

**SHELBURNE HISTORICAL SOCIETY
2021 – 2024 STRATEGIC PLAN**

Effective 1 April 2021

INTRODUCTION

This document provides a guide as well as a record of the strategic priorities to be undertaken over the next three years by the Shelburne Historical Society through Shelburne’s Museums by the Sea, which is comprised of the Shelburne County Museum, the Dory Shop Museum and the Ross-Thomson House & Store Museum. This plan builds on previous strategic plans and is predicated on the proactive engagement of the Board of Directors, employees, volunteers, stakeholders, and the public.

The Shelburne Historical Society is responsible for the implementation and achievement of the priorities laid out in this strategic plan, as well as reviewing and approving the final version of this plan. The execution of the various objectives of the plan will be reviewed and reported on a quarterly basis at a meeting of the Board of Directors to ensure objectives are achieved in the specified timeframes. The Board will conduct an annual review and revision of the plan at the beginning of each fiscal year to confirm relevance and priority of objectives for the upcoming year. This strategic plan is subject to change at the discretion of the Board of Directors.

VALUES

Accountability, transparency, responsiveness, rule of law, stability, equity and inclusiveness, broad-based participation.

STRATEGIC PRIORITIES

The following items have been identified as strategic priorities over the next three years:

- Effective Governance
- Preservation of Shelburne County History and Promotion of Heritage
- Infrastructure and Asset Management
- Human Resources
- Community Involvement and Partnerships
- Marketing and Revenue Generation

VISION, MISSION AND MANDATE

VISION

The vision of the Shelburne Historical Society and the Shelburne County Museum is to inspire curiosity in, and generate enthusiasm for, the history of Shelburne County and provide the facilities and resources to learn about it.

MISSION

- To preserve and promote the rich and continually evolving heritage of Shelburne County.
- To operate and sustain Shelburne's Museums by the Sea to serve the local community, the province and visitors from around the world.
- To promote an interest in Shelburne County's history, facilitate research, and provide programs that stimulate interest, satisfy curiosity and encourage public participation.
- To play an important role in the economic, cultural and social life of the Shelburne County community.
- To expand and enhance our knowledge of the aboriginal inhabitants of Shelburne County, the Black and White Loyalists who came to Shelburne in 1783, and all the others who have lived and worked in the County.
- To interpret and explain the traditional and modern fishing heritage of the towns and harbours of Shelburne County.
- To document, illustrate and interpret the dory building and shipbuilding industries of Shelburne County.
- To record the industrial and commercial history of the Town of Shelburne.
- To create or promote the creation of interpretive markers identifying and celebrating important places and persons in Shelburne County.

MANDATE

- To ensure the operation and sustainability of Shelburne's Museums by the Sea which serve the local community, the province and visitors from around the world.
- To collect, preserve, catalogue, interpret and display artefacts, documents and photographs relevant to the history, culture, industries and landscape of Shelburne County.
- To operate and maintain a safe, accessible venue for the display and interpretation of the Museum's collections that strives to adhere to current museum standards and best practices.
- Improve access to and maintain an archive of historical documents and printed material that can be consulted by those interested in learning about the history and culture of Shelburne County.
- To preserve and promote the historical buildings entrusted to the care of the Shelburne Historical Society: the Nairn House, the Coyle House, the Cox Warehouse and the John Tottie Store.
- To assist in the continued development of skills and knowledge of the staff and volunteers at Shelburne's Museums by the Sea.
- To continue working with local businesses, cultural, tourism and historical organizations to promote Shelburne County as a unique destination, impart the mission of the Society and Shelburne's Museums by the Sea to residents and visitors, and provide a gathering place for the community.
- To generate income from all sources to support the mission and objectives of the Society and ensure the financial stability of the Society and its holdings.

STRATEGIC PRIORITY – Effective Governance

1. To ensure the operation and sustainability of Shelburne’s Museums by the Sea which serve the local community, the province and visitors from around the world.

2021-22			
Action	Action By	Anticipated Results	Achieved Results
Review SHS governance structure to ensure efficient and effective operation of all aspects of activities at SMBTS	Board of Directors, Manager	Ensure efficiency and effectiveness of SHS governance	
Develop succession plan for Directors and key SMBTS staff	Board of Directors, Manager	Ensure seamless transitions for departures	
Review HR policies	Manager, Staff, Board of Directors	Ensure accuracy of HR policies	

2022-23			
Action	Action By	Anticipated Results	Achieved Results
Review SHS governance structure - ongoing	Board of Directors, Manager	Maintain efficacy of governance	
Review succession plan for Directors and key SMBTS staff - ongoing	Board of Directors, Manager	Ensure seamless transitions for departures	
Review HR policies – ongoing	Manager, Staff, Board of Directors	Ensure accuracy of HR policies	

2023-24			
Action	Action By	Anticipated Results	Achieved Results
Review SHS governance structure - ongoing	Board of Directors, Manager	Maintain efficacy of governance	
Review succession plan for Directors and key SMBTS staff - ongoing	Board of Directors, Manager	Ensure seamless transitions for departures	
Review HR policies – ongoing	Manager, Staff, Board of Directors	Ensure accuracy of HR policies	

STRATEGIC PRIORITY - Preservation of Shelburne County History and Promotion of Heritage

2. To collect, preserve, catalogue, interpret and display artefacts, documents and photographs relevant to the history, culture, industries, and landscape of Shelburne County.

2021-22			
Action	Action By	Anticipated Results	Achieved Results
Renovate space in Cox Warehouse for large artefact storage	Curator, Archivist, Manager, Master Dory Builder, others	Secure, dedicated and accessible storage for large artefacts	
Complete digitization of archival photos in SCM collections	Curator, Summer Student	Preservation of archival photos and safe access by staff and researchers	
Develop collections management policies for SHS as per ANSM requirements	Curator, Manager	Collections management policies for SHS	
Add and improve collections storage in Coyle House for 5,000 artefacts through better use of space and museum-grade shelving	Curator, Archivist, SCM Heritage Interp, Manager, Master Dory Builder, Others	Coherent storage, easier location and retrieval of artefacts, access for care and maintenance as well as research	

2022-23			
Action	Action By	Anticipated Results	Achieved Results
Develop long-term exhibit plan for permanent and temporary exhibits	Curator, SCM Heritage Interp, Manager	Enhanced and stimulating exhibits and interpretation at SCM	
More focus on recent local history, especially the dory, shipbuilding and ancillary industries	Curator, SCM Heritage Interp, Manager	Increased engagement, attendance and participation	
Increase the interactivity of displays, such as the 18 th century Customs House record books	Curator, SCM Heritage Interp	Increased engagement, attendance and participation	
Review of collections management policies - ongoing	Curator, Manager	Ensure accuracy of policies	
Cleaning and repair of artefacts in Coyle House identified as requiring care during upgrade to collections storage in 2021-22	Curator, Archivist, SCM Heritage Interp	Improve or maintain condition of artefacts	

2023-24			
Action	Action By	Anticipated Results	Achieved Results
Review of collections management policies - ongoing	Curator, Manager	Ensure accuracy of policies	
Cleaning and repair of artefacts in Coyle House identified as requiring care during upgrade to collections storage in 2021-22	Curator, Archivist, SCM Heritage Interp	Improve or maintain condition of artefacts	

STRATEGIC PRIORITY - Preservation of Shelburne County History and Promotion of Heritage

3. To operate and maintain a safe, accessible venue for the display and interpretation of the Museum’s collections that strives to adhere to current museum standards and best practices.

2021-22			
Action	Action By	Anticipated Results	Achieved Results
Identify all accessibility needs at SMBTS and develop a plan in cooperation with NSM	Manager, Curator, Staff, Board of Directors	Accessibility plan for SHS by 2030	

2022-23			
Action	Action By	Anticipated Results	Achieved Results
Develop and implement accessibility plan in cooperation with NSM	Manager, Curator, Staff, Board of Directors	Accessibility plan for SHS by 2030	

2023-24			
Action	Action By	Anticipated Results	Achieved Results
Develop and implement accessibility plan in cooperation with NSM	Manager, Curator, Staff, Board of Directors	Accessibility plan for SHS by 2030	

STRATEGIC PRIORITY - Preservation of Shelburne County History and Promotion of Heritage

4. Improve access to and maintain an archive of historical documents and printed material that can be consulted by those interested in learning about the history and culture of Shelburne County.

2021-22			
Action	Action By	Anticipated Results	Achieved Results
Design and develop plan for installation of Shelburne County Shipbuilding Interpretation and Research Centre in Cox Warehouse, seek funding if necessary	Curator, SCM Heritage Interp, Manager, Others	Prepare for implementation in 2022-23	

2022-23			
Action	Action By	Anticipated Results	Achieved Results
Develop and install Shelburne County Shipbuilding Interpretation and Research Centre in Cox Warehouse	Curator, SCM Heritage Interp, Manager, Others	Create centre in Shelburne County for study and research of ships and shipbuilding plans by locals and visitors	

2023-24			
Action	Action By	Anticipated Results	Achieved Results
Complete development and installation of Shelburne County Shipbuilding Interpretation and Research Centre in Cox Warehouse	Curator, SCM Heritage Interp, Manager, Others	Comprehensive collection of information and archival documents related to ships and shipbuilding	

STRATEGIC PRIORITY - Infrastructure and Asset Management

5. To preserve and promote the historical buildings entrusted to the care of the Shelburne Historical Society: the Nairn House, the Coyle House, the Cox Warehouse and the John Tottie Store.

2021-22			
Action	Action By	Anticipated Results	Achieved Results
Establish ad hoc committee reporting to the Board to advance the development of the Cox	Board of Directors	Further development and utilization of space in Cox Warehouse	
Review museum space for efficiency and conformity with best practices	Curator, Manager, Board of Directors	Establish if museum space is being used efficiently and properly	
Repair east wall of extension and roof at Nairn House	Manager, Maintenance Manager	Ensure good condition and longevity of building	
Revise Facility Management Plan	Manager, Maintenance Mgr	Maintain accuracy of plan	
Revise Emergency Preparedness and Disaster Response Plan	Manager, Maintenance Manager	Maintain accuracy of plan	

2022-23			
Action	Action By	Anticipated Results	Achieved Results
Seek funding and organize repairs to Coyle House windows, foundation and front step	Manager, Maintenance Manager	Ensure longevity of building	
Review condition of SHS holdings – ongoing	Manager, Maintenance Manager	Ensure longevity of SHS holdings	
Review of Facility Management Plan – ongoing	Manager, Maintenance Manager	Maintain accuracy of plan	
Review of Emergency Preparedness and Disaster Response Plan – ongoing	Manager, Maintenance Manager	Maintain accuracy of plan	

2023-24			
Action	Action By	Anticipated Results	Achieved Results
Review condition of SHS holdings – ongoing	Manager, Maintenance Manager	Ensure longevity of SHS holdings	
Review of Facility Management Plan – ongoing	Manager, Maintenance Manager	Maintain accuracy of plan	
Review of Emergency Preparedness and Disaster Response Plan – ongoing	Manager, Maintenance Manager	Maintain accuracy of plan	

STRATEGIC PRIORITY - Human Resources

6. To assist in the continued development of skills and knowledge of the staff and volunteers at Shelburne’s Museums by the Sea.

2021-22			
Action	Action By	Anticipated Results	Achieved Results
Develop, implement and staff Volunteer Program Coordinator position	Manager, Curator	Recruit and manage volunteer workforce at SMBTS	
Review job descriptions for all staff – seasonal, part-time, and volunteer	Manager, Curator, Vol Prog Coord, Staff	Ensure accuracy of job descriptions	
Prepare workplans, including training	Manager, Curator, Vol Prog Coord, Staff	Strategic planning for staff	
Prepare annual performance evaluations	Manager, Staff	Measure employer/employee satisfaction	

2022-23			
Action	Action By	Anticipated Results	Achieved Results
Review job descriptions for all staff – seasonal, part-time and volunteer	Manager, Curator, Vol Prog Coord, Staff	Ensure accuracy of job descriptions	
Prepare workplans, including training	Manager, Curator, Vol Prog Coord, Staff	Strategic planning for staff	
Prepare annual performance evaluations	Manager, Staff	Measure employer/employee satisfaction	

2023-24			
Action	Action By	Anticipated Results	Achieved Results
Review job descriptions for all staff – seasonal, part-time, and volunteer	Manager, Curator, Vol Prog Coord, Staff	Ensure accuracy of job descriptions	
Prepare workplans, including training	Manager, Curator, Vol Prog Coord, Staff	Strategic planning for staff	
Prepare annual performance evaluations	Manager, Staff	Measure employer/employee satisfaction	

STRATEGIC PRIORITY - Community Involvement and Partnerships

7. To continue working with local businesses, cultural, tourism and historical organizations to promote Shelburne County as a unique destination, impart the mission of the Society and Shelburne’s Museums by the Sea to residents and visitors, and provide a gathering place for the community.

2021-22			
Action	Action By	Anticipated Results	Achieved Results
Work to increase community visibility and local business connections	Board of Directors	Increased visibility in the community and improved business connections	
Foster community and business partnerships	Board of Directors	Beneficial relationships	
Attend Council meetings (Town & Municipality) twice a year	Board of Directors	To keep abreast of plans and developments that could impact SHS	
Develop curriculum-based education programs in partnership with local schools	Curator, SCM Heritage Interp	Increased engagement, attendance, and participation by local school groups	

2022-23			
Action	Action By	Anticipated Results	Achieved Results
Work to increase community visibility and local business connections	Board of Directors	Increased visibility in the community and improved business connections	
Foster community and business partnerships	Board of Directors	Beneficial relationships	
Attend Council meetings (Town & Municipality) twice a year	Board of Directors	To keep abreast of plans and developments that could impact SHS	
Assist Shelburne Re-enactment Association in instituting and maintaining a cadet corps	Volunteer Program Coord, Board of Directors	Ensure sustainability of Shelburne Re-enactment Association	

2023-24			
Action	Action By	Anticipated Results	Achieved Results
Work to increase community visibility and local business connections	Board of Directors	Increased visibility in the community and improved business connections	
Foster community and business partnerships	Board of Directors	Beneficial relationships	
Attend Council meetings (Town & Municipality) twice a year	Board of Directors	To keep abreast of plans and developments that could impact SHS	
Support Shelburne Re-enactment Association to ensure sustainability of the Association	Volunteer Program Coord, Board of Directors	Ensure continuity of Shelburne Re-enactment Association	

STRATEGIC PRIORITY – Marketing and Revenue Generation

8. To generate income from all sources to support the mission and objectives of the Society and ensure the financial stability of the Society and its holdings.

2021-22			
Action	Action By	Anticipated Results	Achieved Results
Revise SHS Marketing and Revenue Generation Strategy	Manager, Board of Directors	Ensure accuracy of plan	
Promote SHS through bi-annual newsletter, website, social media	Manager, Curator, Retail Manager	Promotion and visibility of SHS	
Set up permanent gift shop displays in Cox Warehouse storefront	Retail Manager, Manager	Increased awareness of gift shop and retail sales	
Become bi-annual recipient of recycling donations at Shelburne Enviro-Depot	Board of Directors	Additional revenue and increased visibility of SHS	
Establish arms-length Capital Fundraising Committee	Board of Directors	Seek and secure funding for SHS capital projects	
Continue to expand online sales	Retail Manager, Manager	Grow the online business	

2022-23			
Action	Action By	Anticipated Results	Achieved Results
Review SHS Marketing and Revenue Generation Strategy - ongoing	Manager, Board of Directors	Ensure accuracy of plan	
Promote SHS through bi-annual newsletter, website, social media - ongoing	Manager, Curator, Retail Manager	Promotion and visibility of SHS	
Maintain permanent gift shop displays in Cox Warehouse storefront - ongoing	Retail Manager, Manager	Increased awareness of gift shop and retail sales	
Continue as bi-annual recipient of recycling donations at Shelburne Enviro-Depot	Board of Directors	Additional revenue and increased visibility of SHS	
Organize special events such as lectures, workshops	Board of Directors, Staff	Make SMBTS a vibrant destination for residents and visitors	
Organize fundraising events and membership drives	Manager, Curator, Retail Manager, Vol Prog Coord	Additional revenue and increased membership	
Add more and larger signage on Highway 103	Board of Directors	Increased awareness of SMBTS	

2023-24

Action	Action By	Anticipated Results	Achieved Results
Review SHS Marketing and Revenue Generation Strategy - ongoing	Manager, Board of Directors	Ensure accuracy of plan	
Promote SHS through bi-annual newsletter, website, social media - ongoing	Manager, Curator, Retail Manager	Promotion and visibility of SHS	
Maintain permanent gift shop displays in Cox Warehouse storefront - ongoing	Retail Manager, Manager	Increase awareness of gift shop and retail sales	
Continue as bi-annual recipient of recycling donations at Shelburne Enviro-Depot	Board of Directors	Additional revenue and increased visibility of SHS	
Organize special events such as lectures, workshops - ongoing	Board of Directors, Staff	Make SMBTS a destination	
Organize fundraising events and membership drives - ongoing	Manager, Curator, Retail Manager, Vol Prog Coord	Increase revenue and membership	