

BHS Strategic Plan: 2019 to 2021

Mission Statement

The Brant Historical Society seeks to broaden understanding of our community and its people by exploring our heritage within the Brant area through innovative partnerships and learning opportunities thereby building a more inclusive and tolerant society.

Internal Vision

The Brant Historical Society will strive to be the pre-eminent learning organization for the heritage of our community.

External Vision

The Brant Historical Society is a catalyst, partnering with our diverse community to facilitate a safe, respectful meeting ground for ongoing dialogue so that Brant is a healthy place to live.

Value Statements

As a charitable organization serving our community, the Brant Historical Society believes that, within the scope of our Mission we must;

- **be involved** with our community and that doing so means we will be inclusive and respectful of diverse values and beliefs,
- **seek partnerships** and share knowledge and expertise.
- **be accessible and accountable** by ensuring our programs and services achieve stated outcomes,
- **respond** to the needs of our community by working in collaboration with others to address those needs,
- **strive to achieve the highest standards** in museum operations and ethical practices,
- **be innovative, creative, and willing** to take risks necessary for our organization to thrive,
- **support continual learning** for volunteers and staff which is critical to our development as individuals and as an organization,
- **be responsible and accountable** for achieving our Mission through teamwork and collaboration; and,
- **commit** to continuing sustainability.

Development of the Strategic Plan

Relaunching the museum after the mass deaccession project in 2017, discussions were had between the Executive Director, pro tempore and the Program & Community Coordinator to formulate new direction. These discussions in early 2018 established the basis for new priorities aimed to move the museum forward including a focus on digitization and the archives. Through 2018, staff researched digitization project management, implemented pilot collections for digitization, refined and improved workflow that were valuable in determining gaps in the digitization approach or model.

As a funding requirement from the City of Brantford's Community Cultural Investment Program, we are required to have a strategic plan for the Brant Historical Society. We have aligned our three-year strategic plan to coincide with this funding review, which also occurs in 2019. This allows the organization to demonstrate that its plan aligns with federal, provincial, and municipal stakeholders.

A draft of the Strategic Plan was written in December 2018 and submitted with the proposal for the funding agreement. The plan was presented to the Executive Director, pro tempore at a meeting in January of 2019, with suggestions noted.

In May 2019, this was discussed at the Board Meeting where "It was suggested that an evening or half day be set aside for a Special Meeting to go over the Strategic Master Plan with ALL Board members and ALL Staff members, so we can interact more with Staff, talk about shared vision, and get Staff input".

A meeting was held on Saturday, June 22, 2019 at the Brantford Public Library to convey points of the plan to the membership. A summary of these notes is included in Appendix B as a separate PDF. Members overall felt that the plan included needed priorities and had several positive contributions which helped to improve the plan. There was also a request to have a future meeting to update the membership on progress with the strategic plan.

The Board discussed the plan at its June 25, 2019 Meeting with a request for an additional 24 hours to review. The Board did pass the Strategic Plan on June 26, 2019.

Strategic Plan Points

Strategy #1: Museum Infrastructure

The Brant Historical Society will invest in the Charlotte Street location. The plan to relocate the museum to a new location has been talked about for over 20 years with little results. As a result of consultations, we recognize the creation of a Capital Grant Program by the City of Brantford and the Museum Assistance Program through the federal government are the best programs to invest in the infrastructure the museum needs in the future.

Goals	Objectives
<p>The BHS will identify needed infrastructure and produce a long term capital plan for the museum.</p>	<p>The Board of Directors will hold consultations about what our future capital needs are for the Charlotte Street location.</p> <p>The Board of Directors will put a 3-year Capital Plan together by the end of 2020.</p> <p>The Board of Directors will communicate the 3-year Capital Plan to the membership.</p>
<p>The BHS will apply for funding to ensure capital projects can occur.</p>	<p>The Brant Historical Society will apply for funding through the Cultural & Built Heritage Grant Program offered by the City of Brantford.</p> <p>The Brant Historical Society will apply for funding through the Canada Cultural Spaces Fund.</p> <p>The Brant Historical Society will establish a funding raising goal for each year tied with the required costs of the 3-year Capital Plan.</p>
<p>The BHS will have an expansion plan in place by the end 2021.</p>	<p>The Brant Historical Society will hold meetings with the Board of Directors, members, and the community to identify a preferred expansion option of Charlotte Street by 2021.</p> <p>The Expansion Plan should be used to inform the 2022-2024 Strategic Plan for the Brant Historical Society.</p>

Strategy #2: Accessible Digital Collections

Goals	Objectives
<p>The Brant Historical Society will invest resources in digitizing the</p>	<p>The Board of Directors will ensure staff, internship, and volunteers are involved with the digitization of archival</p>

archival collections.	collections over the next 3 years.
The Brant Historical Society will share its archival collections online	<p>Coordinate the accessibility of its digitized collections online through internal or 3rd party resources.</p> <p>The BHs will have at least 30,000 online records by the end of 2020.</p>
Develop a digitization work plan for the archival collections from 2020-2030.	Staff will develop a work plan for the digitization of the Archives by 2030.

Strategy #3: Advocate for Sustainability

The Brant Historical Society has experience a significant shift in its funding sources and requires building relationships with stakeholders to put the Brant Historical Society in a sustainable long-term plan.

Goal	Objectives
The Board will take an active role in advocating with Public Stakeholders.	<p>The Board will meet with a representative of Council each year to advocate for the Update to the Museum Sustainability Plan as outlined in the 2014 Municipal Cultural Plan (Strategic Action 3D).</p> <p>The Board will work with the Ontario Museum Association in its advocacy work to secure more sustainable funding from the Province of Ontario and meet with the MPP to discuss.</p> <p>The Board will meet with the MP to discuss the Moving Forward Report and its recommendations for more sustainable federal funding.</p>
The Board will seek out corporate membership opportunities.	<p>The Brant Historical Society does not currently have any corporate members. Through a campaign, the Board will aim to obtain 5 corporate memberships by 2020.</p> <p>The Board will seek a partnership to advertise the corporate membership campaign.</p> <p>Each Director will ask for at least one donation to the organization for a local business.</p>
The Board will initiate a donation campaign by 2021.	<p>The Board of Directors will establish an annual donation campaign with a specified goal.</p> <p>Each member of the Board of Directors will approach at least one member of the organization for a donation to Brant Historical Society.</p>

DRAFT