



Strategic Plan 2023-2025

Approved: December 21st, 2022

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Goals

Completion of Phases II and III of Renewal Project

Improved Collections Management

Program Redevelopment, Creation, and Standardization

Increased Community Engagement and Partnership Development

A Financially Sustainable Operation

Goal 1 - Renewal Phase II and III Completion

- A. Mine Experience
- B. Upkeep/Renewal of Existing Property
- C. Parking Lot upgrades
- D. 15,000 annual visitors

Outcomes:

- Fully funded Phase II/III
- Premier destination in region – A “must-see” for mine history enthusiasts
- Sought-after venue for events (private)
- Increased gathering spaces and year-round usage
- Complete outdoor tour and associated interpretive content
- Accessible trail system & complete wayfinding solution
- Emergency Preparedness Plan for property
- Part of Hwy 3 electric car route
- Easily accessible front entrance
- Year-round maintenance and clear communication processes

Goal 2 - Collections Management

- A. Digitization & Online Database
- B. Comprehensive ski history book
- C. Verify and vetting historical information
- D. Full inventory of collection

Outcomes:

- Collection accessible to patrons who can't come to the museum
- Photographs and proper descriptions of artifacts
- 5000 artifacts accessible online
- Database station at markets, outreach locations (i.e.: Rossland Public Library)
- Multimedia collection preserved
- Use of the collection in exhibits, presentations, programs, etc
- Completion of DMC exhibit and comprehensive ski history book
- Verified and vetted info with identified sources
- Archival collections available on searchable databases (community portal, MemoryBC, etc)

- Ability to locate any artifact at any time
- Collection appraisal
- Know the specialized exhibit/storage needs of artifacts
- Know what stories we are missing

Goal 3 - Program Redevelopment, Creation, and Standardization

- A. Cohesive curriculum/learning outcomes
- B. Heritage Fair
- C. Citizen Science/Ecology Program

Outcomes:

- Standard formatting across all programs with connections to BC Curriculum components
- Teacher liaisons and Heritage fair opportunity for nearby schools
- Increased delivery of citizen science opportunities such as weedpulls, seed collection, population counts, etc.
- Easy hand-off to other staff, succession
- Interweaving of relevant ecological and geological information throughout the grounds entirely

Goal 4 - Community Engagement & Partnership Development

- A. Venue of choice for special events
- B. Synergistic relationship with key partners
- C. Increased connection with other areas of town
- D. Robust volunteer program
- E. Stable emerging industry professional program
- F. Regional museum passport

Outcomes:

- Consistently hosting events with increased regular partnerships
- Meet facility needs for community – variety
- Expanded Sinixt representation and presentations in the museum
- Open communication and identified partnership opportunities with City's Heritage Commission, Rossland Public Library, Rossland Arts Centre Society, local schools, etc.
- Expanded presence in and connections to other areas of town
- Partnerships and funding opportunities outlined for work experience opportunities
- Participation in further development of tourism itineraries and cross-promotion opportunities

Goal 5 - A Financially Sustainable Operation

- A. City relationship strong
- B. Staff compensation/ hours worked within reason
- C. Good technology backbone

Outcomes:

- Annual funding with built-in inflation increases (and clear Lease Agreement with the City of Rossland)
- Competitive salaries and benefits packages with flexibility and supporting work/life balance
- Comprehensive analysis/review/replacement plan for technology needs

Process

The Rossland Historical Museum & Archives Association (RHMAA; DBA Rossland Museum & Discovery Centre, RMDC) hired Mike Stolte through the Columbia Basin Trust Non-Profit Advisor consultant program to develop a strategic planning process, including stakeholder engagement meetings and strategic planning sessions with the Board of Trustees and core staff of the RMDC.

The RMDC Board and core staff engaged in individual surveys and in two in-person sessions to consider strategic topics, stakeholder feedback and future plans for renewal of the organization to then identify goals and objectives that will guide operations for the next 3+ years. The following information summarizes this work by the organization and forms the strategic plan for 2023-25.

Staff/Board Survey

Values

1. Inclusion/ Community/ Openness/ Accessibility
2. Present and promote accurate history
3. Education

What RMDC means for community?

1. Connect community member to the past
2. Community hub/ catalyst
3. A place of learning
4. A repository
5. Partner and supporter of community, its organizations and businesses

What are the top challenges for RMDC over the coming 2-3 years?

1. Budget, operating monies
2. Staff/ volunteer shortages & turnover
3. Keeping community engaged & returning (perception exhibits static over time)

What are the greatest assets/ attributes of RMDC?

1. Team knowledge, experience and dedication
2. Connection to community
3. Quality & scope of exhibits
4. Community of Rossland
5. Building and space
6. Unique and fascinating history

Priorities over the next 2-3 years

1. Renewal project
2. Engagement and outreach/ marketing
3. Staff capacity
4. Funding; City commitment
5. Expansion and accessibility of exhibits
6. Succession planning

Community Partner Input

1. RMDC has a very good reputation in the community
2. RMDC doing a great job with programming; are a vital community hub
3. Museum Director has great support and is seen as very supportive of other organizations
4. Calendars that show events far in advance are very handy
5. Venue sharing would be the best way to maximize partnerships
6. Probably requires strategic meetings with each organization to explore more extensive partnerships (most have occurred organically/ by happenstance versus strategically)

Review of Mission, Vision and Mandate

There was a review of the organization's Mandate, Mission, and Vision, which have been in place since 2014 (tweaked in 2017).

Mission

- *to preserve and dynamically present the history and heritage of Rossland and area while inspiring and engaging the public through virtual and real life presentations that bring our history to life*

While the Mission still works, there was a discussion on RMDC's capacity to dynamically adapt. Mike Sloan suggested that wording be added to ensure the Museum also is a reflection of the current culture (rather than just history). It was agreed that the Mission should be tweaked to incorporate wording to reflect this (new addition highlighted **yellow**):

- *to preserve and dynamically present the history and heritage of Rossland and area while inspiring and engaging the public through virtual and real life presentations that bring our history **and culture** to life*

Vision

- *The visitor gateway to the Kootenays and the Columbia Basin*
- *A landmark site to congregate, create, and strengthen links between diverse communities in the region*

- *An active presence in the community that supports the local economy, spurs partnerships, and regenerates tourism*

The Vision was reviewed. The consensus was that it is fine.

Review of Strategic Goals from 2018-2021 Strategic Plan

The Strategic Goals from 2018-21 were reviewed with Joelle giving an update on the status of each.

- 1) *100% of the renewal project funding secured for Phase 2 and 3 of our Renewal Plan, and an RFP for proposals to begin the work has been tendered*
 - 60% of the Project Fund for renewal has been raised. It is still expected to go to construction phase for the summer of 2023.
- 2) *Increased detailed documentation and stewardship of artifacts and assets*
 - Huge progress has been made in this area, thanks to the hiring of Sara, the Collections Manager.
- 3) *Increased engaged community in the RMDC experience through volunteerism, program delivery, and partnerships*
 - There has been much progress made in this area as well.
- 4) *Increased visits – 15,000 annual visitors*
 - While the goal of 15,000 annual visits has not been achieved, the Museum was trending in the right direction – up to 11,700 – prior to Covid. Even with a Covid-affected year in 2021, visits were still 6,500, including programming-related visits.
- 5) *Organizational structure that supports all goal areas*
 - Organizational charts have been reconfigured but work continues in this area. While there is lots of project funding, it is more difficult to acquire operational funding. Joelle may be able to offload more of her work once the Renewal project is completed, freeing up more of her time.

RMDC Successes

- Phase I complete
- Many programs developed
 - o Actively engaging, educating
 - o Speaker series
- Staff
 - o HR Policies developed
 - o Retaining Joelle
 - o Other great staff
 - o Team is dedicated and experienced
 - o Core staff means more programs, events, research
- Work/ updates/ refreshes on exhibits
 - o Engaged community/ outreach

- o Donations of stuff
 - Vetting donations (versus taking everything)
- Photo collection digitized (10,000 photos) + 60% of map collection
- MOU with Autonomous Sinixt
- Massive rehousing of archives and collections
- Active presence in community (Red Mountain, Prestige, Library, etc.)
- Teck as anchor donor for Phases II & III
- Community connections - RMDC has become moved from a “museum of things” to community programming hub
- Bringing people in – educating
- Marketing has been good – Website, Instagram, On-line collections database, window fronts, etc.
- Being open during Covid
- No lay-offs
- Special events happening here (Canada Day, wine tasting, private parties, snow hosts, etc.)
- Board renewal
- Fundraising
- Planning and design of Phases II and III
- Camps - sold out in less than 24 hours
- Educational kit programs (families rent kits)
- Increasing technology
- Policies/ systems & procedures provide foundation and documentation

SWOT Summary

<p>Strengths</p> <ul style="list-style-type: none"> ● Staff experience, knowledge and dedication ● Extensive collection – no end of topics ● Reputation/ Relationships/ Partnerships with community groups ● Relationships with businesses (donations) ● Redevelopment vision - makes us more dynamic 	<p>Weaknesses</p> <ul style="list-style-type: none"> ● Sustainable funding ● Lack of succession planning <ul style="list-style-type: none"> o Staff o Board ● Aging infrastructure <ul style="list-style-type: none"> o Aging buildings/ displays ● Challenges with property <ul style="list-style-type: none"> o Teck complication o Ministry of Highways owns part o Location – not connected with downtown/ city o Curb appeal ● Competition for talent <ul style="list-style-type: none"> o Competitive wages o Affordable housing issues
<p>Opportunities</p> <ul style="list-style-type: none"> ● Community partnerships ● Create a presence <ul style="list-style-type: none"> o Gateway o Parking lot opportunities 	<p>Threats</p> <ul style="list-style-type: none"> ● Burnout ● Changing City Council ● Changing politics – granting cycles ● Inflation (with respect to renewal, wages, etc.)

<ul style="list-style-type: none">○ Signage● Could become premiere place for events/ activity hub● Annual donor program● Use property better/more efficiently	<ul style="list-style-type: none">● Staff turnover
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APPENDIX A - Stakeholders Contacted

Organization	Interviewee
City of Rossland	Councillor Chris Bowman
Rossland Public Library	Stacey Boden (Director)
South Kootenay Seniors Program	Heather Anderson (Coordinator)
Autonomous Sinixt	Marilyn James (Matriarch)
Sinixt Confederacy (Colville Confederated Tribes)	No response
Tourism Rossland	Andras Lukacs (Director)
Teck Trail Operations	Carol Vanelli-Worosz (Community Liaison)
School District 20, Rossland Summit School	David DeRosa (RSS Principal)
Rossland Arts Centre Society	Sarah Taekema (Board Member)
Rossland Council for Arts and Culture	Meghan Hall (Executive Assistant)