

STRATEGIC PLAN FINAL REPORT

SCUGOG SHORES VILLAGE MUSEUM AND ARCHIVES

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1 INTRODUCTION

This Report represents an important milestone towards realizing the community's aspirations for the Scugog Shores Museum Village and Archives as a sustainable heritage resource and a living store of meaningful and memorable experiences.

Findings are organized as follows:

- Background Research
- Site Review with Architectural and Infrastructure Recommendations
- SWOT Analysis with Discussions of Market and Community Context
- Key Issues and Recommendations for Operations and Services
- Action Plan for the Future of the SSMV

2 BACKGROUND RESEARCH

With the assistance of Township and Museum staff, the consulting team was able to inform their investigation of the history and context of the Scugog Shores Museum Village and Archives. This background research referred to the following information sources and documentation.

2.1 Township of Scugog

The following documents were reviewed and assessed as part of the research process:

- Community Services Team Organizational Chart
- Scugog-Community-Tourism-Plan---Final-Feb-23-18.pdf
- Pt1-Scugog-Rec-Master-Plan-Final-Apr2018v2.pdf
- Museum related human resource policies and procedures:
 - Museum Pay Grades
 - Internal Employment Opportunity: Recreation and Culture Coordinator
 - Internal Employment Opportunity Recreation and Culture Coordinator
 - Assistant Curator, Scugog Shores Museum Village & Archives
 - Assistant Curator, Scugog Shores Museum Village & Archives
 - Student Employment Opportunity, 2023 Heritage Interpreter
 - VOLUNTEER Application
 - VOLUNTEER Application
 - Criminal Reference Check, Vulnerable Sector

The transfer of the Museum Village from an organized charity operated by the Lake Scugog Historical Society to essentially a division or section within a department of the Township was a major turning point in the operations and governance of the institution. The Community Services Organization Chart illustrates how the SSMV is positioned within the overall service delivery and administrative structure of the Township.

Other shared materials from the Township included job descriptions and postings, pay scales, and policies that pertain to the Museum Village. Based on the consultants' experience with comparable heritage attractions/museums in similarly sized communities, all practices and procedures are consistent with established museum professional standards.

We note however, that the Museum Village definitely seems to be understaffed, with an assistant curator assuming most of the responsibilities of a senior curator. SSMV leverages its museological expertise by deploying experienced volunteers, summer students, and interns to deliver programmes and provide back-of-house support. The use of dedicated unpaid labour to address

gaps in an institution is not uncommon in many community museums, and while this strategy is feasible in the short-term, it does not allow for qualitative improvements in services or future development.

The planning studies provided by the Township addressed community tourism initiatives as well as master planning for Recreation Services. The SSMV is noticeable more by its absence from these planning studies – which is unusual given that a heritage resource and public attraction that represents much that is unique about the community, should be viewed as an essential programming and promotional element in the overall marketing of the region, and in offering appealing services and experiences to the visiting public. This suggested that the integration and coordination of the services provided at the SSMV and those of a similar nature provided by others in the community could be improved through greater awareness, and efforts directed to coordination and improved communication.

2.2 Lake Scugog Historical Society

The following documents were reviewed and assessed as part of the research process:

Communications/Roles in Community: Lake Scugog Historical Society Spring/Summer 2012

- Lake Scugog Historical Society Spring/Summer 2019 (50th Anniversary Edition)
- LSHS-Newsletter-final-2-for-WEB.pdf Spring 2022
- LSHS Newsletter – The Archivist (Lake Scugog Historical Society)

Reviewing the sample publications by the Lake Scugog Historical Society indicated that:

- There exists a long-standing body of well-informed, committed, and effective community volunteers dedicated to the study and dissemination of local history. The region's history and identity are important to some people and they are very good at sharing the results of their work with others.
- Even though the LSHS no longer operates the SSMV, they remain a very important resource, and still very invested in the continued success of the institution.

2.3 SCUGOG SHORES MUSEUM VILLAGE AND ARCHIVES

The following documents were reviewed:

Site and Capacity:

- Village Site Plan
- Legal Site Map
- Square Foot and Capacity of Museum Areas

Financial:

- DAH Budget Form 2022 - 2023
- Actuals – Financial Statements from 2017 – 2022
- Museum Inventory (Gift Shop) 2022
- Non-Commercial Photography Agreement
- Scugog Shores Museum Site Rental Quote
- SCUGOG SHORES MUSEUM VILLAGE BOOKING (Schools)
- Lease Agreement 2022 – Theatre on the Ridge

Performance/Operations:

- Museum Stats: Admissions, Education Programs, Public Programs
- Boo-seum Summary 2022
- Northern Ramblers Summary 2022 (Car Show)
- Christmas Summary 2022
- Heritage Day Summary 2022

Museum Functions: Collection, Preservation, Interpretation, Access:

- Lee House Audit 2013
- Lee House Audit Pictures 2013
- Education Program Brochure (Programs Guide 2022)
- Audio Tour Compiled Notes
- The Rodman Cabin
- POLICIES AND PROCEDURES DEPARTMENT: Parks, Recreation & Culture Archives Access (Policy Binder)

Planning Work:

- Strategic Plan Scugog Shores and Museum 2022-2028 (DAH support documents merged)
- Scugog Shores Museum Village and Archives Strategic Plan 2023-2028
- Museums Assistance Program (MAP), Digital Access to Heritage Application Form, 2022-2023
- Digitization Proposal 2021
- Scugog/ScugogDigitizationStrategy.pdf
- ScugogDigitizationStrategy.pdf 2022-2025

Most of these documents were related to the characteristics and operations of the Museum Village and Archives. Information on the site locations and capacities of the grounds and buildings were valuable baselines for this study's site and architectural review and allowed the consulting team to put the attendance and financial results for events and programmes into context.

The financial information provided gave a concise picture of SSMV's fiscal situation for the past six years. Given the general climate of relative austerity and the impacts of lockdowns over the

Pandemic period, the Museum Village has been largely successful in functioning within the restrictions of existing budgets.

Related documents included sample rental and booking agreements, as well as the lease agreement with Theatre on the Ridge. The latter is an example of the Township and Museum have maintained a successful, mutually beneficial partnership with another organization. All listed agreement formats reflect current museological practice, with the proviso from the consulting team that there is some question if the Museum Village would be able to administer these contracts should several more groups express an interest in collaboration. Further, would the site and building be able to accommodate multiple, simultaneous uses by groups given the current staff and volunteer complement?

Records of Museum Village performance in terms of attendance, revenues and expenses are at levels comparable to other heritage sites and community museums of a similar scale of operations in Ontario. The fact that most of SSMV's public events enjoy reasonable attendance levels and regularly generate modest profits are more evidence of the institution's ability to capitalize on its image and identity, and to effectively mobilize volunteers and part-time staff. It is also relevant that the Museum Village was able to attract these audiences while there were still some Pandemic-related social distancing restrictions in place.

The only exception to the pattern of profitability was the Christmas 2022 programme, which appears unusual because Christmas events and activities are often among the most popular occurrences at most heritage sites and historic villages. The reasons for the low numbers at SSMV 2022 are likely the result of specific circumstances not evident in the documentation.

Other documents are applied in the core museological functions carried out at the Museum Village: collecting, preservation, interpretation, and providing public access. Here as well, the formats and procedures in place at the SSMV reflect current professional museum practices – which have been in place in different forms since 2013:

- The range of educational programmes at the Museum Village is comprehensive with multiple connections to regional school curricula.
- Also impressive was the script for the QR-code activated audio tour of the historic buildings – an interpretive technology application that comparable heritage sites and community museums have not been able to pursue.
- The sample report on the history and features of the Rodman House also indicates an effective degree of curatorial rigor in producing a concise and useful research tool.

It is beyond the scope of this study to provide an in-depth analysis of the previous strategic plans conducted for the SSMV. In general terms however, these plans do indicate that Community Services has been systematically assessing the Museum Village's resources, performance, and potentials for some time.

2.4 Conclusions

In some regards, the Museum Village has made a successful transition from a local charity to a functioning element within Township Community Services. However, there are some signs that the optimum roles and resource requirements for the SSMV as a part of Township Community Services have yet to be realized.

Where possible, the Museum Village applies suitable museological standards, policies and practices. When it is not possible to fully realize these standards, e.g., collections storage or thematic displays, the institution aspires to make the best efforts possible.

Attendance, revenues and expenses at the Museum Village are similar to those found at comparable heritage attractions and similar-sized community museums. However, in some areas, such as audio tours, providing American-Sign Language interpretation, and the collections digitization project – the Museum Village is a practice leader. When the staff and volunteers have even a basic level of support, SSMV is able to “punch above its weight”.

The subsequent Site Assessment, as well as the SWOT Analysis with Discussions of Market and Community Context, will test the above conclusions to inform the Plan’s recommendations and timetable for actions.



3 SITE VISIT OBSERVATIONS

This section outlines the site observations generated by two visits in February and April 2023. These observations are further augmented by the staff interviews and discussion during the visit – and are restricted solely to the experience of a first-time visitor to the site. These observations may not be similar for all first-time visitors, but our site team exchanged notes one week after the visit to ensure impartiality as well as a comprehensive view.

These are mere observations, to be taken as impartial comments rather than negative views towards the site, the buildings, the exhibits, or the museum complex generally.

3.1 Site Experience Observations

It is not hard to find the Scugog Shores Village + Archives but upon arriving, there appears to be no sense of arrival. The unmarked and rough visitor parking, lack of staff parking signage (as identifier), and the streetscape plaque on the lawn that is backwards to the street, makes the vehicular approach very uneventful. Since the majority of visitors arrive by car, this is the first impression of the site: **nondescript**.

The entry to the site, although open and broad, maintains an air of vague confusion, as the visitor (we) is generally unsure where to begin or what to do. From our experience, the first reaction is to proceed to the school building (with the name on top) and hope that it is open. There is a very clear need for site orientation starting at the streetscape approach. Furthermore, because the site proper has no apparent defined boundaries, the visitor has to decide where the site begins or ends – and this is particularly felt at the north edge beyond the main cluster of buildings where the walkway is implied: it leads into apparent woods, and then a field that can be perceived as being a neighbour rather than part of the site.

Circulation to the buildings on site is straightforward but could be cumbersome, due to the lack of paved pathways and signage. Each building is visually its own entity: the connection between the structures, and the difference in architectural styles of the buildings only implies a “village” but the positioning is that of artifacts on display rather than functional in approach and access.

The positioning of the picnic benches makes the outdoor component of the site a welcoming meadow during good weather days only. This public open space only offers seating – but there are no accommodations for garbage disposal, public washroom access, or any lighting features for after-hours use. The location of the buildings heightens their invisibility from the streetscape. Lighting is absent on-site entirely, and none of the buildings are highlighted after dark to emphasize their presence/importance on site or provide basic night-time safety.





PLAN SHOWING
 PART OF LOT 22, CONCESSION 6,
 GEORGINA TOWNSHIP OF SCOGOG
 COUNTY OF OREGON,
 NOW IN THE
 TOWNSHIP OF SCOGOG
 REGIONAL MUNICIPALITY OF DURHAM

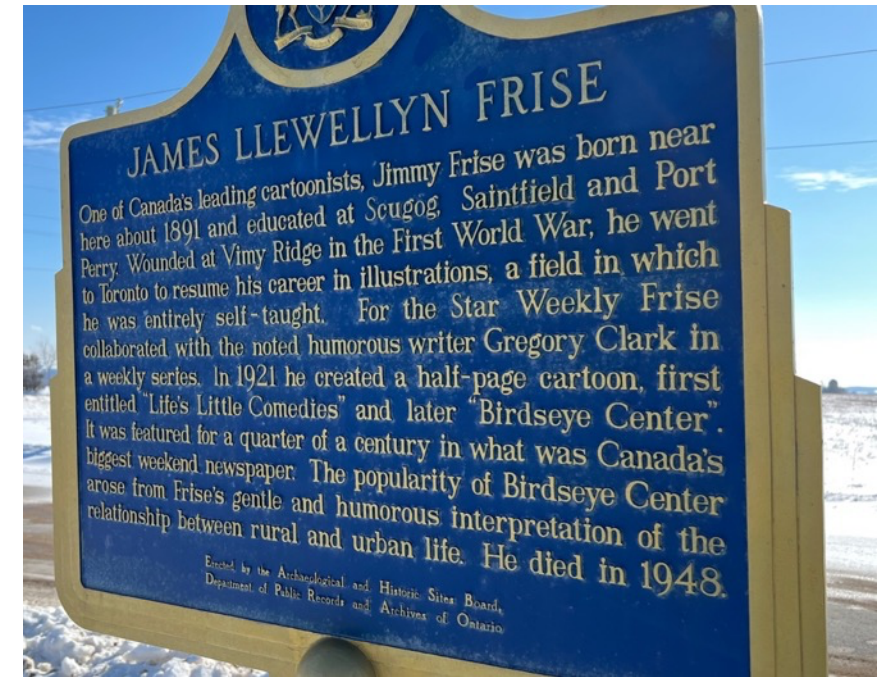


3.2 Visitor Experience Observations

There is no amenity created for group gathering or assembly, either outdoors or indoors in any of the buildings. Together with the absence of shelter, the site offers no mustering area which renders the approach and entry experience very unwelcoming and stark: the visitor is as alone on-site as the individual buildings. This is further exacerbated by the continued lack of visitor amenities indoors: there are no coat check or storage locker services, no actual entry lobby or vestibule, and the museum shop and ticketing cannot accommodate more than a few visitors at a time – and it is not AODA-compliant. During inclement weather, this is a major drawback for potential visitors.

There is an eventual start to the museum visit experience: once the ticket counter is identified, the visit begins. However, there appears to be no clear conclusion to the visit – especially if the visit is not accompanied by a guide/docent/staff. Primarily because of the diverse and seemingly unconnected exhibit content of each building, the visitor has to decide where the visit ends, or when the visit ends. This offers no tangible incentive for return visits, and certainly no hope for a visit to the gift shop again.

The museum shop is more of a boutique store aimed at one-time visitors. The items presented for sale are mostly unrelated to the collections and exhibits, or to the buildings and even the site itself. There is a lack of museum-centric souvenir items, although the shop does display a variety of local vendors crafts and products which supports regional businesses.



3.3 Exhibit Display Observations

At first glance, each building exhibits its function to the visitor, mostly unrelated from one building to the next – and in some instances, unrelated to the building housing the exhibits as well. The experience feels, for the most part, immersive almost to the point of discomfort, mainly due to the lack of circulation space around the artifacts and displays.

When coupled with an absence of written information or description of the displays, the experience can almost be overwhelming. For the visitor with an eye for the security details of the site, it is readily apparent that physical access into the buildings is restricted only by lock and key: there is minimal security or theft protection felt across the site. Sadly, there is no use of interactive technology, ambient sounds, or immersive exhibit experience in any of the buildings, rooms, or gallery spaces – so the visitor experience is a very silent and static one except for the tour guide's narrative.



3.4 Collections and Back-of-House Observations

Museum displays can be defined as “*a place of systematic and controlled destruction of artifacts*”. Collections and artifacts require very stringent environmental controls for proper preservation – exposing them for visitor observation detracts from these environmental controls, thus irreversibly damaging the artifacts. This is applicable to the vast majority of museums, galleries, archives, and collections-based facilities.

Roughly 70% of SSV+A collections are on display – and these, without exception, are exposed to natural light, humidity, and temperature fluctuations due to the architectural and structural conditions of the buildings housing them. The display cases are not environmentally sealed, with the majority of the artifacts considered to be in a permanent state of visible storage with only minimal environmental controls.

The remainder of the collection elements in storage (roughly 30% of the overall inventory) are kept on racks and on the floor in a purpose-built storage structure. Although this area offers more controlled environmental settings, this space is also directly open to the outdoors every time the entry doors are accessed, which in turn negates those controls. This collection storage space also suffers from reduced accessibility and has no staff services available.

Back-of-house staff offices and amenity spaces are sparse. The ticketing room also serves as “office” space, accessed via steep stairs direct from the main entry doors; the lower level with the Archives has additional desk space and some shelving units (presently used for storage).

There are no allocations of space for students or docents/volunteers, no breakout space, and no dedicated staff washrooms or lockers. Additionally, the workspace on the upper floor has improper air circulation, and less than optimal lighting or security. An overall absence of dedicated meeting room(s) is obvious.

3.5 Collections Storage and Growth Observations

A general observation of the artifacts' position and location throughout the museum complex explains the ratio of 70% on-display and 30% in-storage condition: there is no designated room for growth or cycling of the collections. Again generally, the collections storage conditions appear to be a response to the space available for this use, despite being a dedicated space specifically purposed for collections storage.

This is a result of collections growth, with spaces allocated as they became available due to site or staff constraints, or temporary accessibility that has turned more permanent over time – a prime example of this being the upper level of the School building where totally unrelated artifacts are displayed only for lack of available space elsewhere. There is a lack of staging space for collections cycling, as well as ancillary related spaces for artifact restoration or reconditioning, and no available spaces for mount and case construction.

Lastly, the current facilities do not provide any required spaces for receiving and displaying travelling exhibitions from other facilities. There is no loading bay, crating and uncrating space, isolation or quarantine room, or receiving office. The campus mechanical spaces are restricted solely to the School, the Church, and to the Collection Storage Building, and there are no secure workshops for materials or tools, flammable or toxic substances, or clean workshop for preparation of displays.



4 SITE IMPROVEMENTS PLAN

This section discusses some essential improvement, optional improvement, and suggested improvements needed to make the next 5-10 years visitation and functionality of the site more successful and memorable, in terms of:

- The Visitor Experience.
- Capital Budget Requirements – both for new spaces/facilities as well as upgrades to existing structures and system.
- Museum standards and museological parameters.

4.1 Visitor Experience and Exhibit Theming Requirements

A diagrammatic description of possible public components rearrangement on the Scugog Shores Village + Archives masterplan would be derived from a combination of themes, topics, collection-types, activities, and interpretive modes, as well as buildings and settings. Please note that these would not only reflect the physical adjacencies and circulation routes proposed for the site but would also be essential to the description of the site based on a variety of interpretive models.

4.2 Budget vis-à-vis New Spaces and Facilities

Current market value for new museum construction costs (per sq.ft) in Canada can be derived from a very wide spectrum of costs allocated to architectural design, construction assembly types, or by occupancy type – and is based on materials used in the construction, on environmental controls, fire resistance, security levels, and many other factors. Every year, this data is compiled and published by RS Means, and presents comparables in construction clear across Canada and the USA.

Construction cost estimates are identified (and calculated) by classes, as follows:

- Class D: bulk estimate based on concept and massing ($\pm 30\%$ accuracy)
- Class C: based on 33% concept design completion including space analysis, net-to-gross factors, and preliminary planning ($\pm 20\%$ accuracy)
- Class B: based on 66% design development including preliminary materials, engineering systems, mechanical systems, and project staff ($\pm 10\%$ accuracy)
- Class A: actual project cost estimates, for actual construction (within 5% accuracy)

A draft **Class C cost estimate**, derived from the RS Means data for 2020, indicates a suggested costing of \$300-\$315 per square foot. If we apply a standard rate of inflation (based on 5yr average), the working **construction cost estimate is \$325/sf** for renovation or new construction.

4.3 Upgrades to Existing Facilities

The current museum complex makes only “partial” use of the structures on site, in the format of accessible visible storage with limited functional hands-on demonstration artifacts and replicas. There are no current or future plans of creating environmentally-controlled spaces within any of the existing heritage structures on

site – but a reconfiguration of some of the collections is necessary for the healthy growth of the institution, its collections, and especially the Archives component.

It is important to note that not all the buildings CAN actually be used for museum complex functions – because they lack headroom, environmental control, and in most instances, they lack actual finishes and are exposed to the elements.

One of the most vital considerations must be given to the total lack of visitor amenities on site. If this need would be combined with a relocation of the Archives into a dedicated new structure – that would also accommodate staffing offices and services – the biggest drawback of the site visit would be eliminated. This would then create a ripple effect in space and function allocation: the vacant Archives area could be repurposed for visitor services storage (collapsible tables and chairs for functions; special signage storage) or possible workshop or collections records-keeping spaces.

RECOMMENDATION: construct a purpose-built new structure adjacent to the current Collections Storage Building, that offers visitor amenities (temporary lockers, stroller and wheelchair storage, public washrooms) as well as staff offices, and an area dedicated for volunteer and student breakout and rest.

THE NEW ARCHIVE BUILDING

If this purpose-built structure becomes reality, the following measures must be considered:

- the building must present an air pressure test geared specifically to improved environmental controls; all windows and openings should have the frames reinforced and properly sealed
- the mechanical system of the building must be designed to handle forced air as well as humidity controls for Archival standards, with zone control
- new and upgradeable compacting storage systems must be installed
- office spaces with privacy must be made available
- a janitorial closet should be installed, with access to running water and drainage
- accommodations for carts and a dolly must be provided

COLLECTIONS MAINTENANCE

Accession of collection material needs to be able to address restoration – or at least stabilization – of the artifacts. For this, it is advised that workshop spaces be created, with facilities for dedicated air handling and fume extraction, increased security, specialty lighting (to also accommodate photography and documentation of artifacts), lockable secure storage for toxic and flammable material, tool storage, and for construction and maintenance of display plinths, printing of artifact labels and information panels. It is advised that workshop spaces be divided into “clean workshop” (for handling of artifacts) and “dirty workshop” (for non-artifact maintenance and assembly area), with an adjacent and dedicated refuse/garbage storage space providing fume and biological containment conditions that are kept away from any artifact or archival storage or handling spaces – and with direct but secure access to external garbage removal.

CONNECTING PATHWAYS

The challenge presented to the visitor currently is that of universal accessibility in all-weather conditions, particularly during inclement weather and the harsh winter months. The physical separation between the buildings, their respective entry points and associated security protocols for admission and visitation, and the topography and terrain of the site do not make for a welcoming experience.

The upgraded museum complex should make use of a generous-sized and stable-surface path system that links the streetscape to the site proper: an arrival point that is unmistakable will then lead the visitor to the main entry point whence the experience begins. This exterior pathway will also enhance the site's landscape potential and welcoming group activities independent of the museum visit. Large hard-paved landing pads sized to accommodate groups of at least 10-15 individuals should be constructed at key node locations – and signage, seating, garbage disposal, optional shelter and optional lighting should be provided to visually, physically, and functionally identify gathering spots for programming, or simply to provide the visitor with a special vantage viewpoint towards the campus' layout. These could further be enhanced by the relocation of the current gardening/veggie patches near them, thus further deliberately drawing interest to reach them.

Beyond the School Building, the pathway must also link Church and the cemetery, and the relocated Cabin and refurbished Wigwam to complete the site's circulation system. Integrated into the pathway is also the parking area and the proposed new structures. The improved visitor pathway would also support the use of the Museum Village grounds for events and outdoor programmes, thus the material chosen for the path's demarcation should support occasional higher traffic flow, high-heel accessibility, and pose minimal resistance to stroller wheels and wheelchairs.



THE REMOTE LOG CABIN

Special attention must also be given to the artifacts that are currently in danger of irreparable damage. The first of these is the log cabin that is precariously supported by non-structural members and has started leaning due to the site's topography and geology. Immediate steps must be taken to remedy this issue.

RECOMMENDATIONS: the log cabin building must be protected as an artifact, so consideration should be given to relocating the cabin on site within a purpose-built new structure – preferably in a location that will make use of the architecture and history of this artifact in conjunction with the relocated site's immediate adjacency functions. The ground floor should be installed to allow for direct wheelchair access to the cabin as well as its exterior perimeter. Once relocated, the cabin's adaptive reuse can incorporate updated displays accessible from grade level.

The proposed relocation of the Cabin near the existing location (and eventual restoration and reconditioning) of the Wigwam on site provides additional opportunities for interpretation from historical, functional, architectural, and cultural aspects of life in the region at the turn of the 17th and 18th centuries. The site offers excellent exposure for creating a dedicated visitor experience node with self-interpreted as well as programmed activities that can make optimal use of these two habitable artifacts – with added optional material from the collections (either presently stored, or presently exposed and exhibited but located in a different part of the site – such as agrarian implements or transportation elements).

5 SWOT ANALYSIS

5.1 Process

A list of stakeholders was identified in consultation with Municipal staff representatives. These stakeholders were contacted to provide their opinions concerning the existing and future planning and delivery of programs and services at the Museum. The stakeholders were categorized according to their common interests or group affiliation into 9 groups as follows:

- Representatives Of local Educational Institutions
- Current members of the Lake Scugog Historical Society Board of Directors
- Representatives of Historical Society's and related organizations in the area
- Representatives Of local Tourism Organizations and Committees
- Representatives of local Service and Seniors Clubs
- Potential partners/users and groups with special interests
- Municipal elected officials
- Municipal staff
- Museum staff and volunteers

A unique questionnaire was developed specifically for each type of stakeholder. The questionnaire contained a set of questions related to the strengths, weaknesses, opportunities and threats associated with the current and future provision of programs, services and facilities at the Museum.

The questionnaires were distributed by email to each stakeholder during the week of April 24, 2023. Stakeholders were given 8 weeks to return their responses to the consultant team.

5.2 Respondents

65 Individual stakeholders were invited to provide input; 18 responded, 8 declined the invitation for a variety of reasons (such as no knowledge of the Museum) and there was no response from 32 of those invited to participate. Members of the municipal Tourism Advisory and Heritage Advisory Committees were also invited to participate. The list of stakeholders invited to provide input and the status of responses is presented in Appendix A.

5.3 What We Heard

The following summarizes the results of the input received from the stakeholders.

5.3.1 S.W.O.T. - Strengths, Weaknesses, Issues and Weakness

Stakeholder respondents were asked to list the most important strengths and weaknesses/issues/areas of concern of the current Scugog Shores Museum Village and Archives in general and associated with specific aspects of the services provided.

GENERAL STRENGTHS, WEAKNESSES, ISSUES AND AREAS OF CONCERN

General Strengths

Respondents identified a variety of general strengths associated with the current Scugog Shores Museum Village and Archives (SSMVA). Their input is summarized in Table 5.3.1: GENERAL STRENGTHS. A few strengths were consistently identified by the stakeholder groups including:

- the location of the Museum
- current staff members
- the large size of the property
- the preservation of local history

General Weaknesses: Issues and Areas of Concern

Respondents identified a variety of general weaknesses, issues and areas of concern associated with the current Scugog Shores Museum Village and Archives (SSMVA). Their input is summarized in Table 5.3.2: GENERAL WEAKNESSES. Several weaknesses, issues and areas of concerns were consistently identified by the stakeholder groups including:

- limited schedule of operation during the year
- poor condition of the buildings and artifacts
- lack of physical accessibility to specific buildings and areas within the buildings
- lack of staff to deliver the service
- lack of support from the Municipality

Strengths: the existing heritage buildings on the site

Respondents identified a range of strengths associated with the existing heritage buildings on the Museum site. Their input is summarized in Table 5.3.3: STRENGTHS. Several strengths were consistently identified by the stakeholder groups including: the variety of buildings from the local area and the direct connection to the area's local history.

Weaknesses

Respondents identified a range of weaknesses, issues and areas of concern associated with the existing heritage buildings on the site. Their input is summarized in Table 5.3.4: WEAKNESSES. Several weaknesses, issues and areas of concerns were consistently identified by the stakeholder groups including:

- poor physical condition of the buildings
- many areas are not physically accessible
- lack of staff to adequately maintaining the buildings

THE CURRENT LEVEL OF DEVELOPMENT OF THE MUSEUM PROPERTY

Strengths

Respondents identified a variety of strengths associated with the current level of development of the Museum property. Their input is summarized in Table 5.3.5: STRENGTHS. Several strengths were consistently identified by the stakeholder groups including: the large size of the property and the existing and potential for Indigenous interpretation.

Weaknesses, Issues and Areas of Concern

Respondents identified a variety of weaknesses, issues and areas of concern associated with the current level of development of the Museum property. Their input is summarized in Table 5.3.6: WEAKNESSES. Several weaknesses, issues and areas of concerns were consistently identified by the stakeholder groups including:

- lack of sufficient financial support from the Municipality specifically associated with staffing
- lack of a development plan
- poor accessibility to buildings and site areas

THE PROGRAMS CURRENTLY PROVIDED BY THE MUSEUM

Strengths

Respondents identified a range of strengths associated with the programs currently provided by the Museum. Their input is summarized in Table 5.3.7. Several strengths were consistently identified by the stakeholder groups including: the range of programs provided for children, and the variety of events provided.

Weaknesses, Issues and Areas of Concern

Respondents identified a range of weaknesses, issues and areas of concern associated with the programs currently provided by the Museum. Their input is summarized in Table 5.3.8. Several weaknesses, issues and areas of concerns were consistently identified by the stakeholder groups including:

- too much focus on programs for children; lack of programs for other age and interest group
- lack of new program introductions over time
- limited staff resources restrict program delivery

THE SPECIAL EVENT ACTIVITIES CURRENTLY PROVIDED AT THE MUSEUM

Strengths

Respondents identified a range of strengths associated with the special event activities that are currently provided as the Museum. Their input is summarized in Table 5.3.9. Several strengths were consistently identified by the stakeholder groups including the range of special events provided, and the fact that the special events attract both local residents and tourists.

Weaknesses, Issues and Areas of Concern

Respondents identified a range of weaknesses, issues and areas of concern associated with the special event activities that are currently provided as the Museum. Their input is summarized in Table 5.3.10. A few weaknesses, issues and areas of concerns were consistently identified by the stakeholder groups including:

- lack of new special events to create interest and visitation
- lack of adequate volunteer support
- promotion, publicity and marketing associated with the special events needs to be improved to increase awareness

THE VISITOR SUPPORT SERVICES CURRENTLY PROVIDED ON-SITE

Strengths

Respondents identified a variety of strengths associated with the visitor services currently provided at the Museum. Their input is summarized in Table 5.3.11. A number of strengths were consistently identified by the stakeholder groups including: amount of parking available on site and the provision of other visitor support services such as picnic tables.

Weaknesses, Issues and Areas of Concern

Respondents identified a variety of weaknesses, issues and areas of concern associated with the visitor services currently provided at the Museum. Their input is summarized in Table 5.3.12. A number of weaknesses, issues and areas of concerns were consistently identified by the stakeholder groups including:

- lack of adequate number of accessible washrooms
- lack of directional signage to site
- lack of sufficient number and quality of benches and picnic tables
- lack of drinking water on site

THE CURRENT PROMOTION AND MARKETING OF THE MUSEUM AND ARCHIVES AND ITS PROGRAMS AND ACTIVITIES

Strengths

Respondents identified a series of strengths associated with the current promotion and marketing of the Museum and Archives and its programs and activities. These are summarized in Table 5.3.13. Several strengths were consistently identified by the stakeholder groups including the use of social media for promotion and marketing of the museum.

Weaknesses, Issues and Areas of Concern

Respondents identified a series of weaknesses, issues and areas of concern associated with the current promotion and marketing of the Museum and Archives and its programs and activities. These are summarized in Table 5.3.14. A number of weaknesses, issues and areas of concerns were consistently identified by the stakeholder groups including:

- website is of limited use
- lack of directional signage to and within site
- lack of a plan to direct and guide promotion and marketing activities

THE CURRENT RANGE OF VOLUNTEER OPPORTUNITIES

Strengths

Respondents identified a variety of strengths associated with the current range of volunteer opportunities at the Museum. These are summarized in Table 5.3.15.

Weaknesses, Issues and Areas of Concern

Respondents identified a variety of weaknesses, issues and areas of concern associated with the current range of volunteer opportunities at the Museum. These are summarized in Table 5.3.16. A number of weaknesses, issues and areas of concerns were consistently identified by the stakeholder groups including:

- the volunteer recruitment and application processes and policies are complicated and inefficient
- there is a lack of volunteers involved with the Museum
- there is a lack of awareness in the community of the need for volunteers

THE USER FEES CURRENTLY CHARGED

Strengths

Respondents identified a variety of strengths associated with the user fees currently charged at the Museum, most notably that they were considered to be competitive with similar attractions in the area. These are summarized in Table 5.3.17

Weaknesses, Issues and Areas of Concern

Respondents identified a variety of weaknesses, issues and areas of concern associated with the user fees currently charged at the Museum. These are summarized in Table 5.3.18. Several weaknesses, issues and areas of concerns were consistently identified by the stakeholder groups including:

- Current reliance on cash payments only deters potential visitation.
- Uncertainty as to how the fees collected are used.
- Many were uncertain as to the full range of fees that are charged.

TABLE 5.3.1 GENERAL STRENGTHS

STAKEHOLDER CATEGORY	STRENGTHS
Lake Scugog Historical Society	<ul style="list-style-type: none"> • Location: Very easy to get to, overlooks Township, on a main road. • The current Assistant Curator has great display and preservation ideas. • Scugog Shores represents the whole of the Township of Scugog, and not just Port Perry. • The main exhibit exists in a historical building and there are a number of historical buildings on the property. • It contains local artifacts from the area that have been donated by local residents. • Safe storage of artifacts in a climate controlled building. • Good displays at Print Shop and Lee House.
Museum Staff	<ul style="list-style-type: none"> • Passionate, knowledgeable staff. • A spacious site in a beautiful location. • The Museum possesses opportunities to expand on what is currently offered in terms of events, programs, workshops, exhibits, rentals, and room for future building construction (i.e., General Store, Dr. Office, Tinsmith, Hotel, Office/Administration building, etc.).
Museum Volunteers	<ul style="list-style-type: none"> • Still loved by many members of the community. • It has a large quite beautiful site in Port Perry with a small portfolio of historic buildings for the Museum and archives, and together those offer substantial opportunities for income and growth as a local tourism destination and events, as well as heritage activities and heritage preservation (archives and artifacts) for the community. • It is owned by the Township which affords the SSMVA a degree of stability and a stronger management structure. • The Ojibwa Heritage Interpretive Lands exhibit and support from the indigenous community. • Diversity of programs and displays that are selected, researched, and promoted related to the local history and heritage.
Local Service and Seniors Clubs	<ul style="list-style-type: none"> • Represents one of the few sites in the area that can accommodate outdoor events and some limited indoor events on an interesting scenic site and serves as a beautiful gathering place for the community. • Preservation of local history and architecture.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> • Buildings and highly educated staff. • Provides a link to the history of the community and the people who built it so that it can be celebrated. • The SSMVA allows new residents and visitors an opportunity to learn more about the area. • Useful for teaching younger generations of their heritage and ancestry. • Preservation of archival materials, be it written history, textiles, implements, family records, etc. • A potential gathering point for residents and visitors for events that can be revenue generating.
Theatre on the Ridge	<ul style="list-style-type: none"> • The current contracted assistant curator is very enthusiastic, shows initiative and has experience with other smaller rural community museums. • There is a long history of commitment and service by the Lake Scugog Historical Society and they continue to work hard to deliver programming and events, and to fund-raise for the museum.
Regional Historical Societies	<ul style="list-style-type: none"> • Bringing awareness to the public of the history in Scugog.

TABLE 5.3.2 GENERAL WEAKNESSES
ISSUES AND AREAS OF CONCERN

STAKEHOLDER CATEGORY	WEAKNESSES
Lake Scugog Historical Society	<ul style="list-style-type: none"> • Limited availability of accessing the Museum and Archives; open hours are very limited, and only during the summer. • Lack of a debit machine. • The village seems to be run more as a kid's camp than a historical Museum and place to visit. • Management of the Museum falls directly under the Dept of Recreation, not Culture or Tourism. • Limited qualifications and engagement of staff. • Poor state of the museum's original buildings, and the artifacts. • Lack of physical accessibility to buildings.
Museum Staff	<ul style="list-style-type: none"> • Lack of human resources to accomplish collections care, curation of permanent and temporary exhibits, special events, activities, education and outreach, day-to-day operations and administrative work, gift shop operations (researching new items, ordering, stocking, inventorying), data entry, research, research request fulfillment. These are the current responsibilities of the Assistant Curator (there is no Curator position). This position is seasonal and makes it impossible to accomplish near as much as necessary, leaving the museum treading water and not able to move forward let alone do it well. • Lack of space to grow. The property itself is very big but operates on a seasonal basis due to the only space that could be operational in the winter being the Schoolhouse. This area does not fit many school children which making an off-season class trip not viable. • The Church is currently the rain-plan area for school programming but does not fit enough children comfortably Schools need to bring at least 2 classes (60 kids minimum) to make the bussing worth it. • Need a large, covered, and temperature regulated space for school programming, lunches, off-season programming, and perhaps also as a rental space for larger Weddings etc. • Lose business because the Museum is unable to accept debit, which in turn, affects revenue. • There are no souvenirs in the Gift Shop branded for the museum itself.
Museum Volunteers	<ul style="list-style-type: none"> • The gradual erosion of town support and the lack of town support. • The museum is in a much worse place now than it was 5 years ago or even more so, 10 years ago. In 2009 the museum opened the Heritage Centre and Archives, had two facilities, lots of volunteers, a great partnership with the MSIFN, 2 full-time staff people (briefly) and a Manager of Recreation and Culture who was museum trained. • In 2019, the Heritage Centre was closed so the museum lost its customized HVAC controlled artifact storage and exhibit gallery and was shunted back out to the Village. The storage was not ready and the process of moving it was a disaster that collections still have not recovered from. • Now, there is no curator as that role was rolled into Director of Recreation, so the head of the department is someone who knows nothing about museums. • There is not a museum board or advisory committee to help direct operations. The only singular staff person is referred to as the 'Assistant Curator' and is only a seasonal position. • No continuity, no full-time permanent staff, no programming staff, no volunteers, no money, no support. • The management structure and particularly around who does what, who should be responsible for what and what decisions should be made by whom. • Staffing levels. At a very bare minimum the museum needs a full-time, year-round, permanent curator. Ideally, they also need a full-time program coordinator who could also serve as the volunteer coordinator and assist with marketing. Even a part-time position in this capacity would be helpful and put the museum back up to previous staffing levels. • Lack of adequate resources under the current model to carry out any significant expansion or improvement of the SSMVA. Note that such resources include funding, volunteers and associated management attention among others. • Volunteers are not given opportunities to tackle problems or plan events because it comes down through Township. It was once all volunteer, especially bringing in community members with historic connections to take part. • Staff that is involved must report and suggest events and all other details through the Recreation Department. Upper management staff from the Recreation Department has no knowledge or education concerning the needs and running of a Historical Cultural local property. Items are either not dealt with or ignored, example - updates on Web site.
Local Service and Seniors Clubs	<ul style="list-style-type: none"> • Do not see or hear much about the SSMVA.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> • Location is not ideal, remote. The Museum has limited visibility. • A great asset to the community but underutilized and valued. • Poorly promoted. • Only being open from May to September greatly limits use for school visits and programs. • Exhibits have not changed for many years, nothing new to bring people back to visit. • Material and textiles are not stored properly.

Theatre on the Ridge	<ul style="list-style-type: none"> • Lack of dedicated, year-round staff trained in museum management and curation to champion needs of the museum with the township. • Low community and municipal (perceived) awareness and appreciation for value of property and of the heritage legacy.
Municipal Staff	<ul style="list-style-type: none"> • Magnitude of investment that is required associated with the existing structures. • Providing adequate staffing levels.
Elected Officials	<ul style="list-style-type: none"> • The buildings are not well maintained and are poorly laid out. • The site lacks interpretative coherence, the collections are not well displayed, and artifacts appear to be deteriorating. • Lack of consideration given to landscaping, or wayfaring, which should be important contributors to the user experience. Site plan design (there is opportunity to develop and improve this site for use as a public park, in addition to its museum functions). • The vision for the intended or desired user experience is not evident. • Relation of museum and archive functions; would archive function more effectively within the Library organization structure? • Long term vision for the SSM as a tourism, economic and recreational asset has not been established.

TABLE 5.3.3 STRENGTHS
THE EXISTING HERITAGE BUILDINGS ON THE SITE

STAKEHOLDER CATEGORY	STRENGTHS
Lake Scugog Historical Society	<ul style="list-style-type: none"> • There is a variety of heritage buildings from different eras, which represent local history. • Except for the Schoolhouse, the buildings are displayed inside as to what the building use was historically. • Having the pioneer church and cemetery attached to the village gives it an added value. • The school and church building are on their original sites. • Provision of a climate-controlled storage facility.
Museum Staff	<ul style="list-style-type: none"> • Nice range of dates and trades represented. • The Museum possesses a good variety of heritage buildings, all with history that is local to the Township of Scugog. This in turn helps link all of the communities together. • The buildings reflect what they would have been used for in the past, either depicting a home (in which visitors are able to see the progression from the 1840s to 1890s/early 1900s), trades, or community buildings.
Museum Volunteers	<ul style="list-style-type: none"> • Most do tie in appropriately to the community and do have good stories to tell about a variety of places around Scugog Township. • Tremendous potential particularly of the church and school. • They are in fairly good shape to be useful for programming purposes for many years to come. • With mainly cosmetic improvements, improved exhibits and some additional innovative related programming, most of the buildings have the potential to help the SSMVA attract a much wider and larger audience for the Museum and events. • The Schoolhouse and Church have not been moved in from somewhere else, it is the real thing complete with the old cemetery. The School House along with its sister schoolhouse to the north was the elementary school of many current Island grandparents and elders. Other buildings have deep history linking many communities. • The Church is beautiful and in a perfect spot for small 3 season weddings and festivals but needs updating to be accessible and have a good, Health Department approved kitchen. • Great location, ample parking, and easy to locate (needs proper signage).
Local Service and Seniors Clubs	<ul style="list-style-type: none"> • Provides an interesting backdrop to events and for the community. • Preserves heritage buildings/architecture and heritage of the community and area.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> • The Museum is the community's history. • Authenticity. Demonstrate how early settlers to the area lived with real life examples and artifacts. • A connection to the rich Indigenous history of the area.
Theatre on the Ridge	<ul style="list-style-type: none"> • Genuine buildings from the local area, depicting a range of uses and time periods. • The site is easy to move about, not too large, with most of the buildings laid out around a central grassy area. There is good public viewing access to the interior of most of the buildings.
Historical Societies in the Region	<ul style="list-style-type: none"> • Hands on look at history of our area. • Restoration of the buildings.
Municipal Staff	<ul style="list-style-type: none"> • The variety of historical building on the site. • The care provided to the historical buildings.

TABLE 5.3.4 WEAKNESSES: ISSUES AND AREAS OF CONCERN
EXISTING HERITAGE BUILDINGS ON SITE

STAKEHOLDER CATEGORY	WEAKNESSES
Lake Scugog Historical Society	<ul style="list-style-type: none"> • Buildings are poorly maintained. Cleaning has not been done since the Fall (It is now May), many repairs are required such as plumbing, roof of a couple of buildings, the carved tree, OHIL; buildings do not all lock, fence is down in one spot, buildings and artifacts are not winterized and stored properly. Most of the buildings have some level of disrepair and need immediate attention for preservation. • Safety in and around some of the buildings: doorway to Lee house basement, Rodman cabin. • Exhibits within most buildings are not accessible to all. • Lack of adequate staff to care for site and continually develop new exhibits.
Museum Staff	<ul style="list-style-type: none"> • Lack of human resources to dedicate to curatorial maintenance of the heritage buildings. • The buildings have never been winterized properly. Artifacts (including textiles) are also left in the buildings instead of being packed up and stored properly - which has caused most items to deteriorate. • Lack of human resources, time, or budget to appropriately dedicate to physical maintenance, safety, and accessibility of the buildings. All of the buildings need numerous repairs. Due to poor maintenance, there are also safety issues. • A few buildings do not lock, and there are problems with the alarm system (it is only connected to the doors, not the windows), leaving the buildings susceptible to break ins that result in theft and/or damages. • In 2021 a dedicated maintenance volunteer was established, but all of the maintenance work should not be on a volunteer.
Museum Volunteers	<ul style="list-style-type: none"> • Lack of a coordinated and monitored property management plan and policies for the heritage site. • Lack of clear definition of how each individual heritage building will be maintained over time (i.e., heritage provisions, acceptable condition, materials to be used, etc.) and the cosmetic appearance of the buildings. • The buildings are suffering from decades of neglect to the point that it is hard to see if they can even all be saved. It would take a huge input of money to do so, or a hard decision as to which buildings should be supported and which need to be abandoned. • The church, schoolhouse, Lee House and one of the log cabins should be considered priorities. • Many of the other buildings are reconstructions or otherwise not worth putting money into them. But even preserving those four historic structures is problematic. • The wigwam also needs to be built from scratch, potentially with modern reproduction birch bark which will last longer and though expensive will in the long run be cost effective. • The original long-term plans called for a number of new small buildings in an 'L' formation running up to the Church, now that newest log dwelling next to the cemetery is sitting by itself with no explanation of why, no displays and with the underlying earth eroded to form a large continuing puddle. It has been given no reason to be there or signed story. • The Schoolhouse has been out of bounds because of mould for years, now that is fixed. But the whole display area upstairs is just jammed with exhibits.
Local Service and Seniors Clubs	<ul style="list-style-type: none"> • Interior appearance of the Church could be improved since it is the only place of a decent size to hold indoor events on the site, and even then, it has a fairly small indoor open space (the pews are not moveable, so the main part of the church only works if one is making a presentation to a group seated in the pews). • Additional indoor space might not be feasible since the Museum is only open in the summer, but outdoor events need potential areas to go (like permanent picnic shelters, tents or indoor spaces) during inclement weather, and it is not particularly efficient or cost effective for groups renting the site for short events to have to provide for that contingency themselves. • The buildings and exhibits look a bit worn inside and out, and there is not much signage.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> • Some buildings appear to require costly repairs and are in a state of deterioration. • The site could use additional buildings. • Would like to see Indigenous content expanded.
Theatre on the Ridge	<ul style="list-style-type: none"> • No year-round oversight re: ongoing and seasonal maintenance such as spring opening and fall closing of buildings. Maintenance and repair work left to volunteers and non heritage trained general township maintenance staff. • Poor state of grounds, buildings and basic utilities (hydro, water), with no adequate security measures or protection/preventative measures against vandalism, nature, etc.
Municipal Staff	<ul style="list-style-type: none"> • Magnitude of investment that is required associated with the existing structures.

TABLE 5.3.5 STRENGTHS
THE CURRENT LEVEL OF DEVELOPMENT OF THE MUSEUM PROPERTY

STAKEHOLDER CATEGORY	STRENGTHS
Lake Scugog Historical Society	<ul style="list-style-type: none"> • The property has expanded over the years to include a fair-sized amount of property for adding new village buildings from different time frames, outdoor exhibits and ample parking. • The Smart Phone QR Application, although it is not descriptive. • Utilization of the property by Theatre on the Ridge performances. • The village replica buildings blend nicely with the authentic buildings.
Museum Staff	<ul style="list-style-type: none"> • Lots of open space and potential to be shaped to the needs of the community. • The Museum has a variety of historic buildings, all of which date to different time periods - from pre-settler to the Victorian era. • The Ojibway Heritage Interpretive Lands (OHIL) support the Mississauga's of Scugog Island First Nation, as well as the larger Indigenous community.
Museum Volunteers	<ul style="list-style-type: none"> • The relatively large size of the site, the site is big enough to have more than one event at a time. • Good that an area is devoted to indigenous history. While this area is now overgrown and neglected and the wigwam is in a state of disrepair, this is still a huge strength to many pioneer villages that are only now adding such areas. If saved this is a big draw for educational programming. • Our community has a huge wealth of information available, and many long-time residents to be the 'glue' to pull that information together. Diaspora has not happened as much as other communities. • QR code in each building - audio and text available. Not sure if there is a level of development plans.
Local Service and Seniors Clubs	<ul style="list-style-type: none"> • Preserves the architectural past. • The potential beauty of the site although it could use sprucing up.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> • Provision of new events. • Community links and archives. • Indigenous content.
Theatre on the Ridge	<ul style="list-style-type: none"> • There is great potential for the property and the physical space lends itself well to a variety of uses and events. • Museum geographical location provides a green, park-like space in a rural agricultural setting, which is very appealing to visitors.
Historical Societies in the Region	<ul style="list-style-type: none"> • Property is well kept. • Buildings are maintained.
Municipal Staff	<ul style="list-style-type: none"> • Municipal investment associated with planning for the future of the Museum. • Partnerships with organizations such as Theatre On The Ridge.

TABLE 5.3.6 WEAKNESSES: ISSUES AND AREAS OF CONCERN
THE CURRENT LEVEL OF DEVELOPMENT OF THE MUSEUM PROPERTY

STAKEHOLDER CATEGORY	WEAKNESSES
Lake Scugog Historical Society	<ul style="list-style-type: none"> • Lack of ongoing maintenance plan. • Lack of financial support from the Municipality. It appears that the Museum, its care and development are at the bottom of the Township's budget and priority lists. Things do not get taken care of very quickly. • Poor physical accessibility. • The public is not aware of development plans for the Museum. Also lack of a collections plan - turning away historical items without consideration of their importance to the collection. • The Mississauga's of Scugog Island are disproportionately represented given their significance to the history of Scugog. • Many exhibits have not changed in many years. Most of the exhibits are tired. There have been few new artifacts displayed in recent years.
Museum Staff	<ul style="list-style-type: none"> • A lot of space that is not being utilized to its fullest capacity. As a result of operating seasonally, the property is left sitting empty for ¾ of the year. • Accessibility is a major concern and deterrent. Even small updates such as a ramp and accessible washrooms on the church or portable aluminum ramps into some heritage buildings would work wonders to develop an accessible property. There should also have an accessible washroom on site. • There is not enough storage space for artifact collection or the archives. As a result, artifacts and archival documents are piled in rooms, which make it extremely difficult to find anything.
Museum Volunteers	<ul style="list-style-type: none"> • There is no long-term plan. • There must be a new admin. building on the site with space for long term displays, special shows, meetings and demonstrations as well as staff offices and washrooms year around. It should be historically matched to the site. • The site is only used on a full-time basis for around 15-16 weeks in the year and on a limited special event basis during a couple more months. For a site the size of SSMVA in a semi-rural town, the extension of regular seasonal use by building more permanent facilities will likely be a difficult business case to make, even if they were indoor facilities. • The upkeep of OHIL (Ojibway Heritage Interpretive Lands) is a significant area of concern. Overgrown, invasive species have taken over (and this was the point in the first place). The Ojibway Heritage Interpretive Lands have not been maintained with the primary mandate in mind at all, i.e., an area to demonstrate the traditional spiritual, medicinal, food, and domestic use plants used by the historic Anishinaabe people before settlement. • Artifacts and textiles not winterized, proper storage for off season and when not in use. Additional staff is needed to do this. • A key question for the strategic plan is if there is actually the opportunity for any substantial one time or ongoing funding potentially available for further investment in the SSMVA other than for some necessary capital repairs. • Lack of good water and electric. • Some neatening of the paths and the cemetery fence would bring up appearances. • Lack of storage space.
Local Service and Seniors Clubs	<ul style="list-style-type: none"> • Very limited meeting and indoor event space. • There is a lot of outdoors space but there are no covered picnic shelters, and most of the site has nothing on it but the buildings and grass and a small garden.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> • The Museum has not expanded. • The size of the property is limited. • Lack of a plan to guide development and service provision.
Theatre on the Ridge	<ul style="list-style-type: none"> • It seems there is little to no vision and/or interest and/or experience from current permanent township staff to drive strategic and appropriate property development. • Property has been let go and is declining. • No museum trained/experienced program staff to develop and implement any improved level of programming or property use.

TABLE 5.3.7 STRENGTHS
THE PROGRAMS CURRENTLY PROVIDED BY THE MUSEUM

STAKEHOLDER CATEGORY	STRENGTHS
Lake Scugog Historical Society	<ul style="list-style-type: none"> • Variety of programs for children, which helps bring adults as well. • Current programs are directed to primary aged elementary school children and allow teachers to incorporate a visit into the curriculum.
Museum Staff	<ul style="list-style-type: none"> • Recently updated to meet curriculum requirements and includes options to appeal to a variety of needs (such as Virtual, in person on-site or off-site). • Offers a unique Indigenous focused program. Scugog area has a rich Indigenous history and community and our museum offers the OHIL area, developed with the MSIFN (and is currently under a revitalization project). • There are a variety of educational programs that schools groups can choose from. The programs cover different topics and are designed with the student's ages in mind. The school curriculum is also considered. • New programs (such as those for Girl Guides and Boy Scouts) are being developed, and the existing ones are getting updated.
Museum Volunteers	<ul style="list-style-type: none"> • The Ojibway Heritage Interpretive lands and support from both the greater community and the Mississaugas of Scugog Island First Nation. • The Christmas Programs were always great. • Variety for different age level, group size and encouraging more than one family member to participate.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> • Programs offered for various age groups. • Programs have been offered for decades and across generations. • School programs and outreach for local school children.
Theatre on the Ridge	<ul style="list-style-type: none"> • The programs provide a draw for visitors, especially mixed age family type groups, to the museum. • The programs have the potential and ability to contribute to the community identity and sense of local heritage.
Historical Societies in the Region	<ul style="list-style-type: none"> • Awareness to the public. • Wide variety of events.

TABLE 5.3.8 WEAKNESSES, ISSUES AND AREAS OF CONCERN
THE PROGRAMS CURRENTLY PROVIDED BY THE MUSEUM

STAKEHOLDER CATEGORY	WEAKNESSES
Lake Scugog Historical Society	<ul style="list-style-type: none"> • Current program has a primary focus on early settlers and colonialism. Programming needs to be relevant to today's issues with historical context. • Programs seem to be oriented to school outings or kids summer day camps, not to the general public, young adults or mature adults. Need to expand programs to include more age groups and other interest groups. • Presently programs are not reflective of the mission and mandate but rather tired reworks of the same old things - no new exhibits in original buildings. • Tour guides know the general history but not how it relates to Scugog in most cases. • Very little physical signage descriptions of what the public is viewing and how it relates to Scugog History - what family donated, who would have used it. Primarily generic messaging of Ontario/Canada items. • Employees have a lack of knowledge of local and general history, also of what is at the Museum and where to find artifacts. • All employees should learn about the local history relating to buildings and exhibits as well as local persons of note.
Museum Staff	<ul style="list-style-type: none"> • Limited by capacity and space. Groups are usually split into about 10 people or less due to the small heritage building spaces. The Church Tea Room can accommodate larger groups, but not by much. • Public programming is also limited especially if it is hands on. A maximum of 20 people seated in the Church Tea Room if the program requires seating around a table. • Repeats of "traditional" programs run the same programs each year. • Operations are losing money because cannot do programming year-round, especially for school groups. Although we promote that the education programs are available during the fall months, we often must decline these bookings due to a lack of staff - one person cannot teach the programs to over 60 students due to the activity requirements. Since we are closed during the winter, school bookings are only available in June, from Wednesday-Friday, and it fills up fast, which unfortunately also requires us to decline bookings due to availability. • Cannot run a few of the already existing programs because the buildings are in such poor condition.
Museum Volunteers	<ul style="list-style-type: none"> • Programs are poorly marketed. • No long term plan. • Limited type and number of programs are offered. • Inadequate resourcing for programs (financial, volunteers, marketing/promotion, management, management attention, etc.). Lack a trained curator. • Difficult to run the big events now with minimal volunteers and visitor turn out is low. • Little if any involvement in decisions by old time families. It used to be the Brocks, the Kanes, the Fralicks, or the farm families off the Island. Even if they are just Emeritus members these connections must be reunited. • Need summer students that have an interest in cultural and museum background history.
Local Service and Seniors Clubs	<ul style="list-style-type: none"> • Lack of information about or understanding of the programs that are currently offered.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> • How to attract interest and participation among teens. • Perhaps require new programs to maintain the interests of repeat visitors. • Museum should be accessible for more of the school year. • The current programs do not utilize the vast and colourful heritage/history to its full potential.
Theatre on the Ridge	<ul style="list-style-type: none"> • Lack of adequate indoor and outdoor programming space/areas or any regular programming offerings in the off season/winter. • Lack of ability to assess existing programs or develop new programs due to current staffing situations. Temporary contract staff has the understanding and experience but not necessarily the opportunity, while permanent higher-level management maybe skilled at recreational programming, but do not have the museum sector specific experience or understanding of programming logistics to drive programming forward strategically.

TABLE 5.3.9 STRENGTHS
THE SPECIAL EVENT ACTIVITIES CURRENTLY PROVIDED AT THE MUSEUM

STAKEHOLDER CATEGORY	STRENGTHS
Lake Scugog Historical Society	<ul style="list-style-type: none"> • Location. • Each building has a specific theme for the specific event. • Boo-seum at Halloween and Children’s Old Fashioned Christmas are good opportunities to get children interested in the history of where they live. Heritage Day is an opportunity to showcase the rich history of Scugog. • Canoe the Nonquon event is a historically significant and well-run fundraiser for the museum.
Museum Staff	<ul style="list-style-type: none"> • Canoe the Nonquon is a long-held tradition in the community and has huge potential to grow creating more revenue for the museum. • Events (ex. Car show, Museum After Dark, Afternoon paint, Theatre Events) bring in people from the community and surrounding region that are not traditional museum-goers and can experience the museum through their lens of interest thus serving the community in a meaningful way. • The special events offered have a variety of activities the public can do. At the events, each building has a specific theme that reflects on its designated purpose. Volunteers also demonstrate various heritage skills and trades. • New special events or workshops are continuously being developed in order to increase revenue.
Museum Volunteers	<ul style="list-style-type: none"> • The partnership with Theatre on the Ridge) is a great strength as it has increased visitation. • Special event activities, if held in sufficient number and having sufficient attraction and interest, can provide much needed profile and income for the SSMVA activities and help draw volunteers and supporters. • Canoe the Nonquon not only raises funds but pulls in a younger crowd to think about the museum and the Lake and its major tributary the Nonquon River. It has lots of people as volunteers who also learn. The Herb Festival was great.
Local Service and Seniors Clubs	<ul style="list-style-type: none"> • Brings the community together on a museum site dedicated to the local community. • Has plenty of room to hold outside events and picnics.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> • Special events attract both visitors and local participants. • There are many interesting events that appeal to families with children as well as adult events.
Theatre on the Ridge	<ul style="list-style-type: none"> • The programs provide a draw for visitors, especially mixed age family type groups, to the museum. • The programs have the potential and ability to contribute to the community identity and sense of local heritage.
Historical Societies in the Region	<ul style="list-style-type: none"> • Awareness to the public. • Wide variety of events.
Municipal Staff	<ul style="list-style-type: none"> • The large size of the site supports the accommodation of special event activities. • Special events increase the utilization of the site.

TABLE 5.3.10 WEAKNESSES, ISSUES AND AREAS OF CONCERN
THE SPECIAL EVENT ACTIVITIES CURRENTLY PROVIDED AT THE MUSEUM

STAKEHOLDER CATEGORY	WEAKNESSES
Lake Scugog Historical Society	<ul style="list-style-type: none"> • The special events have not changed significantly in many years. Special events need to be entertaining, fun, informative and offer something to a wider scope of interests. • There are too few special events to encourage people to attend the museum and explore the property. Regular and frequent events can elevate the presence of the museum as a gathering place for individuals and families throughout the year. If new exhibits are added or exhibits are updated for special events, it would provide more interest for visitors to return to the museum. • Lack of programming to engage the demographic most likely to support, volunteer and donate to the long-term success. Special Events are geared to children and tourists primarily. • No historical events for adults on weekdays or early evenings during the week. • Staffing: need more knowledgeable volunteers. • There are only summer hours, so that many behind the scenes jobs are not kept up to date -so that setting up and taking down materials for special events becomes a rushed and unorganized job; many areas of the buildings and storage areas are disorganized. • The Website is very outdated and not in the least informative, even though it is easy to find.
Museum Staff	<ul style="list-style-type: none"> • Repetitive. Old, boring, stagnating, need of a change. • Difficult to control entry. • Parking is currently in the far back lot and guests are funneled back through to pay/check in at a tent (or church in the winter). This leads to most guests never visiting the schoolhouse or even seeing the gift shop. • The special events rely heavily on volunteers. If we cannot get the volunteers in, activities are cut from the program (even if they were advertised). • There is not enough set up support. Usually, the Curator does all the set up for the events (especially for Halloween and Christmas) by themselves, and what would only take a couple of days, now takes a couple of weeks.
Museum Volunteers	<ul style="list-style-type: none"> • Poor planning, coordination, marketing and support. • Not enough staff to do much else. • The poor physical condition of supportive facilities, equipment and related amenities restricts special event opportunities.
Local Service and Seniors Clubs	<ul style="list-style-type: none"> • Very little information is provided about the special events provided on the site. • Wonder why there is not a wider diversity and greater number of events given the size of the Museum Village and the heritage buildings there.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> • Promotion and publicity associated with the Special Events needs to be improved. • Most are conducted outdoors and are susceptible to inclement weather. • Social media reliance may not be as effective in marketing special events. • Lack of any new or innovative special events.
Theatre on the Ridge	<ul style="list-style-type: none"> • Lack of staff resources to maximize and leverage special events and activities provided by outside organizations. • A more flexible and adaptive staff schedule/public hours to coordinate better with Special Events brought onto the museum by other organizations, etc.

TABLE 5.3.11 STRENGTHS
THE VISITOR SUPPORT SERVICES CURRENTLY PROVIDED ON-SITE

STAKEHOLDER CATEGORY	STRENGTHS
Lake Scugog Historical Society	<ul style="list-style-type: none"> • Parking is plentiful and not too far to walk to various buildings. • Summer students are very willing to help when they can. • Washrooms are located at the church building and the main building. • Picnic tables are in good shape, parking is sufficient; there is signage to help navigate the property.
Museum Staff	<ul style="list-style-type: none"> • Ample parking. • Lots of picnic tables around the site to rest. • The Museum has a large field at the back of the property that provides ample parking during special events or rentals. • Staff always tries their best to help visitors given the resources that are available to them. • An audio tour that is accessible through QR codes has also been developed in order to provide guests with the history of the buildings on the special event days (as general tours are not offered during events).
Museum Volunteers	<ul style="list-style-type: none"> • The washrooms and picnic tables (although both are rather limited in number such that they do not represent a significant strength). • The kitchen facility is a good amenity. • There is ample parking on the site and available adjacent street parking.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> • Ample parking is provided. • Grounds are beautiful.
Theatre on the Ridge	<ul style="list-style-type: none"> • There is ample parking available during events. • Most of the museum's facilities and amenities are near each other, making for easy walking and manageable time allotment at museum.
Municipal Staff	<ul style="list-style-type: none"> • Audio tour for visitation currently on Spotify. • Repairs to maintain washrooms availability for public use.

TABLE 5.3.12 WEAKNESSES, ISSUES AND AREAS OF CONCERN
THE VISITOR SUPPORT SERVICES CURRENTLY PROVIDED ON-SITE

STAKEHOLDER CATEGORY	WEAKNESSES
Lake Scugog Historical Society	<ul style="list-style-type: none"> • The grounds are not level or raked regularly making walking treacherous at times, tables and benches are beginning to be in disrepair or shabby. • Washrooms not always accessible. • There is very little Highway signage directing the public to the Museum. • Accessibility needs to be a priority. Currently most of the site and buildings are not accessible for physically challenged. • Lack of/inefficient technology: no cash free payment methods, Wi-Fi access. • Lack of consistent hours – seasonal use only and very short.
Museum Staff	<ul style="list-style-type: none"> • There are no accessible washrooms and entrances. • Everything is falling apart and very dated. • Insufficient washrooms, benches, picnic tables, everything. • There are only 2 public washrooms on site, neither of which is accessible. They are also currently closed due to the floors being rotten – if someone were to step on certain spots; they would fall through the floor. • The picnic tables are also rotten. • The maintenance volunteer is assisting but there is too much for one volunteer to do especially compare to the bigger problems. • Multiple items associated with visitor services pose a safety issue. • Not enough signage around town – or even on 7A and Island Road. There used to be a sign that told the public the museum was up the road, but it has fallen and was never replaced.
Museum Volunteers	<ul style="list-style-type: none"> • Good washrooms are lacking. • Picnic tables have disappeared as have the signs especially in the Ojibway Heritage Interpretive Lands. • The situation for bathrooms and water in general is appalling and this strongly influences the ability to run large scale programs (or even school groups) let alone the potential of rentals which would provide income. The schoolhouse has a new bathroom in it which is passable, but the church washrooms are barely functional much of the time and the water system are forever on alert. • Lack of any shelters for picnic or group activities outdoors. • Many facilities and parts of the property are inaccessible physically to anyone with mobility challenges. • It is not legal to park on the street which is problematic for large events. The current and long-time solution, of parking in the back field is not a very accessible option. • Electricity across the site is spotty, unreliable, and minimal for running power for events and rentals. • No interpretive signage, brochures or use of modern technology such as guided tours through audio.
Local Service and Seniors Clubs	<ul style="list-style-type: none"> • When the club last used the site (more than 5 years ago), the only set of permanent washrooms were in the church, and it was insufficient for a large group (especially if other people are using the site at the same time like visitors, other groups, etc.). • There are only around 10 picnic tables available which mean roughly 45-50 people can be generally accommodated outside without the use of portable tables and chairs. The last event we conducted at the Museum had well over 100 senior attendees. There are no benches that we are aware of.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> • Unsure if washrooms are provided on site; which illustrates the requirement for better informational signage on site. • Very few picnic tables are provided. • Washrooms are not physically accessible. • No potable water on site. • Poor quality and condition of kitchen facilities.
Theatre on the Ridge	<ul style="list-style-type: none"> • General poor condition of all visitor support services: limited washrooms and no permanent mobility accessible washrooms on property; limited and broken-down picnic tables; no benches; no bike racks; no potable drinking water on site; poor mobility device accessibility of grounds and buildings; no outdoor sun/shade shelter/rest area. • Signage is poor or non-existent: entrance signage/address is illegible; little to no wayfinding signage from downtown; no visitor washroom signage; poor parking signage; no visitor-oriented building and exterior exhibition signage.

TABLE 5.3.13 STRENGTHS

THE CURRENT PROMOTION AND MARKETING OF THE MUSEUM AND ARCHIVES AND ITS PROGRAMS AND ACTIVITIES

STAKEHOLDER CATEGORY	STRENGTHS
Lake Scugog Historical Society	<ul style="list-style-type: none"> • Facebook advertising is very good, special events are in the Focus on Scugog magazine. • Brochures are informative. • I understand that branding is in progress. • The Township has a web presence and the museum pages are easily accessed from a google search. • The Township makes use of local publications like Exploring Port Perry and The Focus and some exposure in provincial tourist publications. • The print advertising paints a very pretty picture of the museum.
Museum Staff	<ul style="list-style-type: none"> • Can make use of the Township marketing paths. • Consistent branding throughout print, digital, and social medias. • The Museum's social media platforms and constantly being updated throughout the open season. • Posters are printed and put up around town. Brochures are also printed and handed out. • A branding strategy has been put in place, and it is being followed by Museum staff in order to provide a consistent look throughout our promotional and marketing materials.
Museum Volunteers	<ul style="list-style-type: none"> • Young current staff have made a good effort to drive social media. • Support from the local indigenous community.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> • Social media utilization. • Use of local newspapers for promotion.
Theatre on the Ridge	<ul style="list-style-type: none"> • The current contract asst. curator has done excellent work in promoting what programs and activities are currently being offered.
Municipal Staff	<ul style="list-style-type: none"> • Healthy social media following. • Relevant website content.

TABLE 5.3.14 WEAKNESSES, ISSUES AND AREAS OF CONCERN
THE CURRENT PROMOTION AND MARKETING OF THE MUSEUM AND ARCHIVES AND
ITS PROGRAMS AND ACTIVITIES

STAKEHOLDER CATEGORY	WEAKNESSES
Lake Scugog Historical Society	<ul style="list-style-type: none"> • Website is out of date and limited in content; needs less words more images (photos, illustrations etc.), there is no mention of the mission or mandate on the webpage or in promotional material. • Lack of directional signage throughout the community and area identifying the Museum as a destination. • Excessive use of paid advertising and erratic use of targeted social media. • Summer students are not well- prepared in promoting the history of the Museum. Knowledge of site very limited and not related to the local history of the area. • Archives are not accessible.
Museum Staff	<ul style="list-style-type: none"> • Pretty basic. • Lack a marketing plan, and require assistance from marketing staff. • Not reaching many people. Target mostly families and kids but some other types of ads might reach a wider audience ex. A radio ad as Pickering Museum did recently. • Currently material is reaching those who are LOOKING for it. Ex. Event boards, kids program listings, the Leisure Guide. It can be better and reach more. • The Museum does not have its own website (information about it just fall under one of the categories for the Township website). This makes it difficult to post information and update it because everything needs to go through an approval process and then be posted by the Communications team. Some of the information is also incorrect or out-of-date, and it has not been changed. A separate website would also allow better focus on the museum and draw more visitors to the location. • The Township will post items on the Museum's social media pages (such as for Canoe the Nonquon). However, as they do not know our branding strategy, the posts do not flow with the Museum's image.
Museum Volunteers	<ul style="list-style-type: none"> • The museum seems to neglect many of the older forms of marketing that are simple and were familiar and expected by locals. These include the signs for upcoming events which are still in the museum basement but do not seem to be put out around town for upcoming events. This simple piece of marketing helps trigger people's awareness of the annual events. • The museum needs to redevelop a close connection with local media. • While marketing and promotion does occur and has some visibility (e.g., Township website, Facebook, Instagram, newspapers, Focus, etc.), it does not appear to be reaching all the target audiences. The website is not inspiring and has relatively little information for a Museum and event operation. • Front facing appearance of the Museum site (on Island Road) is not attractive and does not create a positive impression to draw people in. Rest of the site could use sprucing up. • Since the site is in such poor shape with few amenities including accessible and clean washrooms, no true curator, its promotion and marketing is based either on a specific program such as Canoe the Nonquon, or Dog Days or on just marketing our history, it is hard to do traditional museum marketing.
Local Service and Seniors Clubs	<ul style="list-style-type: none"> • Not aware of much marketing and promotion for the SSMVA – rarely see it. • The website does not provide much that actively promotes the site for special events, rentals and the Museum's ongoing activities. • Rental details and events and Museum program descriptions should be available on a site dedicated to the Museum, not just on the Township site.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> • Reliance on social media may limit tourist draw. • The Museum is not top of mind for visitors. • Promotion activities are minimal.
Theatre on the Ridge	<ul style="list-style-type: none"> • It seems there is not enough resources or advance planning to develop appropriate timelines for comprehensive marketing campaigns, partially due to lack of winter/off season staff to keep things moving outside of the museum's current open dates. • Experienced poor communication and information sharing continuity between staff changes. • Lack of strategic and/or targeted branding to raise the museum's profile in the community. Many of our local patrons came to the museum and stated they were unaware of the museum's existence before attending our show.

TABLE 5.3.15 STRENGTHS
THE CURRENT RANGE OF VOLUNTEER OPPORTUNITIES

STAKEHOLDER CATEGORY	STRENGTHS
Lake Scugog Historical Society	<ul style="list-style-type: none"> • Lots of levels of opportunities.
Museum Staff	<ul style="list-style-type: none"> • Opportunity for a wide range of interests, ages, and availabilities. • Flexibility to fit the volunteer’s schedule. There are a variety of areas that people can volunteer with depending on their interest and/or skills (ex. Special Events, Cataloguing, Research, Gardening, etc.). • There are multiple opportunities for high school students to volunteer with the Museum for them to get their required volunteer hours.
Museum Volunteers	<ul style="list-style-type: none"> • The major opportunities for the SSMVA to increase its activities, events, grounds appearance, buildings appearance (inside and out), exhibits (ongoing and special exhibits), etc. will very likely need substantial volunteer assistance (and other funding sources) in order to succeed rather than depend on any significant additional Township funding that might become available.
Local Service and Seniors Clubs	<ul style="list-style-type: none"> • Unaware of volunteer opportunities and general need for volunteers at the Museum
Theatre on the Ridge	<ul style="list-style-type: none"> • Volunteers can connect to local history and work outdoors (most of the time) with like-minded persons, exploring personal interests. They contribute skills and knowledge and can spearhead small projects for the museum's upkeep. E.g., The Indigenous interpretive land wigwam project originally conceived and created by a volunteer (my recollection).
Municipal Staff	<ul style="list-style-type: none"> • Volunteer recognition by staff - volunteer night.

TABLE 5.3.16 WEAKNESSES, ISSUES AND AREAS OF CONCERN
THE CURRENT RANGE OF VOLUNTEER OPPORTUNITI

STAKEHOLDER CATEGORY	WEAKNESSES
Lake Scugog Historical Society	<ul style="list-style-type: none"> • There is no public outreach/invitation for volunteers. • It is very difficult to become a volunteer; a very bureaucratic process. Local, long-term residents would make excellent volunteers, as they know the local history, but the application process is not directed to the people who would be interested. It is also a lengthy generic township application, as opposed to a museum application and a personal point of interest in the local history. • Volunteers do not feel welcome. • Costly to volunteer as police checks are paid by volunteer. • Current opportunities are primarily geared to tourist events on weekends or physical labour on site - gardens/building maintenance.
Museum Staff	<ul style="list-style-type: none"> • May be TOO open for some people? Too much choice and too much availability could be daunting. • The process to get approved to volunteer is lengthy due to the Township's requirements. As a result, it often turns people off wanting to volunteer. • Most people have more time in the winter to volunteer, but since the Museum is closed during that time (and have no staff working), a lot of potential volunteers decline volunteering at that time as they do not want the responsibility of being in the museum when no staff is on-site.
Museum Volunteers	<ul style="list-style-type: none"> • The SSMVA appears to have relatively few volunteers. This is likely due to the lack of knowledge about the SSMVA needing volunteers than it is about the willingness of people to volunteer. • Volunteers also require training, supervision and attention, and that can be difficult and time consuming in an environment where there are already many competing demands for management time in SSMVA. • Curatorial volunteers who are the heart and soul of day to day are down to only 2. This is in part because of volunteers aging out, but also due to lack of faith in the museum and its current position. • To run a strong volunteer program, you need a volunteer coordinator. This role is pivotal and too difficult for a single staff member, let alone a seasonal one to take on atop all the other roles currently demanded. • No opportunity for volunteers to make a mark, to do anything imaginative. • Due to closure dates, volunteers go to other venues to volunteer. They want consistency, not seen as a long-time commitment.
Local Service and Seniors Clubs	<ul style="list-style-type: none"> • We are unaware of such opportunities and have not heard about them. We would be prepared to advise our members of such opportunities in our newsletter and on our website.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> • Lack of information concerning opportunities to participate as a volunteer. The volunteer role at the Museum is not promoted. • How to appeal to teen aged volunteers? • Difficult to find out about volunteer opportunities. There is a large demographic of retired people who could be looking to volunteer in the community.
Theatre on the Ridge	<ul style="list-style-type: none"> • Lack of community awareness of need for volunteers • Lack of a coordinated, comprehensive, welcoming, inclusive volunteer program with staff resources to oversee.

TABLE 5.3.17 STRENGTHS
THE USER FEES CURRENTLY CHARGED

STAKEHOLDER CATEGORY	STRENGTHS
Lake Scugog Historical Society	<ul style="list-style-type: none"> Rates are reasonable and competitive.
Museum Staff	<ul style="list-style-type: none"> Affordable day out for families. Season pass is affordable for those wanting to visit regularly, even if just to enjoy the outdoors and have a picnic. The user fees (for tours and the gift shop) are a very reasonable price and competitive with other museums/historic places around the area. The rental fees associated with the grounds, as well as the Church and/or Tea Room, are competitive with other museums around the area.
Museum Volunteers	<ul style="list-style-type: none"> Unknown except the fees charged for using the Church.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> Fees are affordable.
Theatre on the Ridge	<ul style="list-style-type: none"> Reasonably priced and generally financially accessible.
Municipal Staff	<ul style="list-style-type: none"> User fees are reviewed annually and are comparable to those charged in the surrounding municipalities.

TABLE 5.3.18 WEAKNESSES, ISSUES AND AREAS OF CONCERN
THE USER FEES CURRENTLY CHARGED

STAKEHOLDER CATEGORY	WEAKNESSES
Lake Scugog Historical Society	<ul style="list-style-type: none"> Cash only - many people do not carry cash and want to use debit or credit. Fees are not all allocated back to the museum, but go partially to other township departments. User fees for private events are not published for the public to see. User Fees should be only implemented when necessary but if implemented there should be a value for service accountability. Did the fee justify the experience?
Museum Staff	<ul style="list-style-type: none"> The Museum does not get to keep all the money received from collecting certain fees - it goes to other departments in the Township. The proceeds that are meant to go directly to the Museum, such as that from fundraising, usually do not end up going to the Museum. Instead, they fall under the 'Recreation' category, which then go to purchasing supplies for camps or other recreation programs.
Museum Volunteers	<ul style="list-style-type: none"> Could absolutely charge more for rentals if the system was more clearly laid out and things in the church were in better condition. Wedding rentals are each money, but it needs to be controlled on site by museum staff, not absorbed in the town process, and handled carefully. Do not know user fee structure. However, fees for the events and operations that SSMVA does should be flexible because not-for-profits for-profits and private parties may each have different needs and financial support, and opportunities should be available to adapt to things like partnerships, sponsorships, event services and promotion assistance as regards special events.
Local Service and Seniors Clubs	<ul style="list-style-type: none"> They seem to be a bit costly and inflexible, particularly for a not-for-profit looking for event space.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> Consider a membership fee to facilitate unlimited access on an annual basis. Consider a family membership pass.
Theatre on the Ridge	<ul style="list-style-type: none"> Even though reasonable, the general admission fee of \$5/person may still be perceived as having little value for money and more as a token donation. It is advertised as cash only, which is a disadvantage for spontaneous visitors and potential revenue loss for the museum. No sense of a museum membership or leveraging benefits to provide more incentive to engage with museum on a regular basis. Little sense of coordinating museum goals and assets with other community organizations. Reciprocal membership programs or engaging with other community organizations. E.g., Arts organization membership for plein aire painting sessions, etc.

ADDITIONAL STRENGTHS ASSOCIATED WITH THE CURRENT SCUGOG SHORES MUSEUM VILLAGE AND ARCHIVES

Respondents identified several additional strengths associated with the Museum and Archives as follows;

- *Potential Contribution from Lake Scugog Historical Society and the Municipal Heritage Advisory Committee.* They could be allies in terms of volunteers, funding and their historical knowledge and continually try to reach out to the SSM. The Township of Scugog Municipal Heritage Committee is made up of community volunteers very aware of the importance and construction of heritage buildings so they are a strength and should be consulted on needs and construction of site buildings.
- *The Ojibway Heritage Interpretive Lands (OHIL).* There has been support from The Mississauga's of Scugog Island First Nation, as well as Alderville First Nation regarding the development and revitalization of the Ojibway Heritage Interpretive Lands (OHIL) and Indigenous exhibit.
- *Theatre on the Ridge.* Recent partnership with Theatre on the Ridge in 2022, providing space to the company for their annual summer theatre festival. The partnership provides summer long opportunities to increase visitor traffic, to develop new/complementary programs and to contribute to facility and grounds enhancement and amenities. Both museum and theatre share many similar patron/visitor demographics and profiles. As a not-for-profit organization, the theatre company also can access funding sources not available to the township.

ADDITIONAL WEAKNESSES/ISSUES/AREAS OF CONCERN ASSOCIATED WITH THE CURRENT SCUGOG SHORES MUSEUM VILLAGE AND ARCHIVES

Respondents identified several additional weaknesses/issues/areas of concern associated with the Museum and Archives as follows;

- Engagement with younger adults needs to be improved.
- Access to Archives needs to be improved.
- Governance and Reporting structures need to be evaluated to determine if they are the most effective and efficient approach to the planning and delivery of this service.
- Lack of a collections plan and process.

5.4 Threats/Trends

Stakeholder respondents were asked to list the most important threats or trends within the external environment and within the municipality which may have a significant impact on the operation of the Museum and the provision of heritage services and programs.

5.4.1 External Environment

Respondents identified a wide range of potential threat within the external environment which they thought may have a significant impact on the operation of the Museum and the provision of heritage services and programs. These are summarized in Table 5.4.1. Several threats in the external environment were consistently identified by the stakeholder groups including:

- relevance of pioneer Villages to the next generation
- lack of adequate funding to provide service
- economic trends may impact potential use as people increasingly concerned with discretionary expenditures

5.4.2 Within the Municipality

Respondents identified a wide range of potential threat within the Municipality which they thought may have a significant impact on the operation of the Museum and the provision of heritage services and programs. These are summarized in Table 5.4.2. Several threats in the municipal environment were consistently identified by the stakeholder groups including:

- Museum not considered as a top municipal priority
- Lack of appreciation and understanding of the role of heritage and Museums within the Municipality

TABLE 5.4.1

THREATS WITHIN THE EXTERNAL ENVIRONMENT

STAKEHOLDER CATEGORY	External Environment
Lake Scugog Historical Society	<ul style="list-style-type: none"> • Lack of knowledge and interest in maintaining and being progressive by the Management at the Township level. • Lack of programs, events and exhibits targeted to today's young adult and therefore to our future clients and volunteers. • Expectation for accessibility to exhibits and public spaces. • Expectation for multiple cash free payment choices. • Traditional pioneer museums are under threat as many question their relevance – more attention needs to be paid to what today's local users are looking for –engaging a much younger demographic audience that wants to see memories and stories from more recent times than the 1800's. Historians who visit museums want ease of access to collections, artifacts and archives and want to know the story behind the artifact. • Government funding for museums is not recognizing the historical value of collections but simply based on the tourist value. • Need to digitize collections.
Museum Staff	<ul style="list-style-type: none"> • Inflation and recession – people are spending less money and not going out as much. • A disinterest in settler history and the “old white English people” narrative. • Any downturn in the economy could result in lower funds being available from the township to finance the museum and archives. This would result in less maintenance being possible for the historic buildings as well as reduced funding for staffing. This makes the need for the development of additional revenue streams going directly to the museum even more critical. • Safety concerns on site are of course the first priority. However, as the facility's main draw for visitors is the historical buildings, priority of spending should be on the maintenance and upkeep of those buildings as well. When visitors see buildings with issues with upkeep such as damaged windows, water damage, peeling wallpaper, exterior walls leaning outwards etc. it makes the Museum feel poorly looked after. This leaves the visitor feeling that the Museum is lower quality and likely impacts whether they return for future visits or not. With consumer spending tightening, we want visitors to leave with a good feeling about the village, that their money was well spent to visit, and that they are likely to return for upcoming events
Museum Volunteers	<ul style="list-style-type: none"> • Reduced funding at all levels is a current challenge for all museums. Cuts to municipal, provincial and federal funding are putting more stress on museums needing to be financially viable on their own. • Also, the need for staff to show great imagination and ability in applying for a wider and more creative bunch of grants. • Granters themselves are now looking for clear proof that a museum is not supporting itself just on grants and has the community support and capacity to be worth funding. • The museum may also find itself compromised in future grant applications since the Heritage Centre, which was only open for ten years, had strong funding from all levels of government and then shut down and came to nothing. (Provincial funding: Ontario Trillium Grant, federal funding: Museum Assistance Program to do permanent indigenous exhibit now in storage somewhere, MSIFN money also to do that exhibit). • Lack of community faith that anything is really going to change. • Rapid growth in the Township and Region can be both good and bad. It can open opportunities to SSMAV to find more volunteers and to readily attract more visitation and renters. But on the other hand, such growth in local jurisdictions often leads to demands for more local services, the cost of which means more competition for scarce resources. • Lack of affordable housing. Also, everyone must work hard to survive thus the concept of volunteerism is just starting to be revived in Scugog. • Money is short everywhere and governments are struggling to keep their spending down. With new and bigger requirements for such essential services a health care, infrastructure improvements in the face of climate change and increasing support needed for a burgeoning number of those in poverty versus in the middle class or wealthy. Museums will have to be amalgamated, downsized or eliminated.
Local Service and Seniors Clubs	<ul style="list-style-type: none"> • Population growth in the region. • Growing competition to the Museum Village in the Durham and surrounding area with more interesting things to do, special events to attend, better appearance, better organized, etc.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> • Economy impacts discretionary spending.
Theatre on the Ridge	<ul style="list-style-type: none"> • Post pandemic changes to visitor patterns/habits, recreational activities and interests. • Rising cost of living and possible shifts in perceived value of cultural/heritage assets as soft services. Focus on bottom line and short-term investment/solutions.
Municipal Staff	<ul style="list-style-type: none"> • Relevance of service specifically to youth population that have many options for their leisure time.

TABLE 5.4.2 THREATS WITHIN THE MUNICIPAL ENVIRONMENT

STAKEHOLDER CATEGORY	Within the Municipality
Lake Scugog Historical Society	<ul style="list-style-type: none"> • The Township employees seem to look at the museum as an extra load and seem to be only interested in it as a tourism site and not a cultural site. It seems to be their lowest priority for the Township in all aspects. • Budget approvals for improvements are dependent on the council of the day. Staff need to educate and inform council members to engage them to consider the museum as a budget priority. • Actions for the development and use of the museum are dependent on the engagement and commitment of Township staff. • Lack of understanding of the role of a museum – it is like an historical library of artifacts and archives. What happens to the physical history of an area if museums no longer exist? • Lack of understanding of the staff needs to manage a museum of this size year-round as a research centre for local history and not just a collection of old buildings.
Museum Staff	<ul style="list-style-type: none"> • Lack of investment into the property and the staff. • A change of population during covid. A lot of wealthier “city-people” moved out to Scugog during the covid period and this type of clientele may be used to more modern, diverse, and fancier cultural institutions. • The local municipality does not truly understand the importance of the Museum. Instead, it becomes the Township’s lowest priority – which is why the buildings are having structural problems. • There is a risk when the municipality has many other funding requirements, and that if their budget is cut, they could reduce the budget for the museum even further. This would prevent some of the much-needed maintenance from being done, which is why generating revenue streams that go directly into funding the museum is critical.
Museum Volunteers	<ul style="list-style-type: none"> • Lack of Township support. They have slowly reduced the capacity and the ability of the museum to survive. Removing the Heritage Centre, rolling the only full-time staff position into recreation, and reducing the museum staff to a single seasonal role and cut the head off the museum and made it impossible to do anything but desperately try to hold their own. • General apparent lack of appreciation in township planning for need to support museum with specific skills/expertise. It should not be managed in the same way as the recreation centre. • The care of the buildings. They may be too far gone to save. Lack of people year-round leaves them open to vandalism. Lack of money means they have reached states of neglect. • This also applies to the state of the collection without better collections care and time to be dealt with appropriately. Artifacts are suffering from poor storage conditions, disassociation, agents or deterioration, etc. • Many of the older generation with vivid memories are dying and no longer spokespeople for earlier times. • Lack of interest in this site. • Everything must be approved by Recreation Department. Problems with timely reply and action.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> • Lack of visitors. • Buildings becoming too costly to maintain. • Buildings are susceptible to weather damage. • Lack of political support for the provision of this service.
Theatre on the Ridge	<ul style="list-style-type: none"> • Recent dramatic increase in new residents to the community may reduce overall community sense of connection to local heritage and value, less community “vested interest”. • Aging population of the museum’s most steadfast supporters and volunteers.
Municipal Staff	<ul style="list-style-type: none"> • Limited municipal financial resources.

5.5 Potential Future Opportunities/Improvements

Stakeholder respondents were asked to list the three (3) most important potential future opportunities or improvements for the successful operation of the Museum and the provision of heritage services and programs. A wide range and variety of potential future improvements were identified. These are summarized in Table 5.5.1.



TABLE 5.5.1 POTENTIAL FUTURE OPPORTUNITIES/IMPROVEMENTS

STAKEHOLDER CATEGORY	POTENTIAL FUTURE OPPORTUNITIES OR IMPROVEMENTS
Lake Scugog Historical Society	<ul style="list-style-type: none"> • Have some full-time employees. Hire/assign staff that are interested and engaged in the history of our area and have some background in museum operation and/or archive research. Hire summer students who are studying in the field. • Give the buildings a Historic Designation. • Target all age audiences. • Costumed, knowledgeable volunteers and guides. • Expand the access to archives by increasing hours to be open year-round and create a welcoming space for research. Engage volunteers or assign staff to be available to allow access to archives during closed periods if the museum is not open for most of the year. • Maintain/refurbish existing buildings, update/refresh exhibits, add new exhibits, expand programming to engage more than just children and expand the focus of programs beyond the early settlers, add new items to the collection of local artifacts, host monthly special events to engage Scugog residents to participate and visit • Digitization of artifacts and archives for ease of use and accessibility all year long. Folks can visit their donations and see they are well- cared for. • Enlist other historical organizations in training sessions for village guides on the history of the site both buildings and artifacts. • Use some of Museum trust funds to organize the space on site for storage of artifacts in a safer more respectful manner and deaccession what is not relevant to Scugog's history to free up space for what is relevant. This task cannot be accomplished as part of a short summer season when visitors are on site but should be a priority before any more buildings are built. Should be a special project with budget identified to complete it in a timely matter. Backlog of requests and accessioning needs to be addressed. • Digitize the artefact collections. • Prepare a plan for deaccession of artefacts • Improve physical access to archives.
Museum Staff	<ul style="list-style-type: none"> • Requirement for additional staff. There needs to be a permanent full-time Curator and a permanent full-time Assistant Curator. • Space. An accessible space to program for larger groups and offer programs in the off-season. Moveable walls could further utilize this space as an exhibit area when not in use for programming. • Investment in collection and heritage building care. The appropriate time, space, budget, and manpower is required to fix the many years of neglect. • Add onto the Collections Storage buildings. The addition would then become the main office space, a gallery space, and artifact/archival storage. We could also add in accessible washrooms here.
Museum Volunteers	<ul style="list-style-type: none"> • Need for additional staffing. • Leveraging other sources of money. There was a recent donation of a large amount which is being considered as a chance to build a Heritage Centre on site (which should probably have been done in 2019 but was shot down at the time). This would obviously be a great idea and could incorporate some of the missing poor elements (better collections storage, small exhibit space, modern accessible washrooms, and a small kitchen). Using this money to leverage matching funds from the town, other donors, and granting agencies like Canada Cultural Spaces would be a great move. • Theatre on the Ridge is willing to invest time and money, via their superior grant writing skills, to improve situations at the museum as they now have a 5-year agreement to use the museum space for their summer season. They are interested in redoing the electrical system and improving washrooms. But have also done some interesting things like bringing a food truck on site for fun late-night museum and a show nights and getting a 'Town Trolley' that would bring people to the site from downtown for weekend evening performances. • Community partnerships. There are many old community partners (such as the MSIFN) that could be rejuvenated. This also includes volunteers who if they could be made to believe in the cause again could come back, as well as bringing in new young volunteers. New partnerships could be developed from other 'friends of the museum' such as with Fleming College's Museum Management Program the department head of which lives in Port Perry and has done some partnering with the museum in the past on student projects. Stronger partnership and recognition by the town could lead to more town events being held potentially at the museum. Such as the car show, etc. • For operations like SSMVA, there are elements that earn income (like rentals and events), elements that can attract sponsors, partners and grants, and then other elements that often earn minimal or no income (e.g., archives). • There are potential options for substantially increasing the business income opportunities of the site through mostly non-capital means and using that income, along with the support from sponsors, partners, volunteers and grant funders, to be the primary source for further developing the site. • Fixing up the interiors of facilities and exhibits and improving programming. • There are a variety of relatively low-cost measures that could be taken to improve the site appearance immensely (e.g., well displayed antique farm equipment, gardens, antique wagon with plants in it, special trees/shrubbery, topiaries, bush or corn mazes, labyrinths, horseshoe pit, moveable badminton or pickleball net, etc.). Other measures could be directed at the site's function (e.g., permanent picnic shelters and/or tents, signage, permanent bathrooms in addition to the Church bathrooms for seasonal use, etc.). • Look at what successful heritage museums/villages are doing in Ontario and what features of their programs, grounds, facilities, events, management operations, etc. substantially contribute to their success and which of those concepts would be transferrable to SSMVA.

	<ul style="list-style-type: none"> • The Island has never had its own feature, park, or something to draw the community together. There have always been complaints that 'Port Perry gets everything!' This feature could function in that role and could not only serve the past but also the present and future. • Indigenous knowledge is getting to be a big feature in the DDSB curriculum. No question that Scugog Shores Museum and Archives could be regionally a very important part of that curriculum, if paired with regular cultural input from the MSIFN. • Museum Advisory Committee to provide advice and recommendations to the council.
Local Service and Seniors Clubs	<ul style="list-style-type: none"> • The site appears large enough to hold more than one event at time depending on the size of the event and to have more amenities on the site. • The site needs more services for special events (washrooms, picnic tables, covered picnic areas, larger and better-looking indoor meeting space, etc.) and better signage and appearance of the grounds and care for the buildings (inside and out) and exhibits.
Local Tourism Organizations and Advisory Committee	<ul style="list-style-type: none"> • Provide a fully equipped archival research area. • Develop a strong volunteer base. • Extend the operating season. • The SSMVA is in an ideal location, as there is a large amount of visitor traffic that passes by daily on the way to the casino. The majority would be unaware that they are passing a museum. • There is very little signage indicating that it is a tourist attraction and there is no indication of operating hours. This is missed opportunity to attract visitors from out of area. • A permanent stage and sound system to be able to host concerts and other events. • More of a connection with other historical sites within Scugog.
Theatre on the Ridge	<ul style="list-style-type: none"> • Create a better experience for visitors. Refurbish buildings and presentations to high levels of restoration/authenticity. Introduce period attired staff and trained docents/interpreters/demonstrators to create a more immersive, interactive experience for visitors, including school programming. • Recruit formally trained museum staff to oversee operations and programming, including developing trained volunteers to support programming and planning. • Restore and develop deeper levels of community partnerships and engagements that would support mutually beneficial community programming and events. Mississaugas of Scugog Island First Nation (MSIFN), Scugog Shores Fibre Artists, Theatre on the Ridge, Scugog Arts.
Historical Societies in the Region	<ul style="list-style-type: none"> • The site appears large enough to hold more than one event at time depending on the size of the event and to have more amenities on the site. • The site needs more services for special events (washrooms, picnic tables, covered picnic areas, larger and better-looking indoor meeting space, etc.) and better signage and appearance of the grounds and care for the buildings (inside and out) and exhibits.
Municipal Staff	<ul style="list-style-type: none"> • Exhibit space. • Provide adequate staffing levels to deliver the service.
First Nations	<ul style="list-style-type: none"> • Create high visibility road signage that would communicate the attraction of the Museum to local residents as well as visitors to the Casino. • Network with local businesses to develop and encourage support for the services at the Museum. • Improve the visual appearance of the site and signage - it generally looks as if it is closed.

5.6 Future Opportunities for Co-Operation, Co-Ordination, Resource Sharing, Joint-Programming

The *Historical Society* and *Theatre on the Ridge* both identified opportunities for further co-operation and collaboration in the future. The *Historical Society* suggested that opportunities exist associated with:

- coordination and recruitment of volunteers
- developing joint displays and research
- joint promotion of events and programs
- offering advice and guidance associated with service planning

The *Theatre On The Ridge* suggested that opportunities exist associated with:

- joint programming
- joint marketing to increase patrons and visitors
- leveraging access to public funding programs that will support capital upgrades such as improved and accessible washrooms, better electrical system and internet across the museum grounds, etc.

5.7 New Exhibits, Events or Activities

Respondents also identified a wide range and variety of ideas associated with new exhibits, special events and programs that could be provided at the Museum. The following lists their suggestions:

EXHIBITS	EVENTS	PROGRAMS
Some exhibits or emphasis on some of the small villages and hamlets, current or vanished in the Townships.	Special events that showcase the culture of the Mississaugas of Scugog Island: drumming, dancing, the significance of the PowWow, language preservation. OHIL must be redeveloped with all ideas coming from the Mississaugas with interpretive signage, a new lodge and goods developed with Dan Denby's materials.	A gardening program where children can learn about where our food comes from.
The old families should be involved and traced and honoured in exhibits, this might also lead to donations.	On Heritage Day, offer new interactive and fun activities like a photo area where visitors can have their photo taken wearing historic clothing or accessories or standing by an old tractor or holding an old farming tool.	A workshop on researching archives and how to archive at home.
An exhibit of sports history in Scugog.	Special event ideas: A display of antique tractors, spend a day in (a specific year or time period e.g., 1800s or 1930), an annual historical church service in the Head church.	A quilting workshop or a historical craft workshop
An exhibit or event about the cemeteries in Scugog.	Our group likes history, picnics, dances, animals, gathering for meals, wine tastings, markets (e.g., maple syrup, flowers/herbs, etc.). There are a lot of community events that could be held at the Village that could be done in partnership with other groups as well.	Early cooking for kids
There should be a history of the Lake both before and after the dam at Lindsay.	An art exhibit of local artists from the past and present.	The Donnelly's Gang and other 'crime' dramas of Scugog.
There could be as special Farming exhibit bringing in old equipment, and new featuring some of the local farmers.	Provide heritage dinners.	How to build a log cabin in the early days
An exhibit, display, permanent signage relating to historical, cultural/immigrant/ethnic make-up of Scugog, including any Black history and more dialogue on the history of the MSIFN.		Fashion during the Victorian age in Scugog.
Railway exhibit featuring the Port Whitby/Port Perry railway featuring the NIP'n Tuck.		Programs centered on cooking in the Victorian era, including using the cook stove in the Log Cabin and/or the Lee House.
Plaques outside each of the buildings (that stay up year-round) stating their brief history.		An event or program that demonstrates changes in education and schools from past to present; how the classroom has changed, how the rules/expectations for teachers and students has changed, how the tools for teaching have changed, how the tools students use has evolved, etc.
The women's place in the home and society.		Indigenous programs that are developed in partnership with the Mississauga's of Scugog Island First Nation, with individuals from MSIFN leading the programs.

6.1 Issues

(A) ORGANIZATIONAL STRUCTURE AND GOVERNANCE ARE WIDELY REGARDED AS INEFFICIENT OR INEFFECTIVE TO THE MUSEUMS OPERATION

Many stakeholders raised issues associated with the current governance and organizational structure and suggest that the current approach may not be the most effective or efficient way to plan and provide services at the Museum. Our review suggests that a more thorough investigation of the current approach may be a valuable process to ensure that the future management and operation of the Museum is organized within the municipal service hierarchy in a manner to ensure success.

This review should include consideration of the possible roles and responsibilities of volunteer community-based organizations (such as the current Historical Society) and/or municipal committees (such as tourism and heritage) in the planning and provision of services.

The review should also specifically assess the archive function and the most effective and efficient approach to providing this specific Township service in the future including the options of reallocation of this function within the municipal organization to the Library. The Museum Village has made significant progress in maintaining and providing access to its archival collections. Several respondents noted that they appreciate the SSMV's efforts in digitizing its object and document collections and making these materials available online. Development of archival resources and access can be priority programmes at community heritage institutions like the Museum Village because they are core records of collective memory and are often used by dedicated segments of the public for a variety of research projects. Respondents did note some restrictions access to the archives, particularly in the physical location in the basement of the Schoolhouse as well as the occasional lack of staff or trained volunteers to provide support and secure use of records.

(B) LACK OF RESOURCE ALLOCATION SUFFICIENT TO PROVIDE SERVICES AND MAINTAIN THE SITE BUILDINGS AND COLLECTIONS

Stakeholders generally identified that a lack of financial and human resources significantly limited the provision of services as well as the maintenance of the heritage buildings and collections.

Our review confirmed that current operations are significantly constrained by a lack of sufficient staff, volunteer and financial resources.

(C) POOR PHYSICAL CONDITION AND BARRIERS TO PHYSICAL ACCESSIBILITY

There were few outright negative comments about the SSMV in the Stakeholder feedback but there were recurring remarks that the Museum Village was looking increasingly "run down" and that the grounds and amenities such as the trails, picnic tables and washrooms were in need of upgrading or replacement.

Many stakeholders repeatedly noted that areas of the site and buildings were not physically accessible to persons with any form of mobility challenges. This was a particular concern associated with the public washrooms on site.

These limitations were seen as a deterrent from any efforts to increase use or visitation or to encourage and promote additional uses and events on the site. It was also seen as a deterrent for possible volunteer activities.

Our review of the physical condition of the buildings and site confirmed areas that require significant future investment associated with aspects of the heritage buildings and visitor services to maintain the integrity of the building as well as to ensure a basic level of public access.

(D) DIMINISHED PUBLIC AWARENESS / LEVEL OF INTEREST

Stakeholder input indicate that the Museum Village is an enduring part of local identity and Perry Sound's collective memory. Further, there have many long-term commitments among community members to maintaining the Scugog Shore Museum Village as a meaningful presence. However, there are challenges facing the Museum Village and there seems to be a pervasive issue associated with the level of awareness within the community of the programs and services provided by the Museum and a related lack of interest based on the preconceived notion that there is nothing "new" or innovative that would lead to visiting the site more than once in a lifetime.

Awareness seems to be shifting from direct experience to distant memories or shared "word of mouth" impressions. To paraphrase several statements:

It is a good thing to have but I have been there in years and years, and I am not sure what they do there now.

Alternatively:

I hear it is a good place, but I have never been there, and no I have no immediate plans to go there. Which suggests that awareness of the SSMV may be fading in the public consciousness, or at least the institution does not currently leave a powerful impression or motivation to visit.

(E) THE VOLUNTEER ROLE AND FUNCTION REQUIRES ATTENTION

These types of heritage attractions and services are typically supported by an extensive and effective network of volunteers. It appears that the potential role for volunteers in the provision of the Museum services and activities has significantly diminished over the years. As such a plan should be established and implemented associated with creating meaning roles and responsibilities for volunteers in the planning and provision of Museum services and general support of the Museums heritage mission in the future.

(F) CURRENT GAPS IN COLLABORATION, COMMUNICATION AND CO-ORDINATION OF ACTIVITIES AMONG SERVICE PROVIDERS IS AN ISSUE

Our review and the results of the stakeholder input indicated a track record of successful collaborations between the Museum Village and other groups in the past. However, there are some significant gaps that currently represent missed opportunities and/or important areas of service associated with relationships with the following:

- Local First Nations: it appears that the relationships that were once a strength of the Museum with local First Nations are currently almost non-existent.
- Local Tourism Organizations: many opportunities for joint promotion and marketing as well as programming are not currently realized as there does not appear to be any meaningful relationship with local tourism operators.

- Local business community: the Township promotes itself and many local businesses are grouped within the theme of "heritage" however there are no meaningful relationships in existence with the local business community and the Museum. This seems odd because Port Perry's marketing highlights the community's unique heritage character and the setting and experience of the Museum Village some seem a logical resource to business owners who basing their promotion on local charm and historic authenticity.
- Educational System - only one local educator responded to the questionnaire and that individual noted that it had been quite some time since any school trips to the Museum Village had been booked, and it would unlikely that they would be planning to visit there in the foreseeable future. The reasons given for this drastic fall-back in visitation were: School boards were making many resources available for field trips of any kind, including the SSMV; and a perception that the Museum Village did not currently offer any experience of interest to students and teachers. This feedback is in sharp contrast to the earlier collaborative track record between the SSMV and local schools, and will be further discussed in the Opportunities section of this chapter.
- Scugog Memorial Library - we received no response from local library staff or management. The consultant's background research did not reveal any record of past cooperative projects between the Library and the Museum Village. This was a surprising finding as community libraries and museums often have compatible mandates with many opportunities for sharing resources and synergies of service -- particularly when there are archival resources involved.

(G) SIGNIFICANT CHANGES IN THE OPERATIONAL ENVIRONMENT POSE MAJOR CHALLENGES FOR THE FUTURE

Heritage attractions such as SSMV were profoundly affected by the results of the COVID Pandemic with corresponding extreme drops in attendance and revenues. Now in 2023, the process of recovery is "uncharted territory" for many branches of society, and the roles and operational needs of municipal and cultural services are not fully defined. These uncertainty factors pose challenges to moving forward and taking corrective actions and taking initiatives.

In case of the Museum Village, it is difficult to predict with complete confidence to what extent will key features such as attendance and school group bookings return to Pre-pandemic levels? What admission and rental fees will the public be able to pay? And are there new areas of service that were developed in response to lockdowns and social distancing requirements, e.g., online webinars, virtual tours or digital collections access that represent new public expectations and opportunities for the Museum Village?

(H) LACK OF BASIC PUBLIC/VISITOR SUPPORT SERVICES

Our review identified a significant lack of sufficient public/visitor support services including:

- directional signage to the site
- site signage
- public washrooms
- drinking water
- shade structures
- seating areas
- picnic tables

This situation may be a significant limitation to expanding public use of the site and any plans for the future management and operation of the Museum services should include consideration of the provision of adequate levels of visitor and public services.

To address these challenges to awareness, the Scugog Shores Museum Village should apply the principle of P.I.E. (Public, Intentional and Explicit). People need to:

- Know that the Museum Village exists.
- Get a sense that it is somewhere they should want to visit.
- Know how to get there.

OTHER CONCERNS:

Under promotion - not enough people know about the Museum Village and why they should visit or sign up for its programmes. We did not receive extensive responses from most marketing and tourism professionals who were contacted for the survey. Most respondents wrote that they had heard something about the Museum Village but they had never visited. This lack of awareness extends to Township administration, elected officials and local tourism professionals, as well as the general public.

Uncertainty factors - heritage attractions such as SSMV were profoundly affected by the results of the COVID Pandemic with corresponding extreme drops in attendance and revenues. Now in 2023, the process of recovery is "uncharted territory" for many branches of society, and the roles and operational needs of municipal and cultural services are not fully defined. These uncertainty factors pose challenges to moving forward and taking corrective actions and taking initiatives.

Scugog Memorial Library - we received no response from local library staff or management. The consultant's background research did not reveal any record of past cooperative projects between the library and the Museum Village. This was a surprising finding as community libraries and museums often have compatible mandates with many opportunities for sharing resources and synergies of service -- particularly when there are archival resources involved.

6.2 Strengths

Authenticity:

Based on the presence of historic buildings, museum collections, archives and related research. Several respondents stated that the SSMV is a good representation of different periods in region's settler history. It was further noted that key buildings on the site are in their original locations – which allows for the interpretation of the geographic and economic context of the community.

The presence of local archives is seen as an asset to the Museum Village and play an important role to both locals and select visitors with an interest in projects such as scholarly or genealogical research.

Outdoor Experiences:

The outdoor spaces surrounding the SSMV buildings are already a known spot of successful programmes and events with potential to attract and service new and growing audiences. Further, the presence of a walking trail with interpretive elements such as graphic signage and QR codes for smart phones offers the opportunity for more in-depth information as well as connecting outdoor and indoor interpretation.

Human Commitment:

There is a group of highly motivated and very well-informed persons who are dedicated to the continued operation and development of the Museum Village. Staff and volunteers have excellent museological experience, appropriate professional training and while personnel levels at the SSMV are low compared to staffing at comparable heritage sites, they do strive to provide necessary services when possible. The Historical Society also represents a unique and extensive resource of knowledge and hands-on experience which has proven to provide valuable support to SSMV programmes, events and services.

Successful Collaborations:

Between the SSMV and other divisions of the Township (Dog Days) and external enterprises such as Theater on the Ridge. These have been popular events and indicate both the utility of the grounds to host larger scale programmes as well as the ability of Museum Village staff and volunteers to help coordinate varied programmes and public use-patterns.

Past Successful Educational Programmes:

Recent events such as COVID-19 lock-downs and uncertainties in school funding levels have contributed to serious reduction in school and service group field trips throughout Ontario, and the SSMV is no exception. However, local teachers and school boards have made use of the Museum Village as a group destination in the past, and many of these educational professionals still know that the collections, structures and grounds at the Museum Village are still relevant to regional classroom curricula. Further, Ontario secondary schools still require a number of student volunteer hours for Grade 12 graduation; volunteer work at the SSMV, especially if combined with a programme of study on 19th Century life in Upper Canada, would be a valuable learning experience for students -- and possibly cultivate future generations of informed youth interns and summer contract employees.

Cooperation with Local Indigenous Communities - responses to the questionnaire also described successful joint projects with the Mississaugas of Scugog Island First Nation and the Alderville First Nation expressed a desire to repair the wigwam structure, restore the surrounding grounds, and resume these popular and important programmes. It may take some time for representatives of the Museum Village and Township to

re-establish the necessary relationships, but this work would contribute to the National Reconciliation process and make the SSMV meaningful and appealing to even more audiences.

6.3 Opportunities

As often happens in a dynamic and rapidly changing society, many of the challenges facing the SSMV also represent opportunities:

Digitization of the Museum Village's Collections and Archival Holdings - which is an ongoing initiative that is already responding to a clear community interest. One of main positive outcomes of the COVID Pandemic for museums and heritage sites was being forced to expand the quantity and sophistication of their digital resources and online presence. If the public was prevented from visiting a museum or pioneer village, then the heritage attraction must be able to visit the public. Ideally, the Museum Village and Archives will be able to expand and extend it remote services and content throughout the region, across Ontario and even around the world. There are funding supports available from government agencies and corporate partners towards the construction of virtual versions of cultural institutions.

Relationship with the Lake Scugog Historical Society - results of the site visits and the survey results reveal that the Historical Society is still very much involved with programming and operations at the Museum Village. Cooperative ventures include staging major temporary exhibitions to providing highly motivated and well-informed volunteers and acting as an advocate for the institution. These results also indicated some concern and frustration with fundraising efforts and the LSHS's lack of involvement wish operations and projects and services undertaken (or not undertaken) by the SSMV and Township. It is important to make effective use of this body of experience and interest and the Township should consider creating a formal advisory role for the Society regarding programmes and development of the Museum Village. Further, the Museum Village and Historical Society could also make a formal commitment for at least one collaborative project (e.g., exhibition, symposium, festival, etc.) every year.

Formal Collaborations Between the Scugog Shores Museum Village and Archives and the Port Perry Memorial Library

- it is vital that the SSMV and local library system establish a permanent working relationship to combine the efforts of staff and volunteers, share resource and better serve their respective user groups – which often overlap and have similar needs and interests. Joint Museum Village and Library projects could include:

- Shared lectures, reading series, craft and tool demonstrations, and film festivals.
- Installing "pop-up" exhibits at each other's sites to extend heritage and multicultural learning experiences throughout Port Perry, and to promote each other's programmes and special events.
- It might also be possible to improve public access to the SSMV's archives and collections by offering direct links to these digital resources on the public computer terminals in the library.

Restore Relations with Indigenous Communities - it is essential to the continued relevance of the Scugog Shores Museum Village that new long-term, multi-project working relationship be established between institution and the Mississauga's of Scugog Island First Nation and the Alderville First Nation. There is already a model of past success to build even more interactive and meaningful representations and interpretation of the region's First Peoples. As a start the Ojibwa Heritage Interpretive Lands dwelling could be repaired, and the surrounding grounds restored to enable the demonstrations of the tools, lifeways, beliefs and future

aspirations of region's aboriginal cultures. The work towards reviving the necessary relationships should involve leadership and administration of the Township as well as senior staff at the Museum Village.

Innovations in Educational Programming - whether school group visitation levels return to pre-Pandemic levels or not, the SSMV should take steps to create new educational programmes to respond to changing leisure and education patterns and successfully compete with many, many different media and experiences competing for the public's attention. These could include:

- Expanding online access to digital archives, collections through a variety of different computer and internet-based media including webinars by museum experts, tours and even virtual galleries and historic homes – creating new interpretative spaces that the Museum Village could not normally create. This regularly changing level of electronic interpretation could be delivered through school computer terminals, laptops, smart phones and home streaming systems.
- The SSMV could explore evolving the scope of its expertise to become a training centre for special museum education. This could involve working with educators, designers and specialists to create interpretive curricula for barrier-free and tactile and sensory learning, and for prototyping heritage experiences and activities for the vision and hearing-impaired visitors.

Flexible Site Use - the success of the partnership with Theatre on the Ridge, the Classic Car Show and the Dog Days of Scugog demonstrate the viability of the Museum Village grounds as a place for active uses and popular appeal. Despite the lack of roadside signage and orientation materials, the location of the SSMV does make it easier for people to find these events. Plus, there is adequate parking which is often an inducement to the public. The Museum Village should consider working more closely with the dramatists of Theatre on the Ridge to produce plays and demonstrations from Port Perry's past and how they lived. Storytelling is a powerful form of heritage interpretation and theatre artists are narrative experts. Continuing collaborations between the SSMV and Theatre on the Ridge could generate a body of "museum theatre" projects that would further increase interest.

In more general terms the rehabilitation and future development of the spaces and structures on the Museum Village grounds should be carried out with the view that it is a joint indoor-outdoor attraction with a wide range of potential uses reaching many different audiences.

Indoor Attraction Elements - exhibits and media within the Museum galleries and heritage structures must be upgraded with the goal to creating experiences comparable to the look, atmosphere and communication effectiveness as what visitors might find at the Bruce County Museum and Heritage Centre or Black Creek Pioneer Village.

Outdoor Attraction Elements - walking trails, outdoor maps, graphics and signage must also be upgraded to similar design standards and should be based on the principles of barrier-free access. The award-winning Grand Promenade at Wilcox Lake is a nearby example of an effective outdoor trail with local and human history from a variety of perspectives.

Proclaiming and Promoting the Museum Village Experience - there must be an active exterior and off-site communication programme that includes a coordinated brand identity, improved maps and roadside signage, and clear and powerful statement of the presence and purpose of the SSMV. As visitors approach, they should have a sense of excitement and anticipation and when they arrive at the main entrance there

must be a message that "This is the Place" - visitors are welcome and they are prepared to explore. The grounds of the Museum Village can accommodate a regularly changing schedule of events and programmes; in some cases, it may be possible to stage two or more events at the same time if there are sufficient staff and volunteer resources available. The intent is to generate experiential, educational, and hopefully, financial synergy. These events will generate new revenue sources plus they will introduce the Museum and the heritage buildings to more people -- some of whom will return and make regular use of the heritage resources there. Alternatively, the Museum will serve as an "anchor attraction" and assure its supporters that the other events are quality experiences and worth partaking in.

Casino Connection - operating heritage and cultural attractions within or next to gaming establishment is not uncommon. In Las Vegas satellite galleries of world class museums have opened in connection with hotels and casinos, and some casinos located on Indigenous lands include ethnographic museums and cultural centers with exhibits depicting the history and lifeways of the host community. The survey results and background research indicate that to date there is little awareness of the SSMV by the management of the Great Blue Heron Casino, even though the two attractions are less than 10-minute drive from each other, and the main route leading to the casino is located at the highway intersection where the Museum Village is situated. Based on the experience of comparable attractions, the SSMV and Great Blue Heron might be able to support each other's operations through joint signage, exhibits and special events such as themed parties and receptions.

From a Seasonal to a Year-Round Attraction - SSMV is open to the public from the end of May to the beginning of September and occasionally for special calendar events such as Christmas, Thanksgiving or Halloween. Some respondents stated that one reason they were hesitant about visiting the Museum Village was that they were not sure if the site was open. In some cases, the fact that some respondents perceive the SSMV to being in "downtime" contributes to their forgetting that the attraction is there at all.

To open the Museum Village on a 12-month basis would require much higher staffing levels, budgets and maintenance levels; therefore, immediately shifting to a year-round attraction is likely to be unfeasible. Even so, it would be possible to raise public awareness of the SSMV and extend its services if functioned in:

- **Spring/Summer Mode.** The traditional level of high-season operation with full access to the public spaces and programmes within the Museum building, heritage structures and grounds. There would be self-directed tours, live interpreters, and in the future digital media content that the visitor can access via smart phones.
- **Fall/Winter Mode.** With only a portion of the physical site is open (probably the galleries in the Schoolhouse as well as the Archives). Some of these spaces will only be open on an appointment basis and there should be the provision to open more of the site for seasonal celebrations at Christmas, Halloween, etc. In addition, an enhanced SSMV website can offer a regular schedule of online programmes and services such as webinars, heritage videos, guest lecturers from learned institutions, and even historical re-enactments and skills demonstrations to be streamed to schools, libraries and seniors/heritage enthusiast groups.

Local Marketing Initiatives - as noted earlier in this section, the questionnaire results suggest a significant lost opportunity for the SSMV and local businesses to generate more visitors and customers. Current promotional materials issued by the Township and tourism organizations describes Port Perry has having one of the most picturesque historic main streets with many heritage-themed and tourist-related businesses. Surprisingly, there is no mention of the SSMV in these materials even though the Museum Village is one of the community's primary heritage resources. The failure to appreciate what the Museum Village has to offer means that both the SSMV and local businesses are not reaching out to market segments that have complementary interests and similar leisure and purchasing patterns.

The SSMV must become more active and involved in the promotion of Port Perry and businesses with an historical aspect through:

- Collaborating with Port Perry Business Improvement Association, the Chamber of Commerce, and the Township in the coordinated promotion of the community and the Museum Village.
- Running joint heritage commercial events at the Museum Village site such as craft shows with regional artists and artisans, farmers markets (that include heritage crops grown at the SSMV gardens) as well as concerts with food and beverages featuring local performers and caterers.
- Port Perry retailers offering free tickets to Museum Village events or coupons towards reduced prices for books and other products sold at the SSMV gift shop.

7 ACTION PLAN

A range of findings and recommendations emerged from the research, site studies, and community/stakeholder surveys outlined in this report. The following presents a recommended Action Plan to guide future efforts directed to improving the planning and delivery of Museum and Archive services at the Scugog Shores Museum Village and Archives. The Action Plan for the future of the Museum Village is organized based on five time periods:

- Ongoing Actions/Priorities: Currently underway and expected to continue.
- Immediate Actions/Priorities: Addressed within 1 to 6 months after the Township adopts this report. (2023-24 and on-going)
- Short-term Actions/Priorities: Undertaken within 1-2 years. (2024-2025)
- Medium-term Actions/Priorities: Undertaken within 3-5 years. (2026-2028)
- Long-Term Actions/Priorities: Undertaken within 6 - 10 years. (2029-2030)

7.1 Ongoing Actions/Priorities:
Currently underway and expected to continue.

ACTION - PRIORITIES	MAJOR TASKS	IMPLEMENTATION RESPONSIBILITY	FINANCIAL IMPLICATIONS
Buildings Maintenance	Advancing on upgrades, maintenance and reports of buildings on site. As of Spring 2023 these include: <ul style="list-style-type: none"> • Repairs to the washroom floors. • Stabilizing the Rodman Cabin. • First phase of exhibit upgrades. Continue with the Storage Building clean-up and addressing of any minor repairs.	Township in coordination with Museum Village staff.	Assumed within existing budgets.
Strengthen Existing Relationships	Continue to work with organizations that the Museum Village has successfully collaborated with in the past, including: <ul style="list-style-type: none"> • Farmers Market • Culture Days • Lake Scugog Historical Society • Theatre On The Ridge 	Township in coordination with Museum Village staff.	Assumed within existing budgets.

7.2 Immediate Actions/Priorities:

Addressed within 1 to 6 months after the Township adopts this report. (2023-24 and on-going)

ACTION - PRIORITIES	MAJOR TASKS	IMPLEMENTATION RESPONSIBILITY	FINANCIAL IMPLICATIONS
Prepare Physical Asset Plan	<ul style="list-style-type: none"> Revises and describes locations and relationships between buildings and programme areas on the site. Identifies necessary capital works associated with each building and infrastructure support 	Contracted design/engineering consultant. Overseen by Township and Museum Village staff	Will require additional funds – possibly from grants or one-time budget allocation from Township.
Prepare an Interpretive and Public Program Master Plan	Formulate an Interpretive Master Plan that maps out public heritage resources and outlines communication strategies and experience opportunities within, and extending from, the SSMV. These could include: <ul style="list-style-type: none"> New permanent and temporary exhibits and re-created settings. Additional signage and learning trails. Demonstration and performance areas. Dedicated interactive and discovery-learning zones. Support facilities for new and specialized educational programmes such as heritage experiences for the hearing and sight disabled, barrier-free access initiatives, and presenting local history from the perspective of marginalized communities. More uses of digital media throughout the sign, expanding on the current QR code-based content to include augmented reality stations and virtual tours using smart-phones and tablets. Enhance historical experiences through physical activity and play – the Interpretive Master Plan could also be an opportunity to study the benefits and challenges associated with locating a children’s playground Museum Village site. Accelerate and expand the current collections digitization initiative. More SSMV holdings must be electronically transcribed and a more robust and easier to access Museum Village website must be able to meet growing levels of public demand. Evaluate the Museum Village’s existing programmes, and identify proposed new, innovate program themes and associated target audiences for the timelines as identified in this action plan. Establish an ongoing presence in local schools and the Scugog Memorial Public Library through: <ul style="list-style-type: none"> Traveling education kits and temporary exhibits. Assess human and financial resources required for delivery of proposed Public programme plan. 	Contracted interpretative design planning specialist. Overseen by Township and Museum Village staff	Will require additional funds – possibly from grants or one-time budget allocation from Township.

7.3 Short-term Actions/Priorities:
Undertaken within 1-2 years. (2024-2025)

ACTION - PRIORITIES	MAJOR TASKS	IMPLEMENTATION RESPONSIBILITY	FINANCIAL IMPLICATIONS
Prepare a Site Signage and Wayfinding Plan	<p>Improvements to signage throughout the Museum Village site. In particular more visible roadside and directional signage at the main entrance routes is needed.</p> <ul style="list-style-type: none"> Improved, and where needed, signage promoting and directing the public to the Museum Village - located at strategic points throughout Port Perry (e.g., main shopping and dining districts, main routes to and from the Great Blue Heron Casino. The goal is to create more awareness of the Museum Village among compatible audiences and use that interest to encourage in-person or on-line visits. 	<p>Contracted interpretative design planning specialist.</p> <p>Overseen by Township and Museum Village staff</p>	<p>Will require additional funds - possibly from grants or one-time budget allocation from Township.</p>
Undertake Organizational Structure and Governance Review	<p>Undertake an organizational structure and governance review to determine the most effective and efficient manner to support the planning and delivery of Museum and Archive Services in the future consistent with the new interpretation and public program plan.</p> <p>Examine a determine the most appropriate future roles and responsibilities of:</p> <ul style="list-style-type: none"> Volunteers Community based volunteer organizations Municipal committees <p>Recommend organizational structure including job description and staff deployment requirements and plan for the next five-year period.</p> <p>Specifically address the requirement for A Senior Heritage/Culture Position in the Township may be a useful addition, duties might include:</p> <ul style="list-style-type: none"> Promoting public awareness, understanding and appreciation of Port Perry's cultural, architectural, archaeological and natural heritage - including the Scugog Shores Museum Village and Archives. Provide advice regarding heritage issues, in particular regarding interpretation, possible collaborations and the protection of the community's heritage assets. <p>Identify the operational cost implications.</p>	<p>Contracted museum management/operations specialist.</p> <p>Overseen by Township and Museum Village staff</p>	<p>Will require additional funds - possibly from grants or one-time budget allocation from Township.</p>
Prepare Revised Volunteer Plan	<ul style="list-style-type: none"> Identify preferred roles and responsibilities of volunteers as part of the organization and with specific regard to the planning and delivery of public programs and special events, and fundraising. Also, identify policies and procedures associated with recruitment, training, recognition and retention and be based on the approved Interpretative and Public Programme Plan, Roles and responsibilities of specific Museum staff positions with regard to the volunteer function are specified accordingly. Operational expenditure are identified and incorporated in the museums business plan and annual operational budget, 	<p>Contracted museum management/operations specialist.</p> <p>Overseen by Township and Museum Village staff</p>	<p>Will require additional funds - possibly from grants or one-time budget allocation from Township.</p>

<p>Prepare Revised Marketing Plan (based on approved organizational structure and governance plan)</p>	<p>Undertake the preparation of a Marketing Plan. The Plan should include the identification of the specific target audiences for the Museum and Village; their unique demographic characteristics and specific strategies and techniques to promote and publicize the organization's services.</p> <p>A major objective of the Marketing Plan should be to raise the general level of awareness of the Museum and Village and its associated programmes and special events among residents of the community as well as establish the preconditions for improved coordination and collaboration with other heritage and tourist-oriented businesses, services, and organizations specifically in the community</p>	<p>Contracted museum management/operations and marketing specialists.</p> <p>Overseen by Township and Museum Village staff</p>	<p>Will require additional funds – possibly from grants or one-time budget allocation from Township.</p>
<p>Prepare Revised Operational Plan and Budget</p>	<ul style="list-style-type: none"> • Prepare coordinated Staff and Budget plans for the future operation of the SSMV. Describe the positions and experience needed to take capital and operating initiatives into the future. • Budget Plan will outline the financial requirements for these developments, when these funds will be needed, as well as possible public and private sector sources. 	<p>Contracted museum management/operations specialists.</p> <p>Overseen by Township and Museum Village staff</p>	<p>Will require additional funds – possibly from grants or one-time budget allocation from Township.</p>
<p>Strengthen Relationships with First Nations and other partners</p>	<p>Engage with local First Nations communities to resume collaborative programs and facilities and establishing significant and long-term Indigenous content/participation in the public experience of the Museum Village site.</p> <p>Create and participate in more collaborations between the Museum Village and external agencies such as the local school boards, Business Improvement Associations, service groups, and individual businesses.</p> <p>Working with private sector, community organizations, and volunteers across the region, to help deliver local heritage promotion and education services. The Museum Village will, of course, be a primary asset in these initiatives.</p>	<p>Township in coordination with Museum Village staff.</p> <p>May require support from museum marketing consultant.</p>	<p>Assumed within existing budgets.</p>
<p>Continue Physical Improvements</p>	<p>Short-term projects could also include upgrades to the physical site:</p> <ul style="list-style-type: none"> • Revamping the Gift Shop. • Adding temperature control for those buildings with electricity. • Installing ramps and other barrier free features to make buildings AODA compliant. • Relocating the Rodman Cabin. <p>Design of a New SSMV Administration Building could also start in this phase.</p>	<p>Contracted interpretative design planning specialist.</p> <p>Overseen by Township and Museum Village staff.</p> <p>Installation by Township or contractor depending on complexity of additions and revamps.</p>	<p>Will require additional funds – possibly from grants or one-time budget allocation from Township.</p>

**7.4 Medium-term Actions/Priorities:
Undertaken within 3-5 years. (2026-2028)**

ACTION - PRIORITIES	MAJOR TASKS	IMPLEMENTATION RESPONSIBILITY	FINANCIAL IMPLICATIONS
Determine feasibility of extended operating season	<ul style="list-style-type: none"> Undertake business feasibility study to determine implications of extending the operating season to a year-round attraction. Includes the determination of determining which buildings and activities are best suited for different periods. 	Contracted museum management/operations specialists. Overseen by Township and Museum Village staff.	Will require additional funds – possibly from grants or one-time budget allocation from Township.
Prepare Fundraising Plan	Start fundraising and grant applications to support public programmes, new staff positions and long-term capital projects.	Contracted fundraising specialists Overseen by Township and Museum Village staff.	Will require additional funds – possibly from grants or one-time budget allocation from Township. Could also be partially covered by results of early fundraising initiatives.

**7.5 Long-Term Actions/Priorities:
Undertaken within 6 – 10 years. (2029-2030)**

ACTION - PRIORITIES	MAJOR TASKS	IMPLEMENTATION RESPONSIBILITY	FINANCIAL IMPLICATIONS
Public Programmes and Exhibition Development	Continued implementation could include: <ul style="list-style-type: none"> Operating ongoing exhibition development programme with: New permanent displays Schedule of traveling exhibits as well as a selection of education kits with hands-on activities. Conduct seminars and training sessions on barrier-free heritage interpretation. 		
Physical Improvements and New Construction	Continued implementation could include: <ul style="list-style-type: none"> Construction of new Administration and Collections Storage building. Installation temperature controls and security systems for all buildings throughout the site. 		
Fundraising	Continue implementation		

APPENDIX A: Stakeholders Consulted and Status of Responses

STAKEHOLDER GROUP	RESPONDENT	STATUS
REPRESENTATIVES OF LOCAL EDUCATIONAL INSTITUTIONS		
Durham District School Board - Greenbank PS	Natalie Wood	<i>No response</i>
Durham District School Board - SA Cawker PS	Laura Noon	<i>No response</i>
Durham District School Board - RH Cornish PS	Bonnie Noble	<i>No response</i>
Durham District School Board - Cartwright PS	Greg Marlow	✓
Durham District School Board - Prince Albert PS	Jane Hutchinson	<i>No response</i>
Durham Catholic School Board - Good Shepherd Catholic School	Mr. S. Beltrano	<i>No response</i>
LAKE SCUGOG HISTORICAL SOCIETY BOARD OF DIRECTORS		
President	Marilyn Pearce	✓
Vice-President	Dan Stone	✓
Secretary	Bill Minors	<i>No response</i>
Treasurer	Janis Carter	✓
Membership	Karen Puckrin	<i>No response</i>
Director	Bev Brownv	<i>No response</i>
Director	Peter Hvidsten	<i>No response</i>
Past President	Paul Arculus	<i>No response</i>
Director	Leanne Ashbridge	✓
HISTORICAL SOCIETY'S AND RELATED ORGANIZATIONS IN THE AREA		
Cannington Area Historical Society	General	<i>No response</i>
Beaverton Historical Society	General	<i>No response</i>
Uxbridge Historical Center Museum Advisory Committee	Rick Hannah	<i>Declined participation</i>
Uxbridge-Scott Historical Society	Bob Kirvan, Valerie Linton	<i>Declined participation</i>
Sunderland Historical Society	General	<i>No response</i>
Brooklin Heritage Society	General	<i>Declined participation</i>
Port Perry Agricultural Society	Barbie Bisschop	✓
Blackstock Agricultural Society	David VanCamp, Valerie VanSchagen	<i>No response</i>

REPRESENTATIVES OF LOCAL TOURISM ORGANIZATIONS		
Port Perry BIA	Jennifer Noble	✓
Chamber Of Commerce	Karey Ann Large	No response
Port Perry House Tour	Ted Wright	Declined participation
Township of Scugog Tourism Advisory Committee	David Slute	✓
Township of Scugog Tourism Advisory Committee	Stewart Bennett	✓
Township of Scugog Tourism Advisory Committee	Beverley Brown	✓
MUNICIPAL STAFF		
Manager of Parks, Rec and Culture	Shawna Cornish	✓
Director of Community Services	Lori Bowers	No response
REPRESENTATIVES OF LOCAL SERVICE AND SENIORS CLUBS		
Rotary Club of Port Perry	Robert Hartman	No response
Probus Club of Port Perry	Tim Casey	
Port Perry Lions Club	Karen Thompson	No response
Greenbank and District Lions Club	Larry Doble	No response
Blackstock Cartwright Lions Club	Connie Ashmore	Declined participation
Port Perry Legion	Kelly Walton	No response
Port Perry Scouts	Sandie Barnes	No response
Girl Guides	Kathleen Darroch-Dehenne	No response
Port Perry Seniors Club	Rita Hilker	
POTENTIAL PARTNERS/USERS AND GROUPS WITH SPECIAL INTERESTS		
Mississauga's of Scugog Island First Nation	Ross Martins-Lomas	
Alderville First Nation	Gillian Di Petta	No response
Alderville First Nation	Julie Henry	No response
Theatre on the Ridge	Carey Nicholson	
Durham Master Gardeners (OHIL Project)	Anne van de Velde	No response
Durham Master Gardeners (OHIL Project)	Carmen Lint	No response
Durham Master Gardeners (OHIL Project)	Helen Vander Byl	No response
Durham Master Gardeners (OHIL Project)	Ingrid Janssen	Declined participation
Durham Master Gardeners (OHIL Project)	Rita Barrell	No response
Durham Master Gardeners (OHIL Project)	Rabeeya Ali	No response
Scugog Public Library	Amy Caughlin (CEO)	No response
Scugog Public Library	Sarah White (Public Services)	No response

MUNICIPAL ELECTED OFFICIALS		
Mayor	Wilma Wotten	No response
Regional Councillor	Ian McDougall	No response
Ward 1 Councillor	David Le Roy	
Ward 2 Councillor	Janna Guido	No response
Ward 3 Councillor	Robert Rock	No response
Ward 4 Councillor	Harold Wright	
Ward 5 Councillor	Terry Coyne	No response
MUSEUM STAFF AND VOLUNTEERS		
Museum Staff	Robyn Pegg Assistant Curator	
Museum Staff	Victoria Karakian	
Past Museum Staff	Shannon Kelly	Declined participation
Museum Volunteer	Amy Barron	
Museum Volunteer	Tim Casey	
Museum Volunteer	Sandy Denby	
Museum Volunteer	Barbara Karthein	