



Clarington Museums & Archives

STRATEGIC PLAN 2019 - 2020



Post Office, Bowmanville, Ontario.

King Street and Temperance Street, looking north towards town hall

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Bowmanville Beach

SUMMARY & KEY PRIORITIES

The need for a short-term strategic plan was identified by the Executive Director and the Clarington Museums and Archives Board. For the next eighteen months, the Strategic Plan 2019 - 2020 will serve as a guide and as a precursor for a comprehensive Five-Year Strategic Plan.

Developed internally by the Strategic Plan Working Group, this document will determine if the organization's financial, operational and public responsibilities align with the true costs of interpreting, educating and preserving the community's history and heritage.

It is evident that the Municipality is growing rapidly and it is vital that the Clarington Museums and Archives keep pace in order to be more relevant and transform their spaces and make their collections more accessible. Clarington's Council is under pressure to “demonstrate good governance and value for the tax dollar” as stated in the Clarington Strategic Plan, therefore, supporting its local government, the Board is committed to being fiscally responsible as well as being part of a sustainable, creative, caring community.

*The Strategic Plan Working Group
June 2019*

5 GOALS IDENTIFIED AS KEY PRIORITIES

- 1. Financial Viability & Sustainability**
- 2. Municipal & Community Engagement**
- 3. Collections Management**
- 4. Facilities & Gardens**
- 5. Governance**

Queen Victoria's Diamond Jubilee celebration, May 24th, 1897

Market Square, Church and Temperance Street area, looking north



MUSEUM OBJECTIVE

The Clarington Museums and Archives is operated by a municipal service board - the Clarington Museums and Archives Board.

Newly elected in January 2019 for a four-year term, the Board consists of seven voting members: five public representatives and two appointed members of Council. The Board is publicly accountable for the organization's resources and activities and has the responsibility to advocate not only

for its individual museum, but to be part of discussions and decision making that impact the cultural and heritage community.

Furthermore, by providing that important link between the Museum and its community, the Board strives to ensure that people's needs are met and continually seeks to secure public support for the Museum's vision, mission, mandate and long-term directions.

VISION

To be a vibrant community heritage resource where people come to discover, explore and create.

MISSION

To illuminate Clarington and its heritage through lasting and meaningful experiences with artifacts, exhibitions and programmes that inspire future generations and enliven our community.

CORE VALUES

- To aim for integrity and accuracy in everything we do
- To follow good governance practices
- Commitment to reflection and continuous improvement
- To be economically, culturally, and physically accessible
- To be creative and innovative
- To be sustainable: both financially and environmentally
- To educate the public

MANDATE

We work to collect, preserve and present locally significant archives and artifacts that are the history and heritage of local villages and communities that comprises the Municipality of Clarington.



Kirby School, S.S. No. 14, Clarke, 1893

BACKGROUND

The Clarington Museums and Archives preserves and shares the heritage of the towns and villages that make up the Municipality of Clarington, so that each of the 95,000 community members have access to their proud roots.

1961

The organization began as two separate museums within the municipalities of Darlington and Clarke. In 1961, Sarah Jane Williams, a generous benefactor, purchased the property and building at 37 Silver Street in Bowmanville which became the Bowmanville Museum. She donated it to the Municipality to be opened and operated as a community museum. The historic home, originally built in 1847 was furnished to reflect the lifestyle of a wealthy urban family in the Edwardian-era.

1974 & 1979

In 1974, the Clarke Museum and Archives was opened in the Town of Orono. This museum was re-located to a one-room schoolhouse on Old Kirby School Road, north of Orono in 1979. The early history of pioneer settlers and their agricultural past is reflected in this museum. Over the years, the facility has grown to include a blacksmith shop, outdoor agricultural implement displays and a new building to store large-scale agricultural equipment and tools.

2001 & 2004

In 2001, as the result of a Cultural Review within the Municipality, the Bowmanville Museum and the Clarke Museum and Archives were amalgamated under the umbrella organization of Clarington Museums and Archives. In 2004, a former public library building, at 62 Temperance Street, was re-named the Sarah Jane Williams Heritage Centre, and was added to the organization. This new facility centralized the archival collection and provided research facilities for patrons to access the collection. It includes a large fully accessible floor space (279 m² / 3,000 ft²) to enable the display of temporary exhibits or traveling exhibitions on loan from other institutions.

*ClaringTOWN,
permanent
children's exhibit
at the Sarah
Jane William
Heritage Centre,
2019*



ORGANIZATIONAL CHANGES

Since the development of the 2013 Strategic Plan, the Clarington Museums and Archives has seen monumental change, especially in the human resources department and board structure. Major shifts in staffing meant changes in duties and responsibilities which were not reflected in the 2013 plan. Some initiatives were updated in 2018 but with a new Board in place and stability within the Museum, the organization realized that a full review was needed in 2019.



HIGHLIGHTS

2018, and the first half of 2019, saw the organization run popular events and showcased a number of successful exhibitions.

From family drop-in programs like "Imagination Station" and heritage themed "Spirit Walks" to diverse adult workshops like the "Mixing Bowl" heritage cooking series and educational offering with "ClaringTOWN", "Be a Curator" and improvements to the Clarke Schoolhouse programs, Clarington Museums and Archives was hub of activities.

ClaringTOWN

A proud achievement was the creation of a permanent children's history exhibit named "ClaringTOWN". It officially opened to the public in January 2019, and without the financial support from Canada Cultural Spaces, Veteran Affairs Canada, Ontario Power Generations and St. Mary's Cement, this special project would not have been possible.

WILD ONTARIO EXHIBIT

Partnering with Soper Creek Wildlife Rescue, this live animals interactive program and exhibit was an incredibly successful joint venture with approximately 5,000 students participating.

WAVERLEY PLACE

Waverley Place saw increased usages, from weddings and bridal showers rentals to filming interviews with local veterans. Favorites and new events such as the Edwardian Teas, Harvest Table Feast and Valentine's Day Dinners were done in-house. Escape Rooms and "CLUE with YOU" nights were well attended or sold out.

Strategic Directions 2019 - 2020

THE PROCESS

At the March 2019 board meeting, the newly appointed Board approved the formation of a Strategic Plan Working Group comprised of three Board members and the Executive Director. For three months, the Working Group met weekly to create the framework, plan the schedules and set the deadlines, then conferred with the Board and staff to identify the organization's strengths, weaknesses, opportunities and threats. Prioritizing what issues could be realistically achieved, the Working Group gathered feedback from stakeholders through surveys and face to face meetings, finalizing a draft plan with objectives and actions. The strategic plan was presented to the Board for approval in June.

THE PLAN

The Working Group's mantra has been to look at this eighteen-month plan as a way to set themselves up for success to move forward into an ambitious five-year plan. To keep the Board and staff accountable, the Working Group will continue to meet monthly to monitor and evaluate performances while executing the objectives. On-going public consultations, engagement with Council, communications with stakeholders will continue throughout the year. Measures of success, work plans and feedback will be used to cross-check against the strategic actions. Though it will be up to the leadership to drive the process, staff will need to ensure the new strategies are implemented, with everyone believing in and supporting the value of the Clarington Museums and Archives Strategic Plan 2019 - 2020.

“
Setting up for
SUCCESS for the
5 year Strategic Plan
”

Goal 1

Financial Viability, Sustainability Analysis

OBJECTIVE:

Improve financial reporting and develop sustainable revenue streams

STRATEGIC ACTIONS

LEAD /TIMELINES

1.1 Bookkeeping, managing accounts and financial reporting: <ul style="list-style-type: none">– Purchase an accounting software that meets the Museum's needs. Work jointly with staff and bookkeeper to manage accounts and run reports onsite.– Investigate the benefit for replacement of current cash register process to a point of sales system.– Present to council and stakeholders an 'Annual Report' on the Museum's activities and progress and have it made available to the public.	June-Aug 2019 board & staff, accountant \$500-\$1,200 software
1.2 Business plan and revenue model: <ul style="list-style-type: none">– Develop a fundraising and donor program to implement and support areas that have been identified as priorities.– Consider short-term investment income for reserves to increase interest income.– Purchase a donor / member management software to support donor tracking and fundraising initiatives.	Oct-Dec 2019 3 month fundraising campaign board & staff \$700-\$5,000 software \$2,500 print
1.3 Comprehensive review of operational expenses: <ul style="list-style-type: none">– Develop targets and performance measures and service standards to track fundraising initiatives, programs and events, membership and community engagement. Target inefficiencies and revise if not reflective of vision and mission statements.– Conduct internal audit, review all accounts for an in-depth perspective on allocating resources.– Continue to review operating expenses to find efficiencies.	ongoing board & staff
1.4 Museum and Library merger discussions: <ul style="list-style-type: none">– Continue working with Municipal staff and the Library board on the merits and challenges of merging both organizations.	ongoing board & staff

Goal 2

Municipal & Community Engagement Review

OBJECTIVE:

Conduct full-service review of museum activities to support Clarington's Municipal Strategic Plan and meet community's needs

STRATEGIC ACTIONS	LEAD & TIMELINES
<p>2.1 Cultural Round Table Group:</p> <ul style="list-style-type: none"> – Connect with cultural partners to open discussions on the value of creating a Cultural Round Table Group to identify and facilitate communications and collaborations for the purpose of sharing resources. 	<p>ongoing board & staff</p>
<p>2.2 Public awareness campaign:</p> <ul style="list-style-type: none"> – Undertake a community feedback strategy through surveys, one-on-one discussions, workshops and open houses to gather information of community needs and expectations. – Adopt a similar model used by cultural partners “OF: of the community, BY: by the community, FOR: for the community” to deliver museum services. – Investigate the Municipality’s records and library resources to see how the Museum can compliment. 	<p>ongoing working group & staff</p>
<p>2.3 Branding and communications:</p> <ul style="list-style-type: none"> – Work jointly with Municipal staff to address and improve directional and building signage issues and develop curb-appeal solutions for all three sites. – Revisit marketing plan and recognition branding, reassess merits of logo redesign to best reflect the Museum's identity and update existing marketing materials. – Assess the value of creating publications and text panels in languages other than English in response to community's expectations. – Leverage joint marketing and social media promotions with cultural partners and consider building a YouTube media channel (possible ad revenue) as a means to share heritage stories and behind-the-scenes in collections and archives. – Develop matching online content to ensure profile consistencies. 	<p>ongoing board & staff 2020 budget</p>

Goal 3

Collections Management Improvements

OBJECTIVE:

Identify areas of improvement to carry out our vision where people come to discover, explore and create using the collection

STRATEGIC ACTIONS

LEAD & TIMELINES

3.1 New collections standards and new technologies:

- Seek additional resources to address backlog in cataloguing and digitalization projects at all three sites through fundraising initiatives and an evaluation of staffing structure and volunteering opportunities.
- Explore options for off-site exhibits and sharing of collections with broader community through multi-media initiatives.
- Conduct reviews of past and present record keeping practices to improve upon using up-to-date technology.

ongoing
staff
2020 budget

3.2 Collection capacity and storage:

- Following the plan created with the assistance of the Canadian Conservation Institute's facility audit, continue to address and improve storage areas.
- Utilizing project funding from the Museum Assistance Program grant, convert a portion of the storage space into a dedicated archival storage area with rolling compact shelving and additional storage containers and cabinets. Additionally, implement the maintenance and management of collections and archives through re-organization of storage and working areas, accessioning and deaccessioning projects and enhancing data entry practices.

ongoing
staff
\$5,000
March 31, 2020
deadline

3.3 Mitigate risk management:

- Work jointly with Municipal staff to create a comprehensive 'Museum Security and Disaster Preparedness Plan' for the collection. Define and implement a security policy based on the risk analysis and shared responsibility for its enforcement.
- Review management of external hard drive record keeping.

ongoing
staff

Goal 4

Facilities & Gardens Review

OBJECTIVE:

Using the Museum's three properties and grounds to carry out the Museum's vision statement and goal of being a vibrant community heritage hub

STRATEGIC ACTIONS

LEAD & TIMELINES

4.1	<ul style="list-style-type: none">– Work jointly with Municipal staff to implement the building maintenance schedule and identify potential improvement areas for all three sites and grounds walkway.	ongoing staff
4.2	Sarah Jane Williams Heritage Centre: <ul style="list-style-type: none">– Develop a facility's plan that explores potential upgrades and renovations to office workspaces, collection and archives space and the main entrance and conduct municipal accessibility audit.	ongoing staff
4.3	Waverley Place: <ul style="list-style-type: none">– Develop a facility plan that explores potential upgrades and renovations to the kitchen, washrooms and electrical panel to continue to meet health and safety and accessibility standards in order to expand potential rentals, event and programming initiatives.	ongoing staff
4.4	Clarke Schoolhouse: <ul style="list-style-type: none">– Develop a facility plan that explores potential upgrades and renovations to the kitchen and washroom to meet health and safety and accessibility standards and conduct municipal accessibility audit.– Explore options for high speed internet connection.	ongoing board & staff, volunteers 2020 budget
4.5	Gardens: <ul style="list-style-type: none">– Re-design the grounds to enlarge the herb garden for use in heritage culinary events and to restore areas to historical accuracy.– Seek partnerships with Durham College Horticultural students and the Horticultural Society for assistance and guidance.– Update signage for outdoor "exhibits": bell, log cabin, machinery, water trough and blacksmith shop.	ongoing board & staff, volunteers 2020 budget

Goal 5

Governance Review

OBJECTIVE:

Strengthen the organization through purpose, continuity, progress and identity

STRATEGIC ACTIONS

LEAD & TIMELINES

5.1 Museum's role defined:

- Update all framework and operational policies, review to ensure relevancy and revise mandate to reflect and respond to the Municipality's expectations and community's needs.
- Create a working group to oversee the Five-Year Strategic Plan process.

ongoing
board & staff

5.2 Board succession planning:

- Discuss with council the need to investigate the Museum's Board recruitment planning process and the opportunity to have more input on recruitment and identify skillsets needed.
- Improve the training program.
- Discuss with council the possibility of staggering terms to be offset from council's term in office for continuity.

ongoing
board & staff

5.3 Human Resources:

- Work jointly with Museum and Municipal staff and union officials to evaluate staff structure to reflect operational and administrative needs.
- Create a succession action plan to ensure staff have opportunities for growth and use regular performance reviews to communicate expectations.
- Explore and compare human resources policies with other organizations to develop recommendations and improvements.

ongoing
board & staff

WORDS TO FOLLOW

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Museums need to remain faithful to traditional core values of the museum and continue to emphasise the care and development of collections that provide physical evidence of the cultural and environment of the museum's chosen territory, whether this be a single historic or archeological site, a city, a region, or a whole country. Equally, however, the contemporary museum needs to have a strong focus on seeking excellence in its services to its many publics, whether these are young school children, advanced students, general visitors for the locality, international or national tourists, or specialist researchers.

”

*Patrick J. Boylan,
ICOM / International Council of Museums
Running a Museum, A Practical Handbook*



*Top:
Jury Family, Waverley Place
Bottom:
Waverley Place gardens*

ACKNOWLEDGEMENTS

With the significant support from our funders, sponsors, donors, members, cultural partners and the community who have invested financially or contributed their time through volunteering, the Clarington Museums and Archives gratefully acknowledges their generosity.

Thank You!

The Municipality of Clarington
Government of Canada
Government of Ontario
Canada Summer Jobs
Young Canada Works
Veteran Affairs Canada
Algoma Orchards Ltd.
Architectural Conservancy of Ontario Clarington
Bowmanville High School
Bowmanville Horticultural Society
Bowmanville Older Adults Association
Boys and Girls Club
Canadian Tire Stores
Capstone Infrastructures
CIBC
Clarington Heritage Committee
Clarington Public Library
Clarington Central Secondary School
Clarington Sport Hall of Fame
Doors Open Clarington
Durham College
Fleming College
Home Depot
Hooper's Jewelers
Jury Lands Foundation
Loblaws
Metro Supermarket
Mostert Greenhouses
Newcastle Village & District Historical Society
Northcutt Elliot Funeral Home
Ontario Genealogical Society
Ontario Power Generation
Prices Market
Rekkers Garden Gallery
Soper Creek Wildlife Rescue
St. Mary's Cement
The Garden Path
Trent University
Van Belle Flowers
Veridian Corporation
Visual Arts Centre
and our many other community partners

Clarington

Canada



**ONTARIO POWER
GENERATION**





Afternoon teas on the verandah at Waverley Place

CLARINGTON MUSEUMS & ARCHIVES

Offices & Museum:

SITE
1

Sarah Jane Williams Heritage Centre
62 Temperance Street, Bowmanville ON

SITE
2

Waverley Place
37 Silver Street, Bowmanville ON

SITE
3

Clarke Schoolhouse
7086 Old Kirby School Road, Orono ON

Telephone: **905-623-2734**

Email: info@claringtonmuseums.com

Website: claringtonmuseums.com



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