to the city and all New Bedford Public School students visit at least once during their K-12 career. The Center is financially-stable and has a long-term facility that is adequate to the scope of its programs including space for a library/archive, theater, classroom, galleries, and a commercial kitchen.

VALUES: Presenting an authentic story; celebrating diversity; fostering respect; educating the public

CRITICAL STRATEGIC ISSUES

1. How can we diversify our funding stream by creating connections with industry and other major donors?
2. How do we expand our outreach and visibility?
3. How can we develop or maintain a physical space?
4. How do we build a strong educational program?
5. How can we develop, store, and maintain an archive?

STRATEGIC GOALS AND OBJECTIVES

GOAL 1: Increase support from the fishing industry

- **Objective 1:** Create a development strategy
- **Objective 2:** Increase vessel support
- **Objective 3:** Secure ongoing commitments from shoreside processors
- **Success Metrics:** Increase vessel support to 50 vessels by end of year 3; secure ongoing commitment from 2 shoreside processors for \$5,000 each by end of year 3; hire a development officer; establish a development committee; increase engagement from industry at the Soiree (sponsor, attend, provide in-kind support)

GOAL 2: Increase marketing, visibility, and attendance

- **Objective 1:** Create a marketing strategy
- **Objective 2:** Develop relationships with elected officials and key decision makers
- **Objective 3:** Strengthen relationships with hospitality industry and regional, statewide cultural institutions

- **Success Metrics:** Increase Facebook followers to 5,000; annual meeting with government officials and decision makers; mayor visits the Center; attendance growth 10% annually over 3 years; 5 new tour bus company partnerships in 3 years; marketing intern every year/semester

GOAL 3: Educate the public about the fishing industry

- **Objective 1:** Launch our new permanent exhibit and related programming
- **Objective 2:** Strengthen partnerships with area schools by streamlining program offerings and collaborating with local organizations that have well established educational programs
- **Objective 3:** Objective 3: Continue to present high quality public programs including: talks, tours, classes, performances, film screenings, cooking demonstrations, etc.
- **Success Metrics:** All students in Greater New Bedford Regional Vocational Technical High School's maritime technologies shop visit the Center; relationships established with 3 partner schools in next 3 years (1 in Fairhaven, 2 in New Bedford); establish an educators advisory group which meets twice a year; regular meetings with education staff at New Bedford Whaling Museum, New Bedford Whaling National Historical Park, others; present at a professional development day for New Bedford Public Schools; develop programs and exhibits around a new theme each year

GOAL 4: Manage and expand all collections including archives

- **Objective 1:** Catalog entire collection on an ongoing basis
- **Objective 2:** Work towards having an appropriate physical space for archive/collection
- **Objective 3:** Establish and implement best practices for our collection
- **Success Metrics:** Hire part-time archivist; develop a collections plan; train staff/volunteers; recruit a student intern focused on the archive for each semester; 100% of archive/collection is cataloged; identify and secure appropriate storage space (temporary or permanent)

GOAL 5: Secure physical facility for the future

- **Objective 1:** Create a facilities task force
- **Objective 2:** Consult with other nonprofits including WHALE
- **Objective 3:** Develop a business plan
- **Success Metrics:** Create facilities task force by January 2021; establish regular meeting schedule for facilities task force; draft business plan by March 2021; board approves business plan; initiate capital campaign as needed.

BUSINESS MODEL: New Bedford Fishing Heritage Center presents the story of New Bedford's fishing community to the world with significant financial support from the fishing industry, individual donors, foundations/grants, and earned income as well as the essential support of volunteers and in-kind donations of materials and labor.