

STRATEGIC PLAN

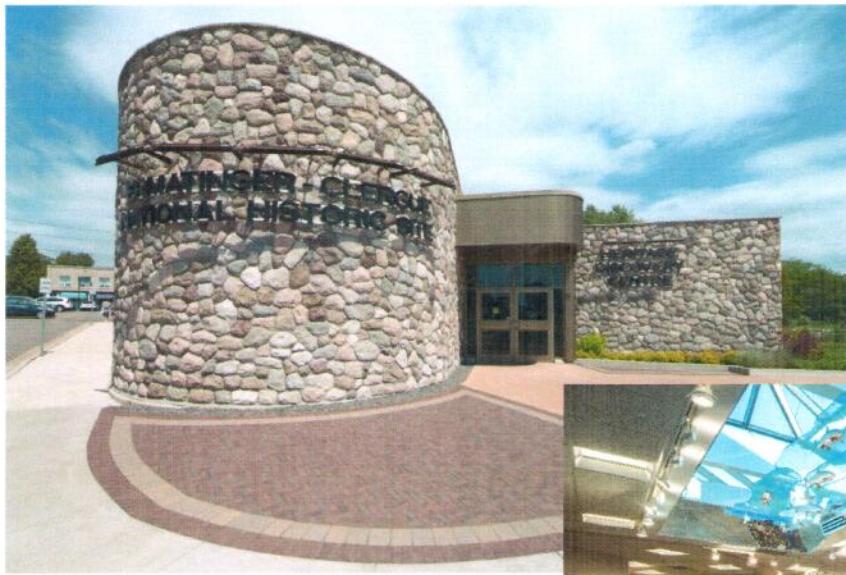
2018 to 2020



HISTORIC SITES BOARD
ERMATINGER CLERGUE
NATIONAL HISTORIC SITE

FOREWORD:

In 2014 the Historic Sites Board and the City of Sault Ste. Marie opened the new Heritage Discovery Centre as part of the Ermatinger•Clergue National Historic Site. This new building was a result of the goals set by the Board in 2006 to 2012 strategic plan and subsequent business plan.



Through the next few years, 2014 to 2016, the Historic Sites Board members felt that we needed time to allow the Site to grow and establish the new Visitor Centre within the whole experience to our visitors. Gift Shop, Theatre, Exhibit Gallery, Reception, and administrative spaces, including Archival storage, were all incorporated into this new building.



At this time, consultations and discussions began with partners, stakeholders, the municipality and its many departments, the Downtown Association, and the many volunteers dedicated to the Ermatinger Site.

In 2016 a new draft strategic plan was initiated, keeping in mind that City was undertaking a new Strategic Plan (2016 to 2020), a new official Plan (Planning Department), and a new visionary strategy with FutureSSM. We also knew that the Ontario Museum Association had embarked upon their strategy development for the Ontario's Museums 2025. In drafting the first phase of the ECNHS strategic plan, the Provincial Government revealed the Culture Strategy in 2016. Thus the Historic Sites Board felt that these influences all needed to be considered within the context of developing the new strategic plan. You cannot look ahead unless you are aware of the sector-led transformation occurring around us.

To quote the OMA's plan: "Ontario's museums are knowledge institutions. Caring for objects that represent our world and our place within it, Ontario's museums connect people to collections, to information, to ideas and to each other. What museums alone can do best, and what museums need to do better in these challenging times, is to use these connections to advance knowledge, spark innovation and to help create meaning — both on a personal level and for the benefit of society..... As a sector, we must also embrace critical and ongoing self-assessment in the determination of our success."

Keeping in mind the Corporate Plan from the City of Sault Ste. Marie, the plan for the Ermatinger Site, needs to follow the same focus areas: Community Development & Partnerships, Service Delivery, Quality of Life, and Infrastructure.

In relationship to “infrastructure”, the Ermatinger•Clergue National Historic Site has an asset management plan in conjunction with the City of Sault Ste. Marie. We must, however, also realize that the buildings themselves are artifacts and require not purely maintenance, but restorative measures. The buildings are what make the Site what it is, and provides the basis for a closer alliance with “living history”. The strategic plan must establish goals to direct the services of the Site to engage the public and stakeholders as well as cultivate new beneficial relationships.

As a “Museum” the staff, volunteers, and Board still will be required to maintain the “Standards” of operating a public museum. These standards also become intertwined into the strategic plan in order for the visioning of our future to be sought and developed into a Site with cultural vitality, sustainability, and relevance. We are evolving!

THE PROCESS:





Ermatinger • Clergue
National Historic Site

HISTORIC SITES BOARD

Review of Strategic Plan 2018

New Directions & Key Strategies

INFLUENCES:

- 2017 The City of Sault Ste. Marie completed a new Visionary Strategy: www.FutureSSM.com
- 2018 The City of Sault Ste. Marie begins the update on the Official Plan: www.ShapetheSault.ca
- 2017 The Sault Ste. Marie Downtown Association (BIA) completed a new Strategic Plan:
<http://saultdowntown.com/dta-org-2/>

Common Key Themes:

- *Transitioning*
- *Collaboration*
- *Engagement*
- *Sustainability & Relevance*
- *Diversity*
- *Inclusion*
- *Passion & Pride of place*
- *Cultural Vitality*
- *Advance Indigenous relationships*
- *Vibrant Downtown*

2016 / 2017 The Ontario Museum Association Launched Ontario Museums 2025 – Strategic Vision & Action Plan: <https://members.museumontario.ca/programs-events/current-initiatives/looking-ahead-initiative>

2017 / 2018 The Ontario Museum Association Launched: Diversity & Inclusion Toolkit
<https://members.museumontario.ca/Inclusion2025>

2016 Provincial Government's: Ontario's Culture Strategy: <https://www.ontario.ca/page/ontarios-culture-strategy>

Pillars of the Action Plan:

- *Vibrant & Vital Museums*
- *Relevant & Meaningful Collections*
- *Strong & Successful Sector*
- *Effective & Collaborative Workforce*

"The power of museums lies in the relationships between our collections, our spaces, and people – and the rich layered experiences that result from these interactions."

The Historic Sites Board (HSB) members, staff and volunteers of the Ermatinger•Clergue National Historic Site (ECNHS) have determined that a review of the strategic plan must follow the key themes and common ground of the umbrella organizations and the City of Sault Ste. Marie, since the ECNHS is the “Museum” for which the Historic Sites Board governs on behalf of City Council.

Short Term Capacity Needs:

To build the capacity for which the new directions and common ground can collaboratively develop, the following **Short Term Capacity Needs** will have to be addressed:

- 1) Providing professional development opportunities for staff and volunteers assisting in fostering relevance and developing a current knowledge base.
- 2) Implementation of the transfer of the Collection onto the new PastPerfect software, in order to address the way in which we are stewards to a “relevant and meaningful” museum collection.
- 3) Addressing the release of staff for research on new funding sources, new presentation methods, and new collaborative engagement opportunities.

Long Term Capacity Needs:

- 1) As the growth in visitation continues at the ECNHS, and the need for extended hours, new services and programs that will keep our community cultural vitality thriving, the Site will require:
 - Increased staffing complements to improve the ability to address the demand for service delivery, collaborative projects, and tourism product.

The 2 full time staff cannot continue at the current levels of service delivery, museum management, and be engaged in the transition of a new direction in our community plan.



Tourism Award of Excellence



Community Development Award

The following Strategic Directions have been developed. The strategic directions based from the 2016 – 2020 plan still applies as the 2018 – 2022 Plan is developed. These will be facilitated through **3 KEY Directions**:

These directional goals also follow the City's Plans, OMA's Vision and the Provincial Cultural Policy.

Direction #1: Community Engagement

- a) Enhance the opportunities to fully engage individuals to explore and experience through co-creation and co-production of programs, exhibits, and tourism product.
- b) Contribute to community building through cultural tourism.
- c) Pursue innovative and collaborative partnerships with stakeholders.
- d) Strengthen our indigenous relationships ensuring diverse voices are represented.
- e) Continue community engagement partnerships that assist with diversity and inclusion.
- f) Strengthen our digital technology and social media presence.
- g) Increase communications and outreach.
- h) Develop relevant and meaningful collections, through innovative models of enhancing public access and interpretation of the Museum's collection, as well as addressing gaps within the current collection.
- i) Continue to be a leader within Northern Ontario by working with our regional and local networks to promote and share resources.

Direction #2: Asset Management / Conservation / Property Management

- a) Develop a solid property management and infrastructure plan for asset management, conservation issues, and restoration / maintenance projects on Physical Plant.
- b) Pursue funding partners at all levels in order to carry out the asset management plan.
- c) Contribute to the development plan for community & downtown revitalization.
- d) Develop the next phase in Site development, land acquisition and /or / revitalization.
- e) Identify and secure funding for conservation work on the collection / artifacts.

Direction #3: Sustainability

- a) Encourage, lead, participate, and foster best practices in developing cultural fabric of the community as well as local and regional networks.
- b) Pursue innovative partnerships and stakeholder engagement.
- c) Continue to develop the Site as a dynamic cultural community hub of choice, and centre for cultural tourism.
- d) Work with the "Friends of" to grow revenue generation opportunities, as well as furthering the volunteer program fostering a sustainable human resource pool.
- e) Continue to advocate for the enhancement and support of the museum sector from all levels of government.

"Museums not only provide access to and facilitate information sharing; they are innovators, and active in the creation of knowledge. Museums assist in helping a community distinguish itself, providing a strong sense of local identity, and creating an engaged vibrant community where people want to live, work and play. As we work together to build public awareness and support, Museums can build greater collaboration within the cultural, education, and health sectors."

~OMA 2025~

SAULT STE. MARIE HISTORIC SITES BOARD

STRATEGIC DIRECTIONS

2018 - 2022

STRATEGIC PLAN

Reviewed - April 2018 & Updated April 2019

AREA	City of SSM Strategic Directions - Current Plan	TARGET COMPLETION DATE	Action / Accomplish dates	Progress Notes
Community Engagement	<ul style="list-style-type: none"> • Service Delivery • Quality of Life • Community Development & Partnership 	Ongoing		<p>Partner list: SSM Public Library, 4Culture members, LIP, SCCC, Downtown, IFC, Metis, Algoma U, Cultural Networks, MHC, ADSB Arts & Culture SHSM</p>
1.1	<p>Work with community partners to increase exposure of ECNHS in the Cultural Vitality of City, and to assist in developing cultural programs that will engage citizens while providing services to meet mandate of the Site.</p> <p>An activity for Heritage week each year.</p> <p>Work in partnership to provide activities on Site for Culture Days Ontario</p>	February	September	<p>Proclamation at Council & usually displays</p> <p>2018 – worked with SSM Public Library and Art Gallery of Algoma, SSM Indian Friendship Centre to provide onsite activities.</p> <p>2019 – working with Local Immigration Partnership to host Culture Days and provide more “newcomer” focus. Partners to provide services for free in order to offer free admission. Fees will be charged for Food Services.</p>
1.2	<p>Festival of Trees – Lung Association event – incorporating “Christmas around the World” and then host at ECNHS</p> <p>CMOG standards / HSB policies to be reviewed that encourage engagement.</p> <ul style="list-style-type: none"> • Social media policy and implementation • Cultural heritage collections • Outreach programs • New exhibits &/or events that engage community, community partners & crowd sourcing • Digital heritage 	November 2019	2019	<p>Local Immigration Partnership to assist in the coordination of “Christmases around the world” and getting various “Cultures” to assist in decorating trees, providing information.</p> <p>Social Media – Facebook & Instagram started 692 Facebook followers 673 Likes on Facebook</p> <p>Ongoing program development</p> <p>Algoma U. partnership in exhibit and archives course, workshops, etc.</p> <p>White Pines C&V.S. – Arts & Culture SHSM</p>

AREA	CITY OF SSM STRATEGIC DIRECTIONS - CURRENT PLAN	TARGET COMPLETION DATE	ACTION / ACCOMPLISH DATES	PROGRESS NOTES
1.3	Provide locally based training programs for ECNHS volunteers / members / students, and persons interested in heritage in the community and surrounding areas.	Ongoing & May for seasonal staff		Hosted OMA courses Attended local Tourism Culinary Tourism Strategy Hosted Webinars Hosted network meetings – NSCAN & 4Culture
1.4	Development (not limited to) <ul style="list-style-type: none"> • Research potential websites to incorporate local heritage / attractions / tourism info. • Update photo library • Digitization projects • Sound bench stories • Exhibit changes • Multimedia additions: ipads, touch screens • Audio Tour options • Guide book in various languages 	Ongoing	ongoing	Continuous Partnerships developed for many projects Blockhouse exhibit changes – touch screen, speeches (electronics need to be changed) Exhibit changes and plan to be revisited for the site, incorporating feature exhibits, as well as small "period" or event changes. Audio Tour equipment sourced & scripting being designed.
Education	Service Delivery <ul style="list-style-type: none"> • Quality of Life • Community Development & Partnership 			
2.1	Develop education plans for new exhibits & review current curriculum tours to ensure Ministry of Ed expectations are being met.	ongoing		2018 curriculum programs reviewed – new programs being developed. Met with ADSB advisors. 2019 implementing new drafted programs
2.2	Liaise with local school boards to promote awareness of local heritage history, partnership programs, and curriculum tours. <ul style="list-style-type: none"> • Work on area of website for programs that teachers can link to for information 			Met with ADSB advisors.
2.3	Continue to develop festivals and events that provide new content that lures audiences, that provide for diversity & inclusion, & add new visitors	ongoing	Test project	OMA diversity & inclusion project / strategy Group of 7 Culinary Tourism Partnering with L.I.P. for new immigrant programming
2.4	Develop workshops for all ages to be offered at ECNHS, with special emphasis on Adult & Youth	ongoing		Started to source instructors

AREA	CITY OF SSM STRATEGIC DIRECTIONS - CURRENT PLAN	TARGET COMPLETION DATE	ACTION / ACCOMPLISH DATES	PROGRESS NOTES
2.5	Developing educational kits & exhibits for groups who otherwise would not attend & development of the partnerships for these. <ul style="list-style-type: none"> • Alzheimer's Society & other organizations • New comers • Youth 			Training with the Alzheimer's society completed for regular staff & volunteers.
2.6	Development of exhibit plan, to include educational components that meet curriculum, and address issues communities are facing. <ul style="list-style-type: none"> • Travelling exhibits • History Fest • Heritage Fairs • Discovery Week 	1 st – exhibits plan done for CMOG in 2016 ongoing		Travelling exhibitions – need to complete list of options and funding options / sponsorship
3.1	CULTURAL COLLABORATION CULTURAL FABRIC & NETWORKS	<ul style="list-style-type: none"> • COMMUNITY DEVELOPMENT & PARTNERS • QUALITY OF LIFE 	Ongoing	Strategic Project Task Force with OMA for Diversity & Inclusion Provincial Toolkit Task Force for Culinary Tourism Task Force for Group of Seven. Municipal Cultural Strategy, Policy, and Cultural Vitality plan - FutureSSM
3.2			ongoing	4Culture NSCAN Cultural Corridor FutureSSM
				Continue to work with local & regional networks to continually be immersed in the cultural fabric / vitality of City & Algoma area.

AREA	CITY OF SSM STRATEGIC DIRECTIONS - CURRENT PLAN	TARGET COMPLETION DATE	ACTION / ACCOMPLISH DATES	PROGRESS NOTES
Conservation/ Restoration / Property Management	<ul style="list-style-type: none"> • Infrastructure Developing & Maintaining 			
4.1	<p>Identify restoration OR maintenance projects for current heritage buildings on the ECNH Site.</p> <ul style="list-style-type: none"> • Roofing • Repointing • Log Chinking • Wood rot • Painting 	Spring each year	2016 first submission 2018 second	<p>Reports and Priorities – for June / July HSB meetings ready for Capital & Asset submission to Council budgets for next year.</p>
4.2	<p>Identify these items on the City Asset Management inventory, which may require action sooner.</p> <p>Ensure that the Asset Management Plan includes all aspects of the Site & building maintenance.</p>	August each year	2016 first submission 2018 second	<p>City Asset Management & price quotes.</p> <p>Budget approval 2019 for:</p> <ul style="list-style-type: none"> - Chimney repointing \$8,000 - OSH Window repairs & framing \$60,000 - OSH basement – waterproofing, sealing, weeping tile \$75,000
4.3	<p>Identify and apply for funding to match Municipal funding – i.e.: Parks Canada N.H.S. Cost Sharing Or NOHFC.</p> <p>Identify and develop projects to enhance the collections management & processes</p> <ul style="list-style-type: none"> • Digitization program & projects • Collection records & storage • Archival projects 		2019 spring & summer	<p>Past Perfect purchased.</p> <p>Inventory of collection has been started in March 2019 with a 1 week scheduled concentration of staff.</p>
4.4	<p>Revisit and determine new Landscape / Grounds plan for property development / land acquisition</p> <ul style="list-style-type: none"> • Interpretation of the grounds/gardens • Redevelopment of the period gardens of the Site. • Development of future expansion & preservation of outbuildings 	2018 & 2019		<p>Met with Planning department for first discussions on "Shape the Sault planning initiative".</p> <p>Letter to neighbouring property owners – re: first rights when selling.</p> <p>Garden plan & signage designed & sourced Interpretive guide book to be developed</p>

AREA	CITY OF SSM STRATEGIC DIRECTIONS - CURRENT PLAN	TARGET COMPLETION DATE	ACTION / ACCOMPLISH DATES	PROGRESS NOTES
Accessibility	• Service Delivery	Ongoing		
5.1	Identify any site issues / physical plant regarding accessibility & safety			
5.2	Determine alternative exhibit text / history information of the Site for accessibility options <ul style="list-style-type: none"> • Tablet • Hearing devices / headset recordings • Mobile devices – Audio Tours or other • Digitizing collection for online access • Touch Screens for accessibility – 2nd floor not accessible 	Ongoing 2018 research for Audio Tours 2019 rental of audio tour equipment for trial year – before committing to purchase	 Audio Tours – equipment sourced & scripting being designed. Rental for 2019. Board approval for expense from operating budget. \$900 approx. Accessibility Committee & Grants Touch screen in Blockhouse has broken. Researching options for replacement equipment.	
5.3	Develop further the Web Site, Social Media, and marketing options, to ensure accessibility	Ongoing 2018 & 2019 Events student placement from Sault College	Direct registration options for programs & events – completed through ActiveNet Social media posts designed with Canva	
Marketing / Advertising	• Service Delivery • Technological innovation	ongoing		
6.1	Continue to develop – web presence, social media, email, twitter, advertising companies web	Prior to budgeting each year	2018 review completed. 2019 to be completed	Reviewing Radio, and electronic website purchasing. Facebook paid boosts. Budget allocation each year for paid advertising - \$4000.
6.2	Review existing advertising and determine ROE			Determine if there is funding available for marketing and promotion Development on virtual museums

AREA	CITY OF SSM STRATEGIC DIRECTIONS - CURRENT PLAN	TARGET COMPLETION DATE	ACTION / ACCOMPLISH DATES	PROGRESS NOTES
6.3	<ul style="list-style-type: none"> • CHIN • For our own web content 			
6.4	<p>To establish a branding theme & logo, that will exist with onsite theming: Stories steeped in stone</p> <ul style="list-style-type: none"> • Brochure or rack card • Business cards • Website theming to match • Poster branding for events • Signature lines in emails 			<p>2018 new brochure / rack card – but is this following our branding – is our branding not valid or working?</p> <p>Do we work with the City to see how to follow or be incorporated within the new proposed branding for the City, and how to meld the two themes.</p>
6.5	<p>Continue to develop Social Media</p> <ul style="list-style-type: none"> • Facebook & Instagram • Twitter & YouTube • In the news – links to other archives 	2018 & 2019 Events student from Sault College to assist		<p>Facebook – 2 administrators at Site</p> <p>Instagram – 1 administrator at Site</p>
6.6	<p>Maximize media coverage on local heritage, events and activities.</p>	ongoing		<p>Work with the City for more PSA's. Assign volunteer to assist in getting information out to the free advertising opportunities – especially local – weekly newspaper, Shaw cable, etc.</p>
6.7	<p>Increase communications with members, volunteers, staff, and visitors through changes in electronic, newsletters, front desk reception, and to make the communications more than just advertising activities – meaningful 'stories'</p>	ongoing		
SUSTAINABILITY				
<ul style="list-style-type: none"> • Infrastructure • Sustainability / Business Plan 				
7.1	Complete a review on the Walkway to History Program, and evaluate.		2019 review ready for 2020 decisions	Pricing of bricks increase in 2018. Plaques sold out. Does this program work as a fundraiser for the Site anymore?
7.2	Develop possible strategy for new Business Plan			
7.3	<p>Development of new Cultural & Tourism partnerships that will enhance visitation and revenues / sponsorship for the Site.</p>	Ongoing 2020 to be up and running with some new strategies	2018 Culinary Tourism Strategy 2019 Group of Seven Tourism	<p>2019 implementation of new "picnic" program that meets the Culinary and G7 strategies.</p> <p>Costs initially for picnic baskets, food storage, and fabric for tablecloths.</p> <p>Pricing (revenue) will offset the expenses.</p> <p>Marketing of the new Picnic program through</p>

AREA	CITY OF SSM STRATEGIC DIRECTIONS - CURRENT PLAN	TARGET COMPLETION DATE	ACTION / ACCOMPLISH DATES	PROGRESS NOTES
7.4	Continue to pursue funding sources for projects / infrastructure – grants & sponsors	ongoing	Packaging Strategy	Tourism partners, and Parks Canada.
7.5	Work on business plan and changes for the Gift Shop – as a Revenue Source. Continue to attend the Retail conference with CMA.	ongoing	2019 first CMA Retail attendance	<p>Curator - Attended 2019 CMA Retail and Visitor Experience Conference & Toronto Gift Show (costs: \$1500 for conference, and then Costs for the wholesale purchasing for the gift shop).</p> <p>Would be nice to have a 2nd staff attend especially for the Gift Show to meet with wholesalers.</p> <p>Budget for this conference yearly in the operating budget. Funding for attending 2019 was from revenue received in a joint marketing campaign – and may not be available in future.</p>
POLICY DEVELOPMENT	• Process Improvement & Delivering Excellent Service			
8.1	Review all CMOG & HSB policies to ensure up to date and relative to the Site.	2016, 2018 & 2019	<ul style="list-style-type: none"> • Strategic Plan • Purpose, Mandate, Mission / Vision • Governance, Community, & Social Media • Exhibition Policy & Plan • Collections Management • Conservation • Emergency & Evacuation • Education & Interpretation • Building & Site Use • Human Resource – Staff & Volunteer • Finance • Physical Plant • Research 	<p>Curator & HSB take initiative annually January to May. Consultations required on many policies by City SSM departments, and partners / stakeholders whether they be individuals / organizations.</p> <p>Policies should be reviewed every 5 years.</p>
8.2	Increase communication with visitors, members, volunteers, staff when in direct contact – front desk reception. Increase engagement through electronic, social media, and newsletters.	ongoing		Curator, Programmer, Friends of ECNHS