

Minnesota Transportation Museum

Strategic Framework 2020-2023

Mission:

To educate, inspire, entertain, and engage visitors by sharing the story of rail transportation history in the Upper Midwest region and how its evolution shapes our lives, culture(s), economy, and society.

Vision:

- Collect, preserve, restore, and provide resources for visitors, researchers, partners, our communities, and future generation
- Enhance learning opportunities that lead to knowledge and employment
- Provide friendly and enjoyable experiences by creating hands-on learning opportunities
- Operate real transportation equipment in the form of demonstrations, rides, and other activities that promote experiential learning
- Present our message and knowledge in an engaging manner
- Inspire passion for railroading by showing its importance and success in our society and the nation's development.

Executive Summary:

- As one of the last operating roundhouses built under James J. Hill to serve the Great Northern Railway, the Minnesota Transportation Museum holds a unique place in the state. The Jackson Street Roundhouse is recognized on the National Register of Historic Places and is home to a rich array of historical collections from active railcar restorations to railway memorabilia. The museum also operates seasonal passenger train rides through the St. Croix River Valley on Osceola & St. Croix Valley Railway.

The financial pressures from the 2020 health crisis will be felt by the museum, and especially by the passenger rides program, through 2020 and into the 2021 summer season. This strategic plan framework addresses the steps necessary to prioritize preservation, fundraising, exhibitions and marketing efforts to ensure the institution will meet the facility and program needs while continuing to innovate and thrive in the decades ahead.

Northstar Goal:

- **Ensure the long-term preservation of railway history, buildings and equipment that impacted the development of our region, and to be a community asset that provides learning experiences through partnerships that lead to regional employment and guide future interest and investments in railroad transportation.**

Goal 1: Ensure the long-term preservation of historic railway equipment in our collections and make new acquisitions.

Strategy	Objectives	1 year actions	3 year actions	Success outcomes
Restore, improve and preserve existing rolling stock	Protect equipment from deterioration Increase passenger capacity for demonstration railroad Additional equipment to rotate into museum for display Functional equipment for use in yard and for demonstrations	Significantly advance restoration of an existing coach project with existing funding and supplies on hand Continue F-Unit restoration consistent with Emery Foundation funding Conduct A/C upgrade project and other restoration on one of the coaches Make repairs to have one functional small locomotive for yard switching	Complete restoration of at least one of the passenger coaches that have been started Make significant progress on F-Unit restoration if funding is secured.	Additional coaches are operational F-Unit is in restoration Fully developed coach A/C solution is developed for use on entire fleet.
Acquire equipment and rolling stock that enhance the museum.	Enhance museum exhibits Increase historical relevance of museum experience	Ownership of A-18 transferred to MTM Car transported to Pennsylvania for restoration Additional funding received.	Restoration complete Car returned to JSR Car on display	MTM owns A-18 MTM possession of priceless Hill artifact Primary attraction in museum.

<p>Partner with area schools and organizations to increase skilled labor participation</p>	<p>Accelerate the restoration and preservation of equipment</p> <p>Provide workforce training opportunities</p> <p>Create opportunities to attract additional funding</p> <p>Create career paths for new workers for area railroads and skilled trades</p>	<p>10 new skilled volunteers for shop and operations</p> <p>Engage volunteers with STEM training</p> <p>Plan in place for workforce training program</p> <p>Identify and submit grants to support program</p>	<p>25 new skilled volunteers for shop operations</p> <p>STEM training program is fully developed</p> <p>25 new workers are trained in skilled trades</p>	<p>MTM has a skilled volunteer shop staff of at least 50</p> <p>Timeline for project completion is reduced by 25%</p> <p>Workforce training program trains at least 25 skilled workers each year</p> <p>Workforce partnerships result in pathway for students for advanced learning</p> <p>MTM recognized as training center for STEM</p>
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Goal 2: Ensure the long-term preservation and functionality of historic railway buildings, grounds, and property

Strategy:	Objectives	1 year actions	3 year actions	Success outcomes
Secure the structural stability of Jackson Street Roundhouse	<p>Preserve and restore historic buildings</p> <p>Create a stable environment for exhibit preservation and display</p> <p>Create stable and safe environment for workers</p> <p>Safe environment for volunteers and workforce trainees</p> <p>Have a functional machine and blacksmith shop</p>	<p>Complete fire protection project</p> <p>Select general contractor for funded capital projects</p> <p>Make short term repairs as needed</p> <p>Launch fundraising strategy for project & long term upkeep</p> <p>Formalize agreement with blacksmiths for use and purpose of facility use</p>	<p>Install new roof on JSR, including windows, support beams, electrical, lighting & heating as needed</p> <p>Capital improvement funds raised, spent</p> <p>Identify permanent space for blacksmith shop</p>	<p>Fire protection system is fully operable</p> <p>Building is secure and functional for at least 5 decades</p> <p>Project is paid off</p> <p>Endowment fund in place for future repairs</p> <p>Blacksmith shop operational if agreement is reached</p>
Operational machine shop	<p>Manufacture and repair needed parts for historic equipment</p> <p>Use facility for visitor tours</p> <p>Shop as both exhibit and functional purpose</p> <p>Workforce training</p>	<p>Reinstall walls, ceiling, storage area</p> <p>Have an operational machine shop</p>	Operational blacksmith shop somewhere on property	<p>Efficiently organized machine shop completed</p> <p>Blacksmiths have a place to work</p> <p>Bay A storage, walls and ceiling complete</p> <p>Trainees have opportunities for hands-on skill building</p>

Presentable industrial working areas	<p>Create safe viewing area for visitors to observe and learn</p> <p>Increase safety for volunteers</p>	<p>Clean and organize</p> <p>Clear public pathway</p>	<p>Determine permanent safety procedures or barriers for walkway/viewing areas</p>	<p>Organized maintenance shop</p> <p>Safe public accessibility</p> <p>Increased safety for everyone</p>
Stabilize and preserve the power house.	<p>Preserve historic structure</p> <p>Create functional office and public meeting space</p> <p>Classroom space for learning</p> <p>Museum archives</p> <p>Improve visitor impressions</p> <p>Workforce training/education center</p>	<p>Decisions made for future of power house</p> <p>Consider interim stabilization measures</p>	<p>Plans and bids complete</p> <p>Fundraising underway</p> <p>Building is stabilized.</p>	<p>Building is stabilized with at least a temporary roof</p>
Conduct routine repairs and upgrades	<p>Preserve buildings and grounds</p> <p>Presentable facilities for guests</p> <p>Prevent deterioration of rolling stock</p> <p>Create environment for community engagement and learning</p>	<p>Concrete hazards are all repaired</p> <p>Rutledge depot repairs completed</p> <p>COVID-19 physical safety barriers installed</p> <p>Exterior landscaping underway</p>	<p>Bay A painted</p> <p>Ongoing repairs</p> <p>Boy Scout Car refurbished exterior</p>	<p>JSR will be an inviting and welcoming space for visitors, trainees, meetings, etc.</p>

<p>Improve leased MTM Properties</p>	<p>Improve historic structures and grounds</p> <p>Create visually appealing facilities for guests</p> <p>Community pride</p>	<p>Work with owners of leased and managed properties for annual Improvements to leased/partner properties in collaboration with owners</p>	<p>Annual Improvements to leased/partner properties in collaboration with owners</p>	<p>Anecdotal evidence and surveys indicate improved perception of grounds and buildings.</p>
<p>Improve visual appeal of building and grounds</p>	<p>Create space for equipment movement</p> <p>Improved visitor experience</p> <p>Address safety issues</p>	<p>Clean and landscape where possible</p> <p>Protect equipment from weather</p> <p>Solution to dealing with dilapidated equipment.</p>	<p>Clean and landscape where possible</p> <p>Protect equipment from weather</p> <p>Dispose of or desaccess dilapidated equipment</p>	<p>Professional looking grounds that provides safety and visually appealing experience for visitors and volunteers</p>
<p>Make pole barn more accessible</p>	<p>Safer environment for limited maintenance operations</p> <p>Provide visitor access</p>	<p>Clean and organize so that facility can be open to visitors</p>	<p>Repair structure</p> <p>Determine future improvements</p>	<p>Safe environment for visitor viewing of equipment</p> <p>Efficient facility for repair of large equipment such as Dome Car</p>

Goal 3: Enhanced effort to preserve and organize museum collections

Strategy:	Objectives	1 year actions	3 year actions	Success Outcomes
Preserve historic documents and photos	Historic preservation Increased accessibility for research and exhibit use	Bay A lower level cleaned and organized 35% of remaining document scanning complete	Make progress on document scanning Electronic catalog completed	Photos and documents are easy to locate Archive area appears professional Collection easily accessible to researchers
Catalog collections	Number and record all items in collections	Significant progress on document scanning	100% complete	All items in collections are easy to find, descriptions are available, donors names and dates posted.
Treat museum equipment collections for preservation and presentation	Prevent deterioration Maintenance costs less than restoration	Clean and polish all items in the museum Professional presentation	Annual ongoing	Museum presentation is professional, clean, and appealing to public Collections preserved.
Routine maintenance & preservation of railway equipment	Prevent deterioration Maintenance costs less than restoration	Protect idle equipment	Determine long term solution to preservation or deaccession of idle equipment	Routine maintenance plan in place Rolling stock is protected from weather

Goal 4: Dramatically increase public awareness of and interest in the Jackson Street Roundhouse and demonstration railway, and other sites.

Strategy:	Objectives	1 year actions	3 year actions	Success Outcomes
<p>Increase awareness of the museum building and the railway in new ways that unify the two brands</p>	<p>Increase museum attendance and railway passengers</p> <p>Become recognized community asset</p> <p>Increase learning experiences</p> <p>JSR becomes recognized public space</p> <p>Railway, JSR, Minnehaha, etc. are recognized as all part of MTM</p>	<p>Create special event days to recognize specific groups (police, firefighters, health workers, etc)</p> <p>Identify clear event strategies to drive museum attendance</p> <p>Earned media strategies</p> <p>Proactive management of social media</p>	<p>Plan and implement programming at all sites</p> <p>Promote events at all sites</p>	<p>Visitor surveys return positive impressions and understanding of multiple aspects of MTM</p> <p>Increased overall attendance</p>

<p>Create unified messaging across the museum and railway that reflects priorities outlined in the strategic plan</p>	<p>Have a unified brand and image that is recognizable throughout the region and in the larger tourist railway community</p> <p>Volunteers in Saint Paul and on demonstration railroad recognize their common mission and work towards it.</p>	<p>Branded slides</p> <p>Posted vision, brand messages in staff/volunteer areas</p> <p>Thought leadership from Board Chair and Executive Director through regular community updates</p>	<p>Branded slides</p> <p>Posted vision, brand messages in staff/volunteer areas</p> <p>Thought leadership from Board Chair and Executive Director through regular community updates</p>	<p>Goals and strategies of this plan are the focus of board meetings</p> <p>This plan serves as guide for projects and operations</p> <p>By the end of year-3, 75% of plan goals are achieved</p>
<p>Create programming for adults</p>	<p>Grow interest levels</p> <p>Increased learning opportunities</p> <p>Increased attendance and ticket sales</p> <p>Increased adult and community interest and involvement</p>	<p>Create audience survey to find lecture topics</p> <p>Develop adult lecture series</p> <p>Conduct at least two adult oriented programs</p>	<p>Conduct at least monthly adult oriented programs</p>	<p>MTM is a center for learning, inquiry and imagination</p> <p>Attendance at adult programs generates at least 1000 participants</p>

Goal 5: Provide hands-on experiences for enjoyment and skills development

Strategy:	Objectives	1 year actions	3 year actions	Success Outcomes
Develop exhibits that are more inclusive and reflect the human diversity in railway history	Preserve stories and history that were integral to Saint Paul Increase programming of interest to diverse communities Increase attendance and engagement in the museum Build community partnerships	Apply for program grants Pullman-Porter phase 2 complete, phase 3 started Online interactive exhibit developed Make progress on Pullman Porter exhibit and funding	Pullman Porter exhibit completed Programs developed Community partnerships in place	Short and long term funding for Pullman Porter are secure All phases of Pullman Porter complete Exhibit is open to the public with programming in place, including technology Surveys indicate increased diversity among visitors
Build exhibit and programs for Hill A-18 Exhibit	Share important history with public Preserve valuable historic asset	Engage designer Secure funding	Endowment in place Exhibit built A-18 Coach moved to museum	Project is open to the public with programming available
Engage with St. Croix Valley communities	Increase local partnerships Grow revenues Be viewed as part of Osceola community Support growth of tourism business in region Increase local volunteerism	Build business partnerships Work with local Chambers Partner on community events	Participate in Chamber meetings MTM Marketing plan interwoven with regional planning Business train ride as annual event	30% increase in volunteers from the area Railway is viewed as a staple of area tourism

Create designated indoor space for Steam exhibits	Have public viewing area for steam exhibits and programs Safe indoor environment for preservation of historic equipment	Board decision on assigned area for steam exhibits	Steam exhibit area is completed	Designated space for steam exhibits and A-18 coach are open to visitors
Development of blacksmith program and relationships	Interesting and innovative experience for visitors Ability to manufacture parts for restorations	Board decision on blacksmith shop existence and location	Operating blacksmith shop Visitors can experience	Visitors can experience and learn from blacksmithing Blacksmithing classes are offered
Create regular programming for all sites. Year round	Increased community awareness of MTM Increased community engagement	Museum Development Committee builds program plan for all locations	Regularly scheduled events taking place at all locations	At least one event at remote sites each year Increased museum and railway tickets sold due to increased awareness
Make JSR a learning and skills incubator for workforce development.	Increased community relevance Recruitment of members and volunteers Skills used at MTM will help open job opportunities for residents Greater involvement to complete restoration projects Opens door for greater funding	Establish relationship with at least 2 labor organizations Establish relationship with community college system Strengthen relationship with Job Corps	Develop curriculum Develop plan for workforce training program	MTM recognized as a center for workforce training
Increase adult-level programming	Railway history is largely an adult	Develop adult	Monthly adult	25% increase in museum attendance over

	<p>experience</p> <p>Increase adult engagement</p> <p>Increase membership and volunteerism</p> <p>Greater community relevance</p>	<p>programming plan</p> <p>Host 2 adult oriented events</p>	<p>programming offered</p> <p>Museum exhibits offer greater historic interpretation</p>	<p>2019 levels</p>
<p>Enhance children's and youth programming</p>	<p>Engaging and increasing interest at a young age</p> <p>Inspire STEM learning</p> <p>Programming of interest to youth and young adults</p>	<p>Further develop Tots 'n Trains</p> <p>Network with STEM schools and organizations</p>	<p>STEM programs in place</p>	<p>MTM has STEM as part of its purpose</p>
<p>Create more interactive exhibits that includes virtual engagement</p>	<p>Make museum exhibits and historical information available to broader audience</p> <p>Museum to remain relevant during pandemics</p> <p>Increased awareness of MTM</p>	<p>Apply for funding to increase online presence</p> <p>If funding secured, begin online exhibit development</p>	<p>Ongoing enhancements to online programming</p>	<p>MTM demonstrates engagement of at least 20,000 hits per year</p>

Goal 6: Develop effective organizational infrastructure, management, and governance.

Strategy:	Objectives	1 year actions	3 year actions	Success outcomes
Clearly define roles for paid staff and volunteer staff and board	To have a strong and accepted governance structure	Create job descriptions for all key roles.	Identify human capital for all positions	MTM operations run smoothly with standardized roles and procedures
Recruit both volunteer and paid talent to advance organizational mission.	Have the right people in the right roles	Identify demonstration railroad Operations Supervisor Identify Webmaster Identify safety consultant to support COVID-19 response	Budget permitting, have paid professional staff of at least 4, including Operations, Fundraising, Workforce Training, Administration	MTM operates as a professional organization Accountability is in place
Actively recruit new volunteers and members	Increase diversity and inclusiveness New generation of volunteers for all roles Increase organizational productivity Greater community participation in Osceola	Use social media to recruit more volunteers Outreach to partner community organizations Public presentations to community groups Partnerships with technical colleges established Outreach to Osceola Chamber	Use social media to recruit more volunteers Outreach to partner community organizations Public presentations to community groups Continue partnership building	Membership and active volunteers grow in numbers by 50% over 2020 levels Osceola has a core base of volunteers that meet regularly, even during off season.

Review MTM bylaws and revise if necessary	<p>Create contemporary standards that lead to organizational efficiency and understanding of roles</p> <p>Board governance is aligned with current standards that promote community involvement and investment</p>	<p>Establish board and member task force to review bylaws</p> <p>Contract with consultant to lead thought process</p>	<p>Task force makes recommendations to board in year 2 or 3</p> <p>Membership votes on proposed changes</p>	<p>Bylaws are updated to meet current needs</p> <p>Greater support of governance structure by members</p> <p>Increased community fundraising</p>
Provide annual Board development opportunities.	<p>Strengthens organizational governance</p> <p>Board members better understand roles of board vs. staff (paid and volunteer)</p> <p>Increased board collegiality</p>	<p>Identify consultant to lead retreat</p> <p>Conduct 2 day board retreat</p>	<p>Conduct board retreat every 2 years</p> <p>Annual board development event</p>	<p>Board functions under standard nonprofit board guidelines</p> <p>Roles and responsibilities are fully understood by board members and staff</p>
Encourage greater professional diversity on the Board.	<p>To have greater professional skills among board members</p> <p>Increased skills to advance organization</p>	<p>Recruit board members representing finance, fundraising, diverse communities, philanthropy</p>	<p>Annual recruitment efforts</p>	<p>Board has range of skills and relationships to advance the organization</p>
Increase diversity of all kinds among membership and volunteers	<p>MTM membership represents the diversity of our region</p>	<p>Outreach to at least 2 area organizations and/or communities</p> <p>Social media recruitment</p>	<p>Regular outreach to community organization</p> <p>JSR hosts 2 events to attract culturally diverse involvement</p>	<p>MTM membership is increased by 50% and represents the cultural and economic diversity of the Twin Cities and Osceola</p>

Goal 7: Build fiscal strength to ensure permanent sustainability to these efforts. (Fundraising)

Strategy:	Objectives	1 year actions	3 year actions	Success outcomes
Develop/update fundraising plan	To have universal clarity among Board and members as to our plan to increase resources To have a clear fundraising strategy that will lead to increased resources.	Contract with fundraising consultant to help create plan	Review and updates plan	MTM has a consistent fundraising approach from year to year 50% increase in grant and individual contributions over 2019 levels
Capital Campaign	Cover cost of needed roundhouse and power house rehabilitation	Conduct feasibility study Develop case statement	Potential capital campaign in full operation Construction begun with at least one major building rehabilitation project	Campaign has raised 50% of needed donations
Endowment campaign	Provide for the long terms sustainability of MTM	Consult with endowment specialist/community foundation Endowment plan in development	Fund established and managed Review of asset management	At least 10 endowment funds created
Annual individual donor fundraising	Increased unrestricted revenues Demonstrate individual giving to larger funders	Create functional database of individual donors, including in-kind donors Conduct end of year mail campaign	Conduct mail donor campaign each December 1 and May 1	Individual donations increase 100% over 2019 levels
Federal and National Register Funding	Raise 6-digit funding for major projects	Monthly search of	Monthly search of	Secure at least 2 federal grants

	Raise indirect funds related to federal grants	Grants.Gov for funding opportunities Apply for at least 2 federal grants	Grants.Gov for funding opportunities Apply for federal indirect cost rate	
Proactively seek foundation and corporate funding	Increased revenues to support projects and growth Greater community engagement__	Develop database of foundation opportunities with deadlines Align foundation opportunities with MTM priorities Apply for at least 6 foundation grants Invite Board membership from 2 corporations	Host site visits for at least 4 new foundations each year Make sure all foundation support for projects are acknowledged throughout facilities Invite 2 additional corporate board members	100 percent increase in corporate and foundation funding At least a dozen foundations new to MTM have been introduced At least 3 corporations represented on Board
Explore partnership with the Historical Society for state bonding or operations funding	Increased funding for major projects and capital improvements	Host meeting with MHS and state and local preservation leaders to discuss priorities and funding opportunities	Identify specific funding opportunities related to historic preservation Apply for at least one significant funding opportunity based on priorities	MTM has direct relationships and contact with state, local and regional funding authorities MTM has received at least one source of funding related to these efforts
Expand earned revenue concepts for ongoing sustainability.	Stable source of unrestricted earnings	Create an “Earned Revenue Task Force” to explore ideas and opportunities Explore ways to increase	Implement at least one new concept for raising earned revenues Implement determined	20% increase in earned revenues over 2019 levels

		revenues from our passenger railroad operations	means to increase revenues from passenger railroad operations	
Hire full time fundraising professional	Maintain steady, proactive approach to fundraising	Develop job description Identify resources to pay salary	MTM has systematized fundraising operation with clear annual goals	Funds raised are equal to 4 times the annual salary of professional