

Strategic Plan Welland Museum 2023-2028



MUSÉE DE
WELLAND
MUSEUM

Accessibility

Strive to reduce accessibility barriers in all aspects of the Museum



Community

Enhance connections with the community



Governance

Renew a commitment to good governance



Goals



IT

Develop sustainable IT management



Marketing

Boost brand awareness and engagement



Staff Development

Strengthen the skills of the staff



MUSEUM MANDATE

The Mandate of the Welland Museum is to engage and inspire people of all ages regarding the unique stories of Welland and the Niagara Region.

Through collections, exhibitions, and programming the Museum will grow with the community, providing a source of knowledge and innovation for present and future generations.



MUSEUM VISION

INTEGRITY: Meeting legal, ethical, and fiscal responsibility, delivering stewardship, accountability, and organizational continuity upholding generally accepted museum standards.

LEADERSHIP: Engaging the communities we serve; promoting integrity, initiative, high standard, self-motivation, and accessibility.

EFFECTIVENESS: Demonstrating responsiveness and flexibility; fostering trust, collaboration, and inclusiveness.

EDUCATION: Promoting life-long learning and freedom of intellectual inquiry through multi-disciplinary curriculum-based programming, community education and public programs.

SENSE OF DISCOVERY: Inspiring personal curiosity and wonder.

GOAL	OBJECTIVES
1. Accessibility	<ul style="list-style-type: none"> 1.1 Create accessibility standards for exhibits and Museum materials 1.2 Increase accessibility throughout the Museum building 1.3 Redesign the Museum website for greater accessibility
2. Community	<ul style="list-style-type: none"> 2.1 Strengthen partnership with City of Welland and its committees and agencies 2.2 Increase programming options 2.3 Develop methods for community feedback 2.4 Revitalize Museum Membership program 2.5 Develop partnerships with community organizations 2.6 Enhance visitor experience
3. Governance	<ul style="list-style-type: none"> 3.1 Review policies and procedures 3.2 Enact by-laws in accordance to ONCA 3.3 Establish an onboarding system for Board Members
4. IT	<ul style="list-style-type: none"> 4.1 Improve security of networking infrastructure 4.2 Migrate onsite server capabilities to cloud based applications
5. Marketing	<ul style="list-style-type: none"> 5.1 Develop relationships with local media outlets 5.2 Increase social media engagement 5.3 Increase Museum branding
6. Staff Development	<ul style="list-style-type: none"> 6.1 Heighten skills of staff with targeted professional development opportunities

ACCESSIBILITY



Objective/Action	Lead	Timeline	Resource Requirements	Connections
1.1 Create accessibility standards for exhibits and Museum materials				
a) establish standard font and size for exhibit panels, using AODA standards, and Age-Friendly Niagara and OMA guidelines	Curator	ongoing	Staff Time	1.1, 2.5, 2.6, 3.1, 6.1
b) establish standard font and size for newsletters, brochures, and similar materials for the public, using AODA standards and Age-Friendly Niagara and OMA guidelines	Executive Director	ongoing	Staff Time	1.1, 2.5, 2.6, 3.1, 6.1
c) develop exhibits with interactive and hands-on experiences, connecting with organizations such as Autism Niagara	Curator, Collections and Archives Manager	end 2024 and beyond	Staff Time, Budget Allocation	1.1, 2.2, 2.5, 2.6, 6.1
d) assisted technology	Executive Director and Curator	beginning 2024 and beyond	Staff Time, Budget Allocation	1.1, 2.2, 2.5, 2.6, 6.1
e) create special paneling for significant artifacts with contrasting colours	Curator	early 2024	Staff Time	

ACCESSIBILITY

Objective/Action	Lead	Timeline	Resource Requirements	Connections
1.2 Increase accessibility throughout the Museum				
a) add additional seating areas	Executive Director	early 2024	Staff Time, Budget Allocation	1.1, 1.2, 2.6
b) create wider entries into gallery spaces	Executive Director, City of Welland	2028	Staff Time, City Resources, Budget Allocation	1.1, 1.2, 2.6
c) create accessible research and reference area for the public	Collections and Archives Manager	2027	Staff Time, Budget Allocation	1.1, 1.2, 2.6
d) create accessible outdoor space	Executive Director, Curator, and Collections and Archives Manager	2028	Staff Time, Budget Allocation	1.1, 1.2, 2.1, 2.2, 2.4, 2.5, 2.6

ACCESSIBILITY



Objective/Action	Lead	Timeline	Resource Requirements	Connections
1.3 Redesign website for greater accessibility				
a) redesign website to meet Web Content Accessibility Guidelines 2.0	Executive Director	2026	Staff Time, Budget Allocation	1.1, 1.3, 2.6, 6.1
b) ensure website content has French translations (or is easily translated)	Curator	2027	Staff Time	1.1, 1.3, 2.5, 2.6, 6.1
c) create online attractive and accessible online gift shop	Financial and Guest Service Administrator	end 2024	Staff Time	1.1, 1.3, 2.6
d) create additional virtual exhibits	Curator, Collections and Archives Manager	2025	Staff Time	1.1, 1.3, 2.6

COMMUNITY



Objective/Action	Lead	Timeline	Resource Requirements	Connections
2.1 Strengthen partnership with City of Welland and its committees and agencies				
a) create position on Board of Directors for City Councillor	Executive Director/ BOD	early 2024	Staff Time	2.1, 2.3
b) continue with representative from BOD on Heritage Committee	BOD	ongoing	BOD Time	2.1, 2.3
c) continue partnership with Welland Library	Executive Director	ongoing	Staff Time	2.1, 2.3
d) strengthen partnership with Downtown Welland BIA and North Welland BIA	Executive Director	mid 2024	Staff Time	2.1, 2.3
e) establish relationship with Welland Community Center	Executive Director, Curator	mid 2024	Staff Time	2.1, 2.2, 2.3, 2.5, 2.6

COMMUNITY



Objective/Action	Lead	Timeline	Resource Requirements	Connections
2.2 Increase Programming Options				
a) revitalize school programming, including in-person visits to the Museum and Museum staff visiting schools	Executive Director	April 2024	Staff Time	2.2, 2.5, 2.6, 3.1
b) connect with senior residences for programs and pop-up exhibits	Executive Director and Curator	early 2024	Staff Time	1.1, 2.2, 2.4, 2.5
c) develop additional programming for revenue generation	Executive Director	April 2024	Staff Time	2.1, 2.2, 2.4, 2.5, 2.6
d) create volunteer program	All Staff	End 2024	Staff Time	2.1, 2.2, 2.3, 2.4, 2.6

COMMUNITY



Objective/Action	Lead	Timeline	Resource Requirements	Connections
2.3 Develop methods for community feedback				
a) reestablish volunteer thank you events	Executive Director	mid 2024	Staff Time, Budget Allocation	2.1, 2.2, 2.3, 2.4, 2.5, 2.6
b) create program feedback forms	Executive Director	Early 2024	Staff Time	2.2, 2.3, 2.5, 2.6
c) create survey for visitor experience (electronic and physical)	Excutive Director	Early 2024	Staff Time, Budget Allocation	2.2, 2.3, 2.5, 2.6
d) annual survey to members	Executive Director	end 2024	Staff Time	2.2, 2.3, 2.5, 2.6

COMMUNITY



Objective/Action	Lead	Timeline	Resource Requirements	Connections
2.4 Revitalize Museum Membership Program				
a) host special events for members only	Executive Director and Curator	summer 2024	Staff Time, Budget Allocation	2.3, 2.4, 2.5, 2.6
b) increase communication to Museum Members	Executive Director	ongoing	Staff Time	2.3, 2.4, 2.6
c) renew and strengthen benefits of Membership program	All Staff	end 2024	Staff Time	2.3, 2.4, 2.6

COMMUNITY



Objective/Action	Lead	Timeline	Resource Requirements	Connections
2.5 Develop partnerships with community organizations				
a) create partnership with the Town of Pelham and its agencies	All Staff	ongoing	Staff Time	2.2, 2.3, 2.5, 2.6
b) strengthen relationship with educational institutions	Executive Director	ongoing	Staff Time	2.2, 2.3, 2.5, 2.6
c) establish partnership with retirement communities in Welland and Pelham	Executive Director	mid 2024	Staff Time	2.1, 2.2, 2.3, 2.5, 2.6
d) strengthen relationship with FNMI organizations in Niagara	Executive Director	ongoing	Staff Time	2.1, 2.2, 2.3, 2.5, 2.6
e) establish connections with local clubs (ie Rotary Club, John Deere Retirement Club, Pelham Probus etc)	Executive Director	ongoing	Staff Time	2.2, 2.3, 2.5, 2.6

COMMUNITY



Objective/Action	Lead	Timeline	Resource Requirements	Connections
2.6 Enhance visitor experience				
a) redesign children's gallery	All Staff	2027	Staff Time, Budget Allocation	1.2, 2.2, 2.6
b) increase interactive exhibits	All Staff	2026	Staff Time, Budget Allocation	2.2, 2.3, 2.5, 2.6
c) revitalize lower gallery spaces	All Staff	2027	Curator, Collections and Archives Manager	1.2, 2.2, 2.5, 2.6
d) increased information panels on all exhibits	Curator, Collections and Archives Manager	mid 2024	Staff Time, Budget Allocation	1.1, 2.5, 2.6

GOVERNANCE



Objective/Action	Lead	Timeline	Resource Requirements	Connections
3.1 Review polices and procedures				
a) establish timeline for policy reviewal and renewal	Executive Director	early 2024	Staff Time	2.1, 3.1, 3.2, 3.3
b) extract and create procedures	Executive Director, and Collections and Archives Manager	end 2024	Staff Time	3.1
c) Approve relevant policies	BOD	ongoing	Staff Time, BOD Time	3.1, 3.2

GOVERNANCE



Objective/Action	Lead	Timeline	Resource Requirements	Connections
3.2 Enact by-laws in accordance with ONCA				
a) create by-laws in accordance with ONCA and have them approved by Museum Members	Executive Director	early 2024	Staff Time	2.1, 3.1, 3.2, 3.3
3.3 Establish an onboarding system for Board Members				
a) create a Board of Director manual for Board Members	Executive Director	early 2024	Staff Time	2.1, 3.1, 3.2, 3.3
b) establish mentorship roles with experienced Board Members for new Board Members	BOD	early 2024	BOD Time	2.1, 3.1, 3.2, 3.3

IT



Objective/Action	Lead	Timeline	Resource Requirements	Connections
4.1 Improve security of networking infrastructure				
a) Implement Firewall/Gateway Solution	Executive Director/IT Contractor	June 2024	Staff Time/ Budget Allocation	4.1
b) Replace network switches	IT Contractor	June 2024	Staff Time/ Budget Allocation	4.1
c) Implement network intrusion monitoring	IT Contractor	June 2024	Staff Time/ Budget Allocation	4.1

IT



Objective/Action	Lead	Timeline	Resource Requirements	Connections
4.2 Migrate onsite server capabilities to cloud based applications				
a) transition Museum collection to cloud based application	Collections and Archives Manager	early 2025	Staff Time, Budget Allocation	4.1, 4.2
b) migrate file share to Office 365	All Staff	early 2025	Staff Time, Budget Allocation	4.1, 4.2

MARKETING



Objective/Action	Lead	Timeline	Resource Requirements	Connections
5.1 Develop relationship with local media outlets				
a) connect with news outlets, online media sources, City podcast, radio stations, and so forth, to promote the Museum and its programs	Executive Director and Financial and Guest Services Administrator	early 2024	Staff Time	2.1, 5.1
5.2 Increase social media engagement				
a) research social media trends and establish relevant content	Financial and Guest Services Administrator	early 2024	Staff Time	2.3, 2.6, 5.2
b) develop paid advertisement strategy	Financial and Guest Services Administrator	early 2024	Staff Time, Budget Allocation	2.3, 5.1, 5.2, 5.3

MARKETING



Objective/Action	Lead	Timeline	Resource Requirements	Connections
5.3 Increase Museum branding				
a) revitalize outdoor marketing	All Staff	2026	Staff Time, Budget Allocation	5.3
b) attend community events, ensuring logo is visible	All Staff	ongoing	Staff Time, Budget Allocation	2.1, 2.2, 2.3, 2.5, 5.3
c) ensure logo is on all merchandise	Financial and Guest and Services Administrator	ongoing	Staff Time, Budget Allocation	5.3
d) purchasing staff Museum wear to be worn at events and programming	All Staff	end 2024	Staff Time, Budget Allocation	2.5, 5.3

STAFF DEVELOPMENT



Objective/Action	Lead	Timeline	Resource Requirements	Connections
6.1 Heighten the skills of staff with targeted professional development opportunities				
a) review staff qualifications and assess deficiencies within Museum skill set	BOD	early 2024	Staff Time	6.1
b) research professional development opportunities for staff related to Museum deficiencies	Executive Director	summer 2024	Staff Time/ Budget Allocation	6.1
c) renewal of membership with CMA, OMA, and MONA	Financial and Guest Services Administrator	ongoing	Staff Time/Budget Allocation	6.1
d) hold semi-annual team building sessions	All Staff	mid 2024	Staff Time/Budget Allocation	6.1