

City of Coquitlam

Coquitlam Heritage Society

Five Year Strategic Plan

11 August 2008



**LEGACY HERITAGE
CONSULTANTS**

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Summary of Project

The Coquitlam Heritage Society implemented a change to the Constitution of the society in 2008. As a result of changes involving the scope of the mandate, and the recruitment of a new Board of Directors, a need was identified to reconsider the society's Mission, clarify its Vision and develop relevant and realistic Goals and Objectives to both reflect the change in priorities and to provide guidance to the Board of Directors in developing an effective work plan for the next five years.

Members of the Board of Directors of the Coquitlam Heritage Society worked with staff from the City of Coquitlam and attended workshops facilitated by Legacy Heritage Consultants to create a Five Year Strategic Plan. The plan is a statement of annual work effort needed to achieve the Goals of the Society.

Acknowledgements

The following members of the Board of Directors of the Coquitlam Heritage Society have worked together to produce the Five Year Strategic Plan. Their time and effort over a concentrated two-month period demonstrated dedication and commitment to the process and the product.

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Richard Rainey
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Staff of the City of Coquitlam provided advice and support throughout the development of the Five Year Strategic Plan.

Edie Doepker
Joyce Fordyce

Methodology

Startup Meeting: June 10, 2008

Members of the CHS Board of Directors, staff of Mackin House Museum, and senior staff of Coquitlam Leisure and Parks Services met to review the project and to identify the process and expected outcomes of the Strategic Plan development.

Mission and Vision Workshop: June 18, 2008

Members of the CHS Board of Directors, staff of Mackin House Museum and senior staff of the Coquitlam Leisure and Parks Services reviewed the definitions of Mission and Vision and drafted new Mission and Vision Statements for the Coquitlam Heritage Society.

Goals and Objectives Workshop: July 2, 2008

Members of the CHS Board of Directors, staff of Mackin House Museum and senior staff of the Coquitlam Leisure and Parks Services reviewed and ratified the new Mission and Vision Statements and based on the principles included in those statements, identified five Key Result Areas and articulated the Goal for each of the KRAs. The Board of Directors each selected two KRAs and committed to a schedule to develop the Objectives and five year work plan for each of the related Goals.

Objective Development Workshops: July 7, 9, 10, 16, 17, 2008

A series of five workshops and a meeting with the CHS Board of Directors were implemented. Each team of two board members drafted Objectives for the five year period 2009-2013 for a specific Goal. The combined Objectives for all five Goals were presented to the Board of Directors at their monthly meeting on July 17, 2008.

Strategic Plan Review and Ratification: August 7, 2008

Members of the CHS Board of Directors, staff of Mackin House Museum and senior staff of the Coquitlam Leisure and Parks Services reviewed each year of the plan, provided input and revisions and finalized the content of the Five Year Strategic Plan.

The Five Year Strategic Plan provides a working document to guide the efforts of the Coquitlam Heritage Society in achieving its goals. Each year the Society can review and reconfirm its priorities and then monitor and report its progress in achieving the projected results. This format provides a business-like process to ensure accountability and effectiveness for the society in achieving its Mission and Vision.

Mission and Vision Statements

Mission Statement

The Coquitlam Heritage Society is dedicated, as trustee and advocate, to ensuring the collection, preservation and presentation of Coquitlam's history and heritage assets for past, present and future citizens.

The Coquitlam Heritage Society is committed to working respectfully and cooperatively with individual and organizational partners with similar heritage interests; to providing a collective and representative voice; and to ensuring responsible and sustainable growth.

Vision Statement

Residents of Coquitlam value and appreciate City history and participate in identifying, documenting, preserving and celebrating the tangible and intangible heritage resources. The combination of diverse and rich history and heritage assets connects Coquitlam's past, present and future.

Ratified: July 2, 2008

Key Result Areas and Goals 2008-2013

- KRA:** **Financial Planning**
Goal: Develop a strategic and sustainable five year budget with simple, standard processes and regular reporting practices for both operating and capital revenues and expenditures.
- KRA:** **Strategic Partnerships**
Goal: Identify mutual goals and benefits and build sustainable partnerships in areas and with organizations related to the Coquitlam Heritage Society's mandate and mission.
- KRA:** **Communication Strategy**
Goal: Implement an effective internal and external communications to promote awareness and to provide education related to the Coquitlam Heritage Society mandate and initiatives.
- KRA:** **Collections Management**
Goal: Ensure artifacts, archives and buildings are identified, inventoried, and preserved through stewardship policies and presentation practices.
- KRA:** **Mackin House Museum**
Goal: Establish and maintain an effective, efficient and stable operation for the Mackin House Museum.

Objectives should be SMART:
S Specific
M Measurable
A Achievable
R Realistic
T Time specific

Annual Plan 2008

The CHS will transform its operating in 2008. With a new Board of Directors, a revised Constitution, and a restated Mission and Vision, the CHS is set to implement the first stages of its Five Year Plan.

In 2008, the CHS strategic plan features the following highlights:

- Develop a Five Year Strategic Plan
- Re-establish a relationship with the City of Coquitlam
- Submit a Budget to the City of Coquitlam
- Negotiate a Lease Agreement for the Mackin House Museum
- Negotiate an Operating Agreement for the Mackin House Museum
- Implement the Mackin House Museum operation plan
- Undertake Board Development as provided by the City of Coquitlam

KRA: Financial Planning 2008

Goal: Develop a strategic and sustainable five year budget with simple, standard processes and regular reporting practices for both operating and capital revenues and expenditures.

Detail	Product/Process	Who	Deadline
Submit a budget for CHS and the operation of Mackin Museum for 2009	Work with the City of Coquitlam to develop an operating plan and staff model for Mackin Museum	President Treasurer City of Coquitlam	By October
	Ensure that the Board ratifies the Budget submission	CHS Board	Prior to adaption
	Balance the budget expenditures and revenues	CHS Board	December
Acquire additional funds	Identify and acquire funds to support the priorities of collections documentation	President Treasurer	Spring
Financial Practices	Prepare and ratify the required financial practices, expected forms, levels of spending authority and reporting schedules	Treasurer CHS Board Mackin staff	By December

KRA: Collections Management 2008

Goal: Ensure artifacts, archives and buildings are identified. Inventoried and preserved through stewardship policies and presentation practices.

Detail	Product/Process	Who	Deadline
Acquire Past Perfect software	Work with partners to use a common data base (Past Perfect) to catalogue the inventory of heritage assets	SPARC Mackin staff	December

KRA: Strategic Partnerships 2008

Goal: Identify mutual goals and benefits and build sustainable partnerships in areas and with organizations related to the Coquitlam Heritage Society's mandate and mission.

Detail	Product/Process	Who	Deadline
Negotiate a five year Lease Agreement for the maintenance of the Mackin House Museum	Identify and discuss areas and responsibilities for the physical care of MHM and grounds	-President -Treasurer -City of Coquitlam staff (Joyce & Brent)	By October
	Present Lease for approval	CHS Board	By December
Negotiate an Operating Agreement and fee schedule for the Mackin House Museum	Identify scope and level of funding as well as expected public services required for the operation of the MHM	-President -Treasurer -MHM Director	By October
	Present for approval	CHS Board	

KRA: Mackin House Museum 2008

Goal: Establish and maintain an effective, efficient and stable operation for the Mackin House Museum.

Detail	Product/Process	Who	Deadline
Hours of Operation	Establish the hours of public operation of the Mackin Museum to meet public needs, special events and access requirements	CHS Board Mackin staff	June
Clarify identity of Mackin House	Review the purposes and mandate of the Mackin House as museum and ratify the priorities and direction for the future operations	CHS Board City of Coquitlam	By Dec. 2008
Staffing Model	Identify the operating priorities and ratify the required staffing for the Mackin Museum Prepare job descriptions and salary compensation levels for approval of whole board Strike a Personnel Committee of the Board	CHS Board City of Coquitlam	September 2008
Funding	Submit and monitor the funding plan for 2009 See Financial Objectives	CHS Board Treasurer City of Coquitlam	September 2008
Board Development	Undertake Board training to understand governance responsibilities, financial reporting, employment and operating responsibilities, authorities and accountabilities, and specific roles of board members	CHS Board City of Coquitlam	By December 2008

Annual Plan 2009

In 2009 the CHS will review and reconfirm its 2009 objectives and implement the approved work plan with the following highlights:

Beginning in 2009 the Board of Directors of the CHS will set the direction and lay the foundation for its leadership role in the areas of financial planning, partnership building, communications, collections management and the governance of the Mackin House Museum. Highlights of the 2009 strategic plan include the following initiatives:

- Oversee, monitor and report on the society's revenues and expenditures
- Prioritize projects for funding
- Enhance the relationship with the City of Coquitlam and PDA
- Build a common vision with internal and external partners
- Plan a website for the society and its partners
- Reactivate a society newsletter
- Build an integrated membership database
- Develop principles and policies for the preservation of Coquitlam's heritage
- Continue to add information to the collections database
- Review and adopt Museum Policies for Mackin House Museum
- Implement the new staffing model and operation plan for Mackin Museum
- Review and adopt the five year operating plan for Mackin Museum

KRA: Financial Planning 2009

Goal: Develop a strategic and sustainable five year budget with simple, standard processes and regular reporting practices for both operating and capital revenues and expenditures.

Detail	Product/Process	Who	Deadline
Develop Mackin operating budget and monitor	Submit a two-year budget plan for Mackin Museum See Mackin Objectives See Communication Plan	President Treasurer CHS Board -Mackin Staff	September Analyze monthly Report quarterly
External Funding Sources	Research funding and grant options from federal, provincial and foundation sources Prioritize projects: -Preservation supplies -Preservation Equipment -Partner Projects -Mackin Museum -Technology/Web sites -Insurance/Security Issues	Treasurer Partners Mackin staff CHS Board	Ongoing
City Capital Planning	Work with Coquitlam Parks & Leisure Services to identify opportunities in future facility development that might support the concept of Museum of Museums (City 10 Year Capital Plan)	CHS Board City of Coquitlam	Ongoing
Capital Projects	Review annual priorities Select annual projects Apply for additional project funding as appropriate and as approved by Board See Partners Objectives See Collections Objectives See Mackin Museum	CHS Board Partners Mackin staff	By deadlines

KRA: Strategic Partnerships 2009

Goal: Identify mutual goals and benefits and build sustainable partnerships in areas and with organizations related to the Coquitlam Heritage Society’s mandate and mission.

Detail	Product/Process	Who	Deadline
Sustain a multi-year commitment from the City of Coquitlam in its partnership with the CHS for the operation of the Mackin House Museum.	Submit quarterly reports to City administration staff related to achievements in services and partnerships.	-President -Executive Director	March June September December
	Submit semi-annual reports to the Finance Committee of Council related to impacts from effective use of city funding.	-President -Treasurer	June November
	Multi-year lease for the operation of Mackin House Museum.	-Executive Director	By December
Work with Mayor and Council to raise awareness and support for increased funding for heritage initiatives	Monitor casino development and increased revenue potentials	-President	By December
Share a common vision of a “Museum of Museums” with existing partners: <ul style="list-style-type: none"> • CHS • SPARC • Canadian Historic Railroad Society • Riverview Horticultural Society • Riverview Hospital Historical Society • Previous planning Task Force 	-Identify effective representatives -Meet quarterly -Identify unique and common interests -Share information with membership in each group -Build networks to support common aims -Identify other compatible partners	-All Board members as assigned and partners	By December
Foster interest and build awareness from MLAs and media in the “Museum of Museums” concept for the Riverview or alternative site	-Meet with all MLAs and candidates -Provide information -Solicit endorsements -Share information & concepts with the media	All Board members	By December

KRA: Communication Strategy 2009

Goal: Implement effective internal and external communications to promote awareness and to provide education related to the Coquitlam Heritage Society mandate and initiatives.

Detail	Product/Process	Who	Deadline
Reporting Requirements	Work with all partners to submit timely reports to Coquitlam and sponsors on: -Partner activities -Financial management -MHM Programs Services	CHS Board Coquitlam staff Council Partners	Quarterly
<u>Plan</u> a CHS website	Work with members of SPARC and other key partners to plan a website for the Society to reflect all partner participants	SPARC Secretary CHS Director	December
Activate a CHS newsletter	Work with all partner groups to gather information, develop and distribute <u>2</u> newsletters. Identify a print sponsor.	Secretary Partner reps Volunteers	June December
Newspaper profile	Work with Black Press publishers to develop a sponsored profile for a free, regular ad in the local print media. The ad will profile Heritage Happenings and feature information from the CHS and partner groups.	President Secretary Director Mackin staff	Achieve commitment by June for a minimum twice/month ad Provide copy for 2 ads/month from June-December
Membership Data Base	Work with partner groups to create an integrated data base for communication and distribution processes. 1. Acquire software. 2. Create Master Database. 3. Recruit a new Director for Membership	Secretary Past President	1. June 2. September 3. September
Public Awareness Survey (tbc – funding)	Survey public re: awareness and attitude to CHS, partners and local heritage activities. Include questions in existing methods	City of Coquitlam	By December (creates benchmark)

KRA: Collections Management 2009

Goal: Ensure artifacts, archives and buildings are identified. Inventoried and preserved through stewardship policies and presentation practices.

Detail	Product/Process	Who	Deadline
Identify and inventory historical assets	Work with partners to use a common data base (Past Perfect) to catalogue the inventory of heritage assets	SPARC Mackin staff	December
Preservation materials supplies and equipment	Work with partners to identify annual priorities for supplies or equipment for collections preservation See Financial Objectives	CHS Board President Treasurer	Annual
Develop Principles and Policies	Work with all partners to draft a statement of principles and common policies for the preservation of historical collections in Coquitlam	CHS Board Mackin staff Railroad Society Riverview Hospital Historical Society Riverview Horticultural Soc. SPARC Metro Vancouver	December

KRA: Mackin House Museum 2009

Goal: Establish and maintain an effective, efficient and stable operation for the Mackin House Museum.

Detail	Product/Process	Who	Deadline
Policy Development	Review and approve Policies for museum operations: -Collections Policy -Conservation Policy -Program/Education Policy -Volunteer Policy	CHS Board Mackin staff	June
Staffing Model	Implement the approved staffing model and recruit as needed Review employee performance	CHS Board City of Coquitlam Personnel Committee	Complete by March
Budget Development and Review	Monitor ongoing expenditures and revenues, authorize payments, keep records and report See Financial Objectives	CHS Board Treasurer City of Coquitlam	Monthly
Hours of Operation	Confirm the days and hours of public operation of the Mackin Museum to meet public needs, special events and access requirements	CHS Board Mackin staff	January
Five Year Strategic Plan for Mackin House operation	Identify the priorities and review and ratify the Five year plan with details for: -Public Programs -Exhibits -Special Events -Collections -Volunteer Program -Promotion Plan -Partnerships (including PDA) Oversee the implementation and gather appropriate statistics for reporting	CHS Board Mackin staff Mackin staff to CHS Board	Complete by June Ongoing Monthly

Annual Plan 2010

In 2010, the CHS will continue its established direction and introduce new initiatives to strength the society's partnerships and to highlight the history and heritage of Coquitlam.

The 2010 plan includes the following features:

- Maintain the Operating Agreement for Mackin House Museum as approved
- Oversee and monitor the Lease Agreement for Mackin House Museum and site
- Establish priorities, identify external funding, manage and report on finances
- Sustain positive relations with City of Coquitlam, internal and external partners
- Attract four new partnerships and host a new Community Appreciation Event
- Launch the society web site in conjunction with partners
- Expand the society's newsletter to three editions per year
- Establish a Collections sub-committee to support overall collections management
- Finalize the common CHS Principles and Policies of Collections Management
- Obtain support for the retention of Riverview Hospital historical collections
- Continue a common and shared database of heritage collections with partners
- Oversee, monitor and report on the annual work plan of Mackin House Museum
- Provide governance direction and feedback on the operation of MHM

KRA: Financial Planning 2010

Goal: Develop a strategic and sustainable five year budget with simple, standard processes and regular reporting practices for both operating and capital revenues and expenditures.

Detail	Product/Process	Who	Deadline
Develop Mackin operating budget and monitor	Submit a two-year budget plan for Mackin Museum See Mackin Objectives See Communication Plan	President Treasurer CHS Board -Mackin Staff	September Analyze monthly Report quarterly
External Funding Sources	Research funding and grant options from federal, provincial and foundation sources Prioritize projects: -Preservation supplies -Preservation Equipment -Partner Projects -Mackin Museum projects -Technology issues -Insurance & Security -coordination of Collections Management (internships?)	Treasurer Partners Mackin staff CHS Board	Ongoing
City Capital Planning	Work with Coquitlam Parks & Leisure Services to identify opportunities in future facility development that might support the concept of Museum of Museums (City 10 Year Capital Plan)	CHS Board City of Coquitlam	Ongoing
Capital Projects	Review annual priorities Select annual projects Apply for additional project funding as appropriate and as approved by Board See Partners Objectives See Collections Objectives See Mackin Museum	CHS Board Partners Mackin staff	By deadlines

KRA: Strategic Partnerships 2010

Goal: Identify mutual goals and benefits and build sustainable partnerships in areas and with organizations related to the Coquitlam Heritage Society’s mandate and mission.

Detail	Product/Process	Who	Deadline
Maintain commitment from the City of Coquitlam in its partnership with the CHS for the operation of Mackin House Museum.	Submit quarterly reports to City administration staff related to achievements in services and partnerships.	-President -Executive Dir.	March June September December
	Submit semi-annual reports to the Finance Committee of Council related to impacts from effective use of city funding.	-President -Treasurer	June November
Maintain liaison with Mayor and Council to enhance awareness and support for increased funding for heritage initiatives	Monitor casino development and increased revenue potentials Advocate for a reallocation of gaming revenue to support heritage initiatives	-President Treasurer	By December
Gov’t of BC will commit to allocating specific site or buildings at Riverview to the City of Coquitlam for community use or respond to situation as appropriate (Plan B)	Work with the City of Coquitlam to assist with and support the negotiations Represent partner interests and needs	-President -Board support team	By June
Add four new partners to the “Museum of Museums” campaign: -Sports heritage -Model Railroad -Historical bicycles -Historical costumes	-Invite participation -Share common vision -Build support -Integrate all interests and needs	All Board members Partners	By December

KRA: Communication Strategy 2010

Goal: Implement effective internal and external communications to promote awareness and to provide education related to the Coquitlam Heritage Society mandate and initiatives.

Detail	Product/Process	Who	Deadline
Reporting Requirements	Work with all partners to submit timely reports to Coquitlam and sponsors on: -Partner activities -Financial management -MHM Programs/Services	CHS Board Coquitlam staff Council Partners	Quarterly
CHS website	Launch CHS website and maintain current and accurate information on all CHS partners including activities, contacts and <u>links</u> to other sites including City.	SPARC Mackin staff Volunteers	By June
CHS newsletter	Continue to work with all partner groups to gather information, develop and distribute <u>3</u> newsletters.	Secretary Partner reps Volunteers Print sponsor	April August December
Newspaper profile	Maintain relationship with Black Press publishers to present a regular ad in the local print media representing CHS and partner activities. Negotiate for consistency in frequency and size of free ad.	Secretary Mackin staff	Provide copy for 2 ads every month Increase number as negotiated
Membership Data Base	Maintain work with partner groups to update an integrated data base of all members and interested groups.	Past President Membership Director	Ongoing
Community Appreciation Event	Plan an annual Volunteer and Friends of Heritage event to share information, recruit members and volunteers. Implement one event.	All members of CHS	September

KRA: Collections Management 2010

Goal: Ensure artifacts, archives and buildings are identified. Inventoried and preserved through stewardship policies and presentation practices.

Detail	Product/Process	Who	Deadline
Establish a Collections sub-committee to focus on the broad topic of historical assets in Coquitlam	Work with partners, identify scope of assets, identify leadership roles and communication processes (see financial priorities)	CHS Partners City of Coquitlam Mackin staff	By December
Identify and inventory historical assets	Work with partners to use a common data base (Past Perfect) to catalogue assets	SPARC Mackin staff	December
	Acquire software and hardware for Riverview partners	Riverview Hospital Historical Society	December
Preservation materials supplies and equipment	Work with partners to identify annual priorities for supplies or equipment for collections preservation See Financial Objectives	CHS Board President Treasurer	Annual
Principles and Policies	Finalize draft statement and receive endorsement from all partners	CHS Board Mackin staff Railroad Society Riverview Hospital Society Riverview Horticultural Society	December
Riverview Hospital Historical Collections	Obtain Provincial Gov't support to retain Riverview historical collections on site, in Coquitlam	CHS Board	December

KRA: Mackin House Museum

Goal: Establish and maintain an effective, efficient and stable operation for the Mackin House Museum.

Detail	Product/Process	Who	Deadline
Budget Development and Review	Monitor ongoing expenditures and revenues, authorize payments, keep records and report See Financial Objectives	CHS Board Treasurer City of Coquitlam	Monthly
Hours of Operation	Confirm the hours of public operation of the Mackin Museum to meet public needs, special events and access requirements and budget allocations	CHS Board Mackin staff	January
Annual Work Plan	Review, adjust and implement the work plan as per the 5 year Strat Plan (2010) -Public Programs -Exhibits -Special Events -Collections -Volunteer Program -Promotion Plan -Partnerships Oversee the implementation and gather appropriate statistics See Communications Plan	CHS Board Mackin staff	Complete by January
Personnel Performance	Review staff performance as per approved plan and provide guidance and redirection as required	Personnel Cttee. -Mackin staff	June November
Collections	Review all acquisition and disposal recommendations (donation offers, purchases, transfers) and approve or deny as appropriate	CHS Board	Ongoing

Annual Plan 2011

By 2011, the CHS will be maintaining established processes and enhancing partnerships and service levels to build community interest in Coquitlam's history. The majority of efforts will be spent in sustaining efforts.

The following are a selection of highlights from the 2011 plan:

- Continue to set annual priorities for project funding
- Maintain, monitor and balance the allocated budget resources
- Access external funding sources as appropriate
- Attract four new partners to strengthen the combined profile of heritage providers
- Support the development of the Museum of Museums concept
- Maintain the CHS website and launch online access to SPARC collections info
- Increase the CHS newsletter to four editions per year
- Maintain regular reporting to the City of Coquitlam and partners
- Host the annual Community Appreciation Event
- Add bar code process to the collections database projects
- Oversee, monitor and report on the annual work plan of Mackin House Museum
- Provide governance direction and feedback on the operation of MHM

KRA: Financial Planning 2011

Goal: Develop a strategic and sustainable five year budget with simple, standard processes and regular reporting practices for both operating and capital revenues and expenditures.

Detail	Product/Process	Who	Deadline
Develop Mackin operating budget and monitor	Submit a five-year budget plan and balance budget for Mackin Museum and CHS projects See Mackin Objectives S	President Treasurer CHS Board -Mackin Staff	September Analyze monthly Report quarterly
External Funding Sources	Research funding and grant options from federal, provincial and foundation sources Prioritize projects: -Preservation supplies -Preservation Equipment -Partner Projects -Mackin Museum projects -Insurance & Security -Technology issues -Collections management	Treasurer Partners Mackin staff CHS Board	Ongoing
City Capital Planning	Work with Coquitlam Parks & Leisure Services to identify opportunities in future facility development that might support the concept of Museum of Museums (City 10 Year Capital Plan)	CHS Board City of Coquitlam	Ongoing
Capital Projects	Review annual priorities Select annual projects Apply for additional project funding as appropriate and as approved by Board See Partners Objectives See Collections Objectives See Mackin Museum	CHS Board Partners Mackin staff	By deadlines

KRA: Strategic Partnerships 2011

Goal: Identify mutual goals and benefits and build sustainable partnerships in areas and with organizations related to the Coquitlam Heritage Society’s mandate and mission.

Detail	Product/Process	Who	Deadline
Maintain multi-year commitment from the City of Coquitlam in its partnership with the CHS for the operation of Mackin House Museum.	Quarterly reports will be submitted to City administration staff related to achievements in services and partnerships.	-President -Executive Director	March June September December
Enhance and build positive relationships. Review the Lease Agreement and the Operating Agreement and adjust as needed.	Semi-annual reports will be submitted to the Finance Committee of Council related to impacts from effective use of resources.	-President -Treasurer -City of Coquitlam	June November
Maintain liaison with Mayor and Council to achieve support for increased funding for heritage initiatives	Monitor casino development and increased revenue potentials Support an allocation policy which identifies percentage funding for heritage initiatives	-President -Treasurer	By December
Gov’t of BC will transfer specific land and/or buildings at the Riverview site to the City of Coquitlam or lobby for Plan B	Liaise with City Council to represent heritage interests	-President -Board support team	June
Work with “Museum of Museum” partners to create a Functional Plan	Articulate space needs, adjacencies and unique and shared requirements	-Partner reps -City staff -Consultant	December
Add four new partners to the “Museum of Museums” campaign	Public invitation Select most compatible partners Integrate interests, needs and requirements	All Board members	By December

KRA: Communication Strategy 2011

Goal: Implement effective internal and external communications to promote awareness and to provide education related to the Coquitlam Heritage Society mandate and initiatives.

Detail	Product/Process	Who	Deadline
Reporting Requirements	Work with all partners to submit timely reports to Coquitlam and sponsors on: -Partner activities -Financial management -MHM Programs/Services	CHS Board Coquitlam staff Council Partners	Quarterly
CHS website	Maintain website and links to ensure that partner information is current and accurate. Launch and maintain SPARC collection for on-line access.	SPARC Mackin staff Volunteers SPARC	Ongoing December & Ongoing
CHS newsletter	Continue to work with all partner groups to gather information, develop and distribute 4 newsletters.	Secretary Partner reps Volunteers Print sponsor	January March June September
Newspaper profile	Maintain relationship with Black Press publishers to present a regular ad in the local print media representing CHS and partner activities.	Secretary Mackin staff	Provide copy for the # of approved ads every month
Membership Data Base	Maintain work with partner groups to update an integrated data base of all members and interested groups.	Past President Membership Director	Ongoing
Community Appreciation Event	Host the annual Volunteer and Friends of Heritage event to share information, recruit members and volunteers. Celebrate and recognize partnerships.	All members of CHS	September

KRA: Collections Management 2011

Goal: Ensure artifacts, archives and buildings are identified. Inventoried and preserved through stewardship policies and presentation practices.

Detail	Product/Process	Who	Deadline
Collections Management sub-committee to oversee and support the cooperative planning for acquisitions and documentation of Coquitlam's history	Meet and review collections development opportunities, support or endorse as required	CHS Partners Mackin staff	Quarterly
Identify and inventory historical assets	Work with partners to use a common data base (Past Perfect) to catalogue assets	CHS Board SPARC Mackin staff	December
	Network Past Perfect to connect partner data bases	CHS	December
	Add bar code process	CHS Mackin House	December
Preservation materials supplies and equipment	Work with partners to identify annual priorities for supplies or equipment for collections preservation See Financial Objectives	CHS Board President Treasurer	Annual
Maintain Principles and Policies	New partners will adopt the Preservation Principles and Policies statement	CHS Board New Partners	December
Riverview Hospital Historical Collections	Establish and maintain relationship with Province to preserve collections	CHS Board Riverview partners	December

KRA: Mackin House Museum 2011

Goal: Establish and maintain an effective, efficient and stable operation for the Mackin House Museum.

Detail	Product/Process	Who	Deadline
Budget Development and Review	Monitor ongoing expenditures and revenues, authorize payments, keep records and report See Financial Objectives	CHS Board Treasurer	Monthly
Hours of Operation	Confirm the hours of public operation of the Mackin Museum to meet public needs, special events and access requirements and budget allocations	CHS Board Mackin staff	January
Annual Work Plan	Review, adjust and implement the work plan as per the 5 year Strat Plan (2011) -Public Programs -Exhibits -Special Events -Collections -Volunteer Program -Promotion Plan -Partnerships Oversee the implementation and gather appropriate statistics See Communications Plan	CHS Board Mackin staff	Complete by January
Personnel Performance	Review staff performance as per approved plan and provide guidance and redirection as required	-Personnel Cttee. -Mackin staff	June November
Collections	Review all acquisition and disposal recommendations (donation offers, purchases, transfers) and approve or deny as appropriate	CHS Board	Ongoing

Annual Plan 2012

The CHS plan for 2012 maintains financial accountability, continues to build partnership and communications initiatives, sustains efforts in collections management; and provides governance oversight for the public operation and services of the Mackin House Museum.

The following are selected highlights of the 2012 plan:

- Continue to set annual priorities for project funding
- Maintain, monitor and balance the allocated budget resources
- Access external funding sources as appropriate
- Review the Lease and Operating Agreements and adjust as needed
- Build the Museum of Museums concept or adjust per evolving situation
- Maintain the CHS website and launch online access to MHM collections
- Maintain the CHS quarterly newsletter
- Host the annual Community Appreciation Event
- Maintain regular reporting to the City of Coquitlam and partners
- Maintain collections management initiatives and extend inventory to partners
- Oversee, monitor and report on the annual work plan of Mackin House Museum
- Provide governance direction and feedback on the operation of MHM

KRA: Financial Planning 2012

Goal: Develop a strategic and sustainable five year budget with simple, standard processes and regular reporting practices for both operating and capital revenues and expenditures.

Detail	Product/Process	Who	Deadline
Develop Mackin operating budget and monitor	Submit annual plan and balance budget for Mackin Museum and CHS projects See Mackin Objectives See Communication Plan	President Treasurer CHS Board -Mackin Staff	September Analyze monthly Report quarterly
External Funding Sources	Research funding and grant options from federal, provincial and foundation sources Prioritize projects: -Preservation supplies -Preservation Equipment -Partner Projects -Mackin Museum projects -Insurance & security -Technology issues -Collections management	Treasurer Partners Mackin staff CHS Board	Ongoing
City Capital Planning	Work with Coquitlam Parks & Leisure Services to identify opportunities in future facility development that might support the concept of Museum of Museums (City 10 Year Capital Plan)	CHS Board City of Coquitlam	Ongoing
Capital Projects	Review annual priorities Select annual projects Apply for additional project funding as appropriate and as approved by Board See Partners Objectives See Collections Objectives See Mackin Museum	CHS Board Partners Mackin staff	By deadlines

KRA: Strategic Partnerships 2012

Goal: Identify mutual goals and benefits and build sustainable partnerships in areas and with organizations related to the Coquitlam Heritage Society’s mandate and mission.

Detail	Product/Process	Who	Deadline
Negotiate an extended, long term commitment (5-10 years) from the City of Coquitlam in its partnership with the CHS for the operation of Mackin House Museum.	Quarterly reports will be submitted to City administration staff related to achievements in services and partnerships.	-President -Executive Director	March June September December
Enhance and build strong communications and city partnership for programming and promotions.	Semi-annual reports will be submitted to the Finance Committee of Council related to impacts from effective use of resources.	-President -Treasurer	June November
	Sign a contract for services with the City	-President	December
Work with “Museum of Museums” partners and the City of Coquitlam to develop a timeline and priorities for adaptive re-use of the assigned site at Riverview	Complete a building assessment and functional plan	Partner reps City staff	June
Add four new partners to the “Museum of Museums” campaign	Public invitation Select most compatible partners Integrate interests, needs and requirements		By December
Consider business relationships that may augment the cultural partnerships	Partners to identify potential business links Work with Economic Development staff of City of Coquitlam to identify and attract appropriate business partnerships	-Board -Partners -City administrative staff	By June

KRA: Communication Strategy 2012

Goal: Implement effective internal and external communications to promote awareness and to provide education related to the Coquitlam Heritage Society mandate and initiatives.

Detail	Product/Process	Who	Deadline
Reporting Requirements	Work with all partners to submit timely reports to Coquitlam and sponsors on: -Partner activities -Financial management -MHM Programs/Services	CHS Board Coquitlam staff Council Partners	Quarterly
CHS website	Maintain website and links to ensure that partner information is current and accurate. Launch and maintain Mackin collection for on-line access.	SPARC Mackin staff Volunteers Mackin staff	Ongoing December & Ongoing
CHS newsletter	Maintain work with all partner groups to gather information, develop and distribute 4 newsletters.	Secretary Partner reps Volunteers Print sponsor	January March June September
Newspaper profile	Maintain relationship with Black Press publishers to present a regular ad in the local print media representing CHS and partner activities.	Secretary Mackin staff	Provide copy for the # of approved ads every month
Membership Data Base	Maintain work with partner groups to update an integrated data base of all members and interested groups.	Past President Membership Director	Ongoing

KRA: Collections Management 2012

Goal: Ensure artifacts, archives and buildings are identified. Inventoried and preserved through stewardship policies and presentation practices.

Detail	Product/Process	Who	Deadline
Collections Management sub-committee to oversee and support the cooperative planning for acquisitions and documentation of Coquitlam's history	Meet and review collections development opportunities, support or endorse as required	CHS Partners Mackin staff	Quarterly
Identify and inventory historical assets	Maintain use of a common data base (Past Perfect) to catalogue assets	CHS Board SPARC Mackin staff	December
	Extend bar code to partners	CHS Partners	December
Preservation materials supplies and equipment	Work with partners to identify annual priorities for supplies or equipment for collections preservation See Financial Objectives	CHS Board President Treasurer	Annual
Maintain Principles and Policies	New partners will adopt the Preservation Principles and Policies statement	CHS Board New Partners	December
Riverview Historical Collections	Maintain relationship with Province to preserve collections and report	CHS Board Riverview partners	December

KRA: Mackin House Museum 2012

Goal: Establish and maintain an effective, efficient and stable operation for the Mackin House Museum.

Detail	Product/Process	Who	Deadline
Budget Development and Review	Monitor ongoing expenditures and revenues, authorize payments, keep records and report See Financial Objectives	CHS Board Treasurer	Monthly
Hours of Operation	Confirm the hours of public operation of the Mackin Museum to meet public needs, special events and access requirements and budget allocations	CHS Board Mackin staff	January
Annual Work Plan	Review, adjust and implement the work plan as per the 5 year Strat Plan (2012) -Public Programs -Exhibits -Special Events -Collections -Volunteer Program -Promotion Plan -Partnerships Oversee the implementation and gather appropriate statistics See Communications Plan	CHS Board Mackin staff	Complete by January
Personnel Performance	Review staff performance as per approved plan and provide guidance and redirection as required	CHS Board -Personnel Cttee. -Mackin staff	June November
Collections	Review all acquisition and disposal recommendations (donation offers, purchases, transfers) and approve or deny as appropriate	CHS Board	Ongoing

Annual Plan 2013

In the final year of the Five Year Strategic Plan, the CHS will implement the initiatives as planned and give consideration to the development of the next five year cycle. This final year will provide opportunity to reflect back on achievements and to assess the impact of the society in improving public perception and awareness of Coquitlam's history and heritage.

The 2013 annual plan includes the following highlights:

- Continue to set annual priorities for project funding
- Maintain, monitor and balance the allocated budget resources
- Ensure the continuity of Lease and Operating Agreements
- Access external funding sources as appropriate
- Assist to move the Museum of Museums concept to reality
- Maintain the CHS website, launch online access to Riverview Hospital collections
- Maintain the CHS quarterly newsletter
- Host the annual Community Appreciation Event
- Maintain regular reporting to the City of Coquitlam and partners
- Maintain collections management initiatives and add heritage building inventory
- Oversee, monitor and report on the annual work plan of Mackin House Museum
- Provide governance direction and feedback on the operation of MHM
- Research and evaluate option to develop a Museum Society

KRA: Financial Planning 2013

Goal: Develop a strategic and sustainable five year budget with simple, standard processes and regular reporting practices for both operating and capital revenues and expenditures.

Detail	Product/Process	Who	Deadline
Develop Mackin operating budget and monitor	Submit annual plan and balance budget for Mackin Museum and CHS projects See Mackin Objectives See Communication Plan	President Treasurer CHS Board -Mackin Staff	September Analyze monthly Report quarterly
External Funding Sources	Research funding and grant options from federal, provincial and foundation sources Prioritize projects: -Preservation supplies -Preservation Equipment -Partner Projects -Mackin Museum -Technology issues -Insurance & Security	Treasurer Partners Mackin staff CHS Board	Ongoing
City Capital Planning	Work with Coquitlam Parks & Leisure Services to identify opportunities in future facility development that might support the concept of Museum of Museums (City 10 Year Capital Plan)	CHS Board City of Coquitlam	Ongoing
Capital Projects	Review annual priorities Select annual projects Apply for additional project funding as appropriate and as approved by Board See Partners Objectives See Collections Objectives See Mackin Museum	CHS Board Partners Mackin staff	By deadlines

KRA: Strategic Partnerships 2013

Goal: Identify mutual goals and benefits and build sustainable partnerships in areas and with organizations related to the Coquitlam Heritage Society’s mandate and mission.

Detail	Product/Process	Who	Deadline
Maintain relationship with the City of Coquitlam in its partnership with the CHS for the operation of Mackin House Museum.	Quarterly reports will be submitted to City administration staff related to achievements in services and partnerships.	-President -Executive Director	March June September December
Develop any additional contractual relationships related to the operation of the “Museum of Museums” site/facilities	Quarterly reports will be submitted to the Finance Committee of Council related to impacts from effective use of resources.	-President -Treasurer	March June September December
	Sign a contract for services with the City	President	By January
Work with the City of Coquitlam to open “Museum of Museums” to the public	Support completion of adaptive re-use Move all partners into the facility Open to the Public	All Board members and partners	Spring (April 1 is the 100 th anniversary of the site)

KRA: Communication Strategy 2013

Goal: Implement effective internal and external communications to promote awareness and to provide education related to the Coquitlam Heritage Society mandate and initiatives.

Detail	Product/Process	Who	Deadline
Reporting Requirements	Work with all partners to submit timely reports to Coquitlam and sponsors on: -Partner activities -Financial management -MHM Programs/Services	CHS Board Coquitlam staff Council Partners	Quarterly
CHS website	Maintain website and links to ensure that partner information is current and accurate. Launch and maintain Riverview Hospital collection on-line access.	SPARC Mackin staff Volunteers Riverview Hospital Historical Soc.	Ongoing December & ongoing
CHS newsletter	Maintain work with all partner groups to gather information, develop and distribute 4newsletters.	Secretary Partner reps Volunteers Print sponsor	January March June September
Newspaper profile	Maintain relationship with Black Press publishers to present a regular ad in the local print media for CHS and partner activities.	Secretary Mackin staff	Provide copy for the # of approved ads every month
Membership Data Base	Maintain work with partner groups to update an integrated data base of all members and interested groups.	Past President Membership Director	Ongoing
Community Appreciation Event	Plan an annual Volunteer and Friends of Heritage event to share information, recruit members and volunteers. Implement one event.	All members of CHS	September
Public Awareness Survey (see 2009, tbc re: funding)	Survey public re: awareness and attitude to CHS, partners and local heritage activities.	Consultant or City	By December (compare to 2009)

KRA: Collections Management 2013

Goal: Ensure artifacts, archives and buildings are identified. Inventoried and preserved through stewardship policies and presentation practices.

Detail	Product/Process	Who	Deadline
Collections Management sub-committee to oversee and support the cooperative planning for acquisitions and documentation of Coquitlam's history	Meet and review collections development opportunities, support or endorse as required	CHS Partners Mackin staff	Quarterly
Identify and inventory historical assets	Maintain a common data base (Past Perfect) to catalogue assets	CHS Board SPARC Mackin staff	December
	Add Heritage Building inventory information	City of Coquitlam	September
Preservation materials supplies and equipment	Work with partners to identify annual priorities for supplies or equipment for collections preservation See Financial Objectives	CHS Board President Treasurer	Annual
Maintain Principles and Policies	New partners will adopt the Preservation Principles and Policies statement	CHS Board New Partners	December
Riverview Historical Collections	Maintain relationship with Province to preserve collections and report	CHS Board Riverview partners	December

KRA: Mackin House Museum 2013

Goal: Establish and maintain an effective, efficient and stable operation for the Mackin House Museum.

Detail	Product/Process	Who	Deadline
Budget Development and Review	Monitor ongoing expenditures and revenues, authorize payments, keep records and report See Financial Objectives	CHS Board Treasurer	Monthly
Hours of Operation	Confirm the hours of public operation of the Mackin Museum to meet public needs, special events and access requirements and budget allocations	CHS Board Mackin staff	January
Annual Work Plan	Review, adjust and implement the work plan as per the 5 year Strat Plan (2013) -Public Programs -Exhibits -Special Events -Collections -Volunteer Program -Promotion Plan -Partnerships Oversee the implementation and gather appropriate statistics See Communications Plan	CHS Board Mackin staff	Complete by January
Personnel Performance	Review staff performance as per approved plan and provide guidance and redirection as required	CHS Board -Personnel Cttee. -Mackin staff	June November
Collections	Review all acquisition and disposal recommendations (donation offers, purchases, transfers) and approve or deny as appropriate	CHS Board	Ongoing
Society	Research the potential for the development of a separate operating Society for Mackin House	CHS Board Mackin staff	By June

APPENDICES
Background Readings



What is a strategic plan?

It is Organization Specific

All organizations have slightly different structures, focus, geographic scopes, programs and services, and levels of management skill, etc. Each organization identifies what is most important to it.

It is a tool for Good Management

A strategic plan is a management tool used to improve the performance of the organization. It is a tool that is demonstrated in a document that outlines the organization's direction and priorities. It is a guideline to be used by management in making decisions regarding the allocation of resources. And it is also a process that an organization undertakes to build commitment among the key stakeholders to the agreed upon direction and priorities.

In other words a strategic plan is a process that builds commitment from its key stakeholders to a particular direction that will guide the future allocation of the organizations resources. The process and areas need to be included in the strategic plan are organization specific.

A Strategic Plan may contain a variety of components depending on the needs of the organization. Some of the areas that are commonly seen in strategic plans include:

- **Vision statement**
- **Mission statement**
- *Mandate*
- *Strategic drivers*
- *Value statement*
- **Goals**
- **Objectives**
- *Performance expectations*
- *Competitive analysis*
- *Stakeholder analysis*
- *Environmental analysis*
- *Internal resources*
- *Organizational competencies*
- *Customer assessment*
- *Value proposition*

Note: The items in **BOLD** are the focus of the CHS Strategic Plan.



Mission Statements: Definition

- Describe the overall purpose of an organization: what we do, who we do it for, and how and why we do it.
- Set the boundaries of the organization's current activities.
- Are the starting point in developing a strategic vision.

Mission Statements: Benefits

- To communicate the direction of the organization.
- To help make day-to-day operating decisions.
- To keep the organization focused.
- To motivate employees.

Developing a Mission Statement

1. At its most basic, the mission statement describes the overall purpose of the organization.
2. When wording the mission statement, consider the organization's products, services, markets, values, concern for public image, and the priorities of activities for survival and success.
3. Consider any changes that may be needed in wording of the mission statement because of any new suggested strategies during a recent strategic planning process.
4. Ensure that wording of the mission enables management and employees can infer some order of priorities in how products and services are delivered.
5. When refining the mission, a useful exercise is to add or delete a word from the mission to realize the change in scope of the mission statement and assess how concise is its wording.
6. Does the mission statement include sufficient description that the statement clearly separates the mission of the organization from other organizations?



Vision Statements: Definition

- Describe an ideal future.
- Reflect the essence of an organization's mission and values.
- Answer the question; what impact do we want to have on society?
- Unite an organization in a common, coherent strategic direction.
- Convey a larger sense of organizational purpose, so that employees see themselves as "building a cathedral" rather than "laying stones".

Vision Statements: Benefits

- To inspire.
- To empower the stakeholders.
- To prepare for the future.
- To set a challenge to be achieved.
- To honour the past.

Developing a Vision Statement

1. The vision statement includes a vivid description of the organization as it effectively carries out its operations.
2. Originally, the vision was a compelling description of the state and function of the organization once it had implemented the strategic plan, i.e., a very attractive image toward which the organization was attracted and guided by the strategic plan.
3. Recently, the vision has become more of a motivational tool, too often including highly idealistic phrasing and activities, to which the organization cannot realistically aspire.

The difference between a Mission and a Vision Statement

A mission statement talks about the organization's purpose, (i.e. direction), a vision statement talks about what the organization would like to be. A vision statement is a 'picture of the future'.

The easiest and most practical way of simply delineating between a mission and vision is to describe the mission as the journey and the vision as the destination.



Samples of Mission and Vision Statements

1. The Someplace Food Bank

Purpose:

To raise awareness of the impacts of hunger in Someplace, BC

To collect and distribute food to the hungry residents of Someplace, BC

Mission:

The Someplace Food Bank is dedicated to working with the community of Someplace BC to build public awareness of and sympathy for the under nourished people of the City, to inspire residents, organizations and business to contribute non-perishable food items, and to effectively and efficiency distribute food to people in need.

Vision:

Nobody will go to bed hungry in Someplace, BC.

2. The Someplace Humane Society

Purpose

To prevent the abuse of animals

To provide shelter for animals in distress

To educate the public about humane care for animals

Mission

The Humane Society of Someplace, BC is committed to treating all animals with respect and care, intervening and protecting animals from abuse, providing high standards of care in feeding and housing animals in distress and working with partners to disseminate compelling and accurate information to engage the community in supporting the purposes and values of the Someplace Humane Society.

Vision

All animals in Someplace, BC live a life free of mistreatment.

4. Disneyland

The **Mission** of Disneyland is to be the world's leading producer and provider of entertainment and information that nurtures American values, fosters creativity, dreams and imagination, provides consistent quality and details, and preserves and controls Disney “magic” in all of its content, services and consumer products.

Vision: The happiest place on earth.



City of Coquitlam

Leisure and Parks Services

Mission: Work with the community to create and support leisure and parks opportunities that encourage healthy lifestyles.

Through programs, services, facilitation, recreation facilities, parks and hiking trails, the City of Coquitlam Leisure and Parks staff contribute daily to the quality of life and well-being of the community. Leisure programs for all ages are offered throughout the year at recreation facilities and through partnerships with schools and other organizations. In addition to its leisure and parks services, the department is responsible for maintenance management of all City buildings and cemetery operations and also provides Emergency Social Services, such as food and accommodations, for evacuated residents in the event of a major disaster.

Through programs, services, recreation facilities, parks and hiking trails, the City of Coquitlam Leisure and Parks staff contribute daily to the quality of life and well-being of the community. Leisure programs for all ages are offered throughout the year at recreation facilities and through partnerships with schools and other organizations.

City of Coquitlam

Vision

Coquitlam's goal is to build a City of Choice, where people choose to live, work and play.



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The Difference between Goals and Objectives

Goals are broad, objectives are narrow.
Goals are general intentions; objectives are precise.
Goals are intangible; objectives are tangible.
Goals are abstract; objectives are concrete.
Goals can't be validated as is; objectives can be validated.

A vision without goals is just a dream.

Sometimes you will hear the phrase: Key Result Area (KRA). These are similar to goals but are skeletal in nature. They are about results not actions. They have few words, no verbs (provide, deliver), no directions (good), and no measures (increase, improve). Goals are also high level but have a bit more description to them. They do not have timelines or measures and often have long-term expectations. In developing Goals, everyone should feel that through their own roles on the team they could contribute to the results.

"My goal is simple. It is complete understanding of the universe."
—Stephen Hawking

Examples

In a restaurant

KRA: Customer Service

Goal	To Provide Exemplary Customer Service
Objective for the hostess:	Seat reserved guests on time at a prepared table.
Objective for the chef:	Cook quality and quantity of food for every guest
Objective for the dishwasher:	Provide clean cutlery and glassware for every table.
Objective for the waiter:	Get the order correct and delivered to the guest hot.

In a Library

KRA: Book circulation

Goal	To Provide Excellence in Book Circulation
Objective for Clerk:	Implement accurate check out-return procedures.
Objective for Librarian:	Acquire books to meet customer needs.
Objective for Technician:	Process books to ensure supplies are on the shelves.
Objective for Manager:	Acquire personnel and collections resources.



By Craig Miyamoto, APR, Fellow PRSA

(Excerpt from 2002 Second Quarter issue of *Public Relations Strategies*, a quarterly publication of Miyamoto Strategic Counsel)

Just as there is confusion between a “strategy” and a “tactic,” there is also confusion between a “goal” and an “objective.” Although the terms are sometimes used interchangeably, there are differences between the two.

Goals are general directions, somewhat nebulous, that are not specific enough to be measured. Think of the word “go.” It has no end.

A good example is the signature line of the Star Trek television series: “To boldly go where no man (“no one” in “The Next Generation”) has gone before.” You can’t measure it, and you probably will never know if the goals were accomplished, because once humans have gone somewhere, we’ve been there, and there are still other places to go since the universe is infinite and has no end.

State your campaign goal simply and resolutely. State it confidently, with all the bravado you can muster, secure in the knowledge that the question, “Did you accomplish your goal?” can never be answered in the absolute affirmative.

Objectives, on the other hand, are specific and measurable. They can be output objectives, or they can be attitudinal or behavioural. But most of all, they can be measured. They are concise. They are specific. Think of the word “object.” You can touch it, it’s there, it’s actual, and it is finite.

Objectives should be set for each goal identified. In general, there must be at least one objective per goal. In some cases, however, you will have more than one objective for each goal.

Objectives should measure impact. Product objectives are preferred (“Exactly what is it you want to achieve?”), but the objectives can also be attitudinal (“What behaviours, attitudes or opinions do you want?”), or informational (“What do you want to know?”).

- Objectives can measure your output – what you did.
- Objectives can measure outcomes – impacts and results.

State your objectives in specific and quantifiable (measurable) terms whenever possible. Set them in a time frame, and if you know what the budget is, identify what you expect the cost to be. The objectives should be reachable, they should be acceptable, and they must be ethical.

A crystal-clear objective would read something like this: “Our objective is to deliver **X** results by **Y** date at a cost of **Z** dollars.”

Think of the goals as the treasure at the top of a stairway, and the objectives as the stairs.

The Art and Science of Setting Objectives

Introduction

As part of the way to manage and govern an organization, we set objectives for each of the strategic goals. Picking objectives that help support the organization's direction, have the commitment of the staff and board, are simple to measure, and provide meaningful and timely information that support decision-making is very important to ensuring that the mission and vision result in product instead of just a dream.

What is an objective?

An objective is a specific end that is desired to be achieved at some time in the future. Objectives are often defined as needing to be **SMART**, which is an acronym for Specific, Measurable, Achievable, Realistic and Time-limited.

The framework for objective setting

Objectives are inextricably tied to thinking about the future. When we discuss an objective, we are always talking about the future. As such, objectives are often tied to planning.

When we think of objectives they are rarely in an isolated environment. Usually there is a hierarchy of objectives that could include (depending on the size of your organization) organizational, departmental, divisional, or individual objectives.

Whether you're involved in setting objectives at all or just one of these levels, you are usually aware of the others. A hierarchy of objectives is beneficial to your organization as it provides:

- A stronger and better alignment between objectives within the organization.
- A basis for decision-making.
- A method for setting performance standards across the organization.
- Ensures that the focus remains on the end and not on the means.

Setting objectives

Objectives can achieve two primary purposes:

- To set a measurable target that everyone can understand.
- To measure success of activities in moving the organization towards that desired end state (goal).

A participatory process has the benefit of building commitment to achieving that desired state.



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Building commitment

- Any objective that is set should be both a top-down and bottom-up process (those who are going to do it and those who are going to monitor/evaluate it).
- The Board of Directors establishes the organization's goals and sets the organizational objectives which the Board itself is committed to achieving or which they can in confidence delegate to accountable staff.
- Each goal should have a minimum of two and no more than four objectives that are really critical to your overall annual success.
- Once the objective is established (specific enough to understand what is to be done), the Board should identify who is going to be responsible for undertaking (leading) the task and when a realistic deadline is for completion. This clear statement enables a fair annual performance review.
- This process is worth investing the effort, as it is critical to buy-in. There should be no surprises at the end of the year.

Measuring Results

When setting objectives it is important that you focus first on finding ways to measure what's important to the organization and not what's easy to measure. This should not be complicated and should be totally apparent to whoever is accountable for achieving the objective. The measurement usually falls into one of the following categories:

- Quantitative – it's a number or a dollar
- Qualitative –it's related to satisfaction, approval
- Time – it meets the deadline

There is the old adage that "what's measured gets done." When the measure is tied to the individual's performance, reported on a periodic basis, and aligned with established and communicated organizational goals, then this would ring true.

Key points when setting objectives

- Objectives can be set against an activity or a result. Monitoring activity is quite simple – either it got done or it did not get done by the deadline, Monitoring a result is a bit more complex because it involves interpretation and the greater application of the measure (quantitative or qualitative).
- It is better to have fewer objectives than many - the purpose of setting objectives is to align activities to a common purpose and not to spend all your resources measuring.



□ There is a cascade effect associated with objectives that are set at the organizational level. For example, one of the organizational Goals may be Fiscal Stability. One Objective may be to increase the annual operating budget of Mackin House by increasing revenue by 15% over the next 5 years.

This objective might be achieved by a variety of initiatives lead by the Board and varying year by year. Board initiatives might include fundraising, setting fee or admission levels or lobbying. The Director of Mackin House Museum will also have a personal objective to contribute to this overall goal. The Director's initiative might include submitting applications to foundations or sponsors for specific activities. The Programmer at Mackin House Museum might have an initiative to increase programs and events that charge fees. Consequently, what started off as a single objective at the organizational level has been cascaded into multiple objectives at other levels within the organization. As each objective takes time to measure and report, it is important to keep the number of organizational objectives to only those that are truly necessary.

□ Reporting is also tied to objectives. Reporting refers to "what" information is reported, how the information is reported (e.g. verbal, written, email, etc.), format (predetermined template, qualitative and/or quantitative), frequency (how often is the information reported), and who the information is reported to. Reporting ensures that what is planned gets done. It reinforces the lines of accountability and the business-like expectations of both the Board and its operating facility. The Board is accountable to the City of Coquitlam, to its members, and to sponsors or funding agencies. Reporting is required.

□ The simpler the objective the better. If it takes more than a sentence or two to explain the objective, try to determine a better way of communicating it or find another way to set an objective for what you need. The simpler the objective the easier it is to remember.

Developing Action Plans (or Work Plans)

1. Actions plans specify the actions needed to address each of the organization's goals, who will complete each action and according to what timeline.
2. Develop an overall, top-level action plan that depicts how each strategic goal will be reached.
3. Develop goals for each major function in the organization, e.g., finance; membership; marketing/communication; preservation; presentation. These goals will each have objectives and the objectives will have action plans. In total, this reflects the organization's overall, top-level action plan.



4. Ensure each member of the Board (and, subsequently each employee) is responsible for some part of the action plan that contributes to the overall. These plans, in total, should depict how the action plans of the major functions will be implemented.
5. The format of the action plan depends on the nature and needs of the organization. The plan for the organization, each major function, each manager and each employee, might specify:
 - a) The goal that is to be accomplished
 - b) What specific objectives is being addressed
 - d) What results (product or process) will be achieved
 - c) Who will lead the initiative
 - d) When the results will be achieved

Developing Objectives and Timelines

1. Objectives are specific, measurable results produced while implementing initiatives.
2. While identifying objectives, keep asking “Are you sure you can do this?” (realistic)
3. Integrate the current year’s objectives as performance criteria in each “implementer’s” job description and performance review.
4. Remember that objectives and their timelines are only guidelines, not rules set in stone. They can be deviated from, but deviations should be understood, explained and approved in advance.
5. The following **example** is the format for your plan.

**Coquitlam Heritage Society
Annual Plan**

Goal: Financial Planning

Objectives for the Year 2009

Specific, Measurable, Achievable, Realistic, Time line

Detail of the Objective	Product/Process	Who	Deadline
To work with the City of Coquitlam and the Director of Mackin House Museum to increase the annual grant for the operation of Mackin House Museum by 2.5% for the 2010 fiscal year.	Quarterly reports on service levels and community impacts related to Mackin House Museum will be provided to City Council.	Treasurer	April 2009 July 2009 October 2009 January 2010

