

**SHELBURNE HISTORICAL SOCIETY
2024 – 2027 STRATEGIC PLAN**

Effective 1 April 2024 – 31 March 2027

ACKNOWLEDGEMENT

The Shelburne Historical Society is located in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq people. This territory is covered by the Treaties of Peace and Friendship which Mi'kmaq, Wolastoqiyik, and Passamaquoddy People first signed with the British Crown in 1726. We are all Treaty people. We also honour and acknowledge the 400-year history, contribution and legacy of African Nova Scotian people and communities.

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 recognize that equity, diversity and inclusion are essential to the Society's success. Actively seek and encourage diversity and inclusion in board membership, staff and volunteers, and business and community partnerships in order to accurately reflect the Shelburne County community.
- To create an environment that welcomes the diverse thoughts, ideas, perspectives and backgrounds of all Nova Scotians.
- 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.
- To 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.

| 2024-25 | | | |
|--|------------------------------------|---|------------------|
| Action | Action By | Anticipated Results | Achieved Results |
| Review SHS governance structure to ensure efficient and effective operation of SMBTS - ongoing | Board of Directors, Manager | Ensure continued efficiency and effectiveness of SHS governance | |
| Maintain 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 and relevance of HR policies | |

| 2025-26 | | | |
|--|------------------------------------|---|------------------|
| Action | Action By | Anticipated Results | Achieved Results |
| Review SHS governance structure to ensure efficient and effective operation of SMBTS - ongoing | Board of Directors, Manager | Ensure continued efficiency and effectiveness of SHS governance | |
| Maintain succession plan for Directors and key SMBTS staff - ongoing | Board of Directors, Manager | Ensure seamless transitions for departures | |
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| 2026-27 | | | |
|--|------------------------------------|---|------------------|
| Action | Action By | Anticipated Results | Achieved Results |
| Review SHS governance structure to ensure efficient and effective operation of SMBTS - ongoing | Board of Directors, Manager | Ensure continued efficiency and effectiveness of SHS governance | |
| Maintain 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 and relevance of HR policies | |

STRATEGIC PRIORITY – Effective Governance

2. To recognize that equity, diversity and inclusion are essential to the Society’s success. Actively seek and encourage diversity and inclusion in board membership, staff and volunteers, and business and community partnerships in order to accurately reflect the Shelburne County community. To create an environment that welcomes the diverse thoughts, ideas, perspectives and backgrounds of all Nova Scotians.

| 2024-25 | | | |
|---|---------------------------------------|---------------------------------------|------------------|
| Action | Action By | Anticipated Results | Achieved Results |
| Prepare and approve SHS EDI Plan using template provided by NSM | SHS EDI Committee, Board of Directors | SHS EDI Plan | |
| Monitor SHS EDI practices - ongoing | SHS EDI Committee, Board of Directors | Monitor and improve SHS EDI practices | |

| 2025-26 | | | |
|---|---------------------------------------|--|------------------|
| Action | Action By | Anticipated Results | Achieved Results |
| Conduct annual review of SHS EDI Plan - ongoing | SHS EDI Committee, Board of Directors | Ensure accuracy and relevance of SHS EDI practices | |
| Monitor SHS EDI practices – ongoing | SHS EDI Committee, Board of Directors | Monitor and improve SHS EDI practices | |

| 2026-27 | | | |
|---|---------------------------------------|--|------------------|
| Action | Action By | Anticipated Results | Achieved Results |
| Conduct annual review of SHS EDI Plan - ongoing | SHS EDI Committee, Board of Directors | Ensure accuracy and relevance of SHS EDI practices | |
| Monitor SHS EDI practices – ongoing | SHS EDI Committee, Board of Directors | Monitor and improve SHS EDI practices | |

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

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

| 2024-25 | | | |
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| Action | Action By | Anticipated Results | Achieved Results |
| In collaboration with Shelburne County Archives & Genealogical Society (SCAGS), research and publish diaries of Ed Peterson | Curator, Staff | Increased knowledge of Shelburne County history 1930s – 1990s | |
| Installation of temp exhibit on ship models | Curator | Highlight the County’s shipbuilding history | |
| Digitization of archival photos in SCM collections - ongoing | Curator | Preservation of archival photos and safe access by staff and researchers | |
| Cleaning and repair of artefacts in Coyle House identified as requiring care during upgrade to collections storage in 2021-22 – ongoing | Curator | Improve or maintain condition of artefacts | |

| 2025-26 | | | |
|---|------------------|---|------------------|
| Action | Action By | Anticipated Results | Achieved Results |
| In collaboration with Shelburne County Archives & Genealogical Society (SCAGS), research and publish diaries of Ed Peterson | Curator, Staff | Increased knowledge of Shelburne County history 1930s – 1990s | |
| Develop long-term exhibit plan for permanent and temporary exhibits and improve interactivity of displays - ongoing | Curator, Manager | Enhanced and stimulating exhibits and interpretation at SCM | |
| Continue development of exhibits on recent local history, wartime Shelburne, dory and ship building and ancillary industries - ongoing | Curator, Manager | Increased engagement, attendance and participation | |
| Digitization of archival photos in SCM collections - ongoing | Curator | Preservation of archival photos and safe access by staff and researchers | |
| Cleaning and repair of artefacts in Coyle House identified as requiring care during upgrade to collections storage in 2021-22 - ongoing | Curator | Improve or maintain condition of artefacts | |
| Use Cox storefront windows as exhibit space - ongoing | Curator, Manager | Increased opportunity to showcase museum artefacts and Shelburne County history | |

2026-27

| Action | Action By | Anticipated Results | Achieved Results |
|---|------------------|---|------------------|
| Develop long-term exhibit plan for permanent and temporary exhibits and improve interactivity of displays - ongoing | Curator, Manager | Enhanced and stimulating exhibits and interpretation at SCM | |
| Continue development of exhibits on recent local history, wartime Shelburne, dory and ship building and ancillary industries - ongoing | Curator, Manager | Increased engagement, attendance and participation | |
| Digitization of archival photos in SCM collections - ongoing | Curator | Preservation of archival photos and safe access by staff and researchers | |
| Cleaning and repair of artefacts in Coyle House identified as requiring care during upgrade to collections storage in 2021-22 - ongoing | Curator | Improve or maintain condition of artefacts | |
| Use Cox storefront windows as exhibit space - ongoing | Curator, Manager | Increased opportunity to showcase museum artefacts and Shelburne County history | |

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

4. 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.

| 2024-25 | | | |
|--|---|------------------------------------|------------------|
| 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 | |

| 2025-26 | | | |
|--|---|------------------------------------|------------------|
| 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 | |

| 2026-27 | | | |
|--|---|------------------------------------|------------------|
| 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

5. To 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.

| 2024-25 | | | |
|---|-------------------------|--|------------------|
| Action | Action By | Anticipated Results | Achieved Results |
| Create database records, digitize documents, research intellectual control, ensure museum-grade storage and provide year-round access - ongoing | Curator, Manager, Staff | Improved access and retrieval of historical documents and printed material | |

| 2025-26 | | | |
|---|-------------------------|--|------------------|
| Action | Action By | Anticipated Results | Achieved Results |
| Create database records, digitize documents, research intellectual control, ensure museum-grade storage and provide year-round access - ongoing | Curator, Manager, Staff | Improved access and retrieval of historical documents and printed material | |

| 2026-27 | | | |
|---|-------------------------|--|------------------|
| Action | Action By | Anticipated Results | Achieved Results |
| Create database records, digitize documents, research intellectual control, ensure museum-grade storage and provide year-round access - ongoing | Curator, Manager, Staff | Improved access and retrieval of historical documents and printed material | |

STRATEGIC PRIORITY - Infrastructure and Asset Management

6. 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.

| 2024-25 | | | |
|---|--------------------------|---|------------------|
| Action | Action By | Anticipated Results | Achieved Results |
| Secure funding and organize repairs to Coyle House windows, building, foundation and front step | Manager | Ensure and maintain structural integrity of historic building | |
| Establish ad hoc committee reporting to the Board to determine future of Cox Warehouse | Board of Directors | Determine the way ahead for this iconic building | |
| Review condition of SHS holdings – ongoing | Manager, Maintenance Mgr | Ensure structural integrity of SHS holdings | |
| Review Facility Management Plan - ongoing | Manager, Maintenance Mgr | Ensure accuracy of plan | |
| Revise Emergency Preparedness and Disaster Response Plan - ongoing | Manager, Maintenance Mgr | Ensure accuracy of plan | |

| 2025-26 | | | |
|--|--------------------------|---|------------------|
| Action | Action By | Anticipated Results | Achieved Results |
| Review condition of SHS holdings – ongoing | Manager, Maintenance Mgr | Ensure structural integrity of SHS holdings | |
| Review Facility Management Plan – ongoing | Manager, Maintenance Mgr | Ensure accuracy of plan | |
| Review Emergency Preparedness and Disaster Response Plan – ongoing | Manager, Maintenance Mgr | Ensure accuracy of plan | |

| 2026-27 | | | |
|---|--------------------------|---|------------------|
| Action | Action By | Anticipated Results | Achieved Results |
| Review condition of SHS holdings – ongoing | Manager, Maintenance Mgr | Ensure structural integrity of SHS holdings | |
| Review of Facility Management Plan – ongoing | Manager, Maintenance Mgr | Ensure accuracy of plan | |
| Review of Emergency Preparedness and Disaster Response Plan – ongoing | Manager, Maintenance Mgr | Ensure accuracy of plan | |

STRATEGIC PRIORITY - Human Resources

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

| 2024-25 | | | |
|---|----------------|---|------------------|
| Action | Action By | Anticipated Results | Achieved Results |
| Review job descriptions for all staff – seasonal, part-time and volunteer - ongoing | Manager, Staff | Ensure accuracy and relevance of job descriptions | |
| Prepare workplans, including training - ongoing | Manager, Staff | Strategic planning for staff | |
| Prepare annual performance evaluations - ongoing | Manager, Staff | Measure employer/employee satisfaction | |
| Provide safe and secure working environment – ongoing | Manager, Staff | Ensure safety and security of staff | |

| 2025-26 | | | |
|---|----------------|---|------------------|
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| Provide safe and secure working environment - ongoing | Manager, Staff | Ensure safety and security of staff | |

STRATEGIC PRIORITY - Community Involvement and Partnerships

8. 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.

| 2024-25 | | | |
|--|------------------------------------|---|------------------|
| Action | Action By | Anticipated Results | Achieved Results |
| Increase community visibility and local business connections - ongoing | Manager, Staff, Board of Directors | Increased visibility in the community and improved business connections | |
| Foster community and business partnerships - ongoing | Manager, Staff, Board of Directors | Beneficial relationships | |
| Develop and implement programming activities within community - ongoing | Programming Officer, Manager | Increased engagement, attendance and participation by community | |
| Develop curriculum-based education programming in partnership with local schools | Programming Officer, Manager | Increased engagement, attendance and participation by local school groups | |

| 2025-26 | | | |
|--|------------------------------------|---|------------------|
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| Develop curriculum-based education programming in partnership with local schools – ongoing | Programming Officer, Manager | Increased engagement, attendance and participation by local school groups | |

STRATEGIC PRIORITY – Marketing and Revenue Generation

9. 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.

| 2024-25 | | | |
|---|--|-----------------------------------|------------------|
| 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 | Promotion and visibility of SHS | |
| Organize special events such as lectures and workshops - ongoing | Programming Officer, Manager, Curator | Increased visibility in community | |
| Organize fundraising events and membership drives - ongoing | Manager, Board of Directors | Increased revenue and membership | |

| 2025-26 | | | |
|---|--|-----------------------------------|------------------|
| Action | Action By | Anticipated Results | Achieved Results |
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| Organize special events such as lectures and workshops - ongoing | Programming Officer, Manager, Curator | Increased visibility in community | |
| Organize fundraising events and membership drives - ongoing | Manager, Board of Directors | Increased revenue and membership | |
| Assess feasibility of leasing Cox storefront windows to local businesses | Manager, Board of Directors | Increased revenue | |

| 2026-27 | | | |
|---|--|-----------------------------------|------------------|
| 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 | Promotion and visibility of SHS | |
| Organize special events such as lectures and workshops - ongoing | Programming Officer, Manager, Curator | Increased visibility in community | |
| Organize fundraising events and membership drives - ongoing | Manager, Board of Directors | Increased revenue and membership | |
| Lease Cox storefront windows to local businesses - ongoing | Manager, Board of Directors | Increased revenue | |