



The Corporation of the City of Greater Sudbury

Elm St. at Durham.



Photo: Greater Sudbury Historical Database

Heritage Museums Strategic Plan

2012-2015





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Executive Summary

The strategic plan 2011 – 2015 provides vision and direction for the future development of heritage museum services in the City of Greater Sudbury. With the passage of time and the ongoing evolution of the community, Greater Sudbury Heritage Museums will continue its mandate to represent in part the existing cultural assets and resources of our community and as such, form the building blocks in preserving our community's heritage.

The history of the City of Greater Sudbury encompasses some of the most significant themes in the history of the province and the country. Once the sole preserves of the Ojibway First Nations, the area has seen the ebb and flow of the Hudson Bay Company from the mid-nineteenth century to the beginning of the twentieth century. Since the middle of the nineteenth century, the area has revealed its riches to prospectors and settlers. The land has heard the ring of the lumberman's axe and the clang of the Canadian Pacific Railway as it made its way across the landscape. The community's French Canadian heritage lies in the people attracted to the area to work in the woods and till the soil to feed the gangs working on the railway.

As the area opened up in the early twentieth century, European immigrants arrived seeking new lands and earned new lives by toiling in the mines, tunneling their way into the rich deposits beneath their feet. From these diverse groups comes the rich mosaic of Greater Sudbury's multi-cultural community. The settlements that grew out of the founding industries are at the core of the city. Some shone briefly and faded into history and memory, some endure to this day. The legacy of these early settlers is still part of the fabric of the people. Their names and origins are much reflected in the names of the towns and streets, our public buildings and gathering places. It is the preservation of their artifacts and the retelling of the stories of these people that is the mandate of the City of Greater Sudbury Heritage Museums.

During the next four years, the Greater Sudbury Heritage Museums will focus its efforts on a unified approach celebrating the cultural identity of its people by the telling the stories of our past through exhibits, programs and education.

Goals:

- Engage the community in the heritage museum experience through volunteerism, program delivery and valued partnerships.
- Responsible stewardship of physical assets and artifacts.
- Tell the stories of Greater Sudbury to celebrate our rich and diverse history and create a deeper understanding of who we are as a people.
- Promote the uniqueness of museum services making them destinations for tourists and residents.





Introduction

The Community Development Department has engaged stakeholders in a planning process to generate strategic plans for the next four years (2011-2015). Each strategic plan is presented to City Council for consideration. The documents will serve as planning tools for decision-making and allocating resources.

Creating a strategic plan is a multi-step process that involves discussion, analysis and decision. There are several components that have been incorporated into this document to facilitate an understanding of the internal and external environmental factors that influence services.

The following strategic planning process was used:

- Create Vision and Mission statements;
- Review Divisional Revenue and Expenditures;
- Identify Strategic Assets: Key Stakeholders, Past Successes, Key Success Factors;
- Analyze Strengths, Weaknesses, Opportunities and Threats (SWOT);
- Analyze Political, Economic, Social and Technological (PEST) factors;
- Create a Strategic Position and Action Evaluation (SPACE) Matrix;
- Survey Stakeholders and Service Users; and
- Develop Goals and Performance Measures.

The Greater Sudbury Heritage Museums' strategic plan is a guide to creating synergies between the organization and its citizens. It is a document to guide staff in a common purpose and direction toward the development of museum services in the community.

The plan has been developed with clear goals in mind. It ensures that the community, Council and the museums have a clear understanding of its purpose as well as what it is trying to achieve. The plan will form the direction for work plans that are responsive to community need and interest and affirms to Council that funds are being spent in a deliberate and responsible manner.



Community Development Department

The City of Greater Sudbury organizational structure was designed to create a corporate environment that is aligned with its vision for the community. The Community Development Department delivers programs and services to the residents of Greater Sudbury through six operational divisions: Citizen Services, Leisure Services, Social Services, Seniors Services, Housing Services and the North East Specialized Geriatric Services. Together, these Divisions account for over 1500 employees and an annual budget of more than \$170 million.

Vision

"Creating a Healthy Community Together"

Mission

Working with the community to achieve service delivery excellence that consistently exceeds citizen expectations and enhances our Northern lifestyle.

Values

- services that enhance the capacity of our community to meet its health, social and leisure needs;
- strong, collaborative relationships with community partners; and
- volunteerism and community.



Heritage Museums

as Part of a Healthy Community

In 2005, the City's Healthy Community Strategy was created as a roadmap for the implementation of the Healthy Community Initiative to make Greater Sudbury a truly healthy community. The key elements of the strategy is defined by four pillars that form its foundation including, human health and well-being, environmental sustainability, social capital and economic vitality.

"A Healthy Community model embraces a broad vision of health, one that recognizes balanced economic, environmental and social development that enhances human health."
(Greater Sudbury Healthy Community Strategy)

In keeping with the principles of a healthy community, the Greater Sudbury Heritage Museums acts as a community ambassador bridging the past, present and future. Through its efforts, the Heritage Museums tells of stories of its predecessors that continue to shape Greater Sudbury's collective cultural identity and create a sense of pride in our past and who we are as a people.

Governance

The Greater Sudbury Heritage Museums recognize the need for good governance and the demonstration of public accountability in the operation of community based museums. As such, the Greater Sudbury Heritage Museums operates under the guidance of a Council constituted advisory panel to assist with the promotion and development of the Greater Sudbury Heritage Museums which include Anderson Farm Museum, Flour Mill Museum, Copper Cliff Museum and the Rayside-Balfour Museum with input and involvement of Northern Ontario Railroad Museum and Heritage Centre.

In its capacity, the Greater Sudbury Heritage Museums Advisory Panel represents the interests of the City's museums and their activities, contributes to the formulation the museums' statement of purpose and provides valuable advice on policy development and program development.



Heritage Museum

Services

Heritage museum services reflect the collective history of the City of Greater Sudbury. The intent of the Greater Sudbury Heritage Museums extends beyond its physical structures by depicting the many stories of all original communities and rural township areas now included within the current geographical and political boundaries of the City of Greater Sudbury. That being said, its primary resources are held within the following four museum sites.

Anderson Farm Museum reflects the history and heritage of the Town of Walden with emphasis on the depiction of family life on a working dairy farm in the early 1900's.

Copper Cliff Museum narrates the social history of the inhabitants of the Town of Copper Cliff, a late 19th century Northern Ontario mining community.

Flour Mill Museum depicts the lifestyle of the early inhabitants of the Flour Mill neighbourhood at the turn of the twentieth century, with emphasis on an industrial setting.

Musée Rayside-Balfour Museum portrays the identity and economic well being of rural settlers in the Town of Rayside-Balfour.

Mission

It is the mission of the Greater Sudbury Heritage Museums to collect, preserve and present the diverse culture of the Sudbury Basin.

Values

The Greater Sudbury Heritage Museums value its key assets including its buildings, its collections, its people, and its interaction with the community.

The Greater Sudbury Heritage Museums value life-long learning using research, collections and programs.

The Greater Sudbury Heritage Museums value respect for all people, visitors, employees, volunteers and partners.

Mandate

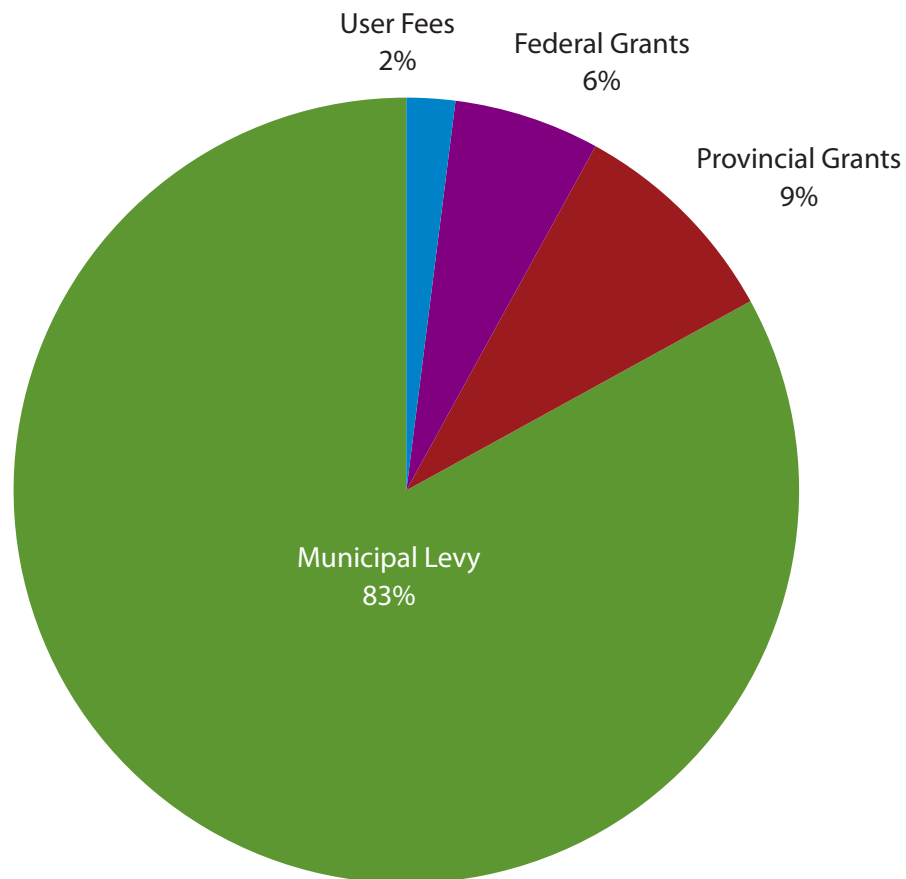
The mandate of the Greater Sudbury Heritage Museums is to:

- collect items from the later nineteenth century to the present that reflect our community and its history;
- demonstrate commitment to researching and collecting the history of the original communities and rural township areas, which now lay within the current geographical and political boundaries of the City of Greater Sudbury;
- protect and preserve the assets entrusted to its care for future generations;
- exhibit and interpret its collections;
- provide the opportunity for the community to interact with the museums, collections and information;
- ensure the effective operation of the museum sites;
- exhibit and interpret its collections to educate the community on the origins and subsequent development of the City of Greater Sudbury .





Revenue Sources





Strategic Assets:

Key Stakeholders and Key Success Factors

Key Stakeholders:

- Education system – elementary to post-secondary
- Citizens
- Mayor and City Council
- Volunteers
- Tourism sector
- Museum Advisory Panel
- Private business and industry
- Cultural associations
- Government – federal & provincial
- Heritage Community

Key Success Factors

- Relationships with community, business and industry
- Demographics
- Support of Council
- Volunteer involvement
- Experienced curator
- Accessibility – City transit routes
- Relationships with area museums
- Relationship with public library

Past Successes

- Curatorial support for all museum sites
- Virtual museum
- Public education programs (Museum in a suitcase, Garson Days, Celebrating Sports)
- Relationship with community groups and education system
- New home for Rayside-Balfour Museum
- Partnership with the library system
- 125th Anniversary celebrations
- Capital improvements to sites
- Riches Beyond Our Rocks DVD





Environmental Scan

The four museums operate on a seasonal basis with the exception of the Rayside Balfour Museum which shares space with the Azilda Library and as such is open to the public throughout the year. The museum audience comes from three primary sectors, the education sector, the cultural sector and the tourism sector. Volunteer involvement is closely tied to activity levels at each site. Anderson Farm Museum offers a variety of programs attracting some 12,000 visitors each season from all sectors. Culture events are very successful and are largely supported by committed volunteers. The Flour Mill Museum attracts on average 450 visitors, primarily from the local community and is also supported by a dedicated group of volunteers. Similarly, the Rayside Balfour Museum is generally frequented by the local community and is showing signs of increased volunteer involvement. Lastly, the Copper Cliff Museum has great tourist appeal to those visiting the former town attracting some 550 tourists in the months of July and August.





SWOT Analysis

Strengths, Weaknesses, Opportunities and Threats

Strategic planning employs various methods of analysis in order to determine the current situation and future outlook of the Section. The purpose of this exercise is to reflect on internal and external environmental factors that influence the development of goals and objectives.

Strengths (internal)

- Staff
- Reputation in the community
- Active community involvement
- Committed volunteers
- Partnerships
- Uniqueness of infrastructure and service
- Support of Council
- Relationships with Libraries and Archives

Weaknesses (internal)

- Staffing – unable to keep up to growing demands
- Heritage services extend beyond the museum sites
- Old infrastructure
- Little funding to acquire artifacts
- Lack of a downtown presence
- Limited technology
- Inadequate marketing support

Opportunities (external)

- Cultural tourism- educational opportunities
- Education system
- Research via internet to out-migrated families
- Preservation and protection of artifacts
- Public access to collections
- A city museum

Threats (external)

- Soft service
- Sustainability
- Vulnerable wooden structures



PEST Analysis

Political, Economic, Social, Technological

This environmental scan provides the framework necessary for strategic planning. Factors developed through this specific process identify context and provide an understanding of the Division before goals are established.

Political

- Changes in political priorities and interests
- Expectations of interested groups/parties

Economic

- Change in funding formula from the Province
- Continued financial support from Council
- Economic balance reflects funding received
- Corporate social responsibility

Social

- Lack of corporate memory of major organizations
- Corporate social responsibility

Technological

- Excellent record keepers
- All artifacts digitally scanned
- Museum website
- Separate from City's website
- Technology at risk due to limited building security



Strategic Positioning

The Space Matrix analysis assists organizations identify strategies that will be effective at improving organizational performance based on internal and external dimensions.

Greater Sudbury Heritage Museums should pursue a defensive strategy because they operate in a non-essential industry with few financial resources. They do not have financial strength and there is a lack of a competitive service/ product. Since Greater Sudbury Heritage Museums have a narrow market base, they need to ensure strategies focus on guarding the market share they have.

Note: Museums should pursue financial support in order for a conservative strategic focus to be reached.





Goal 1:

Engage the community in the heritage museum experience through volunteerism, program delivery and valued partnerships.

Planned Action

- Establish / Expand volunteer involvement at museum sites
- Engage volunteers in the delivery of programs and activities
- Partner with other community cultural and heritage based institutions including the aboriginal sector
- Expand education programs in the city
- Partner with local business and industry to promote heritage in the community

Performance Indicators

- Increased volunteer involvement
- Increased programming
- Increased attendance
- Increased student participation in museum related activities
- Established partnerships with businesses and industry



Goal 2:

Responsible stewardship of physical assets and artifacts

Planned Action

- Establish a facilities maintenance program for physical structures and grounds
- Identify priorities and earmark capital funds to maintain structures
- Secure climate controlled storage space for artifacts
- Establish a restoration program for artifacts
- Revisit and revise inventory list of artifacts
- Catalogue newly acquired and existing artifacts

Performance Indicators

- Maintenance program creation
- Building maintenance
- Capital budget allocations toward museum improvements
- Artifact storage in climate controlled space
- Restoration program creation
- Revised inventory list & reduced backlog of catalogued items



Goal 3:

Tell the stories of Greater Sudbury to celebrate our rich and diverse history and create a deeper understanding of who we are as a people

Planned Action

- Explore the viability of a downtown museum presence
- Develop a series of cemetery walks telling the stories of our past
- Revitalize the virtual museum to be more reflective of our community
- Utilize social media to encourage community participation in the telling of stories
- Host public events to tell the stories of the community
- Use stories to bring artifacts to life
- Explore funding options for the creation of an oral history program

Performance Indicators

- Downtown museum feasibility study
- Cemetery walk programs
- Updated virtual museum
- Use of social media on museum website
- Public story telling programs
- Oral history program funding and program development and delivery
- Increased usage of museum website



Goal 4:

Promote the uniqueness of museum services making them destinations for tourists and residents

Planned Action

- Implement a marketing plan for museums
- Explore connections with other organizations (i.e. Dynamic Earth) to attract visitors
- Intersect with the arts and culture communities to integrate museum activities in the community
- Create virtual tours to promote museum sites
- Establish a museum network to create a collective identity in the community

Performance Indicators

- Marketing plan
- Partnered events with organizations to promote museum usage
- Increased attendance to sites
- Increased museum involvement with arts and culture communities
- Increased cooperation with area museums
- Increased advertising of museum services
- Virtual tours
- Increased use of museum website



City of Greater Sudbury
P.O. Box 5000 Stn 'A'
200 Brady Street
3-1-1 | 705-674-4455
www.greatersudbury.ca