



# Port Colborne Historical & Marine Museum Strategic Plan 2018-2022



## THE MUSEUM

The Port Colborne Historical and Marine Museum was established by a Council By-law in 1974. Port Colborne City Council appoints a Board of Directors to act on behalf of Council to provide oversight to Museum staff who are supervised by the Museum Director/Curator. The Museum has undertaken strategic planning in the past, approving plans in 2004, 2010, and 2013.

## THE STRATEGIC PLANNING PROCESS

The City's Chief Administrative Officer began the Strategic Planning process by distributing questionnaires to all Museum Board members. The completed questionnaires helped set the stage for the Board's Strategic Planning session.

In March 2018, the Museum Board held a Strategic Planning session that was facilitated by the Chief Administrative Officer. The session was attended by Board members as well as the Director/Curator.

During the Strategic Planning session the participants spent time reviewing the reasons the Museum exists and the stakeholders that benefit from the Museum. Based on this foundation, the participants reviewed the Museum's Mission, Vision, and Values. After reviewing the Mission, Vision, and Values the facilitator led the participants through a SOAR Assessment. This assessment allowed the participants to identify the Strengths, Opportunities, Aspirations, and expected Results of the Museum. Lastly, the participants established a series of Goals and Objectives for the period of time covered by the Strategic Plan.

## VISION

The Museum had an existing "Vision Statement" prior to the 2018 Strategic Planning process. During the planning session, the Board had some discussion about the Vision Statement and considered several different statements before establishing a new Vision Statement for the organization.

The Museum Board worked together to develop a new Vision Statement that encapsulates the organization's vision. The Museum's Vision Statement is:

**WE ENVISION A MUSEUM THAT SERVES OUR COMMUNITY AND PRESERVES THE HISTORY  
AND MARINE HERITAGE OF PORT COLBORNE AND HUMBERSTONE.**

This Vision Statement represents "why we do what we do" at the Museum at the Board level and at the staff level and should become ingrained in the culture of the Museum.

## VALUES

The Museum had several existing "Values" that had been established to guide the day-to-day work done by the staff. The participants reviewed these Values and made the decision to retain the existing Values while adding two additional Values. These Values that will be adopted in the Strategic Plan.

The Port Colborne Historical and Marine Museum's Values are:

- *To create and maintain a space for all users to celebrate our Historical and Marine Heritage*
- *To provide access to the Museum's resources for research and education needs*
- *To preserve and protect the integrity of the heritage collection for which it has been entrusted by the people of Port Colborne*
- *To respect the wishes of the donors who have provided the artifacts and archives in the Museum's collection*
- *To ensure the provision of accurate historical information for the knowledge of all peoples*
- *To treat all visitors with respect and honesty*
- *To act within the legal requirements of all levels of government*

## MISSION

Prior to the Strategic Planning exercise, the Port Colborne Museum had an existing Mission Statement. As part of the exercise, the participants reviewed the Mission Statement and developed a revised statement that succinctly captures the Museum's mission.

**OUR MISSION IS TO SERVE PORT COLBORNE'S RESIDENTS AND VISITORS BY PRESERVING, EXHIBITING, AND INTERPRETING THE ARTIFACTS AND ARCHIVES OF PORT COLBORNE AND HUMBERSTONE.**

## SOAR ANALYSIS

Finally, before establishing the Goals and Objectives that will comprise the Strategic Plan, the participants conducted a SOAR Analysis in which the group focused on the Museum's current strengths and vision for the future by listing the organization's Strengths, Opportunities, Aspirations, and key Results.

The SOAR Analysis is presented in the chart below. The SOAR analysis does not present the approved direction of the board, it merely summarizes the discussion that took place during the strategic planning session in order to arrive at the Goals and Objectives.

# PORT COLBORNE HISTORICAL & MARINE MUSEUM - SOAR ASSESSMENT

## STRENGTHS

- Staff
- Community
- Volunteers
- Belonging
  - Inclusion
  - Acceptance
- Our History!!
- Pride – our pride logo
- Site/Location
  - Room to grow
  - Where we are
- 18,000 artifacts
- Municipal Status – connection to City Hall
- Tea Room
- Archives & Resources
- Collaboration & Support

## OPPORTUNITIES

- Outreach
- Schools
- Acquisitions
  - Shickluna Gas Station
- Expansion?
- Cultural Block – marketing destination
- Technologies – digitization
- Media – promotion
- Partnerships
  - Businesses
  - Organizations
- Language – transition to bilingual status
- Accessibility
- Collaborate
- Funding - sponsorships

## SOAR

## ASPIRATIONS

- Shickluna Gas Station
- Expansions & Acquisitions
- Increased community awareness
- Outreach – pop-up?
- Easy for users to access
- To meet the Community's needs/expectations
- Adequate staff levels
- Communications person (City?)
- Adequate financial resources
- Educate & Inform
- Green
- Preserve
- Mandate
- Financially self-sustaining

## RESULTS

- Increased financial contributions
- Improved/increased partnerships
  - Rural areas
- Increased visits
- Positive visitor experience
- Improved access to HRC
  - Tours
  - Organized access
- Continued progress on built form of museum
  - Plan for buildings
- Increase engagement on social feeds
- Buildings well maintained
  - Building assessments

## GOALS AND OBJECTIVES

The Museum Board completed the Strategic Plan section by developing 5 goals for the strategic plan. These goals and the associated objectives that will help the Museum realize the goals are outlined below.

GOAL #1 – SERVE AND PRESERVE	
OBJECTIVE 1.1 – ANNUAL EVENTS	Museum staff to maintain and grow the three annual events (Christmas, Canal Days, and Pie Social) that the museum currently offers.
OBJECTIVE 1.2 – COLLECTIONS MANAGEMENT	Museum staff will continue to adhere to the Museum's Collection Management Policy.
OBJECTIVE 1.3 – OUTREACH	Museum staff will explore new outreach opportunities to raise the profile of the museum in Port Colborne and beyond.

GOAL #2 – INCREASE FINANCIAL CONTRIBUTIONS	
OBJECTIVE 2.1 – DONOR RECOGNITION	Staff to explore improvements to the donor recognition program to broaden the recognition of donors and make donating to the museum more attractive to potential donors.
OBJECTIVE 2.2 – ONLINE DONATION MODULE	Staff to work towards creating a tool that allows donations to be made online and the sale of memberships to be conducted online.
OBJECTIVE 2.3 – INCREASE MEMBERSHIPS	Staff to formulate a plan to conduct a membership drive designed to increase membership sales.

### GOAL #3 – IMPROVE VISITOR EXPERIENCE

OBJECTIVE 3.1 – STAFF INTERACTION	Museum staff to transition to improved customer service standards by providing a trained staff person as the first point of contact in an interaction with museum visitors.
OBJECTIVE 3.2 – OPERATING HOURS	Staff are to analyze the operating hours and season of the museum and report any potential improved operating schedules to the board for approval.
OBJECTIVE 3.3 – TRAINING PROGRAM	Museum staff to develop a training program for staff and volunteers to ensure that both groups have adequate training to provide the best visitor experience.

### GOAL #4 – BUILDING MAINTENANCE

OBJECTIVE 4.1 – BUILDING ASSESSMENTS	Museum staff to work together with City Staff to conduct an assessment on all museum buildings and report results to the board.
OBJECTIVE 4.2 – BUILDING MASTER PLAN	Museum staff to conduct a building plan for current and future buildings and present to the board.

### GOAL #5 – INCREASE ENGAGEMENT ON SOCIAL MEDIA

OBJECTIVE 5.1 – BOARD REPORTING	Museum staff to prepare regular reports to the board with respect to social media activity including metrics.
OBJECTIVE 5.2 – COLLABORATION WITH CITY COMMUNICATIONS STAFF	Museum staff to actively work with City Communications Officer to develop policies and carry out social media activities.

## LOCATION:

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## ADMINISTRATIVE CONTACTS:

STEPHANIE POWELL BASWICK – DIRECTOR/CURATOR

MICHELLE MASON – ASSISTANT CURATOR

## MUSEUM BOARD:

BRIAN HEASLIP – CHAIR

DONNA ABBOTT

CLAUDIA BREMA

ALEXANDER FAZZARI

TERRY HUFFMAN

BONNIE JOHNSTON

PAMELA KOUDIJS

CHERYL MACMILLAN

BERT MURPHY

MARGARET TANASZI

MARCIA TURNER

COUNCILLOR DAVE ELLIOT