



**COUNCIL OF NOVA SCOTIA ARCHIVISTS  
2018 STRATEGIC PLAN**

**CNSA**

Facilitated by Laurie Cook  
Community Sector Council of Nova Scotia  
Report Assembled by Inlet Communications



# VISION

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Archives are professional, proactive and responsive research centres that contribute to a sense of place & connection for Nova Scotians. Archives are valued as essential sources for historical evidence, stories and information from the past.



# MISSION

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The CNSA supports our members to strive for archival excellence in the care and use of Nova Scotia's documentary heritage.



# VALUES

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- |                  |                 |
|------------------|-----------------|
| Collaborative    | Environmentally |
| Equitable        | Sustainable     |
| Mentorship       | Inclusive       |
| Innovative       | Proactive       |
| Forward-thinking | Supportive      |
| Engaging         | Participatory   |
| Encouraging      | Professional    |
| Sharing          | Teamwork        |



# KEY PERFORMANCE AREAS

Member Engagement

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Renew Educational Opportunities

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Increase & Diversify Funding

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Increase Visibility Externally

## RENEW EDUCATIONAL OPPORTUNITIES

- Review current education program, identify gaps
- Add new courses/technology; pursue collaborative educational opportunities
- Hold a 2019 Conference that includes an “archives” tasting menu
- Submit solid CIF education request by March 31
- Called for education ideas & topics: review topics & prioritize
- Digitizing: the why, where, and what for. Flowchart-how to prioritize.
- Locate and enter into an agreement to utilize existing educational tools held by other organizations

## MEMBER ENGAGEMENT

- Use opportunity to identify active/dynamic leaders/committee members
- Get to know the membership
- Be a conduit for members to get to know each other
- Move executive meetings to other locations
- Membership communications tools:
  - Newsletter, forum, slack channel
  - Communication plan/person
  - Newsletter & social media
  - Committee review/reorg
  - Member recognition/celebration - bulletin
- Governance documents must be ready/in order. Plans and restructuring too.

## INCREASE & DIVERSIFY FUNDING

- Balanced budget (2019)
- Conference with some net revenue
- Invest reserved funds
- Investigate anchor grant- When did it happen? 60K since 2012?
- Decide which is the better ask to make (PADP &/or Anchor) (2019 budget)
- Objectives -new idea??
- Educational opportunities
- Memory NS
- Develop a strategy for regular communication with CCH (and others)
- Explore Memory NS user fee to generate \$\$
- How to do archival research course/ Memory NS
- Explore other funding sources (private sector, other funding programs)
- Consider strategic projects with other provincial councils- take advantage of
- Multiple funding sources advantageous to different organizations
- Evaluate funding attempts and adjust strategy (if needed)

## INCREASE VISIBILITY EXTERNALLY

- Work with like-minded partners
- Spin-off member engagement
- Investigate communications board member/community contacts
- Meet frequently with CCH Senior (Rhonda) (communications personnel)
- Partner w/library to deliver 'how to use archives' course ie/ Memory NS > community albums
- Google analytics
- Engage NSCC or University PR Coop students to help w/ increasing visibility
- Create content to champion
- Memory NS funding should feed into external recognition

# S.M.A.R.T. GOALS

Specific, Measurable, Attainable, Relevant, & Time-based

YEAR	MEMBER ENGAGEMENT & BAR	RENEW EDUCATIONAL OPPORTUNITIES	INCREASE & DIVERSIFY FUNDING	INCREASE VISIBILITY EXTERNALLY
Year One 2018	<p>Increase our outreach to the membership by holding three executive meetings in regions outside of HRM. We will invite local members to attend these meetings and provide support services from the board members and outreach archivist after the meetings. (JUNE)</p> <p>Complete a revised Board Manual containing position descriptions, mission/mandate review, and strategic planning documents and a calendar / timeline as guidance for the organization to aid incoming and existing board members. (OCT)</p> <p>Encourage members to use the listserv to collaborate, share and ask questions. (JUNE)</p> <p>Increase communication to members by send a monthly/bi-monthly newsletter from CSNA. (JULY)</p>	<p>Submit a Cultural Innovation Fund application to carry out an educational review project of the Core Curriculum (May)</p> <p>Conducted an environmental scan of existing archival education resources, for our members (October)</p>	<p>Prepare an “ask” to the department of Communities, Culture and Heritage that will see an increase in the anchor grant which is currently \$60,000. (June 2018)</p> <p>Reconvene more regular meetings with Communities, Culture and Heritage to better improve the relationship and status of the CNSA with government departments.</p> <p>Meet with Communities Foundation of NS to explore investing some reserve funds in a managed fund that will get a better rate of return (October 2018)</p> <p>Clarify the role of the CNSA as it relates to the delivery of the PADP and advocate of an increase in the funding envelope, as well as an administration fee for CNSA as the support mechanism for applicants (Sept 2018)</p> <p>Seek a formal response from Documentary Heritage Communities Program (DHCP) regarding CNSA eligibility (July 2018)</p> <p>Prepare application for projects that enhance members’ or CNSA goals (Nov 2018) for projects to implement over 2019 (SDI, DHCP, CIF)</p>	<p>In year one (2018), we will:</p> <p>Establish regular meetings with CCH (Fall 2018)</p> <p>Report regularly on Memory NS usage (google analytics) at monthly board meetings, beginning (June 2018)</p> <p>Investigate collaborative opportunities, beginning (July 2018)</p> <p>Revisit ‘Management Without Borders’ report &amp; recommendations (June 2018)</p>



# S.M.A.R.T. GOALS

(Continued)

YEAR	MEMBER ENGAGEMENT & BAR	RENEW EDUCATIONAL OPPORTUNITIES	INCREASE & DIVERSIFY FUNDING	INCREASE VISIBILITY EXTERNALLY
Year Two 2019	<p>Complete a review of committee terms of references and update accordingly, so as to complete a Board Governance Manual.</p> <p>Write a communications strategy and have built a communications role into the committee/board structure, so as to improve communications with the membership and the method by which it is delivered.</p>	<p>Identify gaps, and make a plan for addressing gaps in educational offerings for the 2019 season (February)</p> <p>-Execute plan to deliver educational offerings. (Fall 2019)</p>	<p>Review CIF projects and consider additional project applications</p> <p>Commit to a 2-day full conference plus additional workshops for primarily for education/networking but secondarily for revenue generation.</p>	<p>Spin off member engagement, creating content to champion/profile members</p> <p>Have a communications person in place with board support</p>
Year Three 2020	<p>Have increased and easier means of recruiting for Board &amp; Committees</p> <p>Have a higher profile @ ALM joint conference</p>	<p>Continue to review and improve education offerings based on the success of the 2019 revisions.</p> <p>Apply for additional funds to offer additional / new educational offerings.</p>	<p>Be operating with a balanced budget that allows for us to meet our mandate.</p>	<p>Take stock of visibility and engagement to date</p> <p>Investigate more public-focused educational opportunities</p>

## Environmental Scan Using

# S.O.A.R.

STRENGTHS	OPPORTUNITIES	ASPIRATIONS	RESULTS
What are we proud of?	What can we build on?	What do we care deeply about?	How will we know we've succeeded?
<p>Collegial community</p> <p>Diverse, passionate, committed membership</p> <p>Archives advisor role</p> <p>Education: core curriculum, committee, advisor, conference, knowledge base</p> <p>Core/stable funding/ government support</p> <p>Strong relationships w/ government, industry, and related heritage groups</p> <p>Support of NSA/legislated, budget, CCH &amp; CCA, etc.</p> <p>Progress since 1985</p> <p>Memory NS</p> <p>ADP</p> <p>Cooperative relationships: ANSM, LAMS, ALM</p> <p>Understanding of membership challenges and issues</p> <p>Communicating effectively with our members</p>	<p>Renewal, rethinking: CNSA Cmte/structure/involvement/ projects</p> <p>Working w/ NSCC? Co-op &amp; Dal? Councils? ANSM? LAMNS? Others?...</p> <p>Communications, communication, communication: in/out/btwn</p> <p>Networking &amp; mentoring: new people, new ideas</p> <p>Celebration</p> <p>'Beyond Heritage'</p> <p>Alt methods to deliver educational opportunities, new courses</p> <p>Technology/ new audiences</p> <p>Emerging archivists</p> <p>Knowledge base</p> <p>Membership diversity</p> <p>Culture action plan &amp; cultural innovation fund</p>	<p>Cooperative Acquisition Strategy (sharing community)</p> <p>National recognition</p> <p>Member success &amp; stability</p> <p>More education</p> <p>Growth &amp; development of community</p> <p>Increasing capacity</p> <p>Community archives</p> <p>Archives are used</p> <p>We exist</p> <p>Standards/best practices</p> <p>Visibility</p> <p>Representing Diversity</p> <p>Continue to do what we do &amp; not be overwhelmed by challenges</p> <p>Engaged membership: come to CNSA for help/education</p> <p>Promoting NS archival initiatives</p> <p>Membership based/supported</p>	<p>Public understanding</p> <p>Lots of communication</p> <p>Giving out awards</p> <p>Stable/increased funding</p> <p>MemoryNS used by contributors and researchers</p> <p>Another staff person</p> <p>More jobs for archivists in NS</p> <p>Workshops for all members</p> <p>Active/contributing members</p> <p>Engaged members</p> <p>Total engagement of members through &gt;&gt; full subscription to PADP &gt;&gt; all members have entries in MemoryNS</p> <p>Engaged/fully staffed board &amp; committees</p> <p>Collaborative projects</p> <p>Maxed out membership</p> <p>Full conference and workshops (revenue generating)</p>