



1 EXECUTIVE SUMMARY

FERNIE MUSEUM

2015 BUSINESS PLAN SUMMARY

Since 1964, the Fernie Museum has gathered, preserved and interpreted the history of Fernie and the East Kootenay – Crowsnest Pass region. With its collections, programs and exhibitions, the Museum has distinguished itself as a dynamic institution that greatly enriches the cultural life of our community.

In 2015, the Fernie Museum and its governing society will be emerging from a series of organizational and operational transitions.

- With the adoption of a new governance model, the Carver Model, in 2014, the Board will be transitioning from a management Board with hands-on oversight of its largest project to the date, the Museum Project, to a governance board, providing oversight of an operating museum with professional staff. A governance committee has been established to develop governance policies to compliment the Society’s by-laws and constitution.
- The Museum will have successfully transitioned from being a construction site to a fully operating museum and visitor information centre offering a range of visitor services, temporary exhibitions and programming that relate its mandate and brand.
- The Museum, the Society and our various stakeholders will have transitioned through a turnover in the Museum’s primary leadership role of Director-Curator with the retirement of Mike Pennock, a driving force behind the Museum.

The 2015 Business Plan establishes a roadmap with clear strategic priorities based on a solid understanding and analysis of our current operational environment that will guide the Museum’s Board and staff beyond these transitions into an organization focused on both preserving Fernie’s rich heritage and engaging our community in deep, meaningful fashion through our exhibits, programs, events and volunteer opportunities.

STRATEGIC PRIORITIES FOR 2015

The 2015 Business Plan outlines the strategies that provides a new foundation from which we can engage our community and audiences with Fernie’s rich heritage, continue to develop long-term organizational sustainability and set the stage for future growth. These strategies can be summarized as follows:

- Delivering public and school programs and events that engage residents and visitors with Fernie’s history, partnering with community organizations, groups and businesses.
- Curating and installing three temporary exhibits in the 2nd floor gallery, including *Olympic Spirit: Canada’s Sports Heroes*, *Fernie At War: The Morrissey Internment Camp*, and *An Immigrant Story: The Rise and Fall of Emilio Picariello*.

- Developing a volunteer program to recruit, train, and engage volunteers in the work of the Museum and the Society by supporting its many operational and governance functions.
- Making the museum’s photograph collection accessible by publishing an online searchable database; for 2015, the Museum will make over 750 images available online for public research and enjoyment.
- The ongoing management of its artifact and archival collections; a user-searchable collections management database program and updated collections policies/processes will be adopted in 2015.
- Develop and implement a governance structure that supports community engagement and policy development in our core areas of collections management, museum exhibitions and museum programming;
- Development of a core business model that aligns the museum with City of Fernie and other stakeholders’ values, of which community engagement and organizational sustainability are a key focus.

The expected outcomes and measurement of our activities include:

- **Sustainability.** The Museum successfully leverages additional funding and community support through grants, sponsorships and volunteers. Measurement: Volunteer hours, \$ value and number of sponsorships and levels of in-kind support. Target: Increase project funding from \$24,800 in 2014 to \$75,000 for 2015, recruit and retain 10 new volunteers who donate collectively 500 hours.
- **Community Engagement.** Engaging the local community and visitors by developing and implementing a range of community outreach programs (exhibits, programs and events) and providing visitor services. Measurement: Level of audience engagement on our social media sites, number of unique visitors on the museum website, attendance at museum programs, and the attendance at board and committee meetings.
- **Audience Development.** A rise in annual attendance to 19,000 visitors, building repeat visitation and providing exemplary customer care and a positive visitor experience. Measurement: Statistics and trends analysis; Visitor satisfaction surveys, TripAdvisor reviews, and program evaluation surveys Target: Increase attendance to 19,000 from 17,000 (2014) with a demonstrated increase in community and school outreach programming; : 95% good to excellent visitor satisfaction.
- **Collection Development and Accessibility.** Preservation/conservation of the museum’s collections supported by the implementation of new collections management database, policies, and procedures. Target: 750+ archival images made available online. Library catalogued.

Many people have made significant contributions to assist with the development of the Fernie Museum. Thank you for continuing to make it a reality through your support.

Dave O’Haire
President

Ron Ulrich
Director-Curator

2 OUR STRATEGIC DIRECTION – 2009 TO 2015

In 2009, with a new facility secured, the Board of Directors drew up a seven year strategic plan, establishing eleven broad goals that would guide both the capital development and the operation of the museum. With the museum fully operational, the Board of Directors with the advice and input of its professional staff has set the following strategic objectives for 2015 within each of the eleven goals they had set.

The Board of Directors will be undertaking the development of a new strategic plan in 2015 that will guide museum operations and the Society from 2016 to 2020.

GOAL ONE

To run a sustainable, integrated organization that actively promotes, through exhibitions and programming, the knowledge, appreciation and understanding of history.

2015 Strategies Priorities:

- Develop three exhibits for the 2nd floor gallery and related programs.
- Strike an Education Committee which will look at establishing a program aimed at using the Core Exhibit to address curriculum outcomes.
- Inventory and assess the satellite exhibits in the community; review the exhibits with a view to assessing their effectiveness.
- Develop a technology outreach plan for the museum; explore all aspects of social media with a view to identifying the most effective ways to promote museum activities.

GOAL TWO

To establish and maintain the core exhibition space with innovative exhibition programming and complementary educational and event programming.

2015 Strategies Priorities:

- Ensure the main floor exhibit is maintained and refurbished every season; redo the Discovery Drawers; maintain the Explore Fernie drawers and boxes; redo the Sports Challenge items.

GOAL THREE

To effectively manage our permanent human history artifact and archival collections.

2015 Strategies Priorities:

- Assess and organize the basement storage areas; determine best alternatives for refinishing ceilings and walls, shelving units and artefact areas.
- Establish a Collections Committee; develop terms of reference for the committee.
- Input the present collections information to the new Past Perfect program and establish an upgraded database
- Convert the Museum's most popular images for display and online sales.

GOAL FOUR

Establish and operate a well-organized and accessible archive.

2015 Strategies Priorities:

- Through ongoing collections assessment, work towards consolidating the museums archival collections.
- Identify storage areas appropriate for various archival collections.

GOAL FIVE

To govern our organization effectively and accountably.

2015 Strategies Priorities:

- Establish a Governance Committee.
- Develop a set of Governance policies to guide the board and the museum operation.

GOAL SIX

To set up and run an efficient and effective organization by employing staff members and coordinating volunteers who are dedicated to our vision.

2015 Strategies Priorities:

- Maintain appropriate staffing levels.
- Establish a Volunteer Recruitment plan that identifies various volunteer tasks within the museum and what community groups might be interested in the tasks; develop job descriptions for volunteer tasks.
- Participate in community and private job fairs to identify potential volunteers.

GOAL SEVEN

To actively raise funds and generate revenue to sustain the ongoing operations, maintenance and growth of the organization.

2015 Strategic Priorities:

- Establish an online shop where customers may purchase museum products.
- Develop signature Museum events, biannually, that will be aimed at increasing membership and establishing increased community interest.
- Explore long term sponsorship of the Museum Gallery through large corporate donations.
- Identify local corporations which would be a good sponsorship fit for the 2014/2015 gallery programs; meet with potential sponsors to discuss gallery program plans.

GOAL EIGHT

To proactively increase and maintain our membership through marketing and provide a range of benefits.

2015 Strategic Priorities:

- Develop and promote the new historical calendar program that will increase society membership with each sale.
- Develop and issue a quarterly newsletter to all members.
- Establish a membership incentive program with special invitations, closed events and various membership benefits.

GOAL NINE

To maintain a positive profile in the community and region through increased, targeted community engagement.

2015 Strategic Priorities:

- Nurture and cultivate more partnerships with various community organizations and local government offices.

GOAL TEN

To engage in proactive and sustained marketing for the new facility.

2015 Strategic Priorities:

- Move forward strategies identified in the Branding Workshop to further Museum marketing goals and programs.
- Develop and distribute a Museum Rack Card to be used to promote the facility in various public locations.

GOAL ELEVEN

Annually evaluate and modify, as needed, our strategic, business and operational plans.

2015 Strategic Priorities:

- Develop a board evaluation process to include analysis of the operational plan, the board skill set, and the financial program.