



Brockville Museum Strategic Plan

2020-2025

Introduction

Purpose

This plan aims to articulate the goals and objectives of the Brockville Museum for the period of 2020-2025 by establishing priorities that will be used in the decision-making process of how resources, both human and financial, are allocated during this period.

Method

This plan was created as a result of a six-month process that took place between June and December 2019 that involved the Museum Board of Management, museum staff, and the community. In June, a brief survey was circulated to the Board of Management and staff to evaluate progress on the museum's existing Strategic Plan (2014-2019). A brain-storming session with the Board of Management was conducted at the July meeting, with a follow-up session at the September meeting. In October an online and print survey was circulated through the community, which included distribution to Members of the Friends, Museum Volunteers, City Staff, Facebook and Twitter followers, and was further circulated by Downtown Brockville through Facebook to their followers. A previous community survey conducted in December 2017/January 2018 was also used in the development of this plan.

Mission

The Brockville Museum is committed to preserving and promoting the history of Brockville through continuing quality exhibits and education programs. The museum activities are strongly supported by an expanding collection of related artifacts and archival material.

The Brockville Museum grows with, and for the community, providing a source of knowledge on the heritage of Brockville for present and future generations.

Message

Brockville's history is one of prominent manufacturers, formidable wealth, fascinating historical figures, and vivacious ordinary people all interconnected by a dynamic river.

Vision

To be consistently *relevant* (relate our place in local and international conversations), *unique* (as stewards of this community's irreplaceable material culture), and *inspiring* (sharing human stories of challenge and success)

- Visitors and residents of all ages and backgrounds feel welcome and inclined to actively support the museum
- Offer unique and professional products (programs and events), experiences (exhibits and programs), and services (research and collection care and access)
- Meet or exceed provincial museum standards and best practices
- Actively participate in creating tomorrow's Brockville

Summary

The Museum has done well to achieve most of the goals it set out in 2014. Visitor attendance has almost doubled, most of the exhibits are all-new (with one winning a provincial award), great progress has been made to get most of the collection online, and the museum has made some progress identifying solutions to outstanding physical plant issues. Our challenge moving forward will be to continue to increase the visibility of the museum, to deliver the desired levels of programming within our limited resources, and to continue to attract tourists and a more diverse audience. Our success will lie in our ability to continue to professionally deliver the core services synonymous with “museum” while strategically pushing boundaries and expectations in the subject matter we cover in our programs and exhibitions. We will also have to continue to assertively advocate for the museum’s position in Brockville’s growing tourism economy and for the museum’s long-term physical plant needs. The goal in all we do should be to reflect our mission, vision and to demonstrate our relevance to our community.

The goals outlined in this document support the current Council’s priorities in terms of focusing on the city’s Tourism and Cultural assets. (September 10, 2019)

Long Term Goal

This plan aims to identify short-term priorities and actionable items based on the five year period 2020-2025; however, these plans do not exist in a vacuum. All short-term plans detailed in this document are designed to support the museum’s primary long-term goal:

- The expansion of the Brockville Museum through its relocation, to occur by April 2, 2032, as the desired solution to addressing increasing physical plant pressures (space), issues (flooding), and needs (environmental controls, standards and best practices) that exist, and which cannot be overcome, at the museum’s current location.

Strategic Pillars

All priorities and action items identified in this plan support six guiding principle objectives:

- A. Continue to Increase Museum Visitation
- B. Diversify and Increase Revenue by Increasing Participation
- C. Grow Community Support for the Museum and for the 2032 Project
- D. Improve and Update Governance and Reporting Structures
- E. Be Good Stewards of Our Community’s History
- F. Pursue our Vibrant Future by working towards 2032 Plans

Short Term Actions

In support of the six strategic pillars and our need to demonstrate relevance, nine specific short-term priority actions were identified by the Board of Management. The public was asked to help rank those priorities. As a result of this input, these nine short-term priority actions have been divided into “high priority” and “low priority”, but all nine will remain guiding actions over the next five years.

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High Priority Actions

1. Focus on continuing to offer a dynamic and aggressive schedule of new, temporary, travelling, and changing exhibits that are relevant and engaging
2. Work to enrich the museum-going experience for families, children, and youth by incorporating more hands-on, experiential, and youth-focused activities into new and existing exhibits
3. Increase the museum's profile and visibility in the community by attending more local festivals and events with engaging and mission-driven displays and seeking out new and unique opportunities to reach new audiences through pop-ups and barrier-removing outreach initiatives
4. Continue to engage the online community through social media posts that share Brockville's history and show the work we do to save and share Brockville's past
5. Finish the Open Drawer Project: ensure that every object in our collection has been re-cataloged, made available online, and has an image attached

Low Priority Actions

6. Investigate and pilot PA Day and March Break programming opportunities with the aim of increasing the museum's profile as a family-friendly attraction and to help develop the next generation of museum supporters
7. Explore opportunities to increase the museum's hours of operation to better serve all audiences
8. Develop and offer more events specifically geared towards the 19+ audience which offer unique museum-going experiences after-hours and expand the museum's audience
9. Install free public wi-fi throughout the museum galleries to better serve tourists and promote social sharing; simultaneously develop enriched exhibit content available online in-gallery

"Other" Actions

Additional actions were identified by the Board of Management and staff for most of the principle objectives. These "other" actions are less public in nature and are based more in governance and operation. These "other" actions are defined where appropriate.

The Strategic Plan

Achieving Success

The Brockville Museum is focused on its long-term goal of relocating to a larger and more suitable building by 2032. In order to achieve this goal, the museum must demonstrate relevance, continue to build community support, and increase its visibility in the community. Increased programming and community presence have been identified by the public as a primary means for reaching this level of support and visibility, but are regrettably not realistic with the current museum staffing levels. Many of the goals described in this document are dependent upon securing an increase in staffing resources and funding levels.

The Plan

The following pages break down the museum's principle objectives with specific goals and actions.

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A. Continue to Increase Museum Visitation

Between 2013 and 2019 the Brockville Museum was able to almost double general admission to the museum. In 2016, the museum switched from a set admission fee to admission-by-donation. Although per-person admission rates decreased slightly, overall admission revenue steadily increased alongside visitation. In 2017 the Museum reduced its summer hours of operation by not opening on Sundays (5 hours per week), although evening hours were added starting with two hours on Fridays in 2015, increasing to a total of four hours spread over Thursdays and Fridays in 2019.

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| <p>Goals:</p> <ul style="list-style-type: none"> Increase visitation by 50% Increase admission revenue by 50% Increase incoming group tours by 50% Increase “children and youth” visitors to a consistent 20% of total visitation | <p>Key Performance Indicators:</p> <ul style="list-style-type: none"> General Admissions Group Admissions (not including school groups) Revenue from Admissions Length of Visit Percentage of visitors categorized as “youth” and “young children” (not including school groups, summer season only) Hours Open Number of Social Media Followers Number of New, Temporary, and Travelling Exhibits |
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| High Priority Actions | | Standard | Resources | Timeframe |
|---|--|---|---|-----------|
| 1. Focus on continuing to offer a dynamic and aggressive schedule of new, temporary, travelling, and changing exhibits that are relevant and engaging | <ul style="list-style-type: none"> ○ aim for 2 temporary exhibits per year ○ aim to update/renovate 1 permanent exhibit every two years <ul style="list-style-type: none"> ▪ source funding opportunities to cover exhibit expenses ▪ establish budget account line of \$10,000 annually for exhibits | Exhibitions | <ul style="list-style-type: none"> Curator/Director (time) Requires increased funding for exhibits (budget, Friends, donations) Reference 5 year Exhibit Plan | On-Going |
| 2. Work to enrich the museum-going experience for families, children, and youth by incorporating more hands-on, experiential, and youth-focused activities into new and existing exhibits | <ul style="list-style-type: none"> ○ find funding to cover costs ○ re-develop backpack program to encourage new and repeat family visitation | Exhibitions & Interpretation | <ul style="list-style-type: none"> Curator/Director (time) Interpretation & Public Program Coordinator (time) Requires new funding (grants, budget, Friends, donations) Incorporate strategies into 5 year exhibit plan | On-Going |
| 3. Increase the museum’s profile and visibility in the community by attending more local festivals and events with engaging and mission-driven displays and | <ul style="list-style-type: none"> ○ allocate staffing resources specifically to this task <ul style="list-style-type: none"> ▪ seek summer employment funding to hire summer students | Community, Interpretation & Exhibitions | <ul style="list-style-type: none"> All Staff (time) Requires investment in additional funding (summer students/part | On-Going |

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| seeking out new and unique opportunities to reach new audiences through pop-ups and barrier-removing outreach initiatives | <ul style="list-style-type: none"> ○ to carry-out this task seasonally ○ attend 6 community events and carry-out 10 mini pop-ups annually and reach 500 people through these activities | | <ul style="list-style-type: none"> • time staffing) • Networking with community partners to identify opportunities | |
| 4. Continue to engage the online community through social media posts that share Brockville’s history and show the work we do to save and share Brockville’s past | <ul style="list-style-type: none"> ○ develop content that is on-brand and which adheres to our social media policy <ul style="list-style-type: none"> ▪ review social media policy annually and adjust as necessary to meet changing demands ○ identify tools for measuring success and impact of social media efforts (beyond number of followers) recognizing that social media does not always translate into visitation | Community, Interpretation & Education | <ul style="list-style-type: none"> • Curator/Director (time) – Facebook and Twitter • Registrar (time) – Instagram • Interpretation & Public Programmer (time) – YouTube (BMuse) | On-Going |
| Low Priority Actions | | Standard | Resources | Timeframe |
| 7. Explore opportunities to increase the museum’s hours of operation to better serve all audiences | <ul style="list-style-type: none"> ○ seek additional staffing resources to permit increase in hours ○ work towards re-opening on Sundays during the summer and extending weekend hours into the shoulder season | Community | <ul style="list-style-type: none"> • Requires new funding to increase staffing levels • Board to lobby • Curator/Director work to incorporate into future budgets | By 2025 |
| 9. Install free public wi-fi throughout the museum galleries to better serve tourists and promote social sharing; simultaneously develop enriched exhibit content available online in-gallery | | Community, Interpretation & Exhibitions | <ul style="list-style-type: none"> • Curator/Director to get into budget and develop policy (Capital Program incremental item) • Curator/Director and Interpretation & Public Programmer to develop enriched content (time) | Wi-Fi by 2022 Enriched content by 2024 |
| Other Actions | | Standard | Resources | Timeframe |
| Investigate opportunities to increase marketing reach (accessing more marketing funds, collaborating on marketing initiatives, working with the City/Tourism to improve ability to leverage marketing dollars) | | Community | <ul style="list-style-type: none"> • Community Engagement Officer (time) • Curator/Director (time) to work with Economic Development and Tourism Office | On-Going |
| Promote specific new exhibits to | | Community | <ul style="list-style-type: none"> • Community Engagement | On-Going |

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| potential incoming tour groups | | | Officer (time) liaise with Tour companies | |
| Train front desk volunteers and tourism partners to best explain “admission-by-donation” in a positive manner that doesn’t imply “free”, but rather solicits donations | | Community | <ul style="list-style-type: none"> Community Engagement Officer (time) implement new recruitment, screening and training plan | On-Going |
| Ensure that the museum-going experience offers engaging entertainment for an average of 40 minutes or more | | Exhibitions | <ul style="list-style-type: none"> Curator/Director as part of exhibition design and collection of data through Front Desk Monitored through front desk visitor surveys | On-Going |

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B. Diversify and Increase Revenue by Increasing Participation

The Brockville Museum has limited earned revenue opportunities and most of these opportunities require considerable staffing resources. Revenue opportunities include: admission, program fees, events, room rentals, and service fees (i.e. research). At present, program revenue (including events) and donation revenue (including gifts from the Friends), account for 4% of revenue each, while service fees (including room rentals) and admissions each only account for 1% of the museum’s revenue each, for a total of just 10%.

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| <p>Goals:</p> <ul style="list-style-type: none"> • increase annual revenue from donations to > \$25,000 • increase annual program and event revenue to > \$25,000 • increase annual revenue from fees for service to > \$5,000 | <p>Key Performance Indicators:</p> <ul style="list-style-type: none"> • Revenue from Admissions • Number of Room Rentals • Revenue from donations (including Friends) • Revenue from Programming (including Events) • Number of FTE permanent staff • Percentage of funding from Municipality • Percentage of funding from Province (CMOG) |
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| Low Priority Actions | | Standard | Resources | Timeframe |
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| 6. Investigate and pilot PA Day and March Break programming opportunities with the aim of increasing the museum’s profile as a family-friendly attraction and to help develop the next generation of museum supporters | <ul style="list-style-type: none"> ○ seek additional staffing resources to permit increase in number of programs offered ○ increases revenue from new programming | Interpretation | <ul style="list-style-type: none"> • Requires new funding to increase staffing levels • Board to lobby • Curator/Director work to incorporate into future budgets • Interpretation & Public Program Coordinator to research and design new programming options | By 2024 |
| 8. Develop and offer more events specifically geared towards the 19+ audience which offer unique museum-going experiences after-hours and expand the museum’s audience | | Community & Interpretation | <ul style="list-style-type: none"> • Community Engagement Officer and Interpretation & Public Program Coordinator • Requires additional staffing resources • Requires more space (and appropriate space) for event functions | 2021-2024 |
| Other Actions | | Standard | Resources | Timeframe |
| Increase staffing resources by 1.3FTE to enable the museum to accommodate | | Human Resources | <ul style="list-style-type: none"> • Board to lobby • Curator/Director to work | By 2025 |

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| more room rentals and programs | | | to incorporate necessary funding into future budgets | |
| Develop a fee structure, based on a cost recovery model, for research requests (that count volunteer time and maintenance of research materials as costs) | | Research | <ul style="list-style-type: none"> Registrar (time) to work with Curator/Director and Board to create policy | By 2022 |
| Establish a donor recognition program | | Community | <ul style="list-style-type: none"> Community Engagement Officer (time) research and develop plan | On-Going |
| Review fees for programs and increase fees as justified | | Interpretation | <ul style="list-style-type: none"> Interpretation & Public Program Coordinator to review fees and make recommendations to Curator/Director and Board | By 2021 |

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C. Grow Community Support for the Museum and for the 2032 Project

Maintaining and building community support is essential for accomplishing the goals of the Brockville Museum and delivering on its mandate. At its core, the Brockville Museum is a community museum, in the service of the community. The Brockville Museum currently relies on volunteers for front desk operations and for helping with the collections through the Open Drawer Project.

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| <p>Goals:</p> <ul style="list-style-type: none"> Maintain volunteer levels (in relation to need) | <p>Key Performance Indicators:</p> <ul style="list-style-type: none"> General Admissions Origin of Visitors (locals vs. tourists) Number of Social Media Followers Number of Volunteers Revenue from Donations (including Friends) Board of Management Vacancy Rate Number of Programs Delivered Funding Raised for 2032 (in the c/o the Friends) |
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| High Priority Actions | | Standard | Resources | Timeframe |
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| 3. Increase the museum’s profile and visibility in the community by attending more local festivals and events with engaging and mission-driven displays and seeking out new and unique opportunities to reach new audiences through pop-ups and barrier-removing outreach initiatives | <ul style="list-style-type: none"> allocate staffing resources specifically to this task <ul style="list-style-type: none"> seek summer employment funding to hire summer students to carry-out this task seasonally attend 6 community events and carry-out 10 mini pop-ups annually and reach 500 people through these activities | Community & Exhibitions | <ul style="list-style-type: none"> All Staff (time) Requires investment in additional funding (summer students/part time staffing) Networking with community partners to identify opportunities | On-Going |
| 4. Continue to engage the online community through social media posts that share Brockville’s history and show the work we do to save and share Brockville’s past | <ul style="list-style-type: none"> develop content that is on-brand and which adheres to our social media policy <ul style="list-style-type: none"> review social media policy annually and adjust as necessary to meet changing demands identify tools for measuring success and impact of social media efforts (beyond number of followers) recognizing that social media does not always translate into visitation | Community & Interpretation | <ul style="list-style-type: none"> Curator/Director (time) – Facebook and Twitter Registrar (time) – Instagram Interpretation & Public Programmer (time) – YouTube (BMuse) | On-Going |
| Low Priority Actions | | Standard | Resources | Timeframe |
| 6. Investigate and pilot PA Day and March Break programming opportunities | <ul style="list-style-type: none"> seek additional staffing resources to permit increase in number of programs | Interpretation | <ul style="list-style-type: none"> Requires new funding to increase staffing levels | By 2024 |

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| <p>with the aim of increasing the museum’s profile as a family-friendly attraction and to help develop the next generation of museum supporters</p> | <p>offered</p> <ul style="list-style-type: none"> ○ increase revenue from new programming | | <ul style="list-style-type: none"> • Board to lobby • Curator/Director work to incorporate into future budgets • Interpretation & Public Program Coordinator to research and design new programming options | |
| <p>7. Explore opportunities to increase the museum’s hours of operation to better serve all audiences</p> | <ul style="list-style-type: none"> ○ seek additional staffing resources to permit increase in hours (seeking 5FTE positions) ○ work towards re-opening on Sundays during the summer and extending weekend hours into the shoulder season | <p>Community & Human Resources</p> | <ul style="list-style-type: none"> • Requires new funding to increasing staffing levels • Board to lobby • Curator/Director work to incorporate into future budgets | <p>By 2025</p> |
| Other Actions | | Standard | Resources | Timeframe |
| <p>Ensure Volunteer program is fulfilling and engaging</p> | <ul style="list-style-type: none"> ○ establish a matrix for measuring volunteer fulfillment and engagement ○ investigate and evaluate volunteer incentive programs ○ include volunteer opportunities in next phase of Open Drawer Project ○ establish consistent volunteer recognition program (that doesn’t cost money) ○ maintain a public listing of current volunteer opportunities and promote opportunities regularly | <p>Community</p> | <ul style="list-style-type: none"> • Community Engagement Officer (time) | <p>On-Going</p> |

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D. Improve and Update Governance and Reporting Structures

The Brockville Museum Board of Management was established by a City by-law in 1981. That by-law has been amended several times up until the 1990s to adjust the number of board positions, but has never been completely updated. Communication and reporting structures between the museums staff, the board, and City Hall have never been fully understood or written in policy. In 2019 the City of Brockville hired a new City Manager who seems inclined to make changes in this area. The Friends of the Brockville Museum have continued to be a vital source of financial support for the Brockville Museum, but the charitable organization has struggled over the past five years to clearly define themselves and to take a leadership role in fundraising.

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| <p>Goals:</p> <ul style="list-style-type: none"> • Decrease board vacancy to 10% or less • Increase staffing levels by 1.3FTE (bringing levels up to 5FTE) • All policies are revised and updated • Friends organization is self-sufficient and successful in fundraising efforts | <p>Key Performance Indicators:</p> <ul style="list-style-type: none"> • Number of missed opportunities • Board of Management vacancy rate • Number of FTE staff |
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| Other Actions | | Standard | Resources | Timeframe |
|--|--|------------------------|--|-----------|
| Update Board of Management Terms of Reference and By-law | <ul style="list-style-type: none"> ○ Establish “board member” job description ○ Identify needed skills | Governance | <ul style="list-style-type: none"> • Curator/Director with support of the Board in conversation with the City Manager – requires Council approval | By 2023 |
| Update all Museum Policies | <ul style="list-style-type: none"> ○ Review policies annually ○ Complete review of all policies (except Collections which was updated in 2018) | Governance | <ul style="list-style-type: none"> • Curator/Director (time) to review and update policies for approval by the Board | By 2023 |
| Support the Friends to help them prosper | <ul style="list-style-type: none"> ○ ensure consistent and effective Board representation at Friends meetings | Governance & Community | <ul style="list-style-type: none"> • Community Engagement Officer (time) • Board of Management | On-Going |
| Create a staff succession plan | <ul style="list-style-type: none"> ○ Keep job descriptions current | Human Resources | <ul style="list-style-type: none"> • Curator/Director (time) with support of all staff and board of management | On-Going |

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E. Be Good Stewards of Our Community's History

All the community-facing services provided by the Brockville Museum (programs, exhibitions, and research) are supported by an irreplaceable collection of objects, documents, and photographs that represent Brockville's history. The first priority of the Brockville Museum must always be the stewardship of our community's history through the preservation, care, and maintenance of this collection.

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| <p>Goals:</p> <ul style="list-style-type: none"> • The entire collection is online • De-accessioned items have found new homes | <p>Key Performance Indicators:</p> <ul style="list-style-type: none"> • Number of deaccessioned items • Number of items acquired • Number of research requests • Number of times the online database is accessed |
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| High Priority Actions | | Standard | Resources | Timeframe |
|---|--|--------------------------------------|---|-----------|
| 4. Continue to engage the online community through social media posts that share Brockville's history and show the work we do to save and share Brockville's past | <ul style="list-style-type: none"> ○ develop content that is on-brand and which adheres to our social media policy ○ through posts, educate the public about the work we do with our collection | Community & Collections | <ul style="list-style-type: none"> • Curator/Director (time) – Facebook and Twitter • Registrar (time) – Instagram • Interpretation & Public Programmer (time) – YouTube (BMuse) | On-Going |
| 5. Finish the Open Drawer Project: ensure that every object in our collection has been re-catalogued, made available online, and has an image attached | <ul style="list-style-type: none"> ○ Develop plan for including volunteers in next phases of Open Drawer Project ○ Identify outstanding projects and assign volunteer resources to completing them where appropriate | Collections & Community | <ul style="list-style-type: none"> • Registrar (with the support of volunteers) • Community Engagement Officer – recruitment of appropriate volunteers | By 2025 |
| Other Actions | | Standard | Resources | Timeframe |
| Complete a thorough review of the entire collection and make all necessary deaccessioning recommendations before 2025 | <ul style="list-style-type: none"> ○ hold a public third-party auction by 2025 and use revenue to support the collection as per museum ethics and standards | Collections | <ul style="list-style-type: none"> • Curator/Director (time) in collaboration with Registrar and Board of Management (including Collection Committee) | By 2025 |
| Continue to actively collect in a responsible manner adhering to the museum's Collection Policy | <ul style="list-style-type: none"> ○ focus on collecting priorities identified in the Collection Policy ○ identify cost-effective storage solutions that make better use of existing storage to allow for a growing collection | Collections | <ul style="list-style-type: none"> • Registrar (time) | On-Going |
| Meet or exceed museum standards for the care and maintenance of a collection, including environmental controls and | <ul style="list-style-type: none"> ○ advocate for the collection's needs to Council and Facilities Department | Collections, Conservation & Physical | <ul style="list-style-type: none"> • Registrar • Curator/Director with assistance from the | On-Going |

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| preventative conservation best practices | | Plant | Board – making case to Council and Facilities Departments | |
| Create a digital preservation strategy | <ul style="list-style-type: none"> ○ carry-out research into best practices ○ work with Board to approve policy | Conservation & Collections | <ul style="list-style-type: none"> • Registrar (time) | By 2025 |
| Build a relevant education collection to engage and inspire audiences | <ul style="list-style-type: none"> ○ communicate with prospective donors of need for education artifacts ○ identify and solicit for desired pieces | Interpretation | <ul style="list-style-type: none"> • Interpretation & Public Program Coordinator with the assistance of the Registrar | On- Going |

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F. Pursue our Vibrant Future by working towards 2032 plan

In 2017 the Brockville Museum Board of Management identified the need to seek relocation of the museum into a different and larger facility. Heading into 2020 and beyond, significant progress will need to be made towards the goal of opening a new museum in 2032, the 200th anniversary of Brockville's incorporation.

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| Goals: | Key Performance Indicators: |
| <ul style="list-style-type: none"> 25% of costs raised | <ul style="list-style-type: none"> Amount of funding raised for 2032 (in the c/o the Friends) |

| Other Actions | | Standard | Resources | Timeframe |
|---------------------------------------|---|---|---|-----------|
| Begin Fundraising Campaign | <ul style="list-style-type: none"> Create Reserve Fund Establish a donor recognition program (i.e. donor wall, levels and benefits, focus on corporate donors) | Community, Physical Plant, Governance & Finance | <ul style="list-style-type: none"> Community Engagement Officer working with the Friends Curator/Director (time) working with City Hall Friends organization work on fundraising | On-Going |
| Make notable progress on 2032 Project | <ul style="list-style-type: none"> Feasibility Study is completed (which identifies size requirements and other considerations) Location for new museum is selected Secure Council support for the project (i.e. Council is allocating funds annually to this project and it is on the city's 10-year plan) Establish "key" community partners/supporters who can help move project forward | Governance & Physical Plant | <ul style="list-style-type: none"> Curator/Director working with Board of Management, 2032 Committee, and liaising with Senior City Management | By 2025 |

**Vision:
The Brockville
Museum is
relevant, unique
and inspiring.**

**Pursue our
Vibrant Future**

*Complete Feasibility Study for a new museum
Begin Fundraising with a Reserve Fund and donor
recognition program in place
Get the new museum (for 2032) on the City's long-
term plan*

Increase Visitation

*Offer a dynamic schedule of new, temporary, and
changing exhibits that are relevant and engaging and
which incorporate hands-on, experiential, and youth-
focused activities
Investigate opportunities to increase marketing reach
Explore opportunities to increase hours of operation*

**Be Good Stewards of
our Community's
History**

*Finish the Open Drawer Project
and ensure that our entire
collection is online
Continue to collect with a focus on
our established collecting priorities
Complete a thorough review of the
entire collection and make all
necessary de-accessioning
recommendations*

Increase Participation

*Investigate and develop programs
and events geared towards
children and families as well as a
19+ audience
Increase staffing resources in order
to provide more programming
opportunities
Review service fees and establish
donor recognition program*

**Improve and Update
Governance**

*Update Board of Management Terms of Reference
and By-law
Update all Museum Policies
Support and promote the Friends of the Brockville
Museum organization*

**Grow Community
Support**

*Attend more local festivals and events with engaging
"pop-up museum" displays
Continue to engage the online community through
social media posts that share our collection and work
Review and promote volunteer program and
opportunities*

**Brockville Museum
Strategic Plan
2020-2025
Summary**

Mission

The Brockville Museum is committed to preserving and promoting the history of Brockville through continuing quality exhibits and education programs. The museum activities are strongly supported by an expanding collection of related artifacts and archival material.

The Brockville Museum grows with, and for the community, providing a source of knowledge on the heritage of Brockville for present and future generations.