



TOWN OF COLLINGWOOD

REVISED AGENDA: Museum Advisory Committee Agenda

Thursday, April 16, 2026, 10:00 a.m.
Town Hall, Second Floor, Braniff Room
97 Hurontario Street, Collingwood, ON

A meeting of the Museum Advisory Committee will be held on Thursday, April 16, 2026, from 10:00 a.m. to 10:40 a.m., in the Braniff Room at Town Hall and electronically via Zoom. The meeting will then recess and reconvene at the Boat Launch Parking Lot on Heritage Drive for an in person meeting only, commencing at 11:00 a.m.

To participate virtually in the meeting please visit the following link: <https://us02web.zoom.us/j/81203528922?pwd=IptanhpbNAHmUHOqSUBwm0mgQxjyax>.
Meeting ID: 812 0352 8922
Passcode: 882599

Pages

1. Call to Order

1.1 Committee Member Introductions

2. Adoption of the Agenda

Recommendation:

THAT the content of the Museum Advisory Committee Meeting agenda for Thursday, April 16, 2026, be adopted as amended:

- Attachment added to Agenda Item 5.1

3. Declarations of Pecuniary and/or Code of Conduct Conflict of Interests

4. Adoption of Minutes

3 - 8

Recommendation:

THAT the minutes of the regular meeting of the Museum Advisory Committee held on Thursday, March 19, 2026 be adopted as presented and forwarded to Council for receipt at its next regular meeting.

5. Business Arising from the Previous Meeting

*5.1 Master Plan Review

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* attachment added by addendum

Recommendation:

THAT the Collingwood Museum Master Plan 2026-2030 be accepted by the Collingwood Museum Committee as presented and referred to Council for endorsement.

6. Staff Updates

6.1 Upcoming Events and Programming, etc. - Melissa Shaw

- May is Museum Month
- Resource Room and Washroom Renovation Project Update
- Walking Tours
- Stories from Another Day Podcast Update
- Collingwood Sports Hall of Fame Nomination

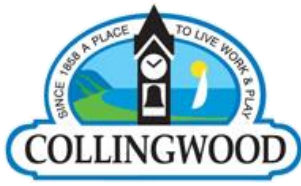
7. Committee Business - New or Other

7.1 Offsite tour of Heritage Drive with Project Manager Adam Gallant

8. Next Meeting

The next meeting of the Museum Advisory Committee meeting will take place on Thursday, May 21, 2026, commencing at 10:00 a.m.

9. Adjournment



**TOWN OF COLLINGWOOD
MUSEUM ADVISORY COMMITTEE**

March 19, 2026, 10:00 a.m.
Town Hall, Second Floor, Braniff Room
97 Hurontario Street, Collingwood, ON

Members Present: Robert MacNair, Chair
 Jacklyn Plater, Vice-Chair
 Jennifer Belanger
 Joanne Edwards

Members Absent: Ted Crysler

Staff Present: Melissa Shaw, Museum Supervisor
 Jennifer Battista, Administrative Assistant, Legislative Services

1. Call to Order

Chair MacNair called the meeting to order at 9:57am

2. Adoption of the Agenda

MAC-008-2026

Moved by: Joanne Edwards

Seconded by: Jennifer Belanger

THAT the content of the Museum Advisory Committee Meeting agenda for Thursday, March 19, 2026, be adopted as presented.

CARRIED

3. Declarations of Pecuniary and/or Code of Conduct Conflict of Interests

None.

4. Adoption of Minutes

The minutes of the regular meeting of the Museum Advisory Committee held on Thursday, February 19, 2026, were approved electronically by the Committee and forwarded to Council for receipt at its next regular meeting.

5. Business Arising from the Previous Meeting

None.

6. Staff Presentations

6.1 Terminals Point Project and Public Realm Master Plan, Project Manager Adam Gallant

Project Manager Gallant gave a presentation on the Terminals Point Project. He advised that they are looking for feedback on the early stage of the project and what could impact the museum and noted that there will be more consultation and engagement to come and the items listed today are subject to change.

It was noted that at the end of 2024 there was a public presentation at Simcoe St. Theatre and staff received feedback and did a survey. Feedback included strong support for public space enhancements, preservation of character and heritage, and more recreation and community-focused features. The project and design were revised based on the feedback and there will be a second open house to receive feedback on the updates in late April or early May.

Limitations to the project were mentioned including funding, alignment with guidelines of developing principles, planning requirements, and Council approval. A high-level breakdown of funding was provided.

A draft form of the guiding concept for the area was provided including the themed stages of origins, journey, and renewal.

The project team is looking at possibly relocating Watts Boathouse which will allow them to open the area to improve storage and shoreline access. Project Manager Gallant noted that some artifacts will be moved to a new location and they need to make a plan for these. There will be commemorative bricks and trees, and they will reincorporate these items where they can and they want to know the museum's interest in these items.

Next steps for the project team were provided and next steps for the Committee include where and when do they want to be involved? Do they want a site visit? What do they want their level of involvement to be in artifacts? Any thoughts on Watts Boathouse relocation.

Chair MacNair stated that the Committee should discuss the project as a group instead of individually. Project Manager Gallant offered to come back to another meeting once they have had time to review.

Members discussed the timeline of the project, the different phases of construction, and asked where Watts will fit in with the timeline. Members asked if Watts is structurally sound to be moved.

Members asked if there has been any pushback from locals or newcomers. Project Manager Gallant noted the only pushback has been a fear of the public no longer able to access the area and mentioned that anything that is accessible currently will still be accessible after development. Access to parking is also a concern, but they have received mostly positive feedback.

Chair MacNair suggested that the Committee meet and do a walking tour. Supervisor Shaw also mentioned a visit to Watts Boathouse would be beneficial and she will get the report from the previous move of Watts so it can be shared with the Committee as well as the artifacts inventory from that area. Project Manager Gallant noted that he can share the condition assessment as well.

Supervisor Shaw asked if any requests for a public monument for shipbuilders or mariners through public consultation. Project Manager Gallant confirmed this hasn't been brought up.

Members asked if they would expect to find any artifacts when working on the roads and servicing and it was noted that the general approach is don't dig where you don't have to and they are trying to build the roads up. Members asked about the lease for the paddling club.

Supervisor Shaw clarified if the question is does the Committee have a concern with moving Watts Boathouse or is the question about the Museum's capacity to operate it? Project Manager Gallant confirmed the main question right now is if they decide to move Watts Boathouse, what will be its purpose?

It was noted that if used for storage for museum artifacts, there is no air conditioning, and no humidity control. Supervisor Shaw noted one issue for the Museum is programming space.

Members asked if Indigeneity would be included in the origins, journey, and renewal stages of the development plan.

7. Staff Updates

7.1 Supervisor's Report - Melissa Shaw

Supervisor Shaw gave an update from the previous meeting noting that the exhibit cases are installed, and keys from Dufferin County were received in the mail. They are currently working on an exhibit for May is Museum Month which highlights original donations to the Huron Institute Museum which pre-dated the Collingwood Museum, and it will touch on colonial collecting.

Supervisor Shaw provided an update on Black History Month and Family Day and highlighted the podcast for International Women's Day, Preserving the Past and Ensuring the Future: The Birnie Sisters.

Supervisor Shaw reviewed statistics pertaining to the Museum's monthly e-newsletter and Facebook and provided the Committee with an overview of gift shop sales and museum gallery visits noting that they were closed one day in February and observing that the construction warning on the website may deter some people from visiting.

Supervisor Shaw discussed the Job Fair and highlighted a number of interviews and resumes came from this event.

MAC-009-2026

Moved by: Jacklyn Plater

Seconded by: Jennifer Belanger

THAT the Museum Advisory Committee accept the Supervisor's Report as presented.

CARRIED

7.2 Upcoming Events and Programming, etc. - Melissa Shaw

A staffing update was provided by Supervisor Shaw noting the newest staff member to the Museum team and her many years of experience in museums. Supervisor Shaw passed around Education Programmer Brozy's portfolio and highlighted that she has already delivered two programs.

Museum staff are currently working on recruitment for the seasonal staff positions.

Collingwood Today did a feature on the Museum's virtual tours, Supervisor Shaw passed around a copy of this to members.

Supervisor Shaw provided an update on upcoming events and programming:

Archives Awareness Week

- Running April 7-10
- Theme is Advocating for Archives Survival
- Acquisition of Ursula Heller Photograph collection will be shared
- Media release will highlight the fundraising campaign, a bit about Ursula, and the online donation portal

Community Collectors Exhibit

- Exhibit with CCI time capsule from 1925 to open during Achieves Awareness Week
- Collaboration with CCI

- Contents were stored in a small box in archives and were donated to the Museum in the early 2000s

PA Day Program in April

- Programmer Brozy is currently working on this

8. Committee Business - New or Other

8.1 Food Truck License Update

Supervisor Shaw confirmed that she received correspondence from by-law. It was noted that the original intention of the Committee was to have a coffee vendor, not food and seating.

The response from by-law was read and highlighted that staff do not screen vendors and applicants are selected by lottery process, which means they would not be able to guarantee a drink only vendor. Members noted that food is not allowed inside the museum. Members asked if a vendor would benefit the site and noted that parking is currently limited due to construction.

MAC-010-2026

Moved by: Robert MacNair

Seconded by: Jennifer Belanger

THAT the Advisory Committee has decided to withdraw pursuing an interest in having a coffee or food truck at this site.

CARRIED

8.2 Museum Master Plan Update

Supervisor Shaw stated that this is still in the review process with senior management. Staff are hoping to have it for the next meeting. Members asked if there are any KPIs from the action plan form that they should add to the supervisors report as a monthly update. Staff noted that technically it is not adopted yet, but they will start coming out once plan is approved and finalized.

8.3 Online Museum Donation Link

Supervisor Shaw provided a demonstration on the donation portal through the Town website and noted that Museum donations will be added to the list, and no account is needed to donate. Members asked if they have this linked at the Museum as well.

8.4 Save The Date - Volunteer Appreciation Event, April 22, 2026

- April 22, 2026 - 6:00 to 8:00 p.m.
- Side Launch Brewing Company

- A formal invitation to RSVP will be sent out this month

8.5 **Addition - Terminals Point Site Visit

Chair MacNair asked staff to schedule a time to visit the Terminals Point project site. Supervisor Shaw confirmed she will connect with Project Manager Gallant to determine some dates.

9. Next Meeting

The next meeting of the Museum Advisory Committee meeting will take place on Thursday, April 16, 2026, commencing at 10:00 a.m.

10. Adjournment

Moved by: Robert MacNair

Seconded by: Jennifer Belanger

THAT the meeting of the Museum Advisory Committee be hereby adjourned at 11:20am.

CARRIED

Chair

Collingwood Museum Master Plan



2026
2030

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Master Planning Committee

Bob MacNair, Museum Advisory Committee Chair

Jacklyn Plater, Museum Advisory Committee Vice Chair

Jennifer Belanger, Museum Advisory Committee Member

Ted Crysler, Museum Advisory Committee Member

Joanne Edwards, Museum Advisory Committee Member

Christopher Baines, Councillor, Ex Officio Committee Member

Karen Cubitt, Director, Parks, Recreation Culture

Jennifer Parker, Manager, Culture and Events

Melissa Shaw, Museum Supervisor

Lindsay Cook, Museum Coordinator

Chantale Gagnon, Facilitator, Regional Advisor, Ministry of Tourism, Culture and Sport



Nathan Bedard Photography

Executive Summary

The Collingwood Museum Master Plan 2026–2030 provides a strategic framework to guide the Museum’s operations, development, and community engagement over five years. Anchored by the mission “to be a relevant and engaging collaborative resource of Collingwood’s heritage and collective memory,” this plan outlines clear goals and actionable strategies to ensure the Museum continues to serve as a vital cultural institution for the Town of Collingwood.

The Master Plan is organized around four primary goals:

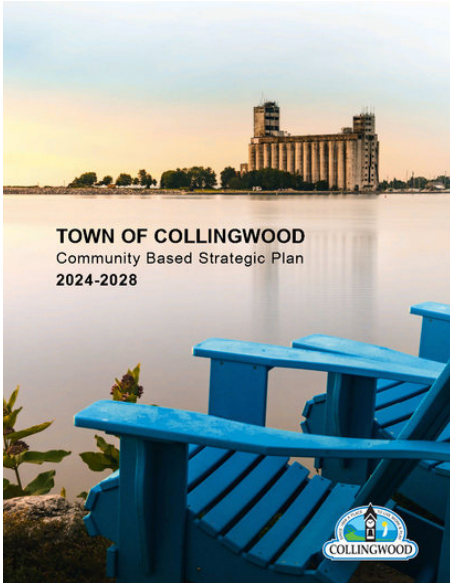
1. Represent our community’s diversity
2. Optimize museum assets
3. Activate and create museum exhibits
4. Engage and interact with our community

Each goal is supported by strategic directions designed to strengthen inclusivity, stewardship, and public value. The plan prioritizes the representation of Indigenous Peoples and diverse community voices within museum spaces, ongoing collaboration with stakeholders, and the creation of new programs that reflect the varied experiences of Collingwood’s residents.

To optimize resources, the Museum will reimagine its collections management practices, explore partnerships with neighbouring institutions, enhance digital access, and pursue professional development opportunities for staff and committee members. The plan also recommends assessing facility and staffing needs to support long-term sustainability and integration within broader municipal initiatives.

The Museum will continue to advance its exhibition and programming capacity through interactive, inclusive, and community-driven initiatives. By fostering greater public participation, volunteerism, and membership growth, the Collingwood Museum will remain a dynamic and accessible centre for heritage, learning, and engagement, thereby preserving the Town’s collective memory and inspiring future generations.

Community Based Strategic Plan



The Town of Collingwood’s Community Based Strategic Plan (CBSP) is a critical tool, focusing on the transformations we want to see in our community and providing a framework for what to prioritize and how best to allocate public resources.

The CBSP guides the work of the Town, informing annual budget processes, staff operational plans and work plans, and large-scale future planning in the form of master plans and other strategies.

Our Community Vision

Sustainable, Connected, Vibrant

Collingwood is in an inclusive community that offers a healthy and active lifestyle in a beautiful waterfront setting, anchored by responsible government, strong business and nonprofit networks, and an animated downtown.

Mission and Values

Working together to provide excellent services, progressive and accountable decision-making, collaboration, and advocacy.

Leadership · Integrity · Respect · Excellence · Financial Stewardship

Pillars & Goals

Sustainable

Connected

Vibrant

Responsible

The Collingwood Museum’s Service Delivery aligns with the first goal of Pillar #2:

Connected

To foster belonging through arts, culture, and events

Master Planning Process

The planning process began in late 2024 with an internal review and visioning exercise. On November 21, Museum Advisory Committee members and Town staff participated in a facilitated visioning session with Chantale Gagnon, Regional Development Advisor, to establish preliminary goals and priorities. Following this, staff, volunteers, and Committee members completed a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis to assess current conditions and opportunities for growth.

Between January and March 2025, staff developed a Community Engagement Action Plan to create strategies for involving residents and stakeholders in the Master Plan process. This framework guided the design of public consultation tools, including surveys, open houses, and outreach events.

Public engagement launched on April 29, 2025, with the release of the Community Engagement Survey, inviting input on the Collingwood Museum's programs, services, and future direction. Throughout May 2025, a series of "Museum Month" open houses provided behind-the-scenes tours of the Museum's collections and offered residents the opportunity to share feedback in person.

On May 17, Museum staff and Advisory Committee members hosted a booth at the Collingwood Downtown Farmers' Market to promote the survey and engage with the community. The community survey closed on May 31, 2025 and garnered 117 responses.

Feedback from the survey, open houses, and market engagement, along with the internal SWOT analysis, informed the next stage of the planning process with Regional Development Advisor Gagnon. On July 25, 2025, the Museum Advisory Committee held a special meeting to review the results of public consultation and internal assessments to identify strategic goals and objectives for the next five years. Staff then worked to identify action items to achieve objectives and create a final document for review and approval.

Feedback Trends

Community Survey (117 reponses):



83% of respondents were Very Familiar or Familiar with the Collingwood Museum and its programs. 97% feel the museum represents the local community's history Extremely Well and Somewhat Well.



79% visit the museum monthly or annually.

69% and 42% reported that Special Events and More Diverse Exhibits would encourage more frequent visitation.



86% were Very Satisfied or Extremely Satisfied in their overall experience at the museum.



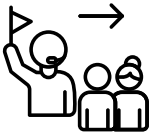
87% indicated that having a local museum and community-based programming is Extremely Important.

More than 60% would like to see Events and Lectures.



82% rated the museum's location and facilities as accessible.

62% are aware of offsite programs including information booths at community events and interpretive signs throughout Collingwood.



54% learn about museum events and exhibits on social media.

What people enjoy most about the museum or local heritage:

Collections, Preservation, and Exhibits

Nostalgia, Pride of Place and Connection

Staff and Resources

Building and Grounds

Programs and Gift Shop

Suggestions for improving the museum:

Diverse and Engaging Exhibits

More Programs

Additional Space

Increased Access

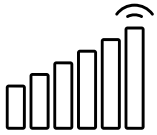


52% of respondents were 65 years of age or older; 5% were under 24.

53% have lived in Collingwood more than 20 years or were born here.

SWOT Analysis (staff and MAC members):

Strengths



Staff have diverse skills and interests. Opportunities for staff growth and skill development are available and encouraged.

We have a supportive community that values the museum's role in preserving Collingwood's heritage.

Travelling exhibits are being leveraged to bring diverse topics to local residents and visitors, ensuring there's always something new to see.

Weaknesses



Physical space within the museum building is limited for programming and collections development.

The collection lacks adequate representation of the diverse histories and cultures within the Collingwood community.

The absence of an exhibit focusing on local Indigenous heritage.

Underutilized opportunities for volunteer engagement.

Opportunities



Full-time programming position allows for increased programming opportunities for youth, young adult, and adults.

Community members interested in volunteer opportunities.

Opportunities for increased or new collaborations with Indigenous communities, the local LGBTQ+ community, local artists and historians, schools, and neighbouring museums.

Threats



Provincial funding levels have not increased in many years and Young Canada Works grants are becoming increasingly difficult to secure.

Potential backlash from the local conservative community with increase in diverse programming.

Lack of museum wayfinding throughout town and on museum grounds.

Travelling exhibits are becoming increasingly expensive and many are too large to have onsite.



Collingwood Museum Background and History

The Collingwood Museum has a long and distinguished history as a steward of the community's cultural and historical heritage. Its origins trace back to the Huron Institute which was established in 1904 to preserve local artifacts and stories.

The Town of Collingwood acquired the Institute's collection following the purchase of the former CN railway station and adjoining property at 45 St. Paul Street, with the intention of creating a public museum. The Collingwood Museum officially opened on May 20, 1966, marking a significant milestone in the Town's commitment to heritage preservation.

In 1998, the original CN building was replaced with "The Station", a purpose-built facility designed in homage to Collingwood's 1873 railway station, reflecting the community's industrial and transportation heritage.

Today, the Collingwood Museum offers a diverse range of programs and exhibits for residents and visitors of all ages. Its core and temporary exhibitions explore themes such as the evolution of local industry, commerce, and social life, while also hosting travelling exhibits from institutions across Canada.

The Museum maintains a significant archival collection that supports local and national research, with particular strengths in maritime history, historic architecture, and early industrial development.

The Museum is staffed by three permanent full-time and three permanent part-time employees responsible for collections management, programming, and public services. The Museum Advisory Committee, composed of five community members and one non-voting member of Council, provides guidance on policy, standards, and strategic direction.

Administratively, the Museum operates within the Culture & Events Division of the Parks, Recreation & Culture Department and contributes to the Town's Arts, Culture, and Heritage Program through the Conservation and Preservation of Heritage and Culture in two Service Areas:

- 5.1.1. Museum Collection - The collection and preservation of material history (objects, photographs and archival documents) related to the Town of Collingwood.
- 5.1.2. Museum Activities - Develops and delivers diverse heritage-based programs and experiences including exhibits, tours, children's activities, lectures, outreach, memberships, and a gift shop.

Together, these functions ensure the continued conservation, interpretation, and promotion of Collingwood's rich cultural heritage.



Vision for the Future

The Collingwood Museum is an experience where history lives and everyone can find their story.

Community Based Strategic Plan Alignment: Connected

Values

1. We share Collingwood's stories with enthusiasm through innovative and interactive experiences.
2. We create and promote welcoming and accessible spaces that engage the whole community.
3. We value and create opportunities to include diverse and changing perspectives that are respectful and ethical.

Mission Statement

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

Goals

1. Represent our community's diversity

2. Optimize museum assets

3. Activate and create museum exhibits

4. Engage and interact with our community





Strategic Directions

1: Represent our community's diversity

1a: Evaluate and plan for representation of Indigenous Peoples within museum spaces

1b: Create and deliver five new programs within Heritage and Culture Service Delivery that amplify diverse voices within the community

1c: Continue collaboration and consultation annually with the Town's Accessibility Advisory Committee to ensure an inclusive space

1d: Design a community story project initiative

1e. Update Collections Management Policy

2: Optimize museum assets

2a: Reimagine collections and management of collections, including deaccession planning and partnerships with neighbouring Museums

2b: Complete a museum and property needs assessment to determine collections, exhibit, and programming needs to inform 2031-2035 Master Plan

2c: Increase awareness and promotion of Museum grounds to increase bookings by two per year

2d: Digitize collection to improve access online by 10% annually

2e: Digitize payments with technology used for other Municipal Services and Departments

2f: Seek to transition the Museum's Collections Summer Staff position to a full-time position

2g: Seek to increase professional development and learning opportunities for Staff and Committee members by one annually

3: Activate and create museum exhibits

3a: Plan for activation of the Museum grounds, including a learning space that could be used for outdoor exhibits and activities

3b: Incorporate interactive elements into existing exhibits on an ongoing basis, one per year

3c: Identify spaces within the community to display larger scale travelling exhibits bi-annually

3d: Exchange exhibits and develop partnerships with other museums

3e: Adjust Collections Support seasonal staff role to assist with exhibition development and research

4: Engage and interact with our community

4a: Develop a volunteer program in response to community interest

4b: Increase 2025 membership by 100% by 2030

4c: Host one new community program per year

4d: Reach new audiences through new online initiatives



Goal 1: Represent our community's diversity

1a. Evaluate and plan for representation of Indigenous Peoples within museum spaces

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Collaborate with Indigenous community to create interpretive elements around existing exhibits	2026 - 2027	New elements added to existing exhibits	Museum Staff, Community partners	Base exhibit and staffing budget
Meet with Indigenous groups/representatives to identify and collaborate on new exhibit design using knowledge gathered	2027	Partnership developed for exhibit	Museum Staff, Community partners	Honorariums for community partners and base staffing budget
Create tender for exhibit production to assist with project execution	2028	Company selected	Museum Staff	Base staffing budget
Source and apply for funding to assist with exhibit production	2028	Funding received	Museum Staff	Grant funding and base staffing budget
Create an Indigenous exhibit in building and/or on grounds	2029	Exhibit Developed	Museum Staff, Community Partners, Exhibit Production Team	Base staffing budget, increased exhibit funds and/or grant funding

Goal 1: Represent our community's diversity

1b. Create and deliver five new programs* within Conservation & Promotion of Heritage & Culture service delivery that amplify diverse voices in the community

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Deliver one new program	2026	Program offered to community	Museum Staff / Community Partners	Base programming and staffing budget
Deliver one new program	2027	Program offered to community	Museum Staff / Community Partners	Base programming and staffing budget
Deliver one new program	2028	Program offered to community	Museum Staff / Community Partners	Base programming and staffing budget
Deliver one new program	2029	Program offered to community	Museum Staff / Community Partners	Base programming and staffing budget
Deliver one new program	2030	Program offered to community	Museum Staff / Community Partners	Base programming and staffing budget

*Note that programs may be offered for a single year or may be recurring. Programs may take various forms including Community Programs, Education Programs, or Special Events as defined in the Collingwood Museum Public Programming Policy through Service Delivery 5.1: Conservation and Promotion of Heritage & Culture.

Goal 1: Represent our community's diversity

1c. Continue collaboration and consultation annually with the Town's Accessibility Advisory Committee (AAC) to ensure an inclusive space

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Attend AAC meeting to share new program initiatives for guidance and recommendations	2026	Initiatives presented, recommendations received and implemented as appropriate	Museum Staff / MAC / AAC	Funding may be required to achieve recommendations
Attend AAC meeting to share new program initiatives for guidance and recommendations	2027	Initiatives presented, recommendations received and implemented as appropriate	Museum Staff / MAC / AAC	Funding may be required to achieve recommendations
Attend AAC meeting to share new program initiatives for guidance and recommendations	2028	Initiatives presented, recommendations received and implemented as appropriate	Museum Staff / MAC / AAC	Funding may be required to achieve recommendations
Attend AAC meeting to share new program initiatives for guidance and recommendations	2029	Initiatives presented, recommendations received and implemented as appropriate	Museum Staff / MAC / AAC	Funding may be required to achieve recommendations
Attend AAC meeting to share new program initiatives for guidance and recommendations	2030	Initiatives presented, recommendations received and implemented as appropriate	Museum Staff / MAC / AAC	Funding may be required to achieve recommendations

Goal 1: Represent our community's diversity

1d. Design a community story project initiative (eg. online or in-person exhibit, storyboard installation, or oral history project)*

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Select theme for community story project	2028	Theme selected	Museum Staff, Community partners, MAC	Staffing base budget
Research granting opportunities and apply for funding	2028	Funding acquired	Museum Staff, Community partners	Staffing base budget, grant funding
Place call to community for participants	2029	Participants identified	Museum Staff, Community participants	Staffing base budget
Create exhibit	2030	Exhibit created	Museum Staff, Community participants	Exhibit funding, grant funding, staffing base budget

*Projects will be guided by relevant Collingwood Museum policies, including Public Programming, Exhibition, and Research and fall within Service Delivery 5.1: Conservation and Promotion of Heritage & Culture.

Goal 1: Represent our community's diversity

1e. Update Collections Management Policy

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Update existing policy with community consultation, prioritizing histories of underrepresented communities	2026-2027	Policy updated for approval	Museum Staff, Community Partners, MAC	Staffing base budget, Honorariums for community partners
Present new policy for approval	2027	Policy approved	Museum Staff, MAC, Department Heads, CAO, Council	Staffing base budget
Post approved policy to website with donation procedures and update as needed to streamline donation processes	2027-2030	Policy posted to website and updates made as necessary	Museum Staff	Staffing base budget

Goal 2: Optimize museum assets

2a. Reimagine collections and management of collections, including deaccession planning and partnerships with neighbouring Museums

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Issue deaccession lists to ON-MUSE listserv for pre-approved collections	2026	Lists shared with list-serv	Museum Staff	Staffing base budget
Arrange dispersal (transfer, auction, disposal)	2027	Collections dispersed	Museum Staff	Staffing base budget
Research and prioritize future deaccessions based on size and unprovenanced collections	2028-2030	Collections identified for deaccessioning	Museum Staff	May require additional staffing
Issue deaccession lists to ON-MUSE listserv and dispose of collection according to policy	2028-2030	Lists shared with list-serv and dispersed	Museum Staff	Staffing base budget
Determine interest among neighbouring museums with overlapping mandates and identify collections for pilot program to avoid duplication	2027-2030	Collections identified for pilot program	Museum Staff, Partner Museums	Staffing base budget

Goal 2: Optimize museum assets

2b.

Complete a museum and property needs assessment to determine collections, exhibit, and programming needs to inform 2031-2035 Master Plan

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Research consultants and request funding in 2030 operating budget	2029	Consultants identified and funding achieved	Museum Staff	Funding for consultant
Create and post tender documents	2030	Tender awarded	Museum Staff, Procurement	Staffing base budget
Complete a museum and property needs assessment to determine collections, exhibit, and programming needs to inform 2031-2035 Master Plan	2030	Completion of assessment	Consultant, Museum Staff, MAC	Funding approved through budget.

Goal 2: Optimize museum assets

2c. Increase awareness and promotion of Museum grounds to increase bookings

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Create a facility and grounds use policy for community rentals and procedures for community usage	2026	New policy and promotional resources created	Museum Staff, MAC, Department Heads, CAO, Council	Staffing base budget
Provide information to Customer Service staff for main website and include link on museum webpage	2026	Information shared on Town website	Museum Staff	Staffing base budget
Update promotional material as required and promote on museum social accounts	2026-2030	Advertising campaign initiated and maintained	Museum Staff	Staffing base budget
Receive two new bookings per year with funds reinvested in support of Master Plan recommendations	2027-2030	Two new bookings achieved annually	Museum Staff	Staffing base budget

Goal 2: Optimize museum assets

2d. Digitize collection to improve access online by 10% annually

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Increase entries on Past Perfect by 10%	2026	10% increase achieved	Museum Staff	Staffing and curatorial base budget
Increase entries on Past Perfect by 10%	2027	10% increase achieved	Museum Staff	Staffing and curatorial base budget
Increase entries on Past Perfect by 10%	2028	10% increase achieved	Museum Staff	Staffing and curatorial base budget
Increase entries on Past Perfect by 10%	2029	10% increase achieved	Museum Staff	Staffing and curatorial base budget
Increase entries on Past Perfect by 10%	2030	10% increase achieved	Museum Staff	Staffing and curatorial base budget

Goal 2: Optimize museum assets

2e. Digitize payments with technology used for other Municipal Services and Departments

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Explore and report on options for online payments	2026	Eligible payments identified	Museum Staff, Finance	Base staffing budget, service fees
Initiate online membership payments	2026	Membership payments accepted online	Museum Staff, Finance	Base staffing budget, service fees
Initiate online monetary donations	2026	Monetary donations accepted online	Museum Staff, Finance	Base staffing budget, service fees
Initiate online payments for historic images	2027	Image reproduction payments accepted online	Museum Staff, Finance	Base staffing budget, service fees
Explore and report on opportunities for online gift shop sales	2028	Providers identified for service	Museum Staff, Finance	Base staffing budget

Goal 2: Optimize museum assets

2f. Seek to transition the Museum’s Collections Support seasonal position into a full-time staff position

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Create a resource request with rationale for the position’s migration in 2028 Budget	2027	Resource request completed	Museum Staff	Staffing base budget
Include in 2028 budget for approval	2027	Submitted to council for review and consideration	Museum Staff	Increase to staffing base budget
Hire for FT position	2028	Staff secured	Museum Staff, HR	Staffing base budget

Goal 2: Optimize museum assets

2g. Seek to increase professional development and learning opportunities to Staff and Committee members by one annually

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
One new professional development opportunity offered	2026	Course or workshop attended	Museum Staff, MAC	Base Staff Training budget
One new professional development opportunity offered	2027	Course or workshop attended	Museum Staff, MAC	Request increase to Staff Training budget, Grants
One new professional development opportunity offered	2028	Course or workshop attended	Museum Staff, MAC	Request increase to Staff Training budget, Grants
One new professional development opportunity offered	2029	Course or workshop attended	Museum Staff, MAC	Request increase to Staff Training budget, Grants
One new professional development opportunity offered	2030	Course or workshop attended	Museum Staff, MAC	Request increase to Staff Training budget, Grants

Goal 3: Activate and create museum exhibits

3a. Plan for activation of the Museum grounds, including a learning space that could be used for outdoor exhibits and activities

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Explore opportunities for covered outdoor space (ie. heritage inspired pavilion, sails, etc.)	2027	Opportunities identified	Fleet and Facilities, Parks Manager, Museum Staff	Base staffing budget, Grants, Donations
Request funding in 2029 budget	2028	Funding achieved	Fleet and Facilities, Parks Manager, Museum Staff	Increased funding for capital project, Grants, Donations
Design and Tender	2028	Tender awarded	Fleet and Facilities, Parks Manager, Museum Staff	Project funding, base staff budget
Installation	2029	Outdoor space completed	Fleet and Facilities, Parks Manager, Museum Staff	Project funding, base staff budget

Goal 3: Activate and create museum exhibits

3b. Incorporate interactive elements into existing exhibits on an ongoing basis, update one per year

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Review Boatbuilding Exhibit and add one new component	2026	New component installed	Museum Staff	Exhibit base budget
Review Huron Institute Exhibit and add one new component	2027	New component installed	Museum Staff	Exhibit base budget
Review Launch Day exhibit and add one new component	2028	New component installed	Museum Staff	Additional exhibit funds may be needed
Review, evaluate, and make changes to interactive elements as needed	2029-2030	Changes and updates completed	Museum Staff	Additional exhibit funds may be needed

Goal 3: Activate and create museum exhibits

3c. Identify spaces within the community to display larger scale travelling exhibits bi-annually

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Research travelling exhibits/topics based on available spaces	2026	Inventory of exhibit options created	Museum Staff	Base staffing budget
Consult with town facility staff to determine possible spaces and times for display	2027	Inventory of available spaces created	Museum Staff	Base staffing budget
Identify community spaces and partners that may also be relevant	2027	Inventory of interested partners, complete with availability	Museum Staff, Community Partners	Base staffing budget
Apply for grant funding	2027-2028	Grant funding achieved	Museum Staff	Grant funding or increase to exhibit base budget
Install exhibit bi-annually	2028	Exhibit installed	Staffing and volunteers will be required, possibly security	Grant funding or increase to exhibit base budget
Install exhibit bi-annually	2030	Exhibit installed	Staffing and volunteers will be required, possibly security	Grant funding or increase to exhibit base budget

Goal 3: Activate and create museum exhibits

3d. Exchange exhibits and develop partnerships with other museums annually

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Connect with neighbouring museums to determine interest in developing reciprocal exhibits, identify themes of interest, and an exhibit schedule	2026	Schedule created for exhibit rotation including identified themes	Museum Staff, Partner Museums	Base staffing budget
Create one exhibit to circulate between sites from Collingwood	2027	One exhibit created	Museum staff	Base exhibit budget
Install exhibit at partner site and receive reciprocal exhibit	2027	Exhibit installed at another site and a reciprocal exhibit received	Museum staff, Partner Museums	Base staffing budget
Install exhibit at partner site and receive reciprocal exhibit	2028	Exhibit installed at another site and a reciprocal exhibit received	Museum staff, Partner Museums	Base staffing budget
Install exhibit at partner site and receive reciprocal exhibit	2029	Exhibit installed at another site and a reciprocal exhibit received	Museum staff, Partner Museums	Base staffing budget
Install exhibit at partner site and receive reciprocal exhibit	2030	Exhibit installed at another site and a reciprocal exhibit received	Museum staff, Partner Museums	Base staffing budget

Goal 3: Activate and create museum exhibits

3e. Adjust Collections Support seasonal staff role to assist with exhibition development and research

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Update job description to focus on exhibit research and development.	2026	Updated job description approved by HR	Museum Staff, HR	Base staffing budget
Apply for assistive funding through YCW and hire staff member	2026	Funding received and staff member hired	Museum Staff, HR	Staffing base budget, grant funding
Apply for assistive funding through YCW and hire staff member	2027	Funding received and staff member hired	Museum Staff, HR	Staffing base budget, grant funding
Position successfully transferred to FT Collections Position (Objective 2f)	2028	Staff member hired	Museum Staff, HR	Staffing base budget

Goal 4: Engage and interact with our community

4a. Develop a volunteer program in response to community interest

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Research and assess other programs in like-sized institutions	2027	Programs identified	Museum Staff, MAC	Base staffing budget
Determine feasible volunteer roles for students and community members	2027	Roles identified	Museum Staff	Base staffing budget
Develop a training module with input from HR	2028	Training module created	Museum Staff, HR	Base staffing budget
Promote opportunities and create pilot program	2028-2030	Pilot program initiated	Museum Staff, MAC, Volunteers	Base staffing budget

Goal 4: Engage and interact with our community

4b. Increase 2025 membership by 100% by 2030

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Increase membership by 20%	2026	Membership increased	Museum Staff, MAC	Increase to membership development budget
Increase membership by 20%	2027	Membership increased	Museum Staff, MAC	Increase to membership development budget
Increase membership by 20%	2028	Membership increased	Museum Staff, MAC	Increase to membership development budget
Increase membership by 20%	2029	Membership increased	Museum Staff, MAC	Increase to membership development budget
Increase membership by 20%	2030	Membership increased	Museum Staff, MAC	Increase to membership development budget

Goal 4: Engage and interact with our community

4c. Host one new community program per year (walking tour, lecture, artist in residence, etc.)

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Offer one new program	2026	One new program offered	Museum Staff	Increase to events and activities budget
Offer one new program	2027	One new program offered	Museum Staff	Increase to events and activities budget
Offer one new program	2028	One new program offered	Museum Staff	Increase to events and activities budget
Offer one new program	2029	One new program offered	Museum Staff	Increase to events and activities budget
Offer one new program	2030	One new program offered	Museum Staff	Increase to events and activities budget

Note that programs may be offered for a single year or may be recurring

Goal 4: Engage and interact with our community

4d. Reach new audiences through new online initiatives

Action Item	Year 2026-2030	Key Performance Indicator	Responsibility	Fiscal Resources
Launch an Instagram account	2026	Instagram account created	Museum Staff, Communications	Base budget
Update webpage to include at least three individual pages	2026	Pages added to current webpage	Museum Staff, Communications	Base budget
Create monthly video content to drive interactions on social media	2028-2030	Content uploaded monthly	Museum Staff	Increase to promotion and advertising budget