

Pioneer Village Museum

BROKEN BEAU HISTORICAL SOCIETY INC.



2024-2026 STRATEGIC PLAN

MOVING FORWARD TOGETHER

March 5, 2024

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Preface

The Pioneer Village Museum / Broken-Beau Historical Society Board (hereinafter referred to as “Pioneer Village Museum”) are pleased to share our Vision, Mission, Core Services/Functions, Values, Priorities, and planned Strategies/Activities for the next three years. The **2024-2026 Strategic Plan** is the result of thorough review and discussions that took place on November 16 and December 19, 2023 with the Board for the purpose of establishing a clear, unified sense of priorities and direction.

A collaborative approach was taken within the planning process, and it resulted in a wide variety of ideas and opinions to consider. Every piece of information received was reviewed in a systematic manner that allowed the priorities and values to rise to the top.

It is our hope that all people associated with the Pioneer Village Museum, take some time to review the Strategic Plan. The vision, mission, values and priorities of the organization will be considered within all future planning efforts associated with the Pioneer Village Museum.

By directing multiple efforts of many people towards these priorities, together we will make the significant impacts we seek.

Sincerely,

Pioneer Village Museum Board of Director’s...

Brad Mikoluff, Ashley Garand, Kim Sowa-Kozody, Dayne Jonasson, Melissa Haywood, Paul Meads, Heather Greenburgh

Council Representative’s...

Don Mazur - Town of Beausejour Brad Saluk – RM of Brokenhead



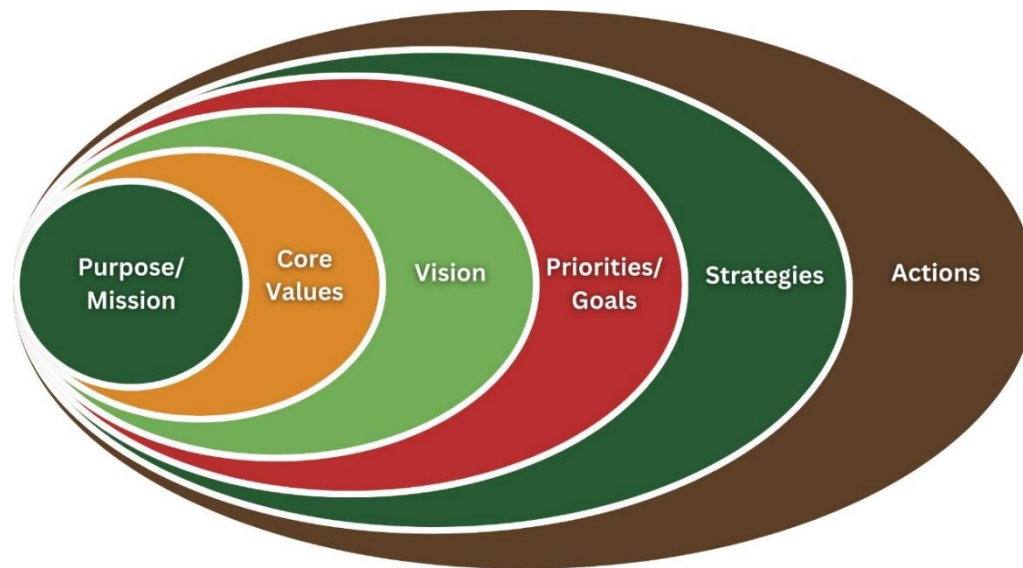
Strategic Planning Process Overview

In November-December 2023, the Pioneer Village Museum Board conducted a strategic planning process with consultation provided by Community Futures Winnipeg River (CFWR). A strategic plan is a living document used to establish the direction of an organization and to guide its activities and initiatives. Strategic plans typically have a 3-5 year horizon and set the vision, mission, and broad strategic goals for the organization. Through strategic planning you create a picture of the current environment; envision the future of the organization; identify issues, opportunities and priorities; and determine strategies to make the vision a reality. The strategic plan covers the timeframe of January 1, 2024 to December 31, 2026 and is overseen by the Pioneer Village Museum Board. The following chart outlines the strategic planning process:

Timeframe	Process Step
October 2023	Process Outline – An overview/guideline of the strategic planning process was developed.
November 16 & December 19, 2023	Strategic Planning Session(s) – The Board held two strategic planning sessions to discuss existing conditions, and to determine the mission, future vision, values, priorities, goals, and strategies of the organization.
January - March 2024	Review and Adoption – The Board reviewed the strategic plan. Following edits, the plan was adopted by the Board.
April 2024	Presentation – The strategic plan is presented at the Annual General Meeting.
January 2024 – December 2026	Implementation – The plan is communicated, implemented, monitored, adjusted as required, evaluated, and celebrated.
Yearly Basis	Annual Planning – The strategic plan is reviewed and considered within operational planning and budgeting processes of the organization each year.
November 2026	Strategic Planning – Strategic planning process begins again to plan for the next term.

Planning Model

The following planning model visually depicts the various planning components and displays how they work together.



Planning Model Notes

1. The planning components are shared among all Board members, Staff, and volunteers of the organization.
2. The Board reviews and determines goals and strategies on a regular basis (see **Annual Plan Template** included as a separate document).
3. The Board tracks progress made towards the goals determined within this Strategic Plan.
4. Specific projects, strategies or other initiatives can be planned and tracked in more detail using the **Action Plan Template** included as a separate document.

About the Pioneer Village Museum

Mission Statement | Our purpose, why we exist

The mission statement describes the overall purpose that the organization provides within the community, along with who they serve, and how they serve them.

The Pioneer Village Museum brings our local heritage to life, through the preservation of historical buildings, artifacts, and stories. By providing nostalgic experiences, we create learning opportunities for present and future generations.

Vision Statement | What we are striving to create

The vision statement creates a picture of the ideal future state that is desired for the organization.

Our community values and honours past and its people because we understand that local history is the foundation of our present and future. The Pioneer Village Museum provides an experience for guests to be fully emersed in earlier times as they visit the various buildings and grounds, watch demonstrations of heritage equipment, and participate in our interactive tours and events.

Harvest the past, sow the future.

Core Services / What our organization provides to the community

The Pioneer Village Museum provides the core services:

- Preservation and display of historic archives and artifacts from the region
- Tell the stories and history of people that lived and worked in the local area
- Open hours and museum tours to explore the facilities, exhibits and grounds
- Programs and events to gather and celebrate local history
- Private rentals of the facilities and grounds



Organizational Functions / What our board is responsible for

The Pioneer Village Museum Board of Directors oversees the following organizational operations:

- Organizational Governance (board meetings/operations, policies/procedures, direction setting, planning, leadership, decision making, human/organizational development, financial oversight, volunteer recruitment and retention)
- Organizational Climate (teamwork, internal communication, fostering a sense of belonging/satisfaction)
- Museum/Grounds Administration and Management (maintenance, repairs, equipment, supplies, daily operations, staffing/volunteers, rentals)
- Archives and Artifacts (acquisition, cataloging, display, preservation and disposal)
- Public Communications and Education (promotion, museum tours, public education)
- Museum Programs and Events (summer programs, tours, demonstrations, fundraising and special events)
- Project Management (project planning, financing and implementation)



Our Values | How we intend to go about our business

Values are standards or principles that are core beliefs and convictions of an organization. They are the foundation from which an organization operates and act as guiding principles.



SWOT Analysis

SWOT Analysis is planning tool that organizations use to describe the current strengths, weaknesses, opportunities and threats. The following chart depicts the organizational situation at the time that strategic planning was conducted. This information helped to identify the priorities, goals and strategies for 2024-2026.

STRENGTHS (internal to organization)

- Committed and consistent volunteers that provide free labor
- Full and active Board that is diverse in knowledge and skills
- Varied physical assets & artifacts (buildings and grounds)
- Interactive tours
- Provide student employment
- Ability to host well-run community events such as Heritage Days, Relic Run, Swap Meet, and Canada Day Breakfast
- Community Gardens continue to expand and we plant our own vegetables for sale and use in kitchen for meals
- Wheatfield planted and harvested with heritage equipment
- Farmers market location

WEAKNESSES (internal to organization)

- Meetings can be long and inefficient
- No working groups or subcommittees exist so full board deals with all aspects of the operations
- Volunteer recruitment can be difficult
- Lack regular staffing to help volunteers
- Constant transition of directors/volunteers - knowledge is lost when they leave
- Information management system is poor - documentation is not easily accessible and can get lost
- No formal policies and procedures to guide our systems and practices
- Record keeping and reporting needs improvement

OPPORTUNITIES (external to organization)

- Greater community understanding and interest in history
- Regular staffing
- Bring in more volunteers to help if subcommittees are formed
- Younger generation is an untapped resource for volunteers
- Experiential tourism
- Partnerships with other community groups and museums in neighboring communities
- Further Training
- Grants, sponsorships and other revenue sources to tap into

THREATS (external to organization)

- Long term financial sustainability of the museum
- Drainage
- Electrical
- Volunteers – changing trends and competition for volunteers in small area
- Asset deterioration and difficulty in preservation (knowledge, time, cost)
- Everchanging technology – expensive and time consuming to keep up

Priorities, Goals, and Strategies

Priorities reflect the important issues, opportunities, and key focus areas, that when addressed, will allow the organization to flourish. Goals describe the desired outcomes, or what will be different/better in three years time. Strategies are the methods that will be used to address the priorities and to achieve the desired outcomes. From 2024-2026, the Pioneer Village Museum will strategically focus efforts around the following priorities, goals and strategies (listed in no particular order). **NOTE: Goals are the first set (1.0) and strategies are the subset (1.1).**

PRIORITY: Strength of Organizational Foundation

1. Improve organizational practices to increase efficiency and effectiveness.

- 1.1 Conduct strategic planning every three years to establish goals, priorities, strategies, and projects.
- 1.2 Conduct annual planning to determine the work plan and budget each year.
- 1.3 Review and improve the reporting and information management systems for better record keeping and communications.
- 1.4 Develop a policy and procedures manual to guide our systems and practices.
- 1.5 Create efficiencies within board meetings to reduce length.
- 1.6 Establish a written agreement with the municipalities to outline what each organization provides and is responsible for (property, maintenance, funding, board involvement, etc.).
- 1.7 Determine method to work more collaboratively with the municipalities to effectively plan and get project work completed.
- 1.8 Develop an effective subcommittee operating process and a board reporting procedure.

2. Improve financial planning and revenue generating practices.

- 2.1 Leverage external funding for projects through various grants, sponsorships, and fundraising opportunities.
- 2.2 Develop a protocol to advertise and accept both monetary and material donations.
- 2.3 Utilize existing resource agencies and supports to increase knowledge and skills.
- 2.4 Create project plans and attain quotes to be “project/shovel ready” when grant opportunities arise.
- 2.5 Look into flow through funding opportunity with the Brokenhead Community Foundation.
- 2.6 Re-evaluate and update the donation form, process, and procedure.

3. Continually build our human resource base and the knowledge/skills within it.

- 3.1 Maintain a full and diverse complement of board members by ensuring good recruitment and transition strategies.
 - 3.1.1 Create a system to identify and fill gaps found within the board’s skill/knowledge base.
 - 3.1.2 Develop a board orientation package with information about the organization and board roles.
 - 3.1.3 Create a system to effectively welcome and engage new board members.
 - 3.1.4 Determine ways to ensure knowledge remains with the organization when board members leave.
- 3.2 Establish volunteer recruitment and retainment processes to grow the volunteer base to 50 engaged volunteers.
- 3.3 Conduct a membership drive to double our membership over the next three years.

4. Restructure human resources within the organization to align with core functions and priorities within the strategic plan.

- 4.1 Create working groups (sub-committees) to focus on key functions or initiatives and to bring in more volunteers.
- 4.2 Committees report to full board with updates and decisions required.
- 4.3 Develop a future staffing plan to include timelines, required finances, funding sources, and onboarding (administrative, maintenance, summer students).

PRIORITY: Infrastructure and Grounds Improvement

5. Improve long-term planning practices for the buildings and grounds.

- 5.1 Develop a 5-year plan for infrastructure renewal with guidelines provided by the municipalities.
- 5.2 Gain information and guidance from other like organizations and support agencies such as Planning District.

6. Implement various projects to ensure the buildings and grounds are attractive and accessible.

- 6.1 Build a wheelchair accessible bathroom.
- 6.2 Move agent's office to museum and put on solid foundation.
- 6.3 Create more eye-catching and inviting signage at museum entrance.
- 6.4 Replace the foundations on 1 building per year.
- 6.5 Create an overall plan for wheelchair accessible buildings and grounds.
- 6.6 Build a bigger canteen.
- 6.7 Build a permanent stage.
- 6.8 Finish Harness Shop.
- 6.9 Plan for future heated workshop.
- 6.10 Plan and fundraise for a future snowmobile museum.

PRIORITY: Artifact Care and Management

7. Enhance and formalize our systems to collect, organize and preserve historic artifacts.

- 7.1 Train key volunteers in artifact preservation.
- 7.2 Create a system to intake, label, catalog/document, and display artifact donations.
- 7.3 Determine which stories to promote throughout the displays, tours, and events.
- 7.4 Identify gaps within artifact inventory.
- 7.5 Advertise for desired artifact donations.

PRIORITY: Events, Programs and Experience Development

8. Make museum tours and visits come to life so younger people learn about the past and older people feel nostalgic.

- 8.1 Continue to incorporate equipment demonstrations.
- 8.2 Create an annual events calendar and planning schedule. Share dates with other agencies to cross promote.
- 8.3 Create more interactive opportunities within events, programs and tours.
- 8.4 Find additional ways to communicate stories of the past.
- 8.5 Create an authentic experience as an added program using Eastman Tourism as a support agency.
- 8.6 Work with other community groups to develop a local summer tour to visit various attractions and to cross promote our assets.

PRIORITY: Marketing and Communications

9. Marketing efforts are consistent/effective and results in more event participation and museum visitors.

- 9.1 Develop logo and branding for the organization.
- 9.2 Develop a marketing strategy to include a list of key messages to promote with corresponding audiences we are trying to reach.
 - 9.2.1 Develop a marketing strategy for artifact donations.
 - 9.2.2 Market community meals.
- 9.3 Utilize Community Futures Winnipeg River for marketing consultation, training and planning assistance.
- 9.4 Coordinated planning and communication between local groups – share services and supports.
- 9.5 Develop directional/wayfinding signage to direct traffic to the museum from various directions.
- 9.6 Re-evaluate website operations, determine maintenance required, and devise a plan to address updates/improvements.
- 9.7 Re-evaluate the website marketing design.