

## A Thank You from our Chair

On behalf of the Museum Advisory Committee and staff at the Collingwood Museum I would like to thank the community for providing insight and input into this plan. This process would not have been possible without the participation of the Collingwood & District Historical Society, Collingwood Heritage Committee, Collingwood Public Library, representatives from the Museum membership, and the community at large. While strategic planning can be used for general planning purposes, the process is particularly valuable in assisting an organization to think strategically in determining the steps necessary to adapt and be responsive to a changing environment. We look forward to implementing our strategic directions over the next five years in hopes of carrying out our newly refined mission and working towards our vision for the future.

Ken Maher, Chair

## History of the Collingwood Museum

The Collingwood Museum's predecessor, the Huron Institute, was established 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 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.

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 e-newsletter, alongside informative articles about the museum's collections, upcoming exhibitions, events, and partnerships. Core and temporary exhibits range from the evolution of local businesses and industry to the region's First Nations people. The museum also houses an archival collection that is accessed by researchers from around the world. Photographs of Great Lakes vessels, Collingwood's historic homes, downtown, and early industries are among the most popular items.

The Collingwood Museum has two full time and four part time staff members who develop programs and exhibitions, respond to community information requests, and document the museum's extensive collection. The Museum Advisory Committee is composed of five 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 events and functions, and promote the museum. The museum is part of the Culture & Events division of the Parks, Recreation & Culture department of the Town of Collingwood.

## Process Summary

The Collingwood Museum Strategic Plan was developed over approximately 11 months beginning in November 2018. Spearheaded by staff and informed by the Museum Advisory Committee and our Ministry of Tourism, Culture and Sport Regional Advisor, the process began with an environmental scan and survey directed to museum staff and volunteers, Museum Advisory Committee members, and library staff. The results of this first survey helped inform a second survey designed for the museum membership, program participants, school representatives, and community at large. The results from these aided in the creation of a draft mission statement, vision, values, and objectives which were then presented to the Museum Advisory Committee, Collingwood & District Historical Society, and representatives from the Museum Membership. In workshop format these stakeholders were asked to brainstorm recommended strategies for accomplishing each objective. Once all recommendations were compiled, the Collingwood Heritage Committee was asked to review the document and provide a final round of insights. Staff reviewed each proposed strategy through the lens of feasibility, impact, cross-objective reach, and required resources to arrive at the final list upon which to build the implementation plan and complete the planning process.

The final draft was approved by the Museum Advisory Committee on October 24, 2019 and the plan was formally approved by Council on November 13, 2019. The Collingwood Museum Strategic Plan is current from January 2020 to December 2024 and supports the 2015 Collingwood Community Based Strategic Plan's objective to provide *continued recognition of Collingwood's unique heritage*. The strategic plan was also updated in accordance with the 2018 Parks, Recreation & Culture Master Plan.

## Collingwood Museum Strategic Plan 2020-2024

### Vision

The Collingwood Museum will be an inviting and accessible resource for learning and information sharing. It will be the keeper of the community's stories and collective memory and the hub of the heritage sector in Collingwood. The Collingwood Museum will be both relevant and engaging to our community, creating positive and meaningful interactions through its collections, programs, and exhibits.

### Mission

To be a relevant and engaging resource of Collingwood's heritage and collective memory.

### Guiding Principles

- The Collingwood Museum strives to be a responsible and sustainable steward of Collingwood's heritage
- The Collingwood Museum aims to be a welcoming community space
- The Collingwood Museum conducts its operations in an ethical and professional manner
- The goals and objectives of the Collingwood Museum will support those of the Parks, Recreation & Culture Master Plan and the Collingwood Community Based Strategic Plan

### Goals

<b>Goal A Relevancy</b>	<b>Become more relevant to our community</b> <i>Being relevant means that the community sees the value of the museum at a community and individual level.</i>
<b>Goal B Engagement</b>	<b>Become more engaging to our community</b> <i>Being engaging means we create positive and meaningful interactions with the community.</i>
<b>Goal C Sustainability</b>	<b>Improve sustainability measures of the museum's operations and collections.</b> <i>Improving sustainability means that we address challenges and employ strategies that will equip the museum to effectively manage its collections and operate its programs into the future.</i>

### Monitoring Plan

#### Daily

- Track visitor numbers, purpose for visiting the museum, gift shops sales, program attendance, information requests, image requests, researchers, event attendance, 'Happy or Not' customer feedback software data.

#### Monthly

- Review progress at monthly Museum Advisory Committee meetings.
- Track website and social media analytics.
- Review Gallery bookings.

#### Yearly

- Conduct annual public survey to measure awareness of museum, its programs and resources, and associated satisfaction ratings. Compare against benchmarks.
- Compile daily and monthly tracked statistics to determine annual results and evaluate against the evaluation metrics identified for each objective.
- Conduct annual review of strategic plan progress to date with staff and Museum Advisory Committee. Adjust timelines and strategies as required.

**Our Objectives**

Goals	#	Objectives	Evaluation Metrics	Baseline	2020	2021	2022	2023	2024
A. Become more relevant to our community	A1	<b>Improve awareness of museum and its offerings</b>	a) Increase instances of the public accessing or being made aware of the Museum and its offerings by 25% within five years as measured by website and social media analytics, e-newsletter subscriptions, and memberships. b) Increase gift shop sales by 50% within five years.	a) 132,595 b) \$10,000	a) 139,225 b) \$11,000	a) 145,855 b) \$12,000	a) 152,485 b) \$13,000	a) 159,115 b) \$14,000	a) 165,745 b) \$15,000
	A2	<b>Clarify our role as a resource within the heritage sector</b>	Have in place documented roles and responsibilities and clarity of purpose amongst formal stakeholders within three years, that are agreed upon, useful, and which lead to clarity for the public.	No formal documentation exists at present	Formalize role with Heritage Committee and Library	Formalize role with Historical Society	Formalize role with Gaslight Tour, participate in one joint project	Participate in two joint projects	Maintain participation in two joint projects
	A3	<b>Clarify our role as a resource within the community</b>	Increase instances of the public accessing or being made aware of the Museum's resources as measured by a combined total of research requests, researchers on site, school presentations, offsite promotions (farmers' market, GNE, Sidelaunch Days), image requests, community presentations, walking/riding tours.		Determine benchmark	Increase 5% from 2020	Increase 5% from 2021	Increase 5% from 2022	Increase 5% from 2023
B. Become more engaging to our community	B1	<b>Create a welcoming and useable space for the community</b>	Increase number of gallery and grounds bookings annually. These may be either rentals or in-kind bookings such as Historical Society meetings.	One consistent booking currently (Lions Club once/year)	Increase to four external bookings annually	Increase to six external bookings annually	Increase to eight external bookings annually	Increase to ten external bookings annually	Increase to twelve external bookings annually (one per month)
	B2	<b>Improve inclusivity efforts at the museum</b>	Annually increase satisfaction ratings that pertain to inclusivity efforts.		Determine benchmark ratings via public survey	Increase satisfaction ratings by 5% from 2020	Increase satisfaction ratings by 5% from 2021	Increase satisfaction ratings by 5% from 2022	Increase satisfaction ratings by 5% from 2023
	B3	<b>Create more opportunities to interact with the community</b>	Increase community interaction by 5% annually as measured by a combined total of museum visitors, programming, and special events.	6,936	7,283	7,647	8,029	8,431	8,852
	B4	<b>Create more opportunity to receive and respond to community feedback</b>	Implement three new initiatives within the next five years based entirely in response to community feedback.	One currently (Shipyards Social)		Implement one new initiative in 2021	Implement one new initiative in 2022		Implement one new initiative in 2024
C. Improve sustainability measures of the museum's operations and collections	C1	<b>Ensure that the standards for collections management, conservation, and exhibition are current and meet industry standards</b>	Review and update all standards within five years and update as required.	All policies currently in place.	Review and update Educational & Interpretation policy and Collections Management policy	Review and update Research and Conservation policies	Review and update Financial and Governance policies	Review and update Community and Exhibition policies	Review and update Conflict of Interest & Ethical Guidelines policy and Social Media policy
	C2	<b>Bring collections management processes nearer up to date to ensure responsible stewardship</b>	a) Obtain legal title for backlogged donations and return unaccepted donations b) Accession and catalogue backlogged acquisitions c) Locate, assess, and process orphaned collections d) Increase number of collections digitized	a, b) currently backlogged to 2016 c) Number unknown d) Determine benchmark at end of 2019	a) Issue gift forms or return donations from 2016, 2017, 2020 b) Accession and catalogue 2016 and 2020 donations c) Increase number processed d) Increase by 2%	a) Issue gift forms or return donations from 2018, 2019, 2021 b) Accession and catalogue 2017 and 2021 donations c) Increase number processed d) Increase by 2%	a) Issue gift forms or return donations from 2022 b) Accession and catalogue 2022 donations c) Increase number processed d) Increase by 2%	a) Issue gift forms or return donations from 2023 b) Accession and catalogue 2023 donations c) Increase number processed d) Increase by 2%	a) Issue gift forms or return donations in 2024 b) Accession and catalogue 2024 donations c) Increase number processed d) Increase by 2%
	C3	<b>Address facility capital needs</b>	Implement capital needs as recommended by the Museum's 25-year building maintenance and repair schedule.	On schedule except for HVAC replacement	Refinish exterior of box car	Bathroom hardware, assess sidewalks, update building repair schedule	Sidewalk repairs, curbs/parking lots/driveway, replacement of windows	Replace wood shingles	General repainting, repairs to exterior column bases
	C4	<b>Ensure the Museum is sufficiently resourced to deliver its services</b>	a) Increase number of staff by one b) Increase professional development opportunities for staff c) Increase in volunteerism at museum d) Museum is annually funded through municipal, provincial, federal, and community sources, adequately to implement the strategic plan	a) 2 FT, 4 PT b) 5 training opportunities, taken by 2 staff c) 0 formal roles d) no significant funding shortage	a) 2 FT, 4 PT b) 5 training opportunities, taken by 3 staff including 1 PT c) Implement volunteer reception role d) no significant funding shortage	a) 3 FT, 4 PT b) 6 training opportunities, taken by 4 staff including 2 PT c) Implement special event volunteer roles d) no significant funding shortage	a) 3 FT, 4 PT b) 7 training opportunities, taken by 5 staff including 3 PT c) Implement Programming volunteer roles d) no significant funding shortage	a) 3 FT, 4 PT b) 8 training opportunities, taken by 6 staff including 4 PT c) Implement volunteer gallery tour guide role d) no significant funding shortage	a) 3 FT, 4 PT b) 9 training opportunities, taken by 7 staff including 4 PT c) Implement volunteer offsite public tour guides d) no significant funding shortage