



# Collingwood Museum Three Year Strategic Plan

---

2013- 2016



**Report of the Museum Advisory Committee**

March 14, 2013.

# Collingwood Museum Three Year Strategic Plan

---

## *Message from the Chairman, Museum Advisory Committee*

Recognizing the rapidly changing environment in which the Museum exists and cognisant of the need to manage its human, physical and financial resources in response to those changes, the Collingwood Museum Advisory Committee has undertaken the development of a Strategic Plan that will guide and direct the Committee and the Museum as they seek to meet their individual mandates.

Considerable thought, energy and time have been devoted by a number of individuals and community groups to the development of the Strategic Plan that is presented in the following pages. It is the expectation of those who have been involved in this process that the Strategic Plan will serve as a guide to the future endeavours of both the Collingwood Museum and its Advisory Committee. Throughout the implementation of the Strategic Plan, review and evaluation will allow for practical and meaningful responses to changing circumstances and conditions.

The support and active involvement of a wide range of interested members of the public as well as that of the members of the Collingwood Museum Advisory Committee and volunteers is deeply appreciated and gratefully acknowledged. The work of the Committee's Ad Hoc Sub-committee – Irene Pradyszczuk, Jan Trimble and Martin Wilkinson, who have been engaged in the ongoing task of review, evaluation and development of museum policy proved crucial throughout the entire process. The participation of the staff, Susan Warner and Melissa Shaw, together with the guidance and support of Judy Adams of the Ontario Ministry of Tourism, Culture and Sport were particularly valuable during every stage of the project. Input from Raymond Williams, Peter Case and Margaret Adolphe is also sincerely appreciated. Thank you.

It is the unquestioned expectation that the implementation of this Strategic Plan as presented, will strengthen and enrich the life and work of the Collingwood Museum and its Advisory Committee and ultimately the community of Collingwood itself.

Bruce A. Mackison, Chairman,

Collingwood Museum Advisory Committee

# Collingwood Museum Three Year Strategic Plan

---

## Table of Contents

Executive Summary.....	3
Strategic Planning Process.....	6
Collingwood Museum Strategic Plan	
Background/History of the Museum .....	7
Vision for the Future, Revised Mission Statement.....	8
New Goals and Revised Principles.....	9
Strategic Directions and Actions.....	10

## Appendices

- Appendix A – Year One Implementation Plan
- Appendix B – Year Two Objectives
- Appendix C – Year Three Objectives
- Appendix D - Questionnaire Input on Vision, Mission, Goals
- Appendix E – Questionnaire - Environmental Scan Input
- Appendix F- Past Mission, Goal and Guiding Principles

# Collingwood Museum Three Year Strategic Plan

---

## Executive Summary

### Background

The Collingwood Museum receives operational assistance through the Community Museum Operating and Pay Equity Grants Program which is delivered by the Ontario Ministry of Tourism, Culture and Sport. Museums receiving assistance are required to comply with a variety of “standards” for community museums in Ontario which include the following areas: governance, finance, collections, exhibition, conservation, interpretation/education, research, physical plant, community and human resources. The standards, updated in 2000, reflect current museum practice and common function and outline minimum requirements to ensure the operation of a good museum. “In achieving these new standards, Ontario's museums will continue along the path to excellence and remain an asset to the communities they serve.”\*

In 2010, the Museum Advisor (Ministry of Tourism, Culture and Sport) provided feedback regarding the Collingwood Museum’s progress in meeting the above standards. It was recommended that a Strategic Plan be developed that would involve the community in its development and help the Advisory Committee “to identify a more focused Mission Statement to guide its Museum role and practice for the community”. The need for increased evidence of: responsiveness to community needs, community participation, partners and collaboration was also highlighted. The suggestion was strongly supported by the members of the Museum Advisory Committee, who recognized the need to plan more strategically to respond to the changing environment in relation to community needs and demographics as well as new pressures and circumstances impacting on the delivery of the Museum’s Mission.

The Museum Advisory Committee struck an Ad Hoc Sub-Committee to lead the planning and requested support and facilitation services from the local Regional Advisor, Regional Services Branch, Ministry of Tourism, Culture and Sport.

The Collingwood Strategic Plan was developed over approximately four months (November 2012 – March 2013). A questionnaire was designed in order to obtain greater insight into perceptions around the role of Museum as well as to explore the current environment and circumstances, both internal and external. Input was sought from a variety of participants including: Advisory Committee Members, Museum members and volunteers, the Department of Parks, Recreation and Culture as well as a cross section of individuals and community organizations in the areas of heritage, recreation, education and tourism.

\*from Ministry of Tourism, Culture and Sport website

([http://www.mtc.gov.on.ca/en/museums/museums\\_standards.shtml#community](http://www.mtc.gov.on.ca/en/museums/museums_standards.shtml#community))

## Collingwood Museum Three Year Strategic Plan

---

The development of the Strategic Plan was undertaken by the Strategic Planning Ad Hoc Sub-Committee along with the two Museum staff. This was done through four, full day workshops which were facilitated and recorded by the local Regional Advisor, who also compiled the report document.

### Planning Process/Results

The 2013-2016 Collingwood Museum Strategic Plan begins with a described **Vision** for the future along with a revitalized **Mission Statement**, focused **Goals** and **Guiding Principles**. The revisions reflected community input gathered from the questionnaire and respond to the Ministry of Tourism Culture and Sport Museum Advisor recommendations to better clarify role, practice and strengthen relationship and collaboration at the community level. The new Goal Statements in particular, will assist with future direction and planning with regard to core functions and community relationship.

Information collected in the environmental scan portion of the questionnaire included views on: internal strengths and weaknesses, external circumstances such as current and future trends, perceived threats, opportunities, and lastly, critical success factors and potential barriers to success. Responses were grouped according to identified issues which were used to identify **Strategic Directions** each with accompanying **Desired Outcomes**.

The **Strategic Directions** are broad statements to guide work that should be commenced over the next three years to ensure continued excellence in meeting museum standards and delivering the Mission as a community museum. In other words, *“Now we know where we want to go, but how do we make sure we get there?”*

The four themes that emerged in terms of responding to issues were:

- ensuring the delivery of the Museum’s mandate by determining the best use of current physical space, exploring partnerships and considering new ways of delivering programs and services;
- increasing community engagement by taking advantage of social media and technology and being more responsive to changing community needs and demographics;
- strengthening the organizational, human resource and financial capacity of the Museum and finally,

## Collingwood Museum Three Year Strategic Plan

---

- creating greater awareness and support for the Museum's unique role in cultural vitality and its contribution in attracting and serving visitors.

Potential **Actions** were listed for each **Strategic Direction**, identified as feasible or not realistic, then prioritized and considered for implementation as measurable **Objectives** in Year One, Two or Three.

A detailed **Implementation Plan** was developed for Year One only, which includes the breakdown of more specific tasks and the identification of accompanying responsibilities, required resources and timelines. The planning for Years Two and Three was kept to identifying measurable **Objectives** with some detail provided regarding tasks.

It is recommended that monitoring take place at Six Months and One Year. At the end of Year One, a review of accomplishments to date will allow for adjustments and contribute to the completion of a detailed Implementation Plan for Year Two and subsequently for Year Three. Assessment of the progress in achieving the **Desired Outcomes** is particularly important as these are the *ultimate results* that the plan is working towards. They should be under constant consideration but specifically be reviewed annually and at the end of Year Three.

The Strategic Plan was developed with a three year time frame reflecting the critical nature of the issues to be strategically addressed but also so as not to lose momentum. Having said that, it is a "plan", and adjustments will need to be made as it unfolds and it could take longer than the three year timeframe. When it is completed, a new strategic planning process should be undertaken, although it would most likely be less complex (less time on review of Mission etc.). It should also be noted that the work identified in the Strategic Plan does not cover annual operational planning and other work that needs to be carried out in relation to other museum standards and the on-going business of the Museum (e.g. collections, programming etc.).

Implementing the Strategic Plan will mean an enhanced role for the Museum Advisory Committee, with concerted effort, increased commitment and participation of its members. In identifying responsibilities for the tasks, it was determined that sub-committees would be needed to be struck to share the workload and that could also seek out community volunteers or in-house (municipal) support with the specific expertise for the task at hand. Given the current level of Museum staffing, I believe that a renewed level of commitment from the Advisory Committee and increased support through sub-committees with new, focused volunteer recruitment will be critical. The involvement of volunteers on the sub-committees would also support stronger community engagement and support.

## Collingwood Museum Three Year Strategic Plan

---

The Strategic Planning exercise has also been a timely one. Across Ontario there is increasing awareness of the value of cultural activity and vitality in “place-making” and growing support for the concept of culture as the “fourth pillar of sustainability”, contributing to social and economic benefit. Over the last several years, many communities have prepared Cultural Maps or have developed Municipal Cultural Plans. The Town of Collingwood has begun conducting its own research into this subject which is described in the Town of Collingwood’s Framework for a Municipal Cultural Programming Investment Plan (2012).

Lastly, I would like to acknowledge the dedication shown by the “planning team”. Their vision and belief in the value of the Museum’s role in contributing to the cultural richness and vitality of Collingwood is truly inspiring. I greatly appreciated their hard work, willingness and patience to “trust the process”, which was challenging, difficult and exhausting at times, but overall, rewarding.

Judy Adams, Planning Facilitator

Regional Advisor, Regional Services Branch, Ministries of Citizenship and Immigration, Tourism, Culture and Sport

### The Strategic Planning Process

Strategic Planning can be used for general planning purposes but is particularly valuable in assisting an organization to think strategically in determining the steps necessary to adapt and be responsive to a changing environment. The process begins with expressing a Vision or desired picture of the future and exploring existing circumstances internal and external to the organization. Most simply, a number of questions are considered: Where do we want to be in the Future? Where are we now? Are we doing the right things? How will we get there?

It allows the organization to be proactive, think beyond current activities and traditions, consider new ideas and approaches, deal positively with change, address critical issues, avoid crisis management, and be innovative in meeting goals. It also provides the opportunity to obtain input beyond the organization’s membership to include key stakeholders in the community, in order to be more responsive to changing needs and to renew or clarify its role and contribution.

Broad Strategic Directions are determined that will guide key activities to enable the organization to take advantage of opportunities and overcome barriers while utilizing with its strengths and addressing its weaknesses in order to carry out its Mission and works towards its Vision for the future.

# Collingwood Museum Three Year Strategic Plan

---

## Background/History of the Museum

The Collingwood Museum's predecessor, the Huron Institute, was established in 1903 and began collecting artifacts in 1904. The Collingwood Museum assumed this collection when the Town of Collingwood purchased the CN railway station, and property at 45 St. Paul Street, for the purpose of establishing a community museum. The Collingwood Museum officially opened its doors to the public on May 20, 1966. In 1998 the CN building was replaced by "The Station", a new structure designed in the spirit of Collingwood's 1873 railway station.

Since the opening of the new building, the Museum has had numerous partners inside The Station, including: the Chamber of Commerce, the Town's Special Events staff and Welcome Centre, Theatre Collingwood, and CTV2. In July 2012, the Georgian Triangle Tourist Association (GTTA) relocated to the Station to carry out its mandate, and to assist museum staff with reception duties.

The Collingwood Museum offers a series of unique programming opportunities throughout the year for children and adults alike. The Junior Friends of the Museum program, designed for children ages 6-12, is the most popular and unique series, running throughout the summer months. Programs are advertised in the Museum's quarterly newsletter, alongside informative articles about the museum's collection upcoming exhibitions, events, and partnerships.

Collingwood's marine, rail, Aboriginal and local histories are on display in the Museum gallery in a series of permanent and temporary exhibitions. Most exhibits are created in-house; however, travelling exhibits are also brought in that emphasize provincial and national histories.

The Collingwood Museum has two full time staff members who work with the Museum's volunteers to develop programs and exhibitions, respond to community information requests, and document the Museum's growing collection. In 2013, the Town of Collingwood partnered with a neighbouring municipality, The Blue Mountains, to provide museum services at its community museum, the Craighleith Depot. These services will be provided by one of the Museum's full time staff, who will be working offsite at least seven hours a week.

The Museum Advisory Committee (MAC) is composed of seven community members who advise and assist the Museum in its Mission including policy and standards work. Members attend regular meetings throughout the year, assist with Collingwood Museum events and functions, and promote the Museum within the Town of Collingwood. MAC is a sub-committee of the Parks, Recreation & Culture Advisory Committee (PRCAC). The museum staff reports to Parks, Recreation and Culture Department for the Town of Collingwood.

## **VISION, MISSION, GOALS AND GUIDING PRINCIPLES**

### **VISION FOR THE FUTURE**

*The Collingwood Museum will be an inviting destination for learning which is accessible to all. It will be the keeper of the community's stories and collective identity, and be the preferred location for local and historical research.*

*The Collingwood Museum will be valued and supported as a vital asset in the community, enjoying community partnerships and collaboration, with a thriving membership and a strong, committed volunteer base. It will offer quality programs for residents of all ages and circumstances as well as attract visitors by promoting itself as a destination site.*

*The Museum will be innovative, generate excitement, and take advantage of new technologies and social media. The Museum will foster participation and interest in the community's heritage and history and contribute to the overall cultural vitality of the residents of Collingwood.*

### **MISSION STATEMENT (revised)**

*The Collingwood Museum is committed to conserving and promoting the heritage and history of Collingwood as a means of enhancing the cultural identity and vitality of its residents and visitors by providing opportunities for education, interpretation, research and participation in activities and programs.*

## **GOAL STATEMENTS (new)**

*To collect, preserve, interpret, exhibit and house objects, photographs and archival materials illustrating the heritage and evolving history of the Town of Collingwood.*

*To encourage community engagement and participation through the provision and promotion of educational and cultural programming, activities and events as well as by fostering active volunteerism and partnerships.*

*To create awareness of and generate support for the Museum as a vital community asset in the enhancement of Collingwood's cultural identity.*

*To support the continued development of the Museum as a destination site, in recognition of the economic benefit of visitors and tourists to Collingwood's economy.*

## **GUIDING PRINCIPLES (revised)**

### **Cultural Identity and Vitality:**

*The stewardship of collective memory, heritage and history is key to contributing to the identity and cultural vitality of the Town of Collingwood.*

### **Appreciation and Understanding:**

*Nurturing an appreciation and understanding of our unique heritage and evolving history for our residents is an integral role alongside collection and conservation activities.*

### **Communication and Participation:**

*Establishing and maintaining communication, collaborative relationships and partnerships throughout the community, is vital to fostering interest, appreciation and support for the Museum.*

### **Opportunity and Access:**

*A broad range of affordable and accessible programs and educational opportunities will be provided for community members of all ages and circumstances.*

## **STRATEGIC DIRECTIONS**

### **STRATEGIC DIRECTION ONE: CORE PROGRAMS AND SERVICES**

- **TO CONSIDER OPTIONS IN ADDRESSING SPACE, PROGRAM AND OPERATIONAL NEEDS THAT WILL ENABLE THE MUSEUM TO SUCCESSFULLY DELIVER ITS MISSION.**

#### **DESIRED OUTCOMES:**

Examining current space use and retrofit potential as well as exploring mutually beneficial community partnerships, joint initiatives and use of new technology, will ensure that the Museum has the necessary space to safely store, display and exhibit its collections, provide adequate workspace for staff and volunteers and serve the community and its visitors. Community partners will also benefit through collaboration.

#### **Actions:**

- 1A Complete the evaluation of current Museum space, prioritize and make recommendations including retrofit.
- 1B Identify partners in the community –existing and new.
- 1C Identify existing and potential joint initiatives for space use, programs, services etc.
- 1D Identify new technologies that would support delivery of programs and services.

**Note:** Measurable objectives are described in Years One through Three in the Appendices.

## **STRATEGIC DIRECTION TWO –COMMUNITY ENGAGEMENT**

- **TO IDENTIFY WAYS TO MODERNIZE, BE MORE COMPETITIVE, BE RESPONSIVE TO THE CHANGING COMMUNITY, ENGAGE AND INCREASE INTEREST, PARTICIPATION AND SUPPORT OF RESIDENTS, VISITORS AND LOCAL ORGANIZATIONS.**

### **DESIRED OUTCOMES:**

Branding and marketing along with the use of new web-based technologies and social media will heighten awareness of the Museum's unique identity, ensuring a more visible, relevant role in the community. It will better engage residents, community organizations, visitors and tourists; increasing interest, participation and support. The Museum will build on successful educational initiatives for children and youth through the development of new opportunities for cultural programming, as well as identify initiatives to reflect the needs of changing demographics.

### **Actions:**

- 2A Initiate branding exercise, explore new marketing/promotion opportunities –i.e. Identity, products, services.
- 2B Initiate use of social media options.
- 2C Explore new way of engaging residents, visitors, tourists, community organizations.
- 2D Create a greater physical presence in the community.
- 2E Identify new programming opportunities.

## **STRATEGIC DIRECTION THREE- CAPACITY AND RESOURCING**

- **TO STRENGTHEN THE ORGANIZATIONAL, HUMAN RESOURCE AND FINANCIAL CAPACITY OF THE COLLINGWOOD MUSEUM.**

### **DESIRED OUTCOMES:**

Museum operations will be strengthened through increased resources for staffing, new funding opportunities, greater outreach to students, and by increasing volunteerism, donations, fundraising and community support. Organizational capacity will be strengthened through formal orientation, training and fuller engagement of Museum Advisory Committee members. MAC members will have a clearer understanding and increased involvement in fulfilling their responsibilities to advise and assist the Museum.

### **Actions:**

- 3A Increase membership.
- 3B Develop process for continuous learning/training for MAC members.
- 3C Host Fundraising events.
- 3D Increase volunteerism.
- 3E Investigate funding opportunities –gov't, private, local, beyond.
- 3F Explore a “Friends of the Museum” concept to garner local interest and support and increase volunteer base.
- 3G Develop formal orientation package/process for new MAC members.
- 3H Increase interest, improve outreach to co-op students.
- 3I Increase resources for paid staff -positions, hours.
- 3J Investigate sponsorships – local businesses, corporate.
- 3K Investigate establishment of an endowment fund.

## **STRATEGIC DIRECTION FOUR- AWARENESS AND SUPPORT**

- **TO DEMONSTRATE THE MUSEUM’S VITAL ROLE IN CONTRIBUTING TO THE IDENTITY AND CULTURAL VITALITY OF THE RESIDENTS OF COLLINGWOOD AS WELL AS ITS CONTRIBUTION TO LOCAL TOURISM, WHILE INCREASING AWARENESS AND SUPPORT AT THE COMMUNITY AND MUNICIPAL LEVEL.**

### **DESIRED OUTCOMES:**

The Museum’s unique and vital role in preserving and contributing to Collingwood’s collective identity and cultural well-being will be solidified. The Museum will be viewed as a valuable asset in Collingwood, responding to community interests and needs, contributing to cultural vitality and overall “quality of place” in Collingwood. Its role in attracting visitors, tourists or new residents and thus related economic benefit will also be recognized. There will be strengthened relationships between Museum staff, the Museum Advisory Committee and Town departments as well as increased support from elected officials.

### **Actions:**

- 4A Review community needs, interests –existing reports, new surveys.
- 4B Review methods of tracking tourists and visitors to the Museum.
- 4C Explore, utilize ways to increase communication, relationships with Town committees, department staff and elected officials.
- 4D Determine new ways to reach out to Town committees, department staff and elected officials.
- 4E Determine ways to document Museum’s engagement with the community, report on outreach, activities and better share information to reflect value Museum brings to the community.

APPENDICES

# Collingwood Museum Three Year Strategic Plan

---

## APPENDIX A

### YEAR ONE IMPLEMENTATION PLAN

<u>Objective</u>	<u>Tasks</u>	<u>Who</u>	<u>Resources</u>	<u>When</u>
<p>1A.</p> <p>To complete evaluation for existing Museum space.</p>	<p><b>-assess, prioritize, determine best use of space, recommend retrofit required, prepare budget</b></p> <p><b>-make recommendations to PRC*</b></p> <p>-implement phase 1 (volunteer space), upon budget approval</p> <p><b>*completed</b></p>	<p>-Museum staff</p> <p><b>-PRC review/agreement *</b></p> <p>-Department staff approval</p> <p>-Council approval</p>	<p>-costs for furnishings and retrofit</p>	<p>Current</p> <p>- Dec – 2013</p>
<p>1B, 1C</p> <p>Identify partners in the community – existing and new.</p> <p>Identify existing and potential joint initiatives for space use, programs, services</p>	<p>-identify current partners and arrange meetings to determine mutual benefits to be achieved (Craigleith Station, Georgian Triangle Tourism Assoc).</p> <p>-identify potential partners that could participate in current program, service delivery such as space use, joint initiatives,</p>	<p>-Museum staff</p> <p>-Museum Advisory Committee</p> <p>-MAC sub-committees</p>	<p>-human resources/time</p> <p>-space for meetings</p>	<p>Jun 2013 – July 2014</p>

## Collingwood Museum Three Year Strategic Plan

	<p>advertising etc. (e.g. Library, Community, Town space, Schools, Craigleith Station, Leisure Time Centre etc.)</p> <p>-arrange meetings, determine suitability, level of interest, feasibility etc.</p> <p>-identify TWO partnerships/joint initiatives for implementation in year Two</p>			
<p>2B, 2C</p> <p>Initiate use of social media options.</p> <p>Explore new way of engaging residents, visitors, tourists, community organizations</p>	<p>-identify options (e.g. Facebook page)</p> <p>-approval from PRC, Department</p> <p>-establish sub-committee</p>	<p>-PRC, Department approval</p> <p>-MAC sub-committee</p> <p>-summer student to commence the project</p> <p>-co-op student to continue the project into the fall</p> <p>-Museum staff</p>	<p>-human resources/time</p> <p>-granting opportunity for 7 week position for one student through Summer Experience Program</p> <p>-workspace</p> <p>-laptop</p> <p>-in-house IT support</p>	<p>Jun 2013 – July 2014</p>
<p>4A, 2D</p> <p>Review community needs, interests –existing reports, new surveys</p>	<p>-utilize new Social Media to obtain community feedback</p> <p>-review data collected, community perceptions in MCP Programming Investment Plan</p>	<p>-summer student to commence the project</p> <p>-co-op student to continue the project into the fall</p> <p>-Museum staff</p> <p>-MAC sub-</p>	<p>-granting opportunity (Summer Experience Program)</p> <p>-co-op placement opportunity</p> <p>-human</p>	<p>Jun 2013– July 2014</p>

## Collingwood Museum Three Year Strategic Plan

<p>Create a greater physical presence in the community - i.e. People, ambassadors</p>	<ul style="list-style-type: none"> <li>-seek further community input regarding the Museum by designing a questionnaire (monkey survey, other methods)</li> <li>-utilize information gathered for branding exercise, determining opportunities/gaps in programming</li> </ul>	<p>committee</p>	<p>resources/time</p> <ul style="list-style-type: none"> <li>-workspace</li> <li>-admin costs, printing, equipment/material (e.g. laptop)</li> </ul>	
<p>4B</p> <p>Review methods of tracking tourists and visitors to the Museum</p>	<ul style="list-style-type: none"> <li>-evaluate current visitor tracking methods</li> <li>-collaboration with GTTA?</li> <li>-recommend changes/new methods</li> <li>-incorporate new social media (Facebook)</li> </ul>	<ul style="list-style-type: none"> <li>-MAC sub-committee</li> <li>-co-op student</li> <li>-Museum staff</li> <li>-volunteer (marketing expert)</li> <li>-PRC, Department, Council approvals</li> </ul>	<ul style="list-style-type: none"> <li>-human resources/time</li> <li>-materials (forms etc.)</li> <li>-use of technology</li> </ul>	<p>Jan 2014 – July 2014</p>
<p>3G, 3B</p> <p>Develop formal orientation package/processes for new MAC members.</p> <p>Develop process for continuous learning/training for MAC</p>	<ul style="list-style-type: none"> <li>-develop an orientation workshop module for yearly implementation</li> <li>-review policies/opportunities around recruitment</li> <li>-identify new sub-committees</li> <li>-identify TWO opportunities for continuous learning</li> </ul>	<ul style="list-style-type: none"> <li>-Museum staff</li> <li>-MAC</li> <li>-Museum staff</li> <li>-PRC, Clerks Dept.</li> </ul>	<ul style="list-style-type: none"> <li>-human resources/time</li> <li>-printed materials, binders</li> <li>-cost of advertising</li> </ul>	<p>June 2013- July 2014</p>

## Collingwood Museum Three Year Strategic Plan

<p>3E</p> <p>Investigate granting opportunities gov't, private, local, beyond.</p>	<p>-identify TWO granting opportunities (e.g. federal, provincial, corporations/foundations that will support current priorities</p>	<p>-Museum staff -MAC volunteers -PRC, Department approval</p>	<p>-human resources/time -potential financial/matching contribution</p>	<p>June 2013- July 2014</p>
<p>3C</p> <p>Host Fundraising events</p>	<p>-identify ONE fundraiser event -establish MAC sub-committee -identify potential partners -identify resources needed</p>	<p>-Museum staff -MAC sub-committee</p>	<p>-human resources/time -event space -refreshments, catering -promotion -entertainment etc.</p>	<p>Current – July 2014</p>
<p>4C, 4D</p> <p>Explore, utilize ways to increase communication , relationships with Town committees, department staff and elected officials.</p> <p>Determine new ways to reach out to Town committees, department staff and elected officials.</p>	<p>-strategy meeting to further explore gaps, barriers, issues -identify ways to improve communications, strengthen relationships -identify new efficiencies that will allow accountability yet reduce layers of communication currently required</p>	<p>-MAC -Council representative -PRC -Museum staff</p>	<p>-human resources/time</p>	<p>June 2013 – July 2014</p>

# Collingwood Museum Three Year Strategic Plan

---

## APPENDIX B

### YEAR TWO OBJECTIVES

<u>Objective</u>	<u>Tasks</u>	<u>Timelines</u>
<p>2A</p> <p>Initiate branding exercise, explore new marketing/promotion opportunities</p>	<ul style="list-style-type: none"> <li>-establish sub-committee, develop work plan to identified detailed work required</li> <li>-recruit summer student and fall co-op student</li> <li>-test new branding, taglines</li> <li>-launch/promote</li> </ul>	<p>Completion year Two</p>
<p>1D</p> <p>Identify ONE new technology that would support delivery of programs and services</p>	<ul style="list-style-type: none"> <li>-review new technology best practises being utilized by Museums</li> <li>-identify resourcing required</li> <li>-implement new technology (e.g. digital kiosk)</li> </ul>	<p>Completion Year Two</p>
<p>3A</p> <p>Increase paid membership by ten (10) individuals</p>	<ul style="list-style-type: none"> <li>-review membership recruitment methods</li> <li>-identify new opportunities, utilize new social media</li> </ul>	<p>Completion Year Two</p>
<p>3D</p> <p>Increase volunteerism by two to five (2-5) individuals</p>	<ul style="list-style-type: none"> <li>-identify volunteer needs of the Museum/recruit appropriate skills</li> <li>-consider space/supervision required</li> </ul>	<p>Completion Year Two</p>

## Collingwood Museum Three Year Strategic Plan

---

<p>2E</p> <p>Identify ONE new programming opportunity</p>	<p>-consider needs, gaps identified by community surveys, resourcing needed</p>	<p>Completion Year Two</p>
<p>3H</p> <p>Increase interest, improve outreach to ONE co-op student</p>	<p>-review effectiveness of current recruitment practises -identify Museum needs/priorities as well as benefits to students -utilize skills of ONE co-op student</p>	<p>Completion Year Two</p>
<p>3F</p> <p>Establish a “Friends of the Museum” group to garner local interest and support and increase volunteer base.</p>	<p>-investigate concept of a “friends” group including role and contribution -determine if some other type of community committee, fundraising committee or other volunteer support/interest group would be more appropriate</p>	<p>To be concluded in Year Three</p>
<p>3I</p> <p>Increase resources for paid staff positions.</p>	<p>-document rationale for increasing complement of paid staff</p>	<p>Completion Year Two</p>
<p>4E</p> <p>Determine TWO (2) ways to document Museum’s engagement with the community, report on</p>	<p>-review current practises, identify new methods to measure community</p>	<p>Completion Year Two</p>

## Collingwood Museum Three Year Strategic Plan

<p>outreach, activities, better share information to reflect value Museum brings to the community.</p>	<p>engagement, and be able to share/report to the PRC, Department, Council</p>	
<p>1A.  To complete evaluation for existing Museum space. (continued from Year One)</p>	<p>-review effectiveness of Year One re-configuration, retrofit, suggest further changes</p>	<p>Completion Year Two</p>
<p>1B, 1C  Identify TWO (2) partners in the community –existing and new/Identify existing and potential joint initiatives for space use, programs, services etc. (continued from Year One)</p>	<p>-continue work initiated in Year One <b>-implement TWO initiatives</b></p>	<p>Completion in Year Two</p>
<p>3G, 3B  Implement formal orientation package/process for new MAC members. (continued..)  Develop process for continuous learning/training for MAC (continued...)</p>	<p>-implement ONE orientation session for MAC  -identify TWO (2) continuous learning/training opportunities</p>	<p>Completion in Year Two</p>
<p>3E  Investigate granting opportunities gov't, private, local, beyond.</p>	<p>-identify TWO (2) granting opportunities to support priorities</p>	<p>Completion in Year Two or Three</p>
<p>3C  Host Fundraising events</p>	<p>-identify, plan, implement ONE (1) fundraising event</p>	<p>Completion in Year Two</p>

# Collingwood Museum Three Year Strategic Plan

---

<p>4B</p> <p>Review methods of tracking tourists and visitors to the Museum.</p>	<p>-evaluate new methods identified in Year One, adjust, upgrade for Year Two</p>	<p>Completion in Year Two</p>
<p>4C, 4D</p> <p>Explore, utilize ways to increase communication, relationships with Town committees, department staff and elected officials.</p> <p>Determine new ways to reach out to Town committees, department staff and elected officials.</p>	<p>-evaluate progress made in Year One, identify ONE new method, continue, strengthen as appropriate, continue to implement changes</p>	<p>Completion in Year Two</p>

# Collingwood Museum Three Year Strategic Plan

---

## APPENDIX C

### YEAR THREE OBJECTIVES

<u>Objective</u>	<u>Tasks</u>	<u>Timelines</u>
<p>3J</p> <p>Investigate sponsorships – local businesses, corporate</p>	<ul style="list-style-type: none"> <li>-Identify TWO potential sponsors</li> <li>-develop materials</li> <li>-recruit volunteers</li> </ul>	<p>Completion Year Three</p>
<p>3K</p> <p>Investigate establishment of an endowment fund</p>	<ul style="list-style-type: none"> <li>-identify who will be responsible, resources required</li> <li>-provide recommendations</li> </ul>	<p>Completion Year Three</p>
<p>1D</p> <p>Identify ONE new technology that would support delivery of programs and services (continued from Year Two)</p>	<ul style="list-style-type: none"> <li>-review new technology best practises being utilized by Museums</li> <li>-identify resourcing required</li> <li>-implement new technology (e.g. accessible digital collections)</li> </ul>	<p>Completion Year Three</p>
<p>3A</p> <p>Increase paid membership by ten (10) Individuals (continued from Years One and Two)</p>	<ul style="list-style-type: none"> <li>-review membership recruitment methods</li> <li>-identify new opportunities, utilize new social media</li> </ul>	<p>Completion Year Three</p>

## Collingwood Museum Three Year Strategic Plan

---

<p>3D</p> <p>Increase volunteerism by two to five (2-5) Individuals (continued from Years One and Two)</p>	<ul style="list-style-type: none"> <li>-identify volunteer needs of the Museum/recruit appropriate skills</li> <li>-consider space/supervision required</li> </ul>	<p>Completion Year Three</p>
<p>2E</p> <p>Identify ONE new programming opportunity (continued from Year Two)</p>	<ul style="list-style-type: none"> <li>-consider needs, gaps identified by community surveys, resourcing needed and identify ONE additional opportunity</li> </ul>	<p>Completion Year Three</p>
<p>3H</p> <p>Increase interest, improve outreach to ONE co-op student (continued from Years One and Two)</p>	<ul style="list-style-type: none"> <li>-review effectiveness of current recruitment practises</li> <li>-identify Museum needs/priorities as well as benefits to students</li> <li>-utilize skills of ONE co-op student</li> </ul>	<p>Completion Year Three</p>
<p>3F</p> <p>Establish a “Friends of the Museum” group to garner local interest and support and increase volunteer base. (continued from Year Two)</p>	<ul style="list-style-type: none"> <li>-establish (or not) a new community group or organization to garner interest, support the Museum as determined from research in Years One and Two</li> </ul>	<p>To be completed in Year Three</p>

## Collingwood Museum Three Year Strategic Plan

<p>4E</p> <p>Determine TWO (2) ways to document Museum’s engagement with the community, report on outreach, activities, better share information to reflect value Museum brings to the community. (continued from Year Two)</p>	<p>-review current practises, identify TWO new methods to measure community engagement, and be able to share/report to the PRC, Department, Council</p>	<p>Completion Year Three</p>
<p>1A</p> <p>To complete evaluation for existing Museum space. (continued from Years One and Two)</p>	<p>-review effectiveness of Year One and Two re-configuration, retrofit, suggest further changes</p>	<p>Completion Year Three</p>
<p>1B, 1C</p> <p>Identify TWO (2) partners in the community –existing and new/Identify existing and potential joint initiatives for space use, programs, services etc. (continued from Year Two)</p>	<p>-continue work initiated in Year Two -implement TWO additional initiatives</p>	<p>Completion in Year Three</p>
<p>3G, 3B</p> <p>Implement formal orientation package/process for new MAC members. (continued from Years One and Two)</p> <p>Develop process for continuous learning/training for MAC (continued from Years One and Two)</p>	<p>-implement ONE orientation session for MAC</p> <p>-identify TWO (2) continuous learning/training opportunities</p>	<p>Completion in Year Three</p>

## Collingwood Museum Three Year Strategic Plan

---

<p>3E</p> <p>Investigate granting opportunities gov't, private, local, beyond (continued from Year Two)</p>	<p>-identify TWO (2) granting opportunities to support priorities</p>	<p>Completion in Year Three</p>
<p>3C</p> <p>Host Fundraising events (Continued from Years One and Two)</p>	<p>-identify, plan, implement ONE (1) fundraising event</p>	<p>Completion in Year Three</p>
<p>4B</p> <p>Review methods of tracking tourists and visitors to the Museum. (continued from Years One and Two)</p>	<p>-evaluate new methods identified in Year One, adjust, upgrade for Year Two</p>	<p>Completion in Year Three</p>
<p>4C, 4D</p> <p>Explore, utilize ways to increase communication, relationships with Town committees, department staff and elected officials.</p> <p>Determine new ways to reach out to Town committees, department staff and elected officials. (continued from Years One and Two)</p>	<p>-evaluate progress made in Year One, identify ONE new method, continue, strengthen as appropriate, continue to implement changes</p>	<p>Completion in Year Three</p>

# Collingwood Museum Three Year Strategic Plan

---

## APPENDIX D

### QUESTIONNAIRE INPUT FOR VISION, MISSION, GOALS

#### WHAT IS THE PURPOSE OF THE MUSEUM?

(Why does it exist?)

To be a museum for Collingwood

To preserve artefacts and educate the public about our local heritage.

I see the Museum as preserving and promoting the area's history and heritage.

To preserve the history of Collingwood and to display and disseminate this history.

To make available information on historical activities that helped to shape the Town into what we have today.

To record, interpret, exhibit the past of this area.

To conserve and promote Collingwood's cultural heritage by preserving significant artifacts and offering educational opportunities, events, programs and services.

To educate, preserve history (docs, artifacts), anything relating to the history of the Town, Region, to serve educational needs of community and tourists, storage/collection of artifacts.

To tell the story of the Collingwood area from the First Nations presence through the Town's founding and development to the building and disappearance of its built heritage and the story of its people.

To collect, preserve, research, house exhibit, and interpret cultural material which illustrates the pre-history, growth and development of the Town of Collingwood. In other words – the Mission Statement.

Mandate includes, Marine, Rail, Native and Local History. The Shipyards and water industries play a significant part of the mandate as Marine was a very important part of the economy and life style of the Town on Collingwood in the 1800's.

The museum is the keeper of Collingwood's stories. The museum staff and volunteers are responsible to collect, preserve, research, house, exhibit and interpret objects, stories and traditions which illustrate the pre-history, history, growth, and development of the Town of Collingwood.

My understanding of the overall purpose or Mission of the Museum is to preserve and safeguard for the community the artefacts and historical information relating to the Collingwood area. Also, to have available to the public and private sector access to these items, exhibits, photos, information as deemed pertinent and accessible by the Museum and it's guidelines. To bring into

## Collingwood Museum Three Year Strategic Plan

---

the museum people of all ages and interests and to expose them to the value of our collections and the educational and leisure interest value of the collections.

The Museum highlights the Town's unique cultural, natural and industrial history (ship building). It serves both locals and visitors. Collects artifacts related to Collingwood history/heritage and preserves/protects them.

I think the mission of the museum is multi-faceted. As much as it is an institution for the collection and preservation of artefacts pertaining to the history of Collingwood, it has to be more than that. I think one of the objectives of the museum is to benefit the community by educating and creating culturally rich experiences for our citizens. I see the museum as a living and evolving entity that not only focuses on the past but is able to move forward into the future by providing educational and outreach opportunities. The museum is a place where the community can have a voice in shaping its identity, engage in social issues and be inspired by its development.

### WHAT DOES THE MUSEUM DO?

(in carrying out its Mission)

Some crafts classes and children's programs, have not heard of lecture series, but might attend if offered

I am aware of a summer program for younger students, field trips for members of the museum and archiving services for many donated items.

Children's programming throughout the year

Children's activities and camps during non-school periods.

Day Camps during school summers and other breaks including PD days

Staff available to go to schools

Children's programs (summer programming, PA day programming, educational contests like essay writing competitions, school outreach programs)

Children's programming during breaks, PD days

Programs i.e. Easter egg hunt, Black History Month, etc.

The staff at the Museum provide children's programming, outreach programs for seniors

Outreach to local community groups (nursing homes, historical groups, community service groups, business owners, etc.)

Provides historical information to schools that visit the museum as well as outreach programs. It provides day camps for children

Exhibits for visitors and residents, speakers for community groups and seniors groups, adult lectures on site as well as hands on art from the past (e.g. Crazy quilts, embroidery, rug hooking).

Exhibits, some continuous, some new, provide background related to exhibits, interpretation, cataloguing etc.

The building provides exhibit and storage space.

Changing exhibits that are on display in the museum and other venues in Collingwood, i.e. the Town's front windows

# Collingwood Museum Three Year Strategic Plan

---

Permanent and temporary exhibits Preservation of artifacts  
Touring exhibits/new exhibits

Public has the opportunity to learn more about Collingwood and its heritage. A Visitors Centre inside the building to assist travellers. Gift Shop with related souvenirs. Items/photos that can be borrowed/purchased. Children's programs in the summer, PA Days and March break. Each program is related back to the Town's history/heritage.

Jazz in the park  
Opportunities for bus tours

Occasional trips to interesting locations.

Research assistance and some work space, photo reproductions for historical purposes.  
Research facility for students, historians, authors, genealogists, etc.  
Research

There is also an active volunteer program.  
We (Legion) help each other out with information and we use the professional resources for ideas for our displays; They Provide support to the cenotaph and honour walls, the associated park area generally as well the activities around remembrance services such as November 11.

Educational and instructional programs (workshops)  
Guest speakers  
Adult lectures and opportunities

General information  
Source of information for those wishing to use their services.  
Museum to open to the public at no cost.  
Newsletters 4x year

The museum provides gallery tours (self-guided or guided if arranged) of the portion of the collection on exhibit at the time, children's and adult programming, educational programmes, research, reproductions, information requests, community speaking engagements, outreach activities, and special events. The museum is open to the public and has a membership program.

The museum provides a vast array of programs, activities and services to the public. There are the children's' programs, trips and historical talks, walks and speakers. There are exhibits which are permanent, semi-permanent and travelling, all of which the public may see during the generous regular operating hours provided by the museum. The museum participates in most openings of public markers, tributes and celebrations. Staff, museum members and volunteers alike, promote the museum through participation, endorsement, attendance and knowledge. This is done during business hours and on our private time. The museum also endorses and participates in the local Historical Society talks and knowledge seeking programs.

# Collingwood Museum Three Year Strategic Plan

---

## WHO BENEFITS?

(WHO IS THE MISSION CARRIED OUT FOR?)

The Town benefits (draws tourists, source of information, rich cultural history which appeals to new residents, useful to Town as source of research.

Education for everyone who visits the site especially children who attend the Day Camps.  
Mostly children.

Children, seniors, general public and visitors.

Also parents as they are reasonably priced and provide educational opportunity during school breaks.

Youth specifically for learning experiences and history of the community  
local children.

Anyone who participates.

The whole community.

The present and future residents of Collingwood.

The community at large through a strong connection to our heritage and sense of place

Available to everyone who lives or visits Collingwood and neighbouring towns.

In my experience there, the majority who visited were not local, but local families involved in programming.

Space available for added value activities.

The whole town and public in general benefits from the above. Whether it be tourists, local citizens or other affiliated museums.

Visitors from the area, as well as the adults enjoy.

Residents and visitors alike; all ages; all socio-economic backgrounds

Absolutely everyone! Local residents and tourists and visitors alike.

The whole community benefits from the Mission, programmes and services. Children become familiar with the Museum and thus the local history and may bring their parents and grandparents. Visitors to the Collingwood area and researchers also benefit.

People from every age group from the very young to seniors and those in between! I don't think there is one single person that cannot benefit from the role that the museum plays in our community.

Writers, researchers for historical information

Individuals with a specific passion for genealogy or history looking to get involved and learn

## Collingwood Museum Three Year Strategic Plan

---

We as a small, volunteer museum; the veteran community in Collingwood either through their support of us or their direct support of the Cenotaph and Honour walls; by extension the citizens of Collingwood and the nearby communities.

Volunteers who assist museum staff and are able to develop new skill set and learn about local history.

### WHAT IS THE VISION FOR THE FUTURE?

(hopes to strive for)

They are the keepers of our stories, of our connection to the past. I believe this is important because it helps define our place personally and as a community, it ties us to something bigger than ourselves and helps us to find our place, our roots in the community and in life. What child doesn't like to hear the story of their birth over and over again or see pictures of themselves when they were little? This is because it helps them to understand, to place themselves in this big world and give them confidence that this is where they're supposed to be. This is a wonderful gift to give someone.

To maintain and promote the extraordinarily rich history of Collingwood and immediate area by ensuring the Museum is:

1. the primary home for the area's heritage;
  2. the primary "go-to" resource for local area historical research;
  3. the pre-eminent home for heritage-related educational/inspirational initiatives; and,
  4. fully capable and adequately trained to mount a technological advance into the community
- The museum would be an active space for community rentals, meetings, and lectures.

A gathering place for those interested in learning more. More functions, more speakers, more films, Part community centre part education centre

A welcoming and accessible space that provides both historical content in a physical place and enables participation within the community through a variety of media.

My vision for the future includes the present building with a reconfigured interior space to accommodate more exhibits highlighting local history and artefacts. The area has a very interesting story to tell. There should probably be more on-line activity and programming which would bring people to the Museum.

Broader, greater space for itself, whether stand alone or part of a community centre, larger building that could serve the Region, adequate space for a fuller Museum function, newer technology.

The Vision of the Museum needs to evolve with the times. Have been doing the same stuff for a long time. Time for new ideas and opportunities. Need to be open-minded on making some significant changes to enhance visitor numbers and create an environment where people are beating down the door to get in.

## Collingwood Museum Three Year Strategic Plan

---

The Museum would have a series of thriving programs offered to both youth and adults. The gallery would be completely retrofitted and the exhibits would be refreshed and drawing the attention of our residents.

I believe this site is so unique both town, rail and shipyard history..this should be the focus.

More public awareness of the Museum and the programs offered.

Volunteers could play a bigger role as could a “Friends of” organization.  
Friends of the Museum – not for profit organization

Necessary de-accessioning would have freed up storage space to give opportunity to accept new donations without fear of storage limitations.

Memberships would be increased.

Continued professional resources available to the community

The Collection would be properly documented in Past Perfect.

I think it is imperative that access be provided online, including a virtual museum experience. A core facility at the current site with electronic access to the collection and travelling road shows (storage containers) that are moved around in support of educational or commercial endeavors

The committee would have a solid understanding of its roles and responsibilities and would be actively accomplishing their identified projects and would feel fulfilled by their role.

Susan would be succession planning and looking forward to a relaxing retirement.

I feel that the future would be brighter for the Museum if there were more funding for programs, staff and space. This important part of the Town of Collingwood is hindered to a great extent by poor decisions made by budgetary restraints. This must be rectified or the whole purpose of this Museum will be hindered to the degree that it will become overburdened with space shortages.

The museum budget would be acceptable to the Council of the day.

The arrangement with the Craighleith Depot will be running smoothly resulting in several regional museum initiatives and programs.

The relationship between the GTTA would be amiable and mutually beneficial.

## APPENDIX E

### QUESTIONNAIRE - ENVIRONMENTAL SCAN INPUT

#### STRENGTHS OF THE COLLINGWOOD MUSEUM ?

##### Staff and Volunteers

The staff there, are almost always available to anyone seeking information, directions or advice pertaining to the town or its amenities. Their guidance is invaluable to those of us just moving to the area or to those who are just passing through. Their support of the programs and the dedication to the mandate of this institution is honourable. The work on a shoe string budget and always look for ways to stretch the monies allotted to them. There is no waste of supplies, man hours, (volunteer or paid), or even utilities. Every dollar is carefully stretched and re-stretched for maximum value.

The commitment of the staff and volunteers in maintaining the integrity of the Museum is, in my opinion, not seen in most public sectors. Staff go over and beyond what is asked of them; always with a cheerful attitude and smile. The Staff are always updating their skills and seem to effortlessly implement new programs into existing programs and schedules. They are always on the lookout for new members, volunteers and anything which enhances the museum.

Cooperative professional dedicated staff.

Staff who are incredibly knowledgeable and passionate about Collingwood heritage and artifact preservation.

Commitment of staff to tackle a broad range of tasks and services.

The staff are welcoming and informative. The positive is the staff. Their hard work both on site and make the volunteering here great.

The main strengths are Susan Warner and Melissa Shaw. They are hard workers and always ready to help.

The Collingwood Museum has a small dedicated staff that are doing a heroic job of trying to maintain the Museum's profile within the community.

I have found the information that I required from their information & helpful staff.

For a museum that is not large and with a limited staff and resources, I think we do rather well in covering a number of different bases.

The Collingwood Museum is part of the backbone of Collingwood. I am always amazed at the knowledge of the staff and volunteers I meet there.

# Collingwood Museum Three Year Strategic Plan

---

Even with our small volunteer base, we have a dedicated and engaged group of individuals whose skills and knowledge add to the tapestry of the museum.

The volunteers, who give so much to keep the Museum current and informative, bring the public in.

Well informed and committed staff and advisory committee members – dedicated to ensure that the guidelines and mandatory museum requirements are met.

Volume of work produced in relation to human and financial resources available.

Comprehension and appreciation of Collingwood's heritage  
Understanding of core components of local history (marine, native, etc.).

Skills levels at the Museum are very good and developing.

There is clear commitment to the tasks, the processes and the community.  
Respect for community museum standards and procedures.

Good use appears to be made of grant opportunities.

## Location

Centrally located in Collingwood and on First Street which is an extension of Highway 26 – main highway.

Large lot of land to host various Art & Culture events i.e. Jazz Festival.

The building and grounds are attractive and functional as well as historic Facility.

## Building, Collections, Programming

Physically accessible, professional displays and exhibit management.

Preservation, Programming, Skills, Location, Effective use of space.

I think the on-going conservation of the collection is the most important thing done on site. To take the history of the town out in forms of exhibits, lectures, bring people in. There is a constant stream of visitors to the Museum.

The collection is excellent and staff members and volunteers are working hard to preserve the collection's integrity. There is an efficient accession process.

# Collingwood Museum Three Year Strategic Plan

---

Research and fact-finding are mainstays.

The children's programming is a wonderful part of the museum that is done well. We have received very positive feedback from participants and parents on the types of programs that we provide for children – especially the summer programming.

## Relationship with the Community

Honour roles and plaques for residents of Collingwood who lost their lives in Wars.

The connections and relationships that the museum has built with a number of community groups including the local historical society and the Legion is a very significant strength. The museum is very well respected by these groups. It is these types of relationships that will foster the continued growth of the museum.

Relationship with other museums, funding organizations, media, other stakeholders.

Solid support from community for the museum and its functions.

Regular newsletter and communication.

Valued by the arts, culture, history crowd, support of Heritage Society and Heritage Advisory Committee.

## WEAKNESSES, THINGS THAT COULD BE IMPROVED?

### Staffing/workload pressures

Possibly more staff - recently the two staff members have been given added responsibilities with recent agreement to manage another museum.

Weakest area of the museum is in the lack of staff and the workload which the existing staff is expected to handle. Since this is a public institution, the public is always able to access the museum staff and this is very disruptive in the daily course of work. Although I have never heard or seen them complain of this, I would be unhappy to be constantly interrupted in my work.

I often leave the facility feeling that it is understaffed. The speed with which information is made available could be improved.

Also, the new additions to programs which, in my opinion, are not allotted enough time to engineer. This would be very stressful for me.

The staff has managed to mount interesting exhibits but is constrained by limited resources and space.

## Collingwood Museum Three Year Strategic Plan

---

Public access to a “guest” computer would remove some of the workload from staff.

### Physical Space Limitations

Then there is the issue of space requirements.

Previously, before the Tourism board was merged with the Museum in the same building, it was difficult enough to accommodate the space needs of the museum. Storage requirements, volunteer places, student spaces, program spaces and all the necessary space requirements for all the supplies and files to attend to archiving and cataloguing the collections, has been greatly hindered with the merging of these 2 ongoing amenities.

It makes it difficult to take in any new donations to the collections. This does not allow for the public to donate their historical pieces or for the museum going members and public to view valuable or historical items from Collingwood's past. This is a great lost opportunity.

Now, much valuable time is used up to avoid tripping over the now overtaxed space and collection space. It is very claustrophobic and cluttered in areas where one needs to have space to work. Historical artefacts are not just old stuff space is required to work on the collections. They are a link to our past, present and future.

Virtual Space of the Museum tight due to recent addition of a tenant which occupies valued space that was previously used for staff, summer students and volunteers along with display units and storage space.

People who have agreed to volunteer must reduce hours due to lack of space.

I believe taking the conservation space away is wrong. Working cramped in the gallery is not ideal. But for the humour of all involved, the running from one end to the other, although good exercise is not time efficient. Space is an issue – for both the preservation of the collection and new exhibits. As a static museum with 2 large permanent exhibits, it is hard to show new ones as well.

Artifacts need a display area. More storage space is needed, the washrooms are bigger than the storage areas.

The physical space and layout of the museum/tourist information centre needs to be resolved – and quickly at that. I find the fact that this restructuring was done without a plan. Having said this – we must realize that the museum is more than just the space and the building.

Physical limitations and awkward (aging) display presentations impede the capacity of staff to maximize value-added initiatives.

These physical limitations and the optics they present diminish the likelihood of acquiring enthusiastic new members or being able to effectively enjoy increased services from volunteers.

## Collingwood Museum Three Year Strategic Plan

---

The present exhibits with some updating and reconfiguration of the exhibit space. The staff at present is experiencing challenging working conditions and with two new partnerships, the new arrangements will take some time to work out. I guess the question arises as to whether we need the bricks and mortar. I do enjoy giving to the museums and being close to the artifacts and exhibits.

Improved layout of gallery and workspace to accommodate multiple functions within the gallery and to support an expanded volunteer program.

Lighting in the museum. It's dark on a bright day and darkness always feels unwelcoming.

### Need to Do things differently, New ideas

More dynamic, rotating exhibits vs. static, display more artifacts (i.e. some at Simcoe County Museum)

Could have hands on exhibits, computer based interactions, visual materials from larger museums.

Lots of competition to get people through the doors, theme days, travelling displays, will help get people.

I think visitors view the exhibits as static which probably limit the number of visitors.

Park area could be better utilized for community events with some enhancements; some of which are already being explored.

Perhaps more rotating displays that focuses on "newer" periods such as the last 25 years.

Improve relationship with GTTA and explore mutually beneficial programs or opportunities

Expanding programs and revenue streams

- Thinking beyond "that's how it's always been done"
- More Advertising of Museum and Events. Not every one reads the local newspaper. Tour Companies could be apprised of the museum when buses come up for ski trips etc.
- Volunteer Tour Guides trained to give visitors information.

Marketing the benefits of having the museum and the service it provides to the community.

Tying the work of the museum to the Town's image and its dedication to heritage preservation i.e. the downtown heritage district.

I would like the Museum to provide more social opportunities to attend new exhibits, more like cocktail parties, That way would see exhibits more frequently, Not aware of member events very often.

# Collingwood Museum Three Year Strategic Plan

---

## Communications, Marketing

Promotion and marketing could be improved. Promote through local media.

Often hear people say, “I didn’t know this was here”, so promotion and marketing could be improved.

Promote through local media sources, give “teasers”.

## Technology

The museum needs to utilize a number of different resources including technology and social media in order to grow and adapt. I don’t think that we are using these tools to our advantage. I don’t find this to be the fault of the museum staff, advisory committee members or volunteers as we have whole- heartedly expressed interest in moving forward in that direction.

Technology – webcasts, use theme days, travelling displays.

Display space is limited so electronic access to collection would enhance the museum services as well as appeal to new generations.

## Operational Issues

The role and impact of the Museum Advisory Committee within the Town's overall committee structure appears curtailed and subject to too many unproductive layers or filters -- thus adversely affecting the ability of Museum staff to be more proactive.

Micromanaging and dissection on a number of different levels that only creates frustration and stagnation.

Committee roles and responsibilities need to be clarified.

Should be linked to revenue streams that are independent; self-funding ideas (sell parts of the collection; sell the intellectual property; run fund raising events tied to community events such as concerts)

The biggest improvement could come with some evidence of strong Council support and improved communications with Collingwood residents by Advisory Committee members. All small museums are suffering, and big ones too.

Collingwood deserves/needs a far more extensive Museum function –growing, more retirees.

## THREATS OR ISSUES?

### Space Limitations

Reduction of Space – created by external organization.

## Collingwood Museum Three Year Strategic Plan

---

As stated in the previous answer, the merging of the two institutions has hindered the functionality, storage and work capacity of the Museum.

The recent addition of the GTTA is likely to threaten the museum in the short term especially in terms of the amount of floor space that it requires. However I do hope that this change can become a positive. Outside resources (to provide training) may be required in order to leverage this opportunity.

Now that the Georgian Triangle Tourist Information Center is housed within the Museum building it bring more people into the building, but I do not think it particularly benefits the museum.

Sharing the building, nowhere on site to host events such as lectures, school children, nowhere to sit, or serve refreshments.

Existing facility limitations -- I suggest that a revised or alternative strategy going forward is essential, if not inescapable

Workstations in the Museum for volunteers have been reduced from 5 to 1 as a consequence of the recent move into the Station building by the Georgian.

Triangle Tourist Association; storage space has been reduced by an estimated 40 per cent.

Children no longer are using the museum for programs and must use the library space. Although this is good for the library, it removes the exposure of the museum exhibits from the educational needs of the students. Children are naturally curious and if they are not exposed to the museum, they would not seek it out unless an adult would bring them. This is not always the case. Parents, caregivers, teachers and program participants alike, benefit from the children coming to the museum and experiencing the exhibits first hand.

The space is limited so any expansion must be near impossible.

Display size and threat to the display space (as has recently occurred) is a threat.

The sharing of space with the Georgian Triangle Tourist Association and now the partnership and sharing of staff and resources with the Town of the Blue Mountains have both been seen as potential threats – but these are definitely opportunities as well.

### Changing demographics, Community needs, interests

An increasingly older demographic in the area (retirees); largely more prosperous; little or poor knowledge of Collingwood's rich history.

Aging demographics. Some say that Collingwood is becoming a retirement community focusing more on a service industry catering to seniors rather than a growth industry attracting a younger demographic.

## Collingwood Museum Three Year Strategic Plan

---

Newly retired want to relax, but then want to get involved, looking for services (could also be opportunity).

Museums are fascinating but the challenge is to get people there. That's why more social events might be in order.

Demographics, Museum doesn't appeal to younger generation.

Collingwood has an aging retirement population which can be a threat or an opportunity- if we can attract them to the museum exhibits.

Needs to move aggressively into the electronic age to appeal to younger people. (what value is a museum to generations that are used to throwing things out?)

Technology (e.g. a/v presentations, social media, etc.) are increasingly in demand in the "marketplace"

Technology, hands on exhibits, computer based interactions, things for visitors, visual materials from larger Museums.

A lot of people use the internet, like convenience.

Competition from surrounding areas like Wasaga Beach, Blue Mountain Resort in regard to tourism and activities provided by these communities. Being a hockey town.

Entertainment vs. education – how do we balance the two – especially in light of demands of a younger audience that perhaps will only pay attention to content that entertains them.

### Operational/Competition for Resources

Laws, regulations can be restricting at times.

There were certainly threats to the Museum's continuing existence but a new arrangement with the Craighleith Depot, which after a period of adjustment may produce new opportunities. At this point both Museums survive.

Insufficient funding, lack of funding, funding, I guess funding.

Of course funding is always a problem.

- Economic trends
- Funding

Continual funding cuts – especially at the municipal level.

# Collingwood Museum Three Year Strategic Plan

---

Number of community organizations competing for same members, program participants, funding, etc.

Attention/money goes to hockey, other sectors – art, religion

Need for a receptionist/greeter.

Aging membership.

The Advisory Committee has talked about establishing a “Friends of the Museum” organization , but the discussion has not progressed very far.

Limited impact of the Museum Advisory Committee

The existence of "silos" (heritage/history-related special interest groups -- e.g. library, museum, Collingwood Historical Society, Architectural Conservancy and the Parks and Rec Committee); there is a consequent lack of sustained and/or collective influence or pressure on the Town's elected to officials to foster appropriate attention to the value of, and associated requirements for, ensuring historical knowledge and relevance in the community at large.

Lack of strong Council support. Some elected members are supportive of the museum’s existence...others not so much.

Political climate and shifts as a result of elections

## ADVANTAGES OR POSITIVE CIRCUMSTANCES

### Local Interest, Amenities

Significant local interest in preserving older or historic buildings.

We live in an historic area, though settled fairly late.

Location – Excellent Location for residents and visitors to the Town

Changing community population – this could also be viewed as an opportunity in terms of fundraising. As a person ages there is typically more interest in leaving a legacy of support (i.e. major gift or bequest), and the museum is a tangible “keeper of personal stories and community legacy” that could appeal to an aging potential donor.

Lots of History of the Collingwood area going back to the early 1800. Most of the History has been well documented.

# Collingwood Museum Three Year Strategic Plan

---

The Museum mandate offers 4 distinctive areas to show case. Marine, Rail, Native and Local History

One thing I see as a possibility for the Museum would be to relocate. Money is always a factor, but if the Town could purchase the balance of the Fisher Foundation property. This property has an abundance of historical artifacts and machinery including Collingwood original schoolhouse. Then relocate the Museum to that site. It could make a major presence as a historical site which could become somewhat like the Dufferin County Museum.

The proposed gallery and storage retrofit have great opportunities for more flexible programming space, rentals, new exhibits, etc.

Space – the Museum has a wonderful space (inside and out) with great visibility and proximity to the water. This could be further exploited.

## Use of Technology

Technology: A/V; social media; web, webcasts that tour the Museum, etc.

I think that there are a number of technological tools and resources that are available that can and should be used in delivering its Mission.

Broaden out into the community using available technology, computerized presentations, kiosks, paid media articles or broadcast spots, social media.

## Fundraising/Funding

The resurgence of creative, grassroots programs and events that are low budget but can have a large impact – this is something that the museum is already good at.

Also..a generous benefactor wouldn't hurt... ;)

We were able to find some service and cost efficiencies in the museum operations last year. This seems to have satisfied Council and reduced the scrutiny on the museum function.

Re-focus financial resources on outreach versus making major or band-aid changes to existing, awkward facilities.

Financial pressures mean they have to become self-funding or accept the fact that the jobs will not be there nor will the museum.

## Partnerships, Collaboration, Community Relationships

I think partnering with other organizations such as arts organizations, is a good way to broaden your interest base. For instance there is a well-known artist, Charles Pachter (Queen on a Moose) who has done a wonderful series of War of 1812 paintings. Local galleries would be

## Collingwood Museum Three Year Strategic Plan

---

glad to cross promote exhibits at the Museum with exhibits at the gallery (Blue Mountain Foundation for the Arts).

Seems to be support from local schools for day trips, build on the relationship and create opportunities for in-class visits based on curriculum (plan with teachers the year before).

Lack of physical space, either for storage or display, forces a new, possibly out-of-the-building, strategy (i.e. take Museum info, artifacts, etc., "on the road").

The GTTA relocation has good potential for developing a strong partnership and mutually beneficial projects.

The Craighleith Depot arrangement can be very beneficial to the consumer given the regional involvement that is now more readily available to us. It also provides a new revenue stream (earmarked to support gallery and storage retrofit).

Do travelling shows locally to display more instead of having it in storage: take the collection out such as school entrances, hospital spaces; nursing homes; parks in the summer; commercial areas (commercial areas would pay if they are traffic building displays).

Think regional, e.g. Georgian Bay Triangle (Blue Mountains, Wasaga Beach, Collingwood), tap into interest at Regional level, more collaboration.

Gaslight Tour has invited Susan and Melissa to join the Production team.  
The tour is an annual event that attracts 600 local residents.

Build on support from local schools.

I think the fact that we are doing this strategic planning exercise is a positive opportunity for the museum. I can't reiterate how important it is for community members and stakeholders to have a voice in creating this change.

### CRITICAL SUCCESS FACTORS, MOST IMPORTANT BARRIERS TO SUCCESS

#### Physical Space Issues

Getting the physical changes in the building sorted out. The gallery and storage retrofit will go a long way in helping staff and volunteers feel renewed and re-energized about the museum, its programs and activities and feeling a freedom to explore ideas outside of what has been done historically.

Space

Collection Management

Public access due to shortage of staff.

## Collingwood Museum Three Year Strategic Plan

---

I would like to see all come and see what is needed in storage, workspace so they can understand the work being done.

Improved physical workspace for volunteer work/research -- an essential in meeting the Museum mandates.

Ensure the Museum has enough space to encourage volunteer and ensure they have space to work.

Ensure the Museum has enough space to house, store safely the artifacts.

Larger building, adequate space for fuller Museum function.

### Technology, New Ideas, Doing Things Differently

The Vision of the Museum needs to evolve with the times. Have been doing the same stuff for a long time. Time for new ideas and opportunities. Need to be open-minded on making some significant changes to enhance visitor numbers and create an environment where people are beating down the door to get in.

Enhanced use of technology -- both internal and external  
Electronic access to the collection

A shift in strategy to focus on outreach and less on existing physical surroundings (given their limitation)

Opportunities and resources that move the museum beyond its physical space need to be explored and seized.

Time for new ideas and opportunities, be open-minded to make significant changes to enhance visitor numbers There is something musty about the thought of a museum. Just get people into the building and they will see the wonderful work that is being done.

I think the museum can't remain static. It has to be able to change, adapt and grow according to the needs of the community. Engaging the public in creating this change is crucial.

### Funding/Resourcing

Funding, money

Staffing

Raise funds - possible through starting a Friends of the Museum so that the museum could add more without depending on the Town budget/contribution.

Keeping the budget in check to alleviate any further reductions in staffing or services.

# Collingwood Museum Three Year Strategic Plan

---

## Community Engagement, Communication, Relationships

Right now the critical factor is finding a way to make the new partnerships work to the benefit of all.

More collaboration, groups with a common cause (cultural, historical), could band together, become more integrated.

Maintaining an active and visual role in the community through programming, PR, outreach

Greater use of paid media to highlight heritage.

A strengthened advocacy role for the Advisory Committee (Town mandated)

Measures to provide for greater "inter-silo" co-operation/collaboration

It is important for the members of the advisory committee to show strong support for the Museum as should Council membership. Council support especially important.

Increased municipal support.

## APPENDIX F

### FORMER MISSION, GOALS , GUIDING PRINCIPLES

#### MISSION STATEMENT

The Collingwood Museum has been created to collect, preserve, research, house, exhibit, interpret material culture which illustrates the pre-history, history growth, and development of the Town of Collingwood.

#### GOAL STATEMENT

The Collingwood Museum will serve the educational, intellectual needs and interests of the residents and visitors to Collingwood by means of exhibits, research facilities, educational programming and other activities.

#### ADVISORY COMMITTEE PURPOSE

The Collingwood Museum Advisory Committee exists to advise and assist the museum in meeting its **mandate to collect, preserve, research, house and exhibit to assist or advise the museum to serve the educational, intellectual and recreational needs and interests of the community of Collingwood.**

#### GUIDING PRINCIPLES

**Opportunity and Access:** Programs that are affordable and accessible to everyone and ensure a broad range of educational opportunities with respect to the historical past of Collingwood is available to the public.

**Appreciation and Understanding:** To give the citizens of Collingwood an appreciation and understanding of the historical past and growth of this area.

**Communication and Participation:** To establish and promote links between the Museum and individuals, groups and organizations with an interest in history and heritage and the public at large.