

2016



**[STRATEGIC PLAN: HISTORIC
SHERBROOKE VILLAGE
DEVELOPMENT SOCIETY]**

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Background

The Historic Sherbrooke Village Development Society was formed April 22, 1998. Our main focus is to provide financial support for Historic Sherbrooke Village over and above the operating funding provided by the Province of Nova Scotia and to encourage interest in the cultural and historical significance of historic Sherbrooke Village. We also hope to identify interested individuals, groups, societies and corporations who will support the objectives of Historic Sherbrooke Village

Historic Sherbrooke Village was established in 1969 to conserve a part of Sherbrooke and depict a typical Nova Scotia Village in the 19th century. It is administered by the Sherbrooke Restoration Commission under the direction of the Nova Scotia Museum and Department of Communities, Culture, & Heritage.

The first commission members had a vision. Their goal was to present to the people of this country, a view of what life entailed in 19th century and to preserve a unique corner of Nova Scotia. They wished to offer the public an opportunity to participate in historic village life in its natural and authentic setting and they envisioned visitors coming away with a renewed sense of history and a few found pride in their heritage.

A lot of work has gone into the making of Historic Sherbrooke Village since its inception and it is now one of the main tourist attractions in Nova Scotia and an important educational venue in eastern Nova Scotia. It is the largest museum site in the province and employs over 100 people in the area during the tourist season. It has become economically important not only to the Municipality and its people but to the province as well.

Historic Sherbrooke Village Development Society Sherbrooke, Nova Scotia

In putting together this Strategic plan for the Historic Sherbrooke Village Development Society, we will be determining what role this group plays in regards to providing financial support for Historic Sherbrooke Village and to establish what direction the group should take over the next three to 5 years, so this society can then move forward on planning, fundraising and promoting Historic Sherbrooke Village.

Vision

The vision of the Historic Sherbrooke Village Development Society is to preserve, protect and present the historical significance of Sherbrooke Village and its programs.

Objectives

- Undertaking new restoration or continuing the existing restoration of Historic Sherbrooke Village, including the buildings (both public and private), contents of the public buildings, the fencing, grounds and all other structures pertaining to Historic Sherbrooke Village;
- Purchasing of artifacts of historical significance pertaining to the relative time period of Historic Sherbrooke Village or the donation of funds for the purchase of such artifacts. All such artifacts so purchased shall be donated to the Nova Scotia Museum. The society may also purchase artifacts for donation to any qualified donee;
- Purchasing costumes or materials for the making or repair of costumes used by staff members or used by the general public while participating in any function which requires the wearing of costumes pertaining to the time period of Historic Sherbrooke Village;
- Providing support to Nova Scotia Museums so that we may undertake the provision of educational programs in Historic Sherbrooke Village;
- Contracting of agents for the provision of theatrical vignettes, historical reenactments and other programs relative to the time period of Historic Sherbrooke Village;
- To identify and undertake programs such as genealogy and historical research as it pertains to Historic Sherbrooke Village.
- To acquire by way of grant, gift, purchase, bequest, devise or otherwise, real and personal property and to use and apply such property to the realization of the objects of the society;
- To buy, own, hold, lease, mortgage, sell and convey such real and personal property as may be necessary or desirable in the carrying out of the objects of the society.

Mission

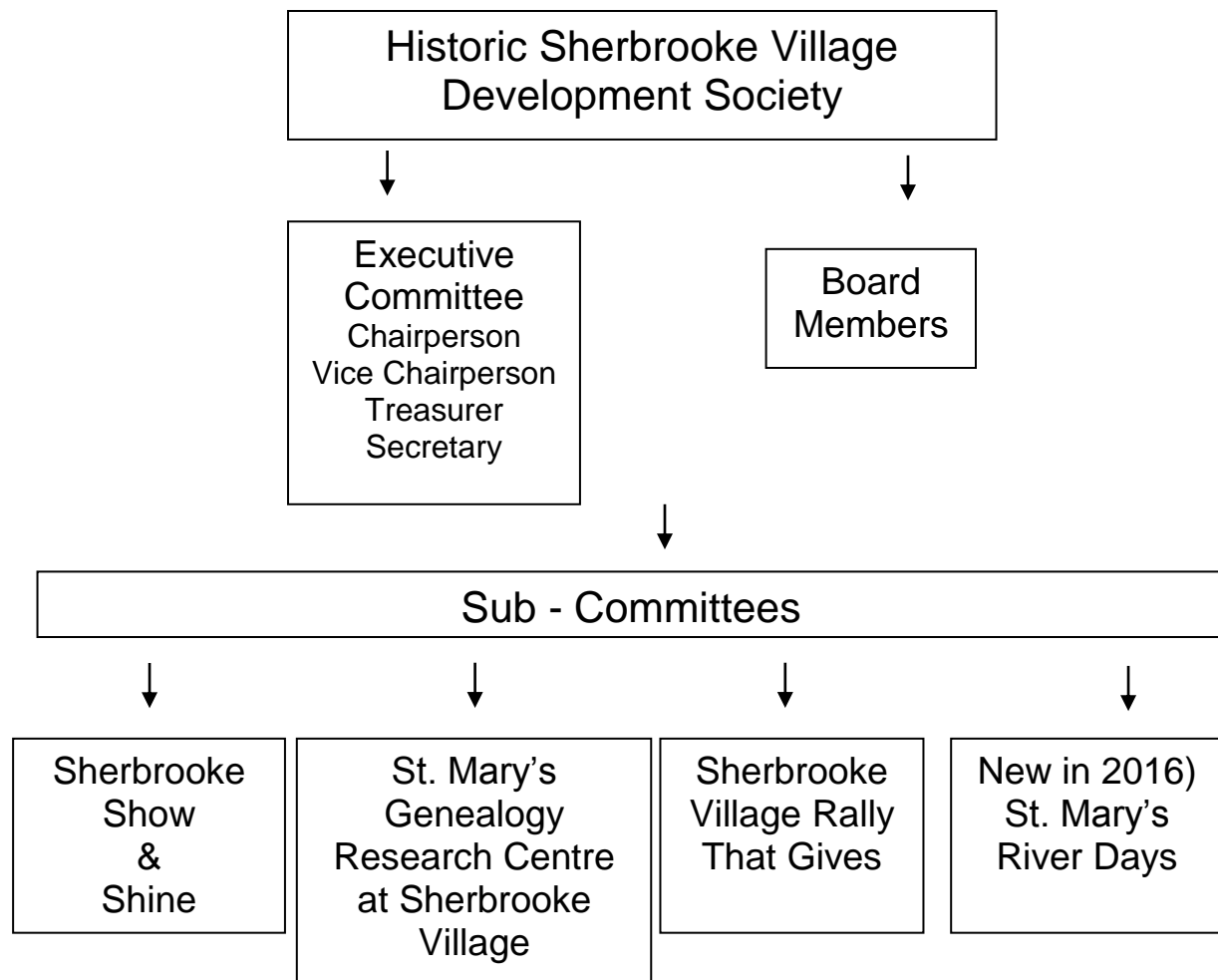
Mission Statement:

The Historic Sherbrooke Village Development Society is a non-partisan, charitable organization which seeks to enhance and promote the cultural, historical and educational mandate of Historic Sherbrooke Village.

Organizational Structure

The Historic Sherbrooke Village Development Society consists of a group of individuals with a keen interest and desire to see the continued restoration of Historic Sherbrooke Village. There is a chair, vice-chair, treasurer, secretary and directors. A staff person from the Historic Sherbrooke Village Museum is the liaison officer. This group meets on a monthly basis. The Historic Sherbrooke Village Museum provides support with this organization through providing space for monthly meetings and with overall support in the development of this organization. There is a \$5 annual membership fee for board members and members at large.

Organizational Chart



SWOT ANALYSIS

This brainstorming exercise assisted the development members to identify additional facts and findings about their community's internal strengths and weaknesses in relation to external opportunities and threats.

		Strengths	Weaknesses
I N T E R N A L		<ul style="list-style-type: none"> • Diverse heritage • St. Mary's River • People • Security • Sustainable • Climate • Supportive council • Rich, long history, • Pristine, "unspoiled" Landscapes • Knowledge of Community • Diverse Workforce • Eco-tourism/heritage products • Collective Voice • Value of volunteers 	<ul style="list-style-type: none"> • Population decline • Highways • Lack of coordinated effort • Geography isolation • Lack of development money • Accessibility • Lack of communication • Local roads need repair • Volunteer "burn out" • Lack of accommodations for large events • Engaging youth in the process • Engaging schools to take part in programs
		Opportunities	Threats
E X T E R N A L		<ul style="list-style-type: none"> • Technology • Trends • Existing government • Existing marketing opportunities • Training opportunities • Heritage/Arts "Training Center" • Expanding recreational attractions • Trade Shows • All Levels of Government Grants • Sponsorships • Strategically placed signage (new) • Changing vacation trends • Experiential tourism • Community Involvement/Support 	<ul style="list-style-type: none"> • Competition in tourism sector • Global Events • Weather • Political situation • Government policies • Population trends • Existing downsizing of services • Education • Technology • Signage • New Highway – drive on by • Business environment for museums • Changes in funding programs

Prioritized Strategic Issues

The goals of the society are outlined in our strategic issues action plan chart. Eight separate issues have been outlined that were part of the action plan under the following headings based on level of importance by numerical rank keeping in mind that this is a five year plan.

- 1. Immediate and ongoing marketing**
- 2. Sponsorships for continued function/improvements of buildings**
- 3. Exhibit Center – The foyer requires completion. Model needs to be completed (Chimneys on buildings and cars in the parking lot.) Need a cover to keep the dust off the model and a background. Period maps or Village photos above the model.**
- 4. Renovate Greenroom at Courthouse increasing comfort and appeal to entertainers**
- 5. Church Basement – The church renovation & upgrade project requires completion. To do so we must make the upstairs washroom wheelchair accessible and renovate the lower floor to once again be used as a social activity center (Wedding party, reception area for family and to be used for classroom space for programming. Re-install washroom & kitchenette.**
- 6. Staff Resource Lodging – revamp bedrooms above winter weaving studio to use for overnight accommodations. Project will require Exit lights, beds and dresser.**
- 7. Relocation of Rhuda Tool Display – move this display from the Masonic Lodge ground floor to the Nature center (up from McMillan house). Use entire Masonic Lodge Main floor for Hands On History Program.**
- 8. Harold Scott house – Program resource facility for programming classrooms**

Action Plan Delivery

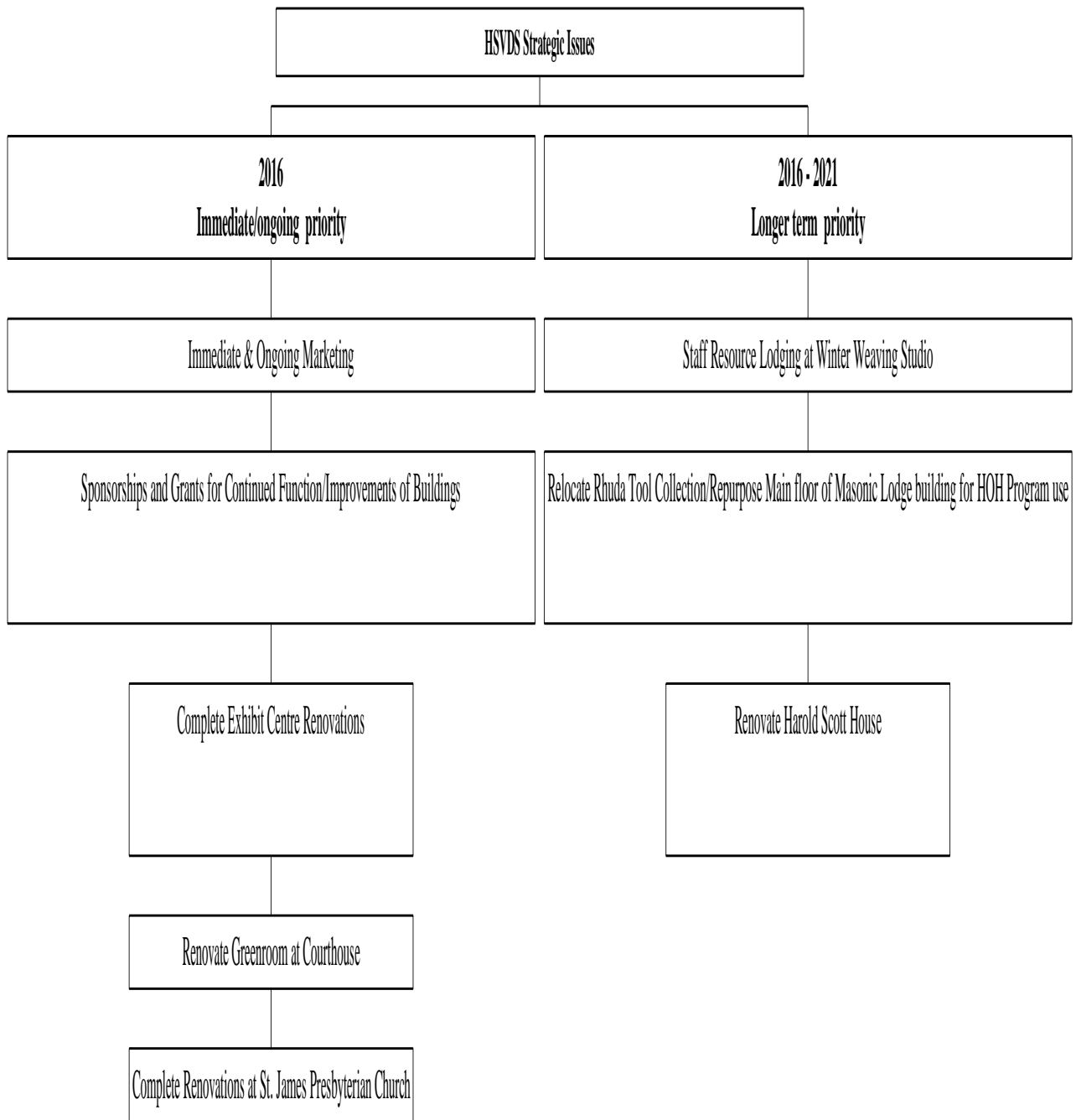
As board members are aware we have been too long without an up to date strategic plan.

This document is an attempt to get us on track with our next five year plan by identifying projects required within the Village that could use our attention and input.

The info found in this document is to be seen as a base line for suggestions and discussion only. We have identified six weaknesses and requirements of Sherbrooke Village and believe with a strategic planning exercise the society members can outline the tasks that that will see us to the desired results. The group must define the responsibilities, resources necessary as well as the time frame involved in the delivery of these tasks as they relate to the strategic issues.

A challenge that is common to many groups is the need to have on-going, consistent and clear communication lines amongst its members, various publics and the community at large. Create a promotional package that includes a variety of resource information is also important to this association as well as keeping communication lines open, so all of the membership is aware of what the group is doing and the public will be kept abreast of heritage activities related to the HSVDS

Time Line



HSVDS: The next step

The strategic planning exercise was a chance for society members to voice their opinion of what they see as our challenges as well opportunities to share their own ideas regarding the overall direction of the Village and the HSVDS. By conducting a strategic planning exercise, members had a forum through which to clearly define the direction they felt the group should be heading. With a group formed “game plan” in place as a result of the group working collaboratively together should produce a clearer definition of what the group’s purpose is, allowing us to be able to move forward with the strategic issues clearly define

APPENDIX

Historic Sherbrooke Village Development Society Strategic Planning Participants

Michelle MacArthur – Chair

Angelina Jack – Vice Chair

Karen Hallett – Secretary

Debbie Feltmate – Treasurer

Lynn Hayne – Director / Fundraising coordinator / SV Liaison