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CITY OF BELLEVILLE
Rona Rustige
Manager of Museum Services
Glanmore National Historic Site
Recreation, Culture & Community Services
Report No. RCCSC-2019-01
June 10, 2019

To: Mayor and Members of Council

**Subject: Glanmore National Historic Site of Canada
Strategic Plan 2019 - 2023**

Recommendation:

“THAT Recreation, Culture & Community Services Department Manager of Museums Services Report RCCSC-2019-01 be approved in principle.”

Strategic Plan Alignment:

The City of Belleville’s Strategic Plan identifies nine strategic themes. This report aligns with two strategic themes, “Culture and Recreation” and “Tourism and Waterfront Revitalization”.

Background:

In 2016, under the direction of Glanmore National Historic Site’s Advisory Committee (led by Councillors Panciuk and Boyce), Glanmore staff began a strategic planning process. A strategic plan is now mandatory for museums for both federal and provincial funding. Barbara Vaughan of Vaughan Group was hired to facilitate this process. The purpose of this endeavour was to determine the future goals of the Museum and the requirements of the community. This was done through extensive consultation with the Advisory Committee, Museum staff and volunteers, stakeholders and the Belleville community, and took the form of one-on-one interviews and internal and public surveys.

The Glanmore National Historic Site Strategic Plan 2019-2023 was completed in January 2019 and approved in principle by the Advisory Committee on March 4, 2019. The plan provides details about Glanmore and its varied collections and how the information for the plan was gathered. It also describes the space restrictions faced that limit the Museum’s ability to complete building restoration, accommodate special traveling exhibits, expand programming and allow the public to engage with thousands of Belleville history objects that cannot be effectively displayed in the historic house. Specific goals and objectives for the future are outlined in the plan as well as planned outcomes and strategies.

Conclusion:

The Strategic Plan provides recommendations for the direction of the future growth of Belleville's Community Museum and National Historic Site. We respectfully ask that Mayor and Council approve in principle this vision and plan for Glanmore's future.

Respectfully submitted,



Rona Rustige
Manager of Museum Services
Recreation, Culture and Community Services

Attachment: Glanmore National Historic Site Strategic Plan 2019 - 2023

Bound copies of the Attachment to RCCS-2019-01 have been provided to Members of Council. The Report can be viewed in its entirety on the City's website www.belleville.ca



**GLANMORE
NATIONAL HISTORIC SITE
2019-2023 STRATEGIC PLAN**

JANUARY 2019

**Prepared by:
Glanmore National Historic Site
with Vaughan Group**



GLANMORE NATIONAL HISTORIC SITE 2019-2023 STRATEGIC PLAN

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1. Executive Summary

The development of Glanmore’s 5-year Strategic Plan has been both an engaging and well-executed process. This plan is essential to guide the future of museum services for the City of Belleville. It aligns with the City’s Strategic Plan 2012-2032 and supports the following strategic objectives in that plan:

- “Support the arts and preservation of our heritage” and
- “Promote and support the development of attractions, events, facilities and services that will draw visitors to the community.”

The plan was formulated through the following phases:

Phase I – Situational Analysis and Business Review

Summary: This phase included a business review, Strengths, Weaknesses, Opportunities, Threats (SWOT) and situation analysis of current operations, along with the development of the framework for the plan and the key areas of focus.

Phase II – Part I Community Engagement (Internal)

Summary: Involved an exhaustive internal review to capture the inputs and feedback from staff, Advisory Committee members and volunteers regarding suggestions, insights and feedback about present operations and future plans for Glanmore, including:

- I. **Internal Survey** – Completed by a total of 29 staff and volunteers and then analyzed to summarize results.
- II. **Internal One-on-One Interviews** – In total, 13 interviews were conducted to gather more in-depth

feedback regarding staff, volunteer and Advisory Committee perspectives on Glanmore.

Phase II – Part II Community Engagement (External)

Summary:

- I. **Community Stakeholders** – One-on-one interviews with 22 community stakeholders were conducted to seek input on current operations and future directions for Glanmore.
- II. **Community Survey** – An online public survey was completed by 300 members of the community. Feedback and opinions were provided regarding the current and future role Glanmore provides in the community. The number of respondents resulted in a 90% survey confidence level (+ - 5%) ensuring that the sample size accurately reflects the opinions of citizens in the community.

Phase III – Planning & Review

Summary: Included a detailed review and analysis of the community feedback (internal & external) and the development of desired goals and outcomes to shape the development of the Strategic Plan.

Phase IV – Strategic Plan Development

Summary: Encompassed the actual development of the Strategic Plan including all key goals and outcomes by focus areas and an Implementation Plan Framework including metrics to measure success.

1. Executive Summary (cont.)

Community Feedback

Throughout the Strategic Planning process positive support from the community for Glanmore National Historic Site and the future expansion of museum services in Belleville was clearly communicated. Respondents were very aware that Glanmore operates as Belleville's community museum as well as a National Historic Site and tourist destination.

There was very strong support for future expansion of services, additional staff and resources to effectively exhibit and interpret Belleville's large collection of historic artefacts. An additional fully accessible facility will provide opportunities for more programming, exhibits, outreach, events and community partnerships.

Future Directions

A key area of focus for the Implementation Phase will include a thorough study to review alternative expansion options to potentially provide a civic museum for the City of Belleville.

As Belleville continues to grow and change, this plan will enable the Museum to build on current successes while meeting the needs and expectations of the community.

Glanmore staff and Advisory Committee are committed to the successful implementation of this plan, which will ensure that Glanmore National Historic Site will continue to be essential to Belleville's cultural landscape.

A comprehensive outline of Strategic Goals, Outcomes and Strategies can be found attached as **Appendix B** and includes detailed goals, timelines and staff responsible for leading implementation.



2. Introduction

2.1 Purpose of Plan

Glanmore National Historic Site is an historic house museum located in the east end of Belleville, Ontario. In 2017, Glanmore undertook the developing of a formal 5-year Strategic Planning Process.

As Glanmore embarked on the planning process, it looked to leverage the framework set out in **Ontario’s Museums 2025: Strategic Vision & Action Plan**. As outlined in this plan, museums must be ready to play a more active role in creating *dynamic communities* and prosperous *knowledge-based economies*. Glanmore recognized that *community engagement* is an important part of the planning process as well as the *public value* that museums continue to provide. As stated in the Museums 2025 Report:

“The power of museums lies in the relationships between our collections, our spaces, and people — staff, stakeholders, and members of the public — and the experiences that result from these interactions.”

2.2 Guiding Principles

The Ontario Museums 2025 Report also identified that the future vision of museums should encompass the following elements, which will act as guiding principles for Glanmore to embrace as it continues to build future plans:

- Welcoming places that can *foster discussion* of values and help *build social cohesion*.
- Create *civic engagement* and cultivate *innovative thinking* — a service that’s critical today in meeting societal challenges.
- Act as *agents* that shape and support *community identity* and *quality of life*.



2.3 Overarching Goals

In support of these guiding principles, Glanmore was committed to the following overarching goals as part of the planning process:

1. Cultural and Mindset Shift

- Recognize and adopt the *key role* that Glanmore can play in our community.
- Ensure the museum and the community have a similar *vision* for the future.

2. Community Engagement

- Reach out, *engage* and *connect* with the community so that Glanmore can realize its full potential as a *community museum*.
- Ensure the work of the museum is more closely *aligned* with the *needs* of the community to help guide the future direction of its operations.

3. Comprehensive Planning Framework

- Define *where* we want to go... vision for the future.
- Determine *what* are the priorities to focus on.
- Provide a clear *mandate* and terms of reference.
- Define *how* we measure success.

“Glanmore is already a great place and important part of our community. I think it is exciting to know that you are thinking about how to grow and expand your services.”

2.4 Future Funding

The development of this plan is a key priority in order to seek the required support and funding for future growth of museum services. This includes the following considerations:

- Essential for future *development* of the museum and its services.
- Requirement for *eligibility* in Federal Museums Assistance Program.
- Required for future *grants* such as the Community Museums Operating Grants.
- Enhanced capacity to stay *vital* and to be *responsive* to our community needs.



Museum staff in 1860s costume at Belleville 200 / Canada 150 celebrations.

2.5 Planning Themes

Another key area to be leveraged from the Ontario Museums 2025 Plan, are the four themes outlined below. These themes provide direction for the development and implementation of the strategic planning process:



i. Vibrant & Vital

Museums engage their communities, stakeholders, and the public in developing and delivering their work. Museums provide welcoming spaces for rich layered experiences and opportunities for lifelong learning.

ii. Relevant & Meaningful Collections

Museums care for and develop collections for the public benefit. Museums enhance public access to, and interpretation of, collections to enable people to make meaning of their place in society.

iii. Strong & Successful

Ontario's museums collaborate and partner within the museum and cultural sector, and with other sectors. They manage their operations, buildings and collections in a sustainable and effective manner.

iv. Effective & Collaborative Workforce

Museums communicate their value to their communities and to Ontarians. Museum workers are recognized as highly skilled and dedicated professionals.

2.6 Planning Directions

As Glanmore moves forward on the implementation of its Strategic Plan, it will continue to engage and collaborate with its partners, community stakeholders, business associates and volunteers (i.e. *Friends of Glanmore*) to share the stories and rich heritage of Belleville and the surrounding communities.



2.7 Acknowledgments

This Strategic Plan was developed in partnership with Glanmore staff, Glanmore Advisory Committee and with business consulting support and facilitation provided by Vaughan Group. The plan was initiated in 2016 and has included exhaustive research conducted by Vaughan Group during 2017 and 2018. Glanmore staff and Advisory Committee would like to extend their thanks to members of the general public, local community stakeholders, volunteers (i.e. *Friends of Glanmore*), elected officials and staff members of The City of Belleville, who contributed their time, insights, suggestions and vision during the planning and research phases of this process.

The Strategic Plan has been approved by the Glanmore Advisory Committee and will be submitted for review to Belleville City Council in 2019.

Mark Fluhrer

Director - Recreation, Culture and Community Services
City of Belleville

Rona Rustige

Manager of Museum Services
Glanmore National Historic Site
City of Belleville



Manager of Museum Services Rona Rustige was the recipient of the Distinguished Career Award of Excellence from the Ontario Museum Association (October 2018). Photographed here with Mark Fluhrer, Director of Recreation, Culture & Community Services, City of Belleville.

3. Historical Overview

3.1 Glanmore National Historic Site of Canada

Glanmore, one of Belleville, Ontario's finest homes, was built in 1882-1883 for prominent banker J.P.C. Phillips (1842-1912) and his wife Harriet Dougall Phillips (1839-1915). Four generations of the family resided at Glanmore. The continuity of ownership ensured the preservation of the original character of the building. In 1971, Philippa Faulkner, the last family member to own the house, sold Glanmore to the City of Belleville and the County of Hastings for use as a museum. The Hastings County Historical Society opened Glanmore, then called Hastings County Museum, to the public in 1973. In 1998, the City assumed sole responsibility for the operation of the museum.

The grand interior features beautiful hand-painted ceilings and ornate woodwork. Glanmore's rooms have been restored to the 1880s period. The museum features period room displays containing some original furnishings as well as beautiful objects from the Couldery Collection.

Glanmore was designated a National Historic Site of Canada in 1969 in recognition of its exceptional Second Empire architecture. The landscape, exterior and interior of the historic house has been accurately restored to its 1880s appearance.

“The site looks as if it was plucked from the past and brought to the present. It is deserving of its National Historic Site Designation. It is welcoming, and full of history.”



J.P.C. Phillips



Harriet Phillips

3.2 Belleville's History & Collections

Glanmore National Historic Site collects, preserves, exhibits and presents artefacts and stories related to the building's designation as a site of national historic significance, the lifestyle of Glanmore's original residents, and the history of the Belleville region from 1794 to present. The museum is proud to serve as Belleville's community museum and cares for over 20,000 local history artefacts, fine art and antiques.

Glanmore cares for an extensive collection of antique furniture, paintings and ceramics. The museum's large regional collection features artefacts reflecting the history of the Belleville region. Where possible, artefacts related to local history are incorporated into the restored rooms of the historic house as well as in the displays in the lower level, which include the Early Homestead exhibit and



Bertram and Cecilia Couldery in their Belleville home.

Maid of All Work: Domestic Service at Glanmore. Displays are also in place at the museum's satellite exhibits: *Loyalty, Tradition & Progress*, on display at the Belleville Fire Headquarters and a changing exhibit at Belleville City Hall.

The Couldery Collection at Glanmore

The *Couldery Collection* is named for Bertram (1839-1911) and Cecilia Couldery (1842-1904). The Couldery family was from Great Britain and travelled through Belleville in the 1880s where they decided to keep a second home. They were actively collecting fine art and antiques during the late 1800s. Many of the paintings on display at Glanmore are attributed to the family. Cecilia specialized in portraits, her husband Bertram in landscapes, and his older brother Horatio Henry Couldery (1832-1918) in animals.



"... one of the most extraordinary collections of Victorian dog and animal paintings in the world." William Secord, 2007 Dogs in Canada Annual.

4. All About Glanmore

4.1 Who We Are

Operations	What We Do	Recent Accomplishments
<ul style="list-style-type: none"> Part of the Recreation, Culture and Community Services Department of the City of Belleville Open to the public six days a week, year-round Five full-time and one part-time employee (plus one seasonal summer student) 30 dedicated community volunteers Hosts internships in museum studies and public relations from various post-secondary institutions Receives guidance from the Glanmore National Historic Site Advisory Committee (A committee of Belleville City Council) Follows the guidelines for conservation and restoration established by the Department of Canadian Heritage Adheres to the Ontario Ministry of Culture, Sport and Tourism's Standards for Community Museums 	<ul style="list-style-type: none"> Ensures accurate restoration and ongoing maintenance of the historic building Accepts between 100-200 new artefacts related to Belleville regional history annually Exhibits restored period room displays, as well as local history displays both on- and off-site Brings a travelling exhibition to our community annually Researches and maintains records for more than 20,000 artefacts 6000+ records available on the artefact database Delivers more than 30 in-house and outreach public programs annually to varying audiences Offers a variety of curriculum-based educational programming for the school audience Serves as a key tourism destination in the Bay of Quinte 	<ul style="list-style-type: none"> 33% increase in attendance (2014-2018) Two-time Canadian champions of the International Museum Dance-Off Developed an innovative program for grade 7-8 students called 'Takeover Day' where students learn about museum work and take a leadership role at the museum Launched an online artefact database (currently 700 objects) in May 2018 2016 Recipient of the Peter Stokes Restoration Award, Architectural Conservancy of Ontario in recognition of innovative methods used to restore Glanmore's main floor ceilings Developed 'Celebrate Our City,' a pop-up exhibit for community events Established outreach exhibits at Belleville City Hall and Belleville Fire and Rescue Headquarters Installed a reproduction of the original carpet, funded by the Parrott Foundation Published the book 'Animal Paintings of Horatio Couldery' Manager of Museum Services, Rona Rustige won Distinguished Career Award of Excellence from the Ontario Museum Association (October 2018)

4.2 Glanmore Visitors – 2018 Highlights

In 2018, Glanmore had 6,120 visitors – an increase of 33% from 2014 to 2018.

ATTENDANCE

Museum attendance has increased by 33% since 2014

Year	Attendance
2014	1,650
2016	3,300
2018	6,120
2019	4,950

WHERE DID OUR VISITORS COME FROM IN 2018?

- 120+** different towns and cities from across **Ontario**
- 35+** cities from 6 other Canadian provinces (& 1 territory too!)
- 14+** cities from 10 different states in the **United States of America**
- 30+** cities from 18 different countries around the world

VISITOR COMMENTS

- I enjoyed my visit. Staff was wonderful and very knowledgeable.
- Spectacular
- Amazing! One of the best museums.
- Wow! a magical tour!
- Superb
- I had a wonderful time!

4.3 Glanmore Achievements / Advances – 2012-2018

The summary below highlights some of the notable achievements Glanmore has attained from 2012-2018.

2018	City Hall Foyer Exhibit <i>Sir MacKenzie Bowell Collection</i>
	Drawing Room Reproduction Curtains <i>Installation Funded by Friends of Glanmore – \$10,000</i>
	Canadian Champions <i>International Museum Dance Off Competition</i>
2017	Introduction of Take Over Day <i>Student Leadership Program at Queen Elizabeth School</i>
	Canadian Champions <i>International Museum Dance Off Competition</i>
	Development of Pop Up Exhibit <i>Celebrate Our City for Canada 150 / Belleville 200th</i>
	150 Years of Belleville's Apparel <i>Featuring clothing from Regional Collection</i>
	Exhibit Cases of Regional Collections <i>Installation funded by Friends of Glanmore – \$8,450</i>
2016	Developed Fire Headquarters Exhibit <i>Featuring artefacts from regional collection</i>
	Original Carpet Reproduced <i>Funding of \$75,000</i>

4.3 Glanmore Achievements / Advances – 2012-2018 (cont.)

2016	<p>Architectural Conservancy Ontario – Peter Stokes Award Main Floor Ceiling Restoration</p>
2015	<p>ROM Egypt: Gift of the Nile Travelling Exhibit Viewed by over 2000 visitors</p> <p>Accessibility Improvements New walkway to vertical lift / closed captions to virtual tour</p>
2014	<p>Reproduction of Breakfast Room & 2nd Bedroom Window and Bed Coverings Funded by Friends of Glanmore – \$7,500</p>
2013	<p>Victorian Fair/40th Anniversary of Museum Outdoor event saw over 600 participants</p> <p>Re-storage of Collections Post Renovations Federal Museums Assistance Program – \$22,300</p>
2012	<p>Digitization of Textile Collection Provincial Museums & Technology Fund – \$21,500</p> <p>Main Floor Ceiling & Paint Restoration Grant applications funding – \$216,000</p>

5. Governance

5.1 Operating Framework & Mandate

The Corporation of the City of Belleville is the sole owner of Glanmore National Historic Site as per the Minister of Municipal Affairs' Restructuring Order of 1998. The City Council for the Corporation is the Museum's governing body, with the Recreation, Culture and Community Services Department being responsible for the administration of the site.

Glanmore was designated a National Historic Site in 1969 and opened as a museum in 1973. Matters relating to finances and human resources are governed by established policies and procedures approved by City Council for the entire Corporation.

5.2 Glanmore Advisory Committee

Belleville City Council authorized the establishment of the Glanmore National Historic Site Advisory Committee on March 19, 2001. The mandate of the Committee is to:

Advise staff of the Recreation, Culture and Community Services Department – Glanmore National Historic Site, and to make recommendations to Belleville City Council on museum issues relating to the Statement of Purpose, Collection Management standards, Conservation standards, Exhibit standards, Research standards, Community Programming standards and Interpretation / Education standards; in addition, to promote the conservation of the site's commemorative integrity.

The Advisory Committee consists of not fewer than two (2) appointed representatives from City Council and not fewer than four (4) from the general public, with consideration given to appointing members of Glanmore's Volunteer organization called "Friends of Glanmore". The term of office for the members of the public is determined by City Council. The Manager of Museum Services is the staff liaison for the Advisory Committee.

The Advisory Committee meets regularly and as often as necessary to conduct business effectively. The Committee develops and monitors a long-term master plan relevant to the Statement of Purpose. The Committee also provides advice and support to ensure that Glanmore National Historic Site continues to be a major community facility, an educational and historical resource for the community, and a tourist attraction for the City of Belleville. The Committee also ensures that goals and activities remain relevant to the community.



5. Governance (cont.)

5.3 Staffing & Funding

Glanmore currently has five full-time staff positions, supported with a volunteer base of approximately 30 members. In addition, intern staff and students provide part-time support throughout the year.

Glanmore had an operating budget of \$469,000 for 2018. The majority of the budget is allocated to staffing and site maintenance (\$421,000) with the remaining budget supporting collections management (\$24,000), exhibits / programs (\$15,000) and other operating expenses (\$9,000).

The majority of this funding was provided by the City of Belleville (\$410,000), operating grants of \$34,300, self-generated revenue of \$20,200 and a federal summer student grant of \$4,500.

“Glanmore is a beautiful museum and National Historic Site run by dedicated and professional staff and passionate volunteers. It should be acknowledged as the gem that it is.”

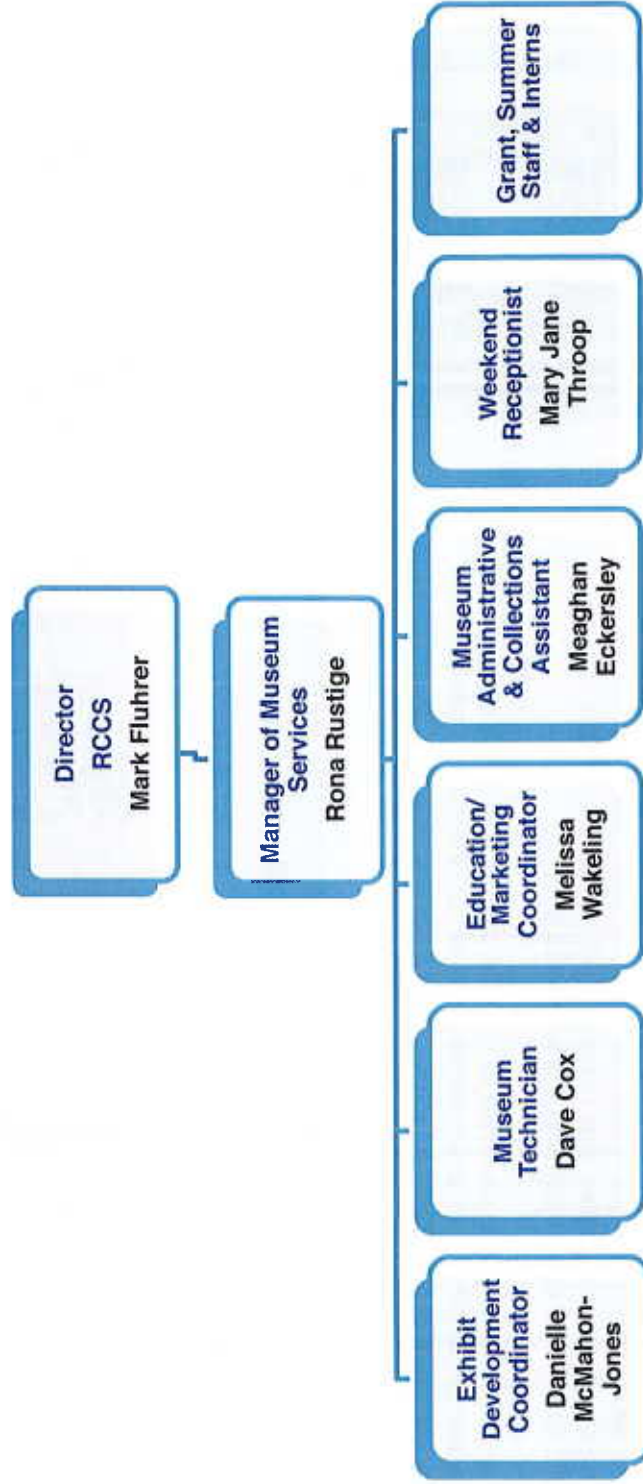


Manager of Museum Services Rona Rustige and members of the Glanmore staff celebrating her being the recipient of the Distinguished Career Award of Excellence from the Ontario Museum Association (October 2018).



5.4 Glanmore National Historic Site – Current Organizational Chart

The chart below summarizes the current organizational structure of the Glanmore National Historic Site to oversee all operations of the museum.



6. Current Situation

At the time that the Strategic Plan was commissioned in the spring of 2016, Glanmore recognized that it required a strategic planning framework to shape its future vision, direction and operations over the next five-year period as well as to support future sources of funding. (See Section 2.4).

The following issues were identified that required attention as part of the *business review*, *community engagement* and *planning phases* of the Strategic Planning Process:

1. Space Constraints: The limited space of the historic building presents significant challenges for displaying historic artefacts of Belleville (Regional Collection). Additionally, the museum has been limited in accommodating larger travelling exhibits from other museums.

Another limitation is that the site does not have wheelchair accessible washrooms or a loading dock. Certain sections of the house cannot be restored to the original form, as they are necessary for administrative and storage purposes.

2. Staffing: Staff shortages to date have limited Glanmore's ability to extend programming, exhibits and educational offerings to the community.

3. Community Outreach: Community engagement and outreach has been restricted by the above factors. Glanmore's programming presence in the community could be enhanced and expanded if the above constraints are addressed.

4. Partnering: Opportunities to establish new partnerships with community groups have also been curtailed due to the lack of time and resources to engage in dynamic collaborative exhibits, displays or joint programs.

5. Marketing the Museum: Promotional and marketing efforts have increased significantly during the past few years due to an increased presence on social media and virtual collections content on Glanmore's website. However, limited staff and marketing funds have restricted Glanmore's ability to maximize awareness both locally and on a regional and national basis.

Summary

This Strategic Plan will enable Glanmore National Historic Site to effectively position itself for future sustainable growth and development to ensure its place as an active partner in the community's future cultural landscape.



7. Statement of Purpose & Values

Statement of Purpose

Glanmore was constructed between 1882 and 1883. The property was designated as a site of National Historic Significance in 1969 because of its outstanding architectural features.

The site is operated in accordance with the principles in the Statement of Purpose approved by the Corporation of the City of Belleville.

Glanmore's current **Statement of Purpose** is defined on the right and provides the vision and mandate by which it operates.

“I have always enjoyed my experience at Glanmore, and hope the museum can continue to grow with the community and educate residents. Our past is vital to our present.”

Values

Glanmore is committed to the **Values** outlined in the accompanying graphic to guide and influence all decisions and behaviours, both internally and in relationship with all partners, affiliates and the general public.

The Museum's Purpose is to:

1. Collect, preserve, research, exhibit and interpret objects that illustrate the history of the Belleville region;
2. Collect, preserve, research, exhibit and interpret objects that illustrate the lifestyle of Glanmore's original residents J.P.C. and Harriet Phillips;
3. Collect, preserve, research, restore, exhibit and interpret the commemorative elements associated with Glanmore's designation as a site of national historic significance;
4. Provide educational and meaningful experiences as a major facility and attraction through the development and support of rich cultural and historical programs, exhibits, outreach and community connections.

Values

- Accuracy
- Preservation
- Stewardship
- Community
- Respect
- Trust
- Inclusion
- Integrity
- Professionalism
- Collaboration
- Teamwork
- ... and having FUN!

8. Strategic Planning Framework

Glanmore followed the strategic planning framework as outlined below. Parts 1 to 3 of this framework have been completed. Next steps will involve the appropriate approvals and execution of the plan, including communications initiatives and ongoing review of the plan outcomes, actions and metrics to measure success.

This plan is seen as a living document, which will continue to be modified over time to ensure the preservation and restoration of Glanmore National Historic Site. The plan also supports the acquisition and conservation of valued collections that will continue to provide the basis for rich cultural programs, and enhanced community engagement. It will direct the allocation of future staffing and financial resources and encompass the strategic outcomes and actions to ensure Glanmore's Statement of Purpose, Mandate and future Strategic Priorities / Areas of Focus are successfully accomplished.



9. Glanmore Strategic Planning Process

The planning process involved the following four phases as part of the developing of Glanmore's Strategic Plan.

Phase I – Situation Analysis

Included a business review, Strengths, Weaknesses, Opportunities, Threats (SWOT) and situation analysis of current operations; along with the development of the framework for the plan and the key areas of focus (Fall 2017).

Phase II (Part I) – Community Engagement (Internal)

Involved an exhaustive internal review to capture the inputs and feedback from staff, Advisory Committee members and volunteers regarding suggestions, insights and feedback about present operations and future plans for Glanmore, including:

- i) **Internal Survey** – Completed by a total of 29 staff members and volunteers during October 2017 and then analyzed to summarize results.
- ii) **Internal One-on-One Interviews** – In total, 13 interviews were conducted on October 31 and November 1, 2017 to gather more in-depth feedback regarding staff, volunteers and Advisory Committee perspectives on Glanmore.

Phase II (Part II) – Community Engagement (External)

- i) **Community Stakeholders** – One-on-one interviews with 22 community stakeholders were conducted from

April 24-26, 2018 to seek input on current operations and future directions for Glanmore.

Phase II (Part II) – Community Engagement (External)

- ii) **Community Survey** – An online public survey was completed by 300 members of the community during the month of September 2018. Feedback and opinions were provided regarding the current and future role Glanmore provides in the community. The number of respondents resulted in a 90% survey confidence level (+/- 5%) ensuring that the sample size accurately reflects the opinions of citizens in the community.

Phase III – Planning & Review

Included a detailed review and analysis of the community feedback (internal & external) and the development of desired goals and outcomes to shape the development of the Strategic Plan.

Phase IV – Strategic Plan Development

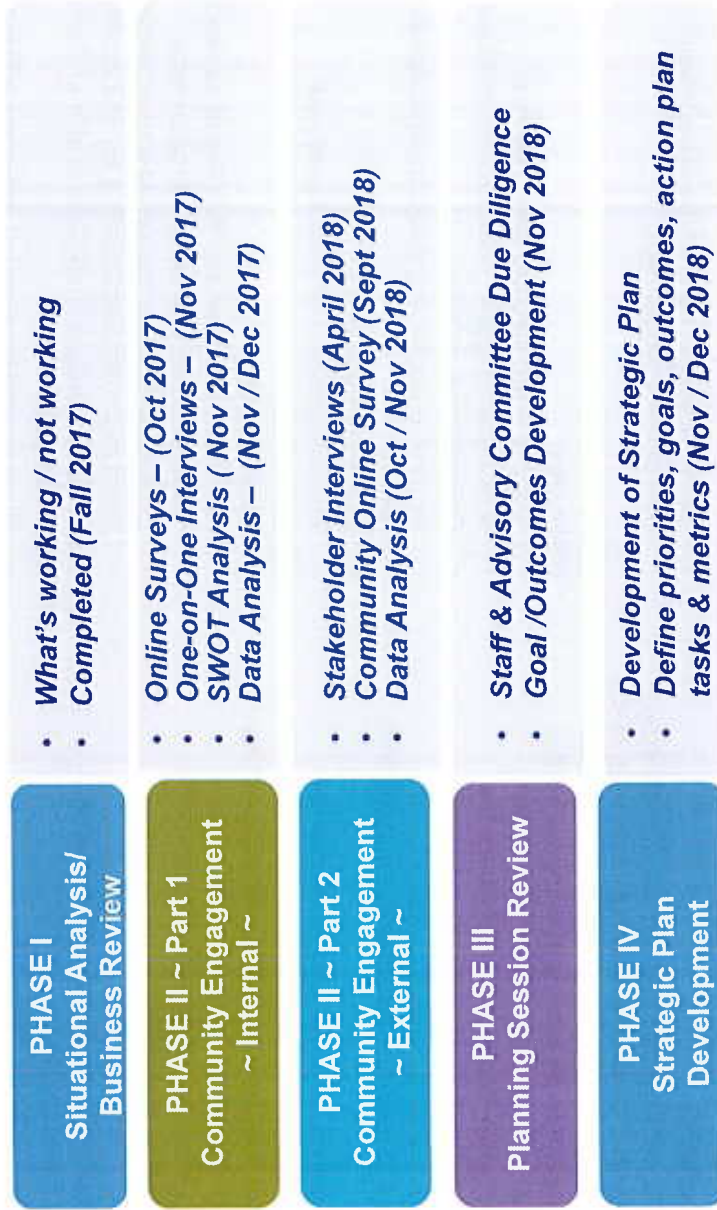
Encompassed the actual development of the Strategic Plan including all key goals and outcomes by focus areas and an Implementation Plan Framework including metrics to measure success.

See Planning Process Chart on next page.

“Glanmore is a tremendous asset for Belleville... providing a look into the past for the future generations.”

9. Glanmore Strategic Planning Process (cont.)

The chart below summarizes the planning process that involved four phases including a business review, community engagement, planning due diligence and the development of the Strategic Plan.



10. Community Feedback Highlights

As outlined in **Section 8** of this plan, input and feedback from the community was a key component of the Strategic Planning Process. This first involved an *internal survey* and *one-on-one interviews* with staff, Advisory Committee members and volunteers. This was followed by *external stakeholder interviews* and a *public survey* to obtain suggestions, insights and feedback about present operations and future plans for Glanmore. Highlights of this community engagement feedback are summarized in this section of the plan. A copy of a detailed SWOT Analysis of Strengths, Weaknesses, Opportunities and Threats is also included in **Appendix A**.

10.1 Internal Feedback

An online survey (29 participants) and one-on-one interviews (13) with staff, Advisory Committee members and volunteers was completed in October / November 2017. Participants confirmed that Glanmore is an important resource for the community. It is seen as the “*Jewel of Belleville*” and presents significant future marketing potential for the municipality. It was recognized that limitations of the physical site and current staffing levels restrict future growth opportunities to enhance community engagement.

The need for more space to profile and showcase the extensive local history collections that are unable to be displayed, as well as hosting incoming travelling exhibits, and enhanced programming was recommended as a major future area of focus for Glanmore. Respondents also shared the following highlights:

Key Areas of Focus to Guide Future Operations:

- Preservation of the property
- Community Engagement & Outreach
- Education
- Balance dual role as a Community Museum and a National Historic Site
- Review of permanent secondary site for collections, more diverse family & adult programming / exhibits

- More extensive community engagement... “*an integral part of our community!*”

TOP:

Strengths:

- The site – architecture and splendor
- A community “gem” – world-class institution
- Collections & exhibits
- Integral in preserving artefacts and stories of Belleville’s history
- Quality programming
- Knowledgeable and passionate staff

Weaknesses:

- Lack of space
- Need for more staff and funding to expand and showcase collections and increased programming
- Limited funding for marketing and promotion
- Need more staff and funding for community engagement, outreach, programming and profile in the community

Opportunities:

- Huge potential based on acquiring additional facilities
- Promote Glanmore as a major tourist attraction and heritage site in Canada
- Expanded partnerships, networking and funding opportunities
- Public education to become more of a community “hub”, accessible and relevant in the community

10.1 Internal Feedback (cont.)

Priorities:

- Additional staff
- Additional facility / space
- Site restoration and preservation
- Expanded programming and outreach
- Increased community awareness and engagement
- Marketing the museum

The word cloud below provides a summary of some of the future areas of focus as shared by internal staff, Advisory Committee members and volunteers (*Friends of Glanmore*).



10.2 External Feedback – Community Stakeholders

One-on-one interviews with 22 community stakeholders as identified by the Glanmore team, were conducted from April 24-26, 2018 to capture their valued inputs on Glanmore's current activities and future role in the community.

These stakeholders confirmed that Glanmore is an important resource for the community to be proud of and is a tremendous *asset* for Belleville. It was acknowledged however, that it needs more space, facilities and resources to reach its potential to offer enhanced community engagement and cultural enrichment.

The opportunity for Glanmore to be promoted on a national basis was recognized as a very positive marketing initiative for the museum. The museum is perceived as being a leader in offering enriched educational programs and engagement opportunities. There was strong support for the development of an additional facility. Included in this for consideration is a fully accessible reception / administration / programming / exhibition / maintenance centre near Glanmore. Respondents also shared the following highlights:

Key Values to Guide Future Operations

- Historic value of the property
- Cultural opportunities for Glanmore
- Community Engagement & Outreach

“Glanmore is a repository of local history for others to be inspired by... keepers of our history!”

TOP:

Strengths:

- Beauty of the property
 - World-class
 - A treasure chest for the community
 - Significant historic and cultural value to Belleville
 - Good programming
 - Dedicated and knowledgeable staff
- #### Weaknesses:
- Limited exposure / engagement in the community
 - Lack of awareness of what Glanmore offers / need to stay relevant
 - Restricted marketing / profile in community; resource restrictions
 - Space restrictions to showcase collections

Opportunities:

- To become a community leader and key destination marketing location
- Value-add for tourism in Belleville; promote it on a national basis; huge potential
- Showcase history with the extensive collections and exhibits
- Extend educational and community engagement / connections
- Promoting and celebrating culture in the community
- Increased programs / activities / focus on youth

Priorities

- Promote / market the museum as *keepers of our history* and increase national presence
- Site restoration
- Community outreach / special events
- Additional staff
- New additional facilities
- Enhanced partnering & funding opportunities

10.3 External Feedback – Community Survey

In addition to the internal research and external stakeholder feedback, it was important to determine if the Belleville community had a similar vision for Glanmore National Historic Site as the other groups who were interviewed and / or surveyed.

An online public survey was developed and promoted within the community via the Glanmore website link or through the availability of hard copies. The survey was promoted via social media posts, Glanmore's website and E-Newsletter, a direct mail campaign and to visitors attending the September 2018 *Doors Open* event. Ads were also purchased with a local Belleville radio station.

In total, 300 community members completed the survey during the month of September 2018. Feedback and opinions were provided regarding the current and future role Glanmore provides in the community. The number of respondents resulted in a 90% survey confidence level (+/- 5%) ensuring that the sample size accurately reflects the opinions of citizens in the community. Respondents who completed the survey represented all age groups proportionately, with two-thirds (65%) living in Belleville and one-quarter (23%) in the surrounding area.

TOP:

Strengths:

- Beautiful
- Majestic and historic property
- Important
- Unique

Weaknesses:

- Limitations on space prevent access to enhanced programming and collections
- More marketing needed to increase awareness

Opportunities:

- Enhanced programming, events, workshops, speakers and exhibits
- Opportunities for Glanmore to be more engaged in the community

Visitation:

Just over two-thirds (67%) of those who completed the survey had visited Glanmore and of those who had *not* visited, half of them had not had the opportunity yet to do so. In total, 87% of the respondents were satisfied with their last visit to the site.

Programming:

Community members indicated a strong interest in enhanced programs and services with 91% of them being very or somewhat interested in permanent exhibits; 90% in regional history exhibit; 89% in special exhibits and 86% in guided tours. This was followed by two-thirds being interested in educational programs. In addition, almost three-quarters (74%) of respondents are aware that Glanmore National Historic Site serves as Belleville's museum and collects local history artefacts.



10.3 External Feedback – Community Survey (cont.)

Community Engagement Needs

Respondents were asked about the type of enhanced community needs / engagement activities they would like to see Glanmore address in the future. There was very strong interest in the following: outdoor garden events (70%), programs / workshops for adults / seniors (63%), evening events / programs / lectures (62%), family programs (60%), programs / workshops for children, teens / youths (55%) or a space for exhibiting art / theatre / culinary events (55%).

The word cloud below provides a summary of some of the impressions of Glanmore as shared by respondents to the external community survey, including... *beautiful, interesting, historic, educational and community.*



10.4 Community Engagement

The current level of community engagement was an important metric to measure among all groups that participated in both the internal and external surveys / interviews. Participants were asked to indicate – *how significant is Glanmore’s engagement with the surrounding community at present.*

Results: Just over one-third (38%) of participants from the *internal* survey thought the level of community engagement was very or somewhat significant. This was followed by one-half (50%) of the *external stakeholders* who were interviewed and just over one-half (53%) from the *general public survey*.

This feedback indicated a very positive perception of Glanmore’s interaction with the community at present, but certainly reflects the opportunity for further growth and impact. It will also serve as a strong *barometer* to measure future levels of community engagement, as the museum embarks on the implementation of the identified outcomes / strategies from the 5-year Strategic Plan.

How significant is Glanmore’s engagement with the surrounding community at present?	Internal Survey (21)*	External Stakeholder interviews (22)*	External Public Survey (295)
Very Significant	19%	4%	27%
Significant	19%	46%	26%
Total of above	38%	50%	53%

* Total # of respondents who answered this question

10.5 Support for a Civic Museum

During the internal survey and interview process, there was overwhelming feedback from Glanmore’s staff, Advisory Committee members and volunteers, indicating the need for additional *facilities* to alleviate Glanmore’s space and programming restrictions as well as the future needs of the community. In order to determine the level of *external* community support for a potential secondary facility, feedback was collected from participants in the external stakeholder interviews and from the public survey.

10.5 Support for a Civic Museum (cont.)

Participants in the stakeholder interviews were first asked if they thought Glanmore and / or the community would benefit from a secondary facility / Visitor's Centre to meet their exhibit and programming needs. In total, over three-quarters (77%) of those interviewed supported the need for such a facility. (See chart below).

As a result of this feedback, the question in the subsequent public survey was modified to ask if the Community would benefit from a *Belleville Civic Museum*? In total, **90%** from the public survey supported the need for such a facility. Comments reflected the need to review all potential options.

Potential Funding

When asked about securing funding from various sources to acquire an additional facility to support the potential expansion of museum services in the community, two-thirds

(62%) of the external stakeholders and **90%** of those participating in the public survey, supported such a strategy. In summary, there was very positive community support for the concept of a new facility. In order to thoroughly explore all options, an in-depth Feasibility Study coupled with a *Facilities Management, Improvement & Capital Investment Plan* would be required. A comprehensive review and investigation would take place concerning feasibility / availability (e.g. purchase vs. build / lease options) for acquisition of additional facilities to support the expansion of: permanent / travelling exhibits, programming, community outreach and administration for the future growth of the museum.

These undertakings have been outlined in the Outcomes section of this plan. (See **Appendix B – 5B: Sustainability – 5B.1a Property & 5B.3a Facilities Management**).

External Stakeholder Interviews (22)* * Total # of respondents who answered this question	External Public Survey (295)*
1. Would Glanmore and the community benefit from a secondary facility / Visitor's Centre to meet their exhibit and programming needs? YES: 77% NO: 23%	1. Would the Community benefit from a Belleville Civic Museum? YES: 90% NO: 10%
2. Do you support the requirement to potentially secure municipal funding to acquire additional facilities and staff for the expansion of permanent / incoming travelling exhibits, programming and outreach programs for the future growth of the museum? YES: 62% NO: 32%	2. Do you Support securing funding from a variety of sources to acquire an additional facility for a Belleville Civic Museum, to support the expansion of museum services in our community? YES: 90% NO: 10%



"Belleville deserves a purpose-built civic museum; it is what's missing in Belleville."

11. Strategic Priorities & Focus Areas

Strategic Priorities

As part of the strategic planning process, Glanmore National Historic Site identified five **Strategic Priorities** to lay the foundational framework for the development of the Strategic Plan.

The adjacent list highlights these five Strategic Priorities, from which key **Focus Areas** were identified for each priority.

See **Strategic Planning Framework chart on next page.**

1. Restoration / Collections
2. Programming / Exhibits / Education
3. Marketing / Communications
4. Governance / Accountability
5. Resource Management / Sustainability



Chinese cloisonné vase from the Coudery Collection c. 1890.

“Glanmore is unique in Canada and needs to be promoted as a major tourist attraction and heritage site.”

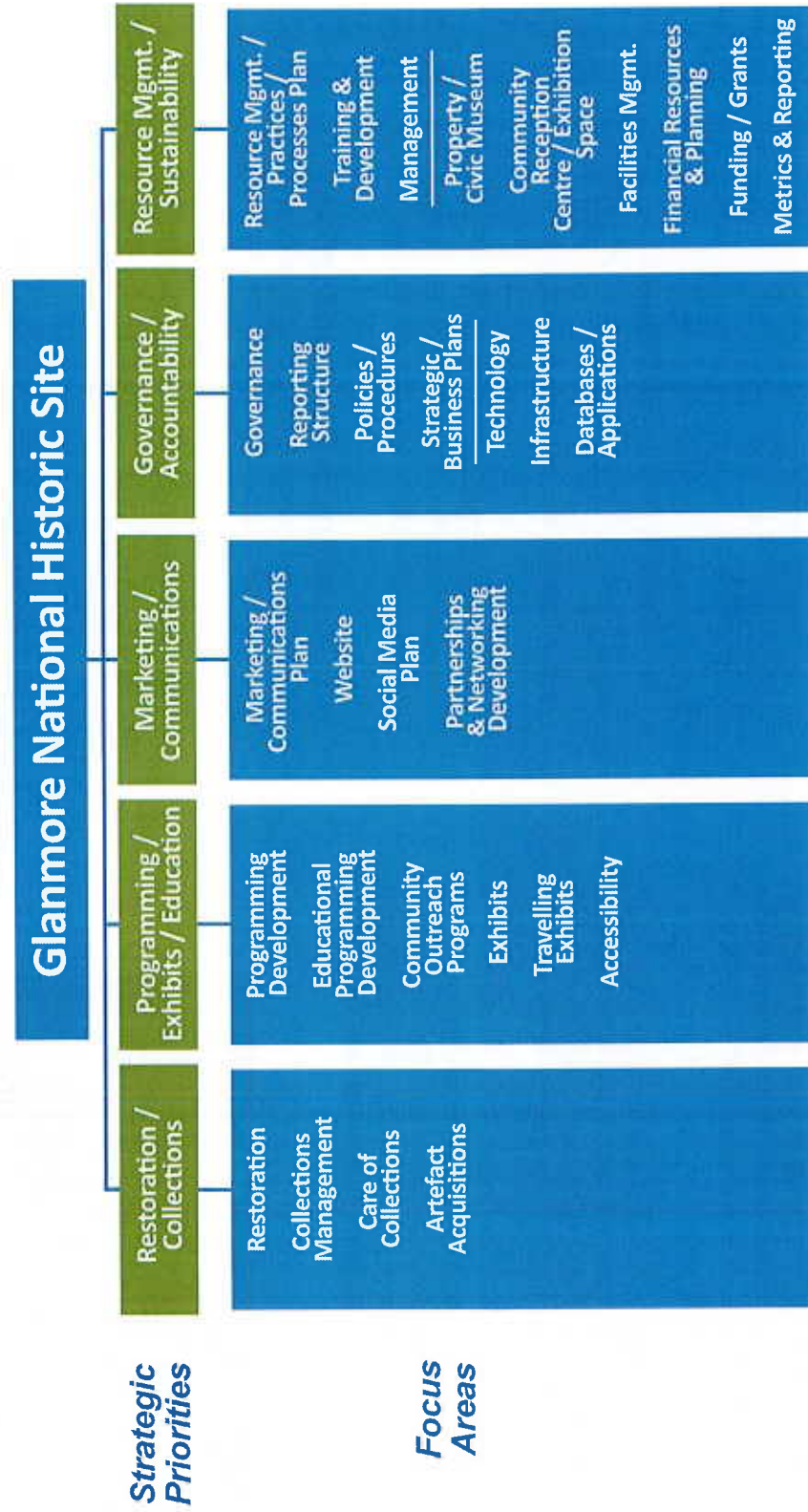


Captain John Meyers, an early European settler, carved his name and the date 1794 into the sides of the horn.

11. Strategic Priorities & Focus Areas (cont.)

The framework below illustrates the five **Strategic Priorities** that the Strategic Plan encompasses as well as the **Focus Areas** for which key **Outcomes** were developed as part of the Strategic Plan. (See *Section 13 and Appendix B for further details*).

Strategic Planning Framework *Where do we focus?*



12. Shared Goals

To set the direction for the Strategic Plan's development and the future vision for Glanmore National Historic Site, the adjacent shared **Goals** were identified for each of the five Strategic Priorities.

These goals helped to develop and facilitate an engaging Strategic Plan review and will set the future direction for Glanmore National Historic Site to embrace as it embarks on the implementation phases of the plan over the next five-year period.

These goals also provided the framework for the development of the detailed Outcomes / Strategies as outlined in the next section of this plan. (See **Section 13 – Implementation Planning Framework and Appendix B.**)



Goals

1. Restoration / Collections

Restore and preserve the Glanmore property while acquiring and maintaining valued collections for exhibition and to support our rich cultural programs in the community.

2. Programming / Exhibits / Education

Develop and offer rich cultural and educational experiences to build connections with the community and our partners.

3. Marketing & Communications

Promote and enhance the intrinsic cultural value of the museum on a regional, national and international basis.

4. Governance & Accountability

Be accountable to our corporate objectives through effective planning and good governance.

5. Resource Management & Sustainability

Support and promote our staff and volunteers, while managing financial and physical resources to ensure continued sustainability and to retain Glanmore as a leader in its field.

13. Implementation Planning Framework

Overview

The Glanmore Strategic Planning Process has resulted in the identification of a comprehensive set of *goals, outcomes and metrics* that will act as drivers for change and enhancement over the next five-year planning period.

Appendix B provided a detailed summary of **Strategic Goals – Outcomes / Strategies** that were developed for all identified Focus Areas across the five Strategic Priorities – over the five-year planning period (2019-2023).

The Outcomes have been set up for the Strategic Priorities in a structure as outlined below:

1. Restoration / Collections
2. Programming / Exhibits / Education
3. Marketing / Communications
- 4A. Governance
- 4B. Accountability
- 5A. Resource Management
- 5B. Sustainability

For each identified Outcome, a summary of the required strategy has been provided, along with the associated *timing* and the *key lead* (staff member) for each Outcome.

The timing for each Outcome has been segmented into the following three time periods:

- 2019 (*Short-term – S*)
- 2020-2021 (*Mid-term – M*)
- 2022-2023 (*Long-term – L*)



14. Implementation Action Plan

A detailed **Implementation Action Plan** will be prepared by Glanmore staff to identify and monitor the following elements for each Outcome as identified in the Implementation Planning Framework (See **Appendix B: Strategic Goals – Outcomes & Strategies**).

Action Plan Framework Elements:

- **Designated responsibility** – Lead & supporting resources for each of the identified Outcomes / Strategies.
- **Priority** – Identify if the Outcome is: A – *Must Do* or B: *Should Do* priority.
- **Timeframes** – Planned start and end date.
- **Actions** – Summary of tasks to achieve each identified Outcome and actions required.
- **Resources** – Identified people and \$ to complete each Outcome.
- **Metrics** – Metrics planned / achieved.

See **Section 15 of this plan for a full summary of planned Metrics to track progress and successes.**

“I can always count on your school programs to follow the curriculum and meet the needs of my students. You are providing excellent learning experiences”.



15. Monitoring & Reporting

15.1 Ongoing Updates & Review

The **Implementation Action Plan** will be maintained by Glanmore's Manager of Museum Services and supporting staff and be used to provide ongoing updates to the Glanmore Advisory Committee and City Council. It will be formally reviewed and updated at each year-end as part of the ongoing **Strategic Planning Review Process**. This will be supplemented by the preparation of **Glanmore's Annual Report**.

These reviews and the associated report will examine overall progress / successes, as well as potential challenges and issues that will arise throughout the planning process and allow for monitoring against the metrics / targets from the Strategic Plan.

Future Priorities

One of the key planning Outcomes that will require considerable study and review over the next five-year period will be part of the *Sustainability* strategic priority: *Property and Facility Management (See Appendix B: 5B.1 – 5B.3)*. As mentioned earlier in **Section 10.5**, it will involve a detailed review and investigation of the feasibility / availability for acquisition of additional facilities in support of the potential expansion of museum services (e.g. *purchase vs. build / lease options*).

This additional facility would allow for the expansion of local history / travelling exhibits, programming, and community outreach programs for the future growth of the museum. The review would also include a feasibility study for the development of an offsite **Community Reception Centre / Exhibition Space** for the City of Belleville and the completion of a 5-year *Facilities Management, Improvement and Capital Investment Plan*, to complement the Feasibility Study.



15.2 Metrics / Measures of Success

The following **Metrics** to achieve success have been developed as part of the Glanmore Strategic Planning Process and have been summarized by each of the five **Strategic Priorities** over the five-year planning period (2019 – 2023) as follows:

1. **Restoration / Collections**
2. **Programming / Exhibits / Education**
3. **Marketing / Communications**
- 4A. & 4B. **Governance / Accountability**
- 5A. & 5B. **Resource Management / Sustainability**

This initial set of metrics will be monitored based on the success in delivering on the **Outcomes** outlined in **Appendix B** of this plan. Both the metrics and Outcomes will be reviewed and updated at year-end as part of the ongoing **Strategic Planning Process** and **Glanmore’s Annual Report Review**.

<p>1. Restoration / Collections</p> <p>GOAL: Restore and preserve the Glanmore property while acquiring and maintaining valued collections for exhibition and to support our rich cultural programs in the community.</p> <p>1.1 Restoration</p> <ul style="list-style-type: none"> • Completion of fence project (2019). • Completion of dining room carpet project (2020). <p>1.2 Collections Management</p> <ul style="list-style-type: none"> • # of photographs of new collection taken and uploaded to database (2019). • Completion of revised collections inventory (2021). • Approval of revisions to Collections Management Policy by Advisory Committee (2019). <p>1.3 Care of Collections</p> <ul style="list-style-type: none"> • Approval of revisions to Conservation Policy by Advisory Committee (2019). <p>1.4 Artefacts Acquisition</p> <ul style="list-style-type: none"> • # of artefacts acquired annually (Ongoing).
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15.2 Measures of Success / Metrics (cont.)

<p>2. Programming / Exhibits / Education</p> <p><i>GOAL: Develop and offer rich cultural and educational experiences to build connections with the community and our partners.</i></p>	
<p>2.1 Programming Development</p> <ul style="list-style-type: none"> • New themed tour schedule implemented (2019). • Appropriate online ticketing system discovered (2019). • Plan completed for 2023 Outdoor 50th Anniversary celebration (2022). • Development of joint programs with community partners (Ongoing). • # of participants in programs / events (Ongoing). 	
<p>2.2 Educational Programming Development</p> <ul style="list-style-type: none"> • Approval of revisions to Interpretation and Education Policy by Advisory Committee (2019). • Expansion of educational programs / activities (Ongoing). • # of school programs and total number of student participants per year (Ongoing). 	
<p>2.3 Community Outreach Programs</p> <ul style="list-style-type: none"> • Participate in two to three large-scale community events (minimum) annually (Ongoing). • Approval of Community Outreach Plan by Advisory Committee (2020). • Approval of revision to Community Policy by Advisory Committee (2019). 	
<p>2.4 Exhibits</p> <ul style="list-style-type: none"> • Produce two in-house temporary exhibits annually (Ongoing). • Outreach exhibit installed at one new location (2020). • Approval of revisions to 3-year Exhibit Development Plan by Advisory Committee (2019). • Increased visibility of museum from street at night with the installation of new exterior lighting (2019). • Approval of revisions to Exhibit Policy by Advisory Committee (2019). 	
<p>2.5 Travelling Exhibits</p> <ul style="list-style-type: none"> • Provincial museum circuit exhibit developed and installed in-house and touring schedule produced (2022). • # of visitors to travelling exhibits annually (Ongoing). • # of travelling exhibits per year (Ongoing). 	
<p>2.6 Accessibility</p> <ul style="list-style-type: none"> • Production of updated Virtual Tour of Museum (GNHS) in multiple languages completed (2023). 	

15.2 Measures of Success / Metrics (cont.)

<p>3. Marketing / Communications</p> <p>GOAL: Promote and enhance the intrinsic cultural value of the museum on a regional, national and international basis.</p> <p>3.1 Marketing / Communications Plan</p> <ul style="list-style-type: none"> • Approval of Marketing / Communications Plan by Advisory Committee (2021). • Two languages added each year to Visitor’s Guide (Ongoing). <p>3.2 Website</p> <ul style="list-style-type: none"> • New online Volunteer Manual added to website (2020). • New online exhibit developed featuring artefacts from Glanmore’s collections (2022). • Quarterly report on website and social media traffic / engagement. (Ongoing). <p>3.3 Social Media</p> <ul style="list-style-type: none"> • Updated Social Media Plan approved by Advisory Committee (2020). • Data compiled and report prepared for effective social media presence (2020). <p>3.4 Partnerships and Networking Development</p> <ul style="list-style-type: none"> • Expansion of partnership opportunities (programs / activities) with existing and new community agencies (Ongoing).
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15.2 Measures of Success / Metrics (cont.)

<p>4A. Governance</p> <p><i>GOAL: Be accountable to our corporate objectives through effective planning and good governance.</i></p> <p>4A.1 Governance</p> <ul style="list-style-type: none"> Positive report from Ministry of Culture and CMOG (Community Museum Operating Grant) funding received (Ongoing). <p>4A.2 Reporting Structure</p> <ul style="list-style-type: none"> Ongoing successful acquisition of community & municipal resources (Ongoing). Approval of ongoing updates to Advisory Committee Terms of Reference (Ongoing). <p>4A.3 Policies / Procedures</p> <ul style="list-style-type: none"> Approval of revisions to all museum policies by Advisory Committee (Ongoing). Approval of revisions to Statement of Purpose by Advisory Committee (2019). Approval of development of Glanmore Value Statements by Advisory Committee (2019). <p>4A.4 Strategic Plan</p> <ul style="list-style-type: none"> Acceptance and approval of 2019-2023 Glanmore NHS Strategic Plan by Advisory Committee and City Council (2019). 	<p>4B. Accountability</p> <p><i>GOAL: Be accountable to our corporate objectives through effective planning and good governance.</i></p> <p>4B.1 Technology</p> <ul style="list-style-type: none"> Upgrades / updates to internal technology systems (Ongoing). <p>4B.2 Infrastructure</p> <ul style="list-style-type: none"> Recommendations to improve and update security and fire alarm systems compiled (2020). <p>4B.3 Databases / Applications</p> <ul style="list-style-type: none"> Integration with citywide technology in place – e.g. cloud stations, database backups (Ongoing).
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15.2 Measures of Success / Metrics (cont.)

<p>5A. Resource Management</p>
<p>GOAL: Support and promote our staff and volunteers, while managing financial and physical resources to ensure continued sustainability and to retain Glanmore a leader in its field.</p>
<p>5A.1 Resource Mgmt. / Practices / Processes Plan</p> <ul style="list-style-type: none"> • Sufficient staffing needs identified (Ongoing). • Development of enhanced volunteer recruitment / training program (Ongoing). • # of new volunteers (Ongoing). • # of volunteers active in the museum per month (Ongoing). • Annual Report on volunteer hours and activities (Ongoing).
<p>5A.2 Training & Development</p> <ul style="list-style-type: none"> • # / type of training sessions attended by staff (Ongoing).
<p>5A.3 Management</p> <ul style="list-style-type: none"> • Performance measurements and productivity improvements implemented (Ongoing).

15.2 Measures of Success / Metrics (cont.)

<p>5B. Sustainability</p> <p>GOAL: Support and promote our staff and volunteers, while managing financial and physical resources to ensure continued sustainability and to retain Glanmore a leader in its field.</p>
<p>5B.1 Property / Civic Museum</p> <ul style="list-style-type: none"> • Completion of feasibility study for additional facility and approval by Advisory Committee and City Council (2023).
<p>5B.2 Community Reception Centre / Exhibition Space</p> <ul style="list-style-type: none"> • Feasibility assessment of offsite community reception centre / exhibition space completed (2020).
<p>5B.3 Facilities Management</p> <ul style="list-style-type: none"> ▪ Approval of revisions to Physical Plant Statement by Advisory Committee (2020). • Upgrades / improvements to building and property including environmental (Ongoing).
<p>5B.4 Financial Resources and Planning</p> <ul style="list-style-type: none"> • Secure funding sources for identified strategic priorities (Municipal government / other) (Ongoing).
<p>5B.5 Funding / Grants</p> <ul style="list-style-type: none"> • Secure funding from Friends of Glanmore / community business sponsorship programs (Ongoing).
<p>5B.6 Metrics / Reporting</p> <ul style="list-style-type: none"> • Report on successes and milestones achieved as part of Strategic Plan to Advisory Committee and City Council (Ongoing). • Marked increase in current perceived level of community engagement (50%) by 2023 – as per <i>Internal Surveys / Interviews (Fall 2017) & External Interviews (Spring 2018) / Surveys (Sept 2018) results</i>. • # of annual visitors (Ongoing).

16. Contacts

For further information on the preparation or content of the Glanmore 2019-2023 Strategic Plan, learning more about the museum or partnering with Glanmore in our community, please contact:



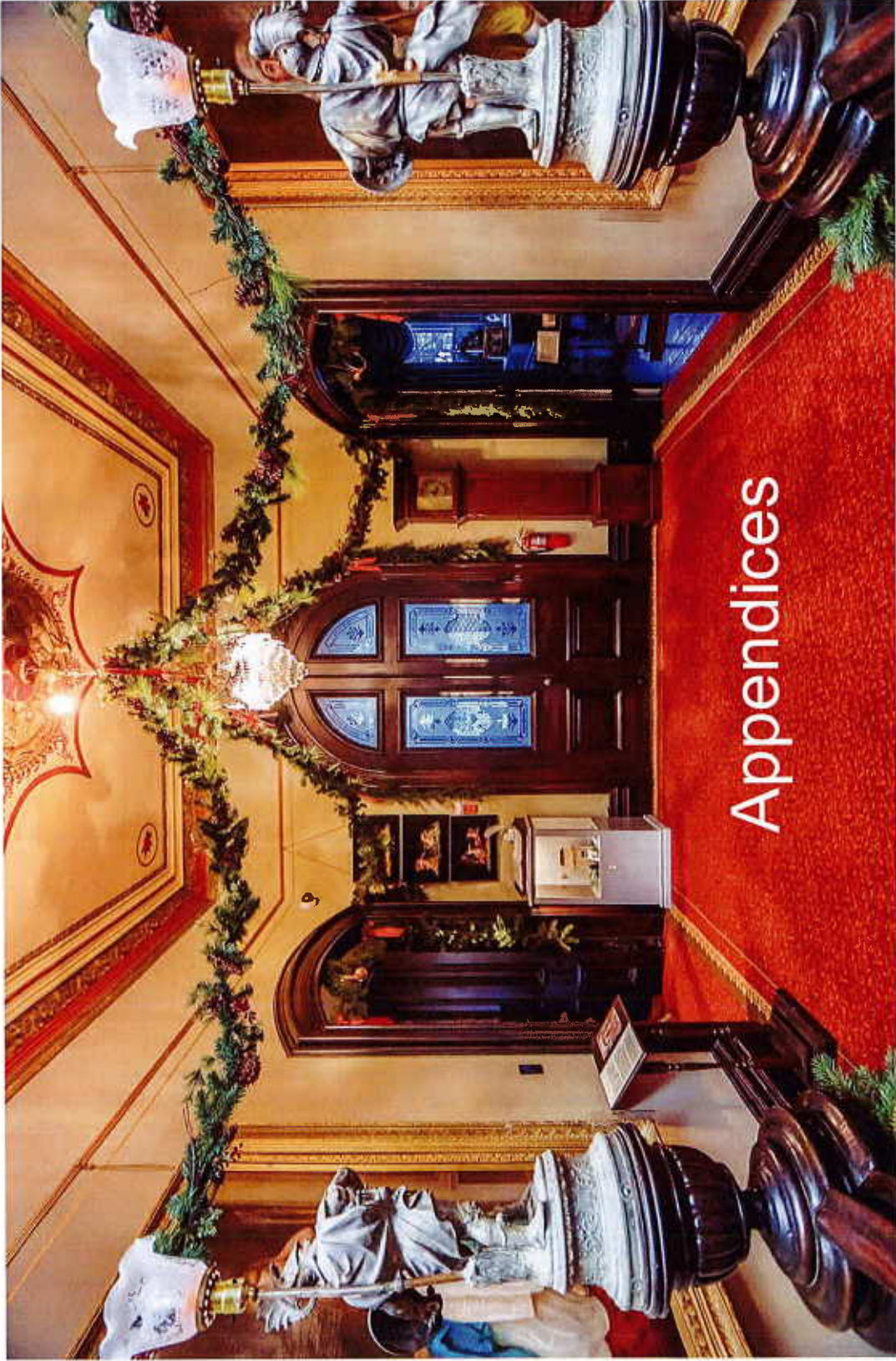
Rona Rustige
City of Belleville
Manager of Museum Services
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APPENDIX A: Summary Of Strengths, Weaknesses, Opportunities & Threats

As part of the internal and external surveys and interviews, feedback was obtained for staff, volunteers and external community stakeholders, with respect to a SWOT Analysis of strengths, weaknesses, opportunities and threats. Highlights are summarized below.

Strengths	Weaknesses
<ul style="list-style-type: none"> • The site / house – Architecture, splendour & grounds. • Extensive collections. • National Historic Site designation. • Historical Accuracy & Interpretations. • Extensive restoration of site (interior & exterior). • Knowledge and experience of staff (<i>adding up collectively to over 100 years of museum experience</i>). • Level of professionalism. • Dedicated volunteers and volunteer organization (<i>Friends of Glamore</i>). • Partnerships & support within the community and museum field. • Curriculum-based education programs. • High quality workshops and exhibits. • Social media presence and website. • Financial support from the City of Belleville & other sources. • Downtown location. • “Gem” or “Jewel of Belleville”. 	<ul style="list-style-type: none"> • Lack of space to accommodate sizable programming, travelling exhibits & development of in-house exhibits to display Regional Collections... <i>need to expand</i>. • Lack of staffing for programming, during peak seasons & for weekend / evening programming). • Double functions – balancing the historic house while also being a community museum. • Residential area – restricted for general public; limits access; barriers to growth. • Lack of promotion & \$\$. • Staff & budget constraints limit programming & community outreach / engagement. • Advertising and travelling exhibit budgets – cannot meet increasing costs. • Lack of meeting space for events, collections & exhibits.

APPENDIX A: Summary Of Strengths, Weaknesses, Opportunities & Threats (cont.)

Opportunities	Threats
<ul style="list-style-type: none"> • Securing funding to acquire an additional facility & staff for future growth – a Belleville Civic Museum. • New facility to provide administrative, community & collections space. • Additional staff to support future new facility programming, community outreach, exhibits. • Opportunities to enhance and extend future community engagement with enriched programming and outreach. • Collecting relevant Belleville artefacts. • Further restoration of site (e.g. historic kitchen). • Opportunity to showcase extensive unsewn collections. • Engaging locals in the community – with creative community engagement & outreach. • Expanded online accessibility of collection. • Leverage social media to extend reach...beyond our borders! (<i>National, US, worldwide</i>). • Fundraising: Expand grants, corporate sponsorship & donation programs – requires staffing. • Secure City Council support & increased funding. • Feasibility Study re: new property acquisition. • Understand key stakeholder needs / views. • Increasing interactive exhibits. 	<ul style="list-style-type: none"> • Lack of or limited: space, staff or community engagement. • New legislation that could limit funding at different levels of government. • Residual effects from changes with school boards (e.g. strikes, cuts, buses, etc.). • Lack of inclusion in tourism promotion. • Building accessibility. • Public perception of relevance in community; Creative ways to attract visitors as a HUB for the Community. • Limited funding to support marketing of Glanmore.

APPENDIX B: Strategic Goals – Outcomes & Strategies

1. RESTORATION / COLLECTIONS

GOAL: Restore and preserve the Glanmore property while acquiring and maintaining valued collections for exhibition and to support our rich cultural programs in the community.

PLANNED OUTCOMES / STRATEGIES	Timing OG - Ongoing	Key Lead
1.1 Restoration a. Continue restoration of overall site. b. Reproduction of the fence. c. Research and reproduce Butler's pantry (need new facility). d. Research and reproduce kitchen (need new facility). e. Research and reproduce dining room and master bedroom carpet. f. Research remaining decorative elements (e.g. friezes, ceiling decoration, investigating above picture rails). g. Revisit historic landscape restoration study.	OG 2019 (S) 2023 (L) 2023 (L) 2020 (M) OG OG	RR RR RR RR RR RR RR
1.2 Collections Management a. Continue to update entire records management system. b. Update database to ensure each entry includes an artefact photo. c. Continue to input acquisitions. d. Continue to add to online database; enhance searchability / cross-references. e. Maintain collections inventory records and update every 3 years. f. Review and revise Collections Management Policy.	OG 2019 (S) OG OG 2021 (M) 2019 (S)	ME ME ME DMJ ME RR
1.3 Care of Collections a. Continue to ensure the preservation and conservation of objects. b. Ensure ongoing preventive conservation in accordance with Conservation Policy. c. Update preventive conservation practices as new standards develop. d. Update environmental monitoring systems as technology develops. e. Plan for expanded artefact storage with the possibility of the acquisition of a new facility. f. Review and revise Conservation Policy.	OG OG OG OG 2021 (M) 2019 (S)	RR ME ME RR RR RR
1.4 Artefacts Acquisition a. Actively acquire regional artefacts based on identified exhibition needs and collections management policy.	OG	RR

APPENDIX B: Strategic Goals – Outcomes & Strategies (cont.)

2. PROGRAMMING / EXHIBITS / EDUCATION

GOAL: *Develop and offer rich cultural and educational experiences to build connections with the community and our partners.*

PLANNED OUTCOMES / STRATEGIES	Timing OG - Ongoing	Key Lead
<p>2.1 Programming Development</p> <ul style="list-style-type: none"> a. Develop themed tours available on a regular basis. b. Create a monthly evening event targeted to families. c. Develop Speaker series (needs new facility). d. Determine feasibility of an entertainment evening for young adults. e. Investigate an online ticketing system. f. Integrate programs with costumed interpretation. g. Plan an outdoors 50th Anniversary celebration for 2023. h. Develop partnership for outdoor wellness program and other outdoor programming events. i. Review and revise Interpretation and Education Policy. j. Engage with community groups to explore partnering for joint development of programs. k. Continue to offer and expand public programming as an important educational community service. 	<p>2019 (S) 2020 (M) 2023 (L) 2020 (M) 2019 (S) 2020 (M) 2022 (M) OG 2019 (S) OG OG</p>	<p>MAW MAW MAW MAW MAW MAW MAW MAW RR RR / MAW MAW</p>
<p>2.2 Educational / School Programming Development</p> <ul style="list-style-type: none"> a. Review and continued development of curriculum linked programming in accordance with Interpretation and Education Policy. 	<p>OG</p>	<p>MAW</p>
<p>2.3 Community Outreach Programs</p> <ul style="list-style-type: none"> a. Review and continual development of community outreach, programming in accordance with the Community Policy. b. Research and develop a community outreach plan. This will speak to future investments in resources to meet or reflect community needs and core findings. c. Review and revise Community Policy. 	<p>OG 2020 (M) 2019 (S)</p>	<p>MAW / DMJ MAW / DMJ RR</p>

APPENDIX B: Strategic Goals – Outcomes & Strategies (cont.)

2. PROGRAMMING / EXHIBITS / EDUCATION (cont.)

GOAL: *Develop and offer rich cultural and educational experiences to build connections with the community and our partners.*

PLANNED OUTCOMES / STRATEGIES	Timing OG - Ongoing	Key Lead
<p>2.4 Exhibits</p> <ul style="list-style-type: none"> a. Develop more exhibits about Regional History utilizing vast Regional Collection. b. Produce annual in-house (GNHS) temporary exhibits featuring local history artefacts. c. Refresh restored rooms on a regular basis to highlight a variety of artefacts. d. Identify suitable locations for additional outreach exhibits. e. Maintain and refresh existing off-site exhibits (e.g. Fire Hall, City Hall case). f. Research and develop regional history exhibits for Municipal Museum. g. Research and develop interactive elements for all exhibits. h. Revise and update 3-year Exhibit Development Plan. i. Design new and additional exterior interpretive plaques for museum (GNHS) grounds. j. Install exterior lighting for museum (GNHS). k. Review and install interior lighting solutions. l. Review and revise Exhibit Policy. m. Explore business sponsorship program to fund permanent and rotating exhibits. n. Engage with community groups to explore partnering for joint development of exhibits. o. Review requirement for multi-lingual exhibit materials. 	<ul style="list-style-type: none"> OG 2019 (S) OG 2020 (M) OG 2023 (L) 2020 (M) 2019 (S) 2021 (M) 2019 (S) OG 2019 (S) OG OG OG 	<ul style="list-style-type: none"> DMJ DMJ DMJ DMJ / RR DMJ RR DMJ DMJ DMJ DC DC RR RR RR / DMJ RR / DMJ
<p>2.5 Travelling Exhibits</p> <ul style="list-style-type: none"> a. Continue to develop a program of travelling exhibitions to meet community interests. b. Research and develop a travelling exhibit for provincial museum circuit. c. Continue to acquire suitable travelling exhibits. 	<ul style="list-style-type: none"> OG 2022 (L) OG 	<ul style="list-style-type: none"> DMJ DMJ DMJ
<p>2.6 Accessibility</p> <ul style="list-style-type: none"> a. Develop updated Virtual Tour video that includes Museum (GNHS) updates, in multiple languages, to improve accessibility for visitors. 	<ul style="list-style-type: none"> 2023 (L) 	<ul style="list-style-type: none"> RR

APPENDIX B: Strategic Goals – Outcomes & Strategies (cont.)

3. MARKETING / COMMUNICATIONS

GOAL: *Promote and enhance the intrinsic cultural value of the museum on a regional, national and international basis.*

PLANNED OUTCOMES / STRATEGIES	Timing OG - Ongoing	Key Lead
3.1 Marketing / Communications Plan a. Investigate and produce additional signage for the museum (GNHS) – onsite, local and regional. (See Property 5B.1b) b. Develop a comprehensive marketing / communication plan that addresses all strategic priority requirements. c. Review current / future collateral materials requirements. d. Review and investigate local tour routes and landmarks for the possible development of a cultural tour for the area / themes. e. Investigate new innovative opportunities in advertising inside and outside of the regional community. f. Develop new ways to digitally record visitor data (ipad, survey, apps, etc.). g. Review requirement for multi-lingual materials and website content.	2020 (M) 2020 (M) 2019 (S) 2021 (M) 2021 (M) 2023 (L) OG	RR MAW MAW MAW MAW MAW MAW
3.2 Website a. Continue to enhance website content; including online artefacts digitized database, maintaining current updates and driving traffic to the website. b. Develop online volunteer training resources. c. Develop online exhibits featuring a variety of artefacts from Glanmore's collections.	OG 2020 (M) 2022 (L)	MAW / DMJ RR DMJ
3.3 Social Media Plan a. Review and update social media plan based on current and changing standards. b. Review the time required to implement and maintain an effective social media presence.	2020 (M) 2019 (S)	MAW MAW

APPENDIX B: Strategic Goals – Outcomes & Strategies (cont.)

4A. GOVERNANCE

GOAL: Restore and preserve the Glanmore property while acquiring and maintaining valued collections for exhibition and to support our rich cultural programs in the community.

PLANNED OUTCOMES / STRATEGIES	Timing OG - Ongoing	Key Lead
4A.1 Governance a. Continue to demonstrate compliance with all museum standards & work closely with all levels of government, reporting as required. b. Review and revise Governance Policy. c. National Historic Site (NHS) Designation – Ongoing management of NHS designation and requirements.	OG 2020 (M) OG	RR RR RR
4A.2 Reporting Structure a. Work effectively within the existing governance structure to ensure accountability to acquire community and municipal resources. b. Through the governance structure, staff is to provide information in order that timely and effective decisions are made. c. Review / update Terms of Reference (2011) for Advisory Committee; including guidelines for operating, meeting and communications and reporting processes.	OG OG 2020 (M)	RR RR RR
4A.3 Policies / Procedures a. Compliance with all policies, procedures and museum standards. b. Review and revise Research Policy. c. Review and revise Statement of Purpose (2001) to ensure it reflects its evolving role to serve the region as a community museum in terms of historical / cultural outreach, education and programming. d. Development of Value Statements for Glanmore.	OG 2020 (M) 2019 (S) 2019 (S)	RR RR RR RR
4A.4 Strategic Plan a. Develop a 5-yr Strategic Plan for Glanmore NHS (2019-2023) to assist with meeting museum future goals and objectives. b. Report on recommend priorities, goals and planned outcomes to Advisory Committee and City Council. c. Review Strategic Plan on an annual basis to report on key programs, outcomes, activities, metrics / successes & directions.	2019 (S) 2019 (S) OG	RR RR RR RR

APPENDIX B: Strategic Goals – Outcomes & Strategies (cont.)

4B. ACCOUNTABILITY

GOAL: *Restore and preserve the Glanmore property while acquiring and maintaining valued collections for exhibition and to support our rich cultural programs in the community.*

PLANNED OUTCOMES / STRATEGIES	Timing OG - Ongoing	Key Lead
4B.1 Technology a. Ensure technology is state-of-the-art to support infrastructure and programming (e.g. phone system, internet access, point of sale, online banking options and security cameras).	OG	RR
4B.2 Infrastructure a. Review annually the condition of all critical infrastructure to support programming. (e.g. gas, electrical, plumbing, IT redundancy etc.). b. Investigate an updated security and fire alarm system.	OG 2020 (M)	DC DC
4B.3 Databases / Applications a. Extension of citywide technology and support to the museum as an internal stakeholder (e.g. cloud stations, capacity to backup database to server, etc.).	OG	RR

APPENDIX B: Strategic Goals – Outcomes & Strategies (cont.)

5A. RESOURCES MANAGEMENT

GOAL: *Support and promote our staff and volunteers, while managing financial and physical resources to ensure continued sustainability and to retain Glanmore as a leader in its field.*

PLANNED OUTCOMES / STRATEGIES	Timing OG - Ongoing	Key Lead
5A.1 Resource Mgmt. / Practices / Processes Plan		
a. Identify staffing needs based on emerging museum priorities and ever changing cultural, community and marketplace needs / demands.	2021 (M)	RR
b. Investigate additional staffing requirements to support the facilities expansion to support permanent/travelling exhibits, programming, outreach programs and administration for the future growth of the museum.	2022 (L)	RR
c. Undertake a continual review of roles / skill sets / staffing models to ensure relevancy in light of changing priorities.	OG	RR
d. Develop an enhanced volunteer program / plan to attract / recruit, train and retain volunteers.	OG	RR
e. Continue to enhance student intern and co-op programs to leverage their knowledge and resource time for program development and implementation.	OG	RR
f. Review succession-planning requirements for future retiring staff.	OG	RR / MF
g. Update job descriptions and requirements to sync with strategic priorities and needs of Glanmore.	OG	RR
h. Review best practices at other museums to leverage improved operations and ways of enhancing community engagement.	OG	All
i. Continue to be part of City of Belleville HR frameworks.	OG	RR
j. Review and Revise Human Resources Policy.	2020 (M)	RR
5A.2 Training & Development		
a. Identify professional development and training opportunities for museum staff to ensure they acquire the expertise required by emerging trends and changing priorities.	OG	RR
5A.3 Management / Supervision		
a. Maintain regulatory compliance and operational excellence and provide support for staff to effectively perform their professional duties.	OG	RR
b. Measure productivity and performance.	OG	RR

APPENDIX B: Strategic Goals – Outcomes & Strategies (cont.)

5B. SUSTAINABILITY

GOAL: *Support and promote our staff and volunteers, while managing financial and physical resources to ensure continued sustainability and to retain Glanmore as a leader in its field.*

PLANNED OUTCOMES / STRATEGIES	Timing OG - Ongoing	Key Lead
5B.1 Property / Civic Museum a. Review and investigation of feasibility / availability (e.g. purchase vs. build, lease options) for acquisition of additional facilities to support the expansion of permanent / travelling exhibits, programming, community outreach programs and administration for the future growth of the museum (GNHS). b. Review signage and lighting improvement for exterior of building to improve awareness, events notification & community curb appeal. (See <i>Mktg / Comm #3.1a</i>) c. Review ongoing beautification of grounds in keeping with the historic landscape restoration study conducted by Parks Canada.	2019-2023 2020 (M) OG	RR/MF RR RR
5B.2 Community Reception Centre / Exhibition Space a. Determine feasibility of community reception centre / exhibition space offsite.	2019 (S)	MF
5B.3 Facilities Management a. Development of 5-yr Facilities Management, Improvement & Capital Investment Plan – to complement Feasibility Study in 5B.1a above. b. Ensuring ongoing building maintenance and review of accessibility, safety and security requirements. c. Review and revise the Physical Plant Policy. d. Review environment efficiencies and cost savings opportunities for property / building.	2020 (M) OG 2020 (M) OG	MF DC RR DC

APPENDIX B: Strategic Goals – Outcomes & Strategies (cont.)

5B. SUSTAINABILITY (cont.)

GOAL: Support and promote our staff and volunteers, while managing financial and physical resources to ensure continued sustainability and to retain Glanmore as a leader in its field.

PLANNED OUTCOMES / STRATEGIES	Timing OG - Ongoing	Key Lead
5B.4 Financial Resources & Planning a. Identify and fund the prioritized initiatives and projects in support of goals and objectives within the Strategic Plan.	OG	RR
5B.5 Funding / Grants a. Continuing to source and secure grants and other funding to support Glanmore's strategic priorities. (e.g. CMOG, foundations, corporations, increased client traffic, partnerships). b. Explore alternative sources of funding and revenue streams to support acquisition strategy (See 5B.1 above) c. Develop 5 yr. fundraising goals to support acquisition of new facility future plans	OG OG OG 2023 (L)	RR RR / MIF RR / MIF
5B.6 Metrics / Reporting a. Continue and improve metrics and processes to track and celebrate successes, and to ensure those programs and initiatives meet / exceed expectations as outlined in the Strategic Plan. b. Develop measurable targets and key indicators of success as part of the implementation of the Strategic Plan – with ongoing reporting to the Advisory Committee and City Council.	OG OG	RR RR

