



2025-2030

PENETANGUISHENE CENTENNIAL MUSEUM AND ARCHIVES

Strategic Plan



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Strategic Planning Committee

Rick Brady, Chair of Strategic Planning Committee, member of Museum & Heritage Advisory Committee

Irene Ashworth, Chair of Museum & Heritage Advisory Committee

Karen Ryan, Vice Chair of Museum & Heritage Advisory Committee

Nicole Jackson, Curator/Museum Supervisor

Amy Parreira, Curatorial Assistant/Programs Coordinator

Sherry Desjardins, Director of Recreation & Community Services

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



Executive Summary

The Penetanguishene Centennial Museum & Archives (PCMA) Strategic Plan describes the direction the PCMA will follow over the next five years to ensure the organization achieves its vision, mission, goals and objectives. The plan was created by members of the Museum & Heritage Advisory Committee, staff of the PCMA and the Director of Recreation & Community Services to run from 2025 to 2030.

The process for this plan was initiated with a SWOT analysis conducted by the museum's stakeholders along with a community survey conducted by members of the public. A review of the museum's activities and attendance statistics provided a sound inventory of resource information to assist in the strategic plan's development. Under the guidance of Chantale Gagnon, Regional Advisor for Ministry of Tourism, Culture and Sport, the Strategic Planning Committee was able to formulate the plan through two half day planning sessions.

The foundation of the Strategic Plan incorporates a concise **Vision** for the future, **Values** that derive from the museum's shared guiding principles, a revised **Mission Statement** and **Goals** that are steering the PCMA into the future.

Goals for the PCMA were carefully selected to ensure that they were **Simple, Measurable, Achievable, Relevant and Timely**. These distinct goal statements will provide clearer direction for annual planning around core functions and community relationship in implementing the museum's mission.

As a municipal museum, the Strategic Planning committee has aligned the PCMA's goals with the Town of Penetanguishene's 20 Year Community-Based Strategic Plan, approved in 2023. The committee has focused on the following Town's strategic goals:

Goal 1 – Penetanguishene: A Vibrant Community with a Small-Town Feel

Objective 1: Revitalize Main Street to Help Make Penetanguishene a Vibrant Community.

1.1.5. Continue to work with community partners to seek out opportunities to “connect” downtown with Penetanguishene’s other community nodes, including the waterfront, arena, library, Discovery Harbour.

Goal 3 – An Inclusive Penetanguishene: Community Celebrations and Volunteerism

Objective 1: Tell the unique story of Penetanguishene.

3.1.1. Protect and promote the unique culture of Penetanguishene through heritage designation landmarks, buildings, and sites across Penetanguishene to further tell the story of the Town and its history.

3.1.2. Develop marketing initiatives that would encourage people to discover different areas of Penetanguishene.

3.1.3. Undertake a comprehensive plan on formulating the development of the ‘story’ of Penetanguishene and how to communicate it effectively.

Objective 2: Engage and acknowledge Penetanguishene’s historic cultures.

3.2.1. Implement targeted marketing and communications to highlight Penetanguishene’s cultural languages.

Objective 3: Recognize and encourage volunteerism within Penetanguishene.

3.3.1. Centralize volunteer management that coordinates volunteer efforts, implements broader recognition and a better recruitment strategy to encourage and celebrate local volunteers.

3.3.2. Work with local schoolboards and youth organizations to establish a coordinated plan to enable youth to contribute to the community through volunteerism.

Goal 5 – Celebrate Penetanguishene: Highlight Its Unique Heritage and Culture.

Objective 1: Identify Penetanguishene’s current “visitor profile” and promote current strengths.

5.1.4. Develop single day and multi-day opportunities here, from “start to finish”, providing visitors with clear itinerary options.

The strategic goals of the Town of Penetanguishene are the foundation for the museum’s goals over the next five years, ensuring they align with the town’s objectives.



Background and History of PCMA

The Penetanguishene Centennial Museum & Archives (PCMA) is situated in one of the most historic towns west of Quebec City, celebrating a rich and diverse cultural heritage. Located near the waterfront, the building was originally constructed in 1875 by the C. Beck Lumber Company Ltd. to serve as its General Store and Lumber Office. In 1967, during Canada's Centennial year, Bill Beck, a descendant of the founder Charles Beck, donated the building to the town.

Facing closure in 1991, the PCMA was saved by a significant fundraising campaign led by the Friends of the Museum, a non-profit organization of dedicated volunteers who continue to support the PCMA through local fundraising efforts. The museum was fully restored in 1994 to its original turn-of-the-century splendor and now houses over 20,000 artifacts and archival materials which tell the story of Penetanguishene and its surrounding area. This rich history includes the original First Nations peoples, French and Métis settlers, naval and military history, logging, and shipbuilding.

The PCMA features a popular genealogical center and offers various programs and services, including children's programming during holiday breaks, traveling exhibitions, curriculum-based programs, special events throughout the year, and rentable space for up to 50 people. Additionally, the PCMA hosts the kinder camp program for the BGC North Simcoe on the museum grounds during the summer months through a partnership with the Town of Penetanguishene. The museum also maintains a website with an online collection database and an online recreation program, and it has a presence on Facebook, Instagram, X (Twitter), and YouTube.

The PCMA employs two full-time staff members and one summer student. Operating under the Recreation and Community Services department of the Town of Penetanguishene, the PCMA is guided by an eight-member advisory committee. In 2019, the museum's advisory committee was merged with the town's Heritage Committee, forming the Museum & Heritage Advisory Committee, which consists of community volunteers and one Town Councillor. The total number of members and volunteers is approximately 25.



Vision for the Future

The Penetanguishene Centennial Museum & Archives is a distinctive and innovative destination for local heritage and historical knowledge ensuring the collection and preservation of artifacts.

Values

INNOVATIVE: We embrace a progressive and creative approach to collections, exhibits and events.

INVITING: We are committed to providing a welcoming environment where visitors can experience local history.

INFORMATIVE: We are committed to be the focal point for accurate local historical information.

COLLABORATIVE: We collaborate to achieve the museum's vision while fostering partnerships within the community.

INCLUSIVE: We provide meaningful engagement to a diversity of people.



Mission Statement

The Penetanguishene Centennial Museum and Archives collects and preserves artifacts, stories and history to promote the appreciation of our rich culture and common heritage, illuminating our past, shaping our identity and inspiring our future. The community and visitors benefit from this shared heritage through exhibitions, research, education, programs and events.

2025-2030 Goals

1. Create Engaging Experiences

2. Build Capacity and Strengthen Services, Volunteerism & Community Engagement

3. Provide Programming and Outreach Beyond the Physical Location

4. Be a Centre of Consistent Activity Year-Round

5. Enhance Genealogy and Archival Services



Strategic Directions

1. Create Engaging Experiences

- 1a. Add at least five interactive elements to permanent exhibits by 2030.
- 1b. Develop one online exhibit through community member feedback highlighting local stories.
- 1c. Create one permanent Indigenous exhibit with interactive elements.
- 1d. Redesign 20% artifact/exhibit labels annually to tell the objects story.
- 1e. Implement infrastructure to support a self-guided app-based tour to tell the town's specific story.

2. Build Capacity and Strengthen Services, Volunteerism & Community Engagement

- 2a. Monitor and apply for one funding opportunity per year that supports strategic initiatives.
- 2b. Partner with local tourism organizations on a joint marketing or programming initiative.
- 2c. Collaborate with the Town on centralizing volunteer management.
- 2d. Create a volunteer-based committee to assist with museum outreach functions.
- 2e. Create a marketing strategy for the museum.

3. Provide Programming and Outreach Beyond the Physical Location

- 3a. Develop three education programs for classrooms and three outreach programs for organizations and accompanying promotional materials.
- 3b. Create one educational kit and a loan borrowing agreement with an associated fee structure.
- 3c. Create a seasonal online guest speaker series.
- 3d. Expand one off site tour into other areas in Penetanguishene, such as cemeteries, parks, churches, heritage sites.
- 3e. Create one mobile exhibition that can be showcased at local organizations in the area.

4. Be a Centre of Consistent Activity Year-Round

- 4a. Offer one guest speaker series or special interest workshop per year.
- 4b. Create one winter historical snowshoe tour.
- 4c. Introduce one special interest meetup group at the museum during January to March each year.
- 4d. Develop and offer a co-op program to enhance new off-season programs.

5. Enhance Genealogy and Archival Services

- 5a. By 2030 the Genealogy and Archival Services will have a dedicated staff person.
- 5b. Offer at least two genealogy courses annually.
- 5c. 65% of documents in archives will be available online by 2030 with a "how to research" component available.
- 5d. Create a call to action to residents to share genealogical documents to enhance collection.
- 5e. Offer a once-a-week genealogy social hour program.
- 5f. Organize the research room to make the space more user friendly for volunteers.



Contact Us



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APPENDIX A: PENETANGUISHENE CENTENNIAL MUSEUM & ARCHIVES 2025-2030 WORKPLAN

GOAL 1 - CREATE ENGAGING EXPERIENCES

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ACTION		YEAR 2025-2030*	KEY PERFORMANCE INDICATOR	RESPONSIBILITY/ FISCAL RESOURCES	TRACKING METHOD
Objective 1A: Add at least five interactive elements to permanent exhibits by 2030.					
	Add an interactive element to the children section near the gift shop.	June 2025	Interactive element installed.	Museum Staff Friends expense	Annually MHAC agenda.
	Add an interactive element to the General Store section.	June 2026	Interactive element installed.	Museum Staff Friends expense	Annually MHAC agenda.
	Add an interactive element to lumber office exhibit.	June 2027	Interactive element installed.	Museum Staff Friends expense	Annually MHAC agenda.
	Add an interactive element to Indigenous exhibit.	June 2028	Interactive element installed.	Museum Staff Additional funds for exhibit	Annually MHAC agenda.
	Add an interactive element to front section	June 2029	Interactive element installed.	Museum Staff Friends expense	Annually MHAC agenda.

*Otherwise noted, to be completed by December 31st of year indicated.
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GOAL 1 - CREATE ENGAGING EXPERIENCES

ACTION		YEAR 2025-2030*	KEY PERFORMANCE INDICATOR	RESPONSIBILITY/ FISCAL RESOURCES	TRACKING METHOD
Objective 1B: Develop one online exhibit through community member feedback highlighting local stories.					
	Research and choose an online exhibit provider.	2026	Choose online exhibit provider	Museum Staff	Bi-annually MHAC agenda.
	Canvas the community for feedback on a theme for local stories.	2027	Complete community feedback.	Museum Staff	Bi-annually MHAC agenda.
	Interview community members.	2027	Complete interviews.	Museum Staff	Bi-annually MHAC agenda.
	Create the online exhibit.	2027	Online exhibit completed.	Museum Staff Exhibit fund	Bi-annually MHAC agenda.
Objective 1C: Create one permanent Indigenous exhibit with interactive elements.					
	Meet with Indigenous groups including First Nations and Métis to work collaboratively on an exhibit.	2026	Partnership established for exhibit.	Museum Staff	Annually MHAC agenda.
	Research and choose an exhibit production company to assist with exhibit.	2026	Exhibit production company chosen.	Museum Staff	Annually MHAC agenda.
	Apply for grant application for exhibit.	2027	Receive grant for exhibit.	Museum Staff	Annually MHAC agenda.

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GOAL 1 - CREATE ENGAGING EXPERIENCES

ACTION		YEAR 2025-2030*	KEY PERFORMANCE INDICATOR	RESPONSIBILITY/ FISCAL RESOURCES	TRACKING METHOD
				Grant funds or additional operating funds.	
	Create exhibit plan with text, story, artifacts and photographs for exhibit.	2027	Completed exhibit plan.	Museum Staff	Annually MHAC agenda.
	Install exhibit.	2028	Exhibit installed.	Museum Staff	Bi-annually in MHAC agenda, RCS Workplan.
Objective 1D: Redesign 20% artifact/exhibit labels annually to tell the objects story.					
	Redesign labels in Beck exhibit area.	2025	New text labels.	Museum Staff	Annually MHAC agenda.
	Redesign labels in General Store exhibit area.	2026	New text labels.	Museum Staff	Annually MHAC agenda.
	Redesign labels in lumber office exhibit area.	2027	New text labels.	Museum Staff	Annually MHAC agenda.
	Redesign labels in agriculture exhibit area.	2028	New text labels.	Museum Staff	Annually MHAC agenda.
	Redesign labels in kitchen exhibit area.	2029	New text labels.	Museum Staff	Annually MHAC agenda.
	Redesign labels in War exhibit area.	2030	New text labels.	Museum Staff	Annually MHAC agenda.

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GOAL 1 - CREATE ENGAGING EXPERIENCES

ACTION		YEAR 2025-2030*	KEY PERFORMANCE INDICATOR	RESPONSIBILITY/ FISCAL RESOURCES	TRACKING METHOD
Objective 1E: Implement Infrastructure to support a self-guided app-based tour to tell the town’s specific story.					
	Utilizing our website or app to tell the town’s stories.	2028	QR code created to link to app or website.	Museum Staff	Annually MHAC agenda.
	Map out areas of town where we would post signage connected to our website or app.	2028	Established areas that signs will be installed.	Museum Staff	Annually MHAC agenda.
	Research and create the specific Penetanguishene “stories”.	2029	Specific Penetanguishene “stories” created.	Museum Staff	Annually MHAC agenda.
	Sourcing a signage company to create the signs.	2030	Signage company and type of signs completed	Museum Staff Funding for signage project	Annually MHAC agenda.
	Install signage.	2030	Signage installed.	Museum Staff	Annually MHAC agenda.

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GOAL 2 - BUILD CAPACITY AND STRENGTHEN SERVICES, VOLUNTEERISM & COMMUNITY ENGAGEMENT

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ACTION		YEAR 2025-2030*	KEY PERFORMANCE INDICATOR	RESPONSIBILITY/FISCAL RESOURCES	TRACKING METHOD
Objective 2A: Monitor and apply for one funding opportunity per year that supports strategic initiatives.					
	Apply for one funding opportunity.	2025	Received grant.	Museum Staff	Report to MHAC.
	Apply for one funding opportunity.	2026	Received grant.	Museum Staff	Report to MHAC.
	Apply for one funding opportunity.	2027	Received grant.	Museum Staff	Report to MHAC.
	Apply for one funding opportunity.	2028	Received grant.	Museum Staff	Report to MHAC.
	Apply for one funding opportunity.	2029	Received grant.	Museum Staff	Report to MHAC.
	Apply for one funding opportunity.	2030	Received grant.	Museum Staff	Report to MHAC.
Objective 2B: Partner with local tourist organizations on a joint marketing or programming initiative.					
	Talk to different local tourist organizations about joint programming initiatives (i.e. Discovery Harbour or Landmarks Tours)	2027	Establish a partner for initiative.	Museum Staff	Annually MHAC agenda, RCS workplan.

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GOAL 2 - BUILD CAPACITY AND STRENGTHEN SERVICES, VOLUNTEERISM & COMMUNITY ENGAGEMENT

ACTION		YEAR 2025-2030*	KEY PERFORMANCE INDICATOR	RESPONSIBILITY/FISCAL RESOURCES	TRACKING METHOD
	Create a joint programming/marketing initiative.	2027	Program/marketing initiative created.	Museum Staff	Annually MHAC agenda.
	Launch joint programming/marketing initiative.	2028	Joint program/marketing initiative launched.	Museum Staff	Annually MHAC agenda.
Objective 2C: Collaborate with Town on centralizing volunteer management.					
	Work with RCS department on a volunteer management program.	2030	Centralized volunteer management system established.	Museum Staff RCS Staff	Annually MHAC agenda, RCS workplan.
Objective 2D: Create a volunteer-based committee to assist with museum outreach functions.					
	Create a volunteer-based committee to assist with the newly created outreach programs	2030	Committee created.	Museum Staff	Annually MHAC agenda.
	Train committee.	2030	Committee members fully trained on outreach programming.	Museum Staff	Annually MHAC agenda.
Objective 2E: Create a marketing strategy for the museum.					
	Research costs for marketing strategies.	2025	Ensure that there are sufficient funds in 2027 capital budget for marketing strategy to ensure that initiative can be completed if	Museum Staff 2027 capital budget	Report to Council

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GOAL 2 - BUILD CAPACITY AND STRENGTHEN SERVICES, VOLUNTEERISM & COMMUNITY ENGAGEMENT

ACTION		YEAR 2025-2030*	KEY PERFORMANCE INDICATOR	RESPONSIBILITY/FISCAL RESOURCES	TRACKING METHOD
			museum cannot receive a grant.		
	Apply for a grant for a marketing strategy for the museum.	2026	Receive grant for marketing strategy	Museum Staff	Annually MHAC agenda.
	Hire a marketing firm to create a marketing strategy for museum.	2027	Marketing strategy created.	Museum Staff	Annually MHAC agenda.

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GOAL 3 - PROVIDE PROGRAMMING AND OUTREACH BEYOND THE PHYSICAL LOCATION

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ACTION		YEAR 2025-2030*	KEY PERFORMANCE INDICATOR	RESPONSIBILITY/FISCAL RESOURCES	TRACKING METHOD
Objective 3A: Develop three education programs for classrooms and three outreach programs for organizations and accompanying promotional materials.					
	Research and create 3 education programs.	2026	3 education programs created.	Museum Staff	Annually MHAC agenda.
	Research and create 3 outreach programs	2026	3 outreach programs created.	Museum Staff	Annually MHAC agenda.
	Create promotional materials for all education and outreach programs.	2027	Promotional materials created.	Museum Staff	Annually MHAC agenda.
	Launch education and outreach programs.	2027	Education and outreach programs launched.	Museum Staff	Annually MHAC agenda.
	Evaluate success of education and outreach programs.	2028	Continued bookings for education and outreach programs.	Museum Staff	Annually MHAC agenda.

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GOAL 3 - PROVIDE PROGRAMMING AND OUTREACH BEYOND THE PHYSICAL LOCATION

ACTION		YEAR 2025-2030*	KEY PERFORMANCE INDICATOR	RESPONSIBILITY/FISCAL RESOURCES	TRACKING METHOD
Objective 3B: Create one educational kit and a loan agreement with an associated fee structure.					
	Research educational kits and borrowing agreements.	2026	Establish a fee structure for educational kit.	Museum Staff	Annually MHAC agenda.
	Create educational kit and loan borrowing agreement.	2027	Educational kit created.	Museum Staff Friends of Museum funds	Annually MHAC agenda.
	Market educational kit.	2028	Educational kits borrowed.	Museum Staff	Annually MHAC agenda.
Objective 3C: Create a seasonal online guest speaker series.					
	Source speakers for online guest speaker series.	2029	Find speakers for series.	Museum Staff	Annually MHAC agenda.
	Create series for guest speakers.	2029	Series of guest speakers confirmed.	Museum Staff	Annually MHAC agenda.
	Promote and market guest speaker series.	2029	Successful attendance at guest series.	Museum Staff	Annually MHAC agenda.

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ACTION		YEAR 2025-2030*	KEY PERFORMANCE INDICATOR	RESPONSIBILITY/FISCAL RESOURCES	TRACKING METHOD
Objective 3D: Expand one off site tour in other areas in Penetanguishene, such as cemeteries, parks, churches, heritage sites.					
	Create an off-site tour.	2025	Off site tour created.	Museum Staff	Annually MHAC agenda.
	Promote an off-site tour.	2025	Registration full for off-site tour.	Museum Staff	Annually MHAC agenda.
	Evaluate success of off-site out and expand if successful.	2026	Continue off-site tour.	Museum Staff	Annually MHAC agenda.
Objective 3E: Create one mobile exhibition that can be showcased at local organizations in the area.					
	Create a theme for a small mobile exhibit.	May 2029	Theme is created.	Museum Staff	Annually MHAC agenda.
	Canvas locations for small mobile exhibit	May 2029	Secure location for small mobile exhibit.	Museum Staff	Annually MHAC agenda.
	Create an exhibit	May - June 2029	Exhibit created.	Museum Staff	Annually MHAC agenda.
	Install exhibit	June 2029	Exhibit installed.	Museum Staff	Annually MHAC agenda.

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GOAL 4 - BE A CENTRE OF CONSISTENT ACTIVITY YEAR-ROUND

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ACTION		YEAR 2025-2030*	KEY PERFORMANCE INDICATOR	RESPONSIBILITY/FISCAL RESOURCES	TRACKING METHOD
Objective 4A: Offer one guest speaker series or special interest workshop per year					
	Offer one guest speaker series or special interest workshop per year (i.e. photography).	2026	Guest speaker series	Museum Staff	Annually MHAC agenda.
	Offer one guest speaker series or special interest workshop per year (i.e. photography).	2027	Guest speaker series	Museum Staff	Annually MHAC agenda.
	Offer one guest speaker series or special interest workshop per year (i.e. photography).	2028	Guest speaker series	Museum Staff	Annually MHAC agenda.

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GOAL 4 - BE A CENTRE OF CONSISTENT ACTIVITY YEAR-ROUND

ACTION		YEAR 2025-2030*	KEY PERFORMANCE INDICATOR	RESPONSIBILITY/FISCAL RESOURCES	TRACKING METHOD
	Offer one guest speaker series or special interest workshop per year (i.e. photography).	2029	Guest speaker series	Museum Staff	Annually MHAC agenda.
	Offer one guest speaker series or special interest workshop per year (i.e. photography).	2030	Guest speaker series	Museum Staff	Annually MHAC agenda.
Objective 4B: Create one winter historical snowshoe tour					
	Determine location for snowshoe tour.	2027	Establish location and route for snowshoe tour.	Museum Staff	Annually MHAC agenda.
	Research snowshoes and health and safety concerns.	2027	Establish an SOP for snowshoe tour.	Museum Staff	Annually MHAC agenda.
	Create snowshoe tour.	2028	Snowshoe tour created.	Museum Staff	Annually MHAC agenda.

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GOAL 4 - BE A CENTRE OF CONSISTENT ACTIVITY YEAR-ROUND

ACTION		YEAR 2025-2030*	KEY PERFORMANCE INDICATOR	RESPONSIBILITY/FISCAL RESOURCES	TRACKING METHOD
	Promote and market tour.	2028	Snowshoe tour sold out.	Museum Staff	Annually MHAC agenda.
Objective 4C: Introduce one special interest group at the museum during January to March each year.					
	Book one special interest meetup group at the museum during January to March (i.e. knitting, rug hooking, chess games, card games etc.).	2026	Special Interest group booked.	Museum Staff	Annually MHAC agenda.
	Book one special interest meetup group at the museum during January to March (i.e. knitting, rug hooking, chess games, card games etc.).	2027	Special Interest group booked.	Museum Staff	Annually MHAC agenda.
	Book one special interest meetup group at the museum during January to March (i.e. knitting, rug hooking, chess games, card games etc.).	2028	Special Interest group booked.	Museum Staff	Annually MHAC agenda.

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GOAL 4 - BE A CENTRE OF CONSISTENT ACTIVITY YEAR-ROUND

ACTION		YEAR 2025-2030*	KEY PERFORMANCE INDICATOR	RESPONSIBILITY/FISCAL RESOURCES	TRACKING METHOD
	Book one special interest meetup group at the museum during January to March (i.e. knitting, rug hooking, chess games, card games etc.).	2029	Special Interest group booked.	Museum Staff	Annually MHAC agenda.
	Book one special interest meetup group at the museum during January to March (i.e. knitting, rug hooking, chess games, card games etc.).	2030	Special Interest group booked.	Museum Staff	Annually MHAC agenda.
Objective 4D: Develop and offer a co-op program to enhance new off-season programs.					
	Research co-op programs at local high schools.	2027	Establish a co-op program.	Museum Staff	Annually MHAC agenda.
	Offer a co-op opportunity at the museum.	2028	Receive a co-op student.	Museum Staff	Annually MHAC agenda.
	Evaluate co-op program opportunity.	2028	Receive a co-op student	Museum Staff	Annually MHAC agenda.

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GOAL 5 - ENHANCE THE GENEALOGY AND ARCHIVAL SERVICES

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ACTION		YEAR 2025-2030*	KEY PERFORMANCE INDICATOR	RESPONSIBILITY/FISCAL SERVICES	TIMING
Objective 5A: By 2030 the Genealogy and Archival Services will have a dedicated staff person.					
	Research grant opportunities to hire a dedicated genealogy and archival position.	2026	Grant received.	Museum Staff	Annually MHAC agenda.
	Hire a seasonal dedicated genealogy and archival position.	2027	Season staff person hired.	Museum Staff	Annually MHAC agenda.
	Hire a part time genealogy and archival position.	2028	Part-time staff person hired.	Museum Staff Increase in operating budget	Annually MHAC agenda.

*Otherwise noted, to be completed by December 31st of year indicated.
MHAC - Museum & Heritage Advisory Committee
RCS - Recreation and Community Services Department
Friends of Museum - a separate fundraising group for Penetanguishene Centennial Museum & Archives

APPENDIX A: PENETANGUISHENE CENTENNIAL MUSEUM & ARCHIVES 2025-2030 WORKPLAN

GOAL 5 - ENHANCE THE GENEALOGY AND ARCHIVAL SERVICES

ACTION		YEAR 2025-2030*	KEY PERFORMANCE INDICATOR	RESPONSIBILITY/FISCAL SERVICES	TIMING
	Hire a full-time genealogy and archival position.	2030	Full time staff person hired.	Museum Staff Increase in operating budget	Annually MHAC agenda.
Objective 5B: Offer at least two genealogy courses annually.					
	Offer two genealogy courses.	2025	Sold out genealogy courses.	Museum Staff	Annually MHAC agenda.
	Offer two genealogy courses.	2026	Sold out genealogy courses.	Museum Staff	Annually MHAC agenda.
	Offer two genealogy courses.	2027	Sold out genealogy courses.	Museum Staff	Annually MHAC agenda.
	Offer two genealogy courses.	2028	Sold out genealogy courses.	Museum Staff	Annually MHAC agenda.
	Offer two genealogy courses.	2029	Sold out genealogy courses.	Museum Staff	Annually MHAC agenda.
	Offer two genealogy courses.	2030	Sold out genealogy courses.	Museum Staff	Annually MHAC agenda.

*Otherwise noted, to be completed by December 31st of year indicated.
MHAC - Museum & Heritage Advisory Committee
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APPENDIX A: PENETANGUISHENE CENTENNIAL MUSEUM & ARCHIVES 2025-2030 WORKPLAN

GOAL 5 - ENHANCE THE GENEALOGY AND ARCHIVAL SERVICES

ACTION		YEAR 2025-2030*	KEY PERFORMANCE INDICATOR	RESPONSIBILITY/FISCAL SERVICES	TIMING
Objective 5C: 65% of documents in archives will be available online by 2030 with a “how to research” component available.					
	Scan 5% of documents in collections management system.	2025	Completed by seasonal staff.	Museum Staff	Annually MHAC agenda.
	Scan 5% of documents in collections management system.	2026	Completed by seasonal staff.	Museum Staff	Annually MHAC agenda.
	Scan 10% of documents in collections management system.	2027	Completed by seasonal staff.	Museum Staff	Annually MHAC agenda.
	Scan 10% of documents in collections management system.	2028	Completed by Genealogy and Archival staff person.	Museum Staff	Annually MHAC agenda.
	Scan 15% of documents in collections management system.	2029	Completed by Genealogy and Archival staff person.	Museum Staff	Annually MHAC agenda.
	Scan 20% of documents in collections management system.	2030	Completed by Genealogy and Archival staff person.	Museum Staff	Annually MHAC agenda.

*Otherwise noted, to be completed by December 31st of year indicated.
MHAC - Museum & Heritage Advisory Committee
RCS - Recreation and Community Services Department
Friends of Museum - a separate fundraising group for Penetanguishene Centennial Museum & Archives

APPENDIX A: PENETANGUISHENE CENTENNIAL MUSEUM & ARCHIVES 2025-2030 WORKPLAN

GOAL 5 - ENHANCE THE GENEALOGY AND ARCHIVAL SERVICES

ACTION		YEAR 2025-2030*	KEY PERFORMANCE INDICATOR	RESPONSIBILITY/FISCAL SERVICES	TIMING
	"How to research" component created and uploaded to website.	2030	Completed by Genealogy and Archival staff person.	Museum Staff	Annually MHAC agenda.
Objective 5D: Create a call to action to residents to share genealogical documents to enhance collection.					
	Create the call to action for residents	2028	Residents respond to call to action.	Museum Staff	Annually MHAC agenda.
	Plan a program or event where genealogical documents can be shared.	2028	Archival records increased due to call to action.	Museum Staff	Annually MHAC agenda.
Objective 5E: Offer a once-a-week genealogy social hour program.					
	A once-a-week genealogy social hour facilitated by full time Genealogy and Archival staff person.	2030	Genealogy room is a vibrant centre of visitors due to ongoing social hour.	Museum Staff	Annually MHAC agenda.
Objective 5F: Organize the research room to make the space more user friendly for volunteers					

*Otherwise noted, to be completed by December 31st of year indicated.
MHAC - Museum & Heritage Advisory Committee
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Friends of Museum - a separate fundraising group for Penetanguishene Centennial Museum & Archives

APPENDIX A: PENETANGUISHENE CENTENNIAL MUSEUM & ARCHIVES 2025-2030 WORKPLAN

GOAL 5 - ENHANCE THE GENEALOGY AND ARCHIVAL SERVICES

ACTION		YEAR 2025-2030*	KEY PERFORMANCE INDICATOR	RESPONSIBILITY/FISCAL SERVICES	TIMING
	Organize the research room office space.	2025	Research room organized and inviting space for staff and volunteers	Museum Staff	Annually MHAC agenda.
	Organize the shelves in the research area.	2026	More shelves installed for records.	Museum Staff	Annually MHAC agenda.

*Otherwise noted, to be completed by December 31st of year indicated.
MHAC - Museum & Heritage Advisory Committee
RCS - Recreation and Community Services Department
Friends of Museum - a separate fundraising group for Penetanguishene Centennial Museum & Archives

Museum Community Survey

SURVEY RESPONSE REPORT

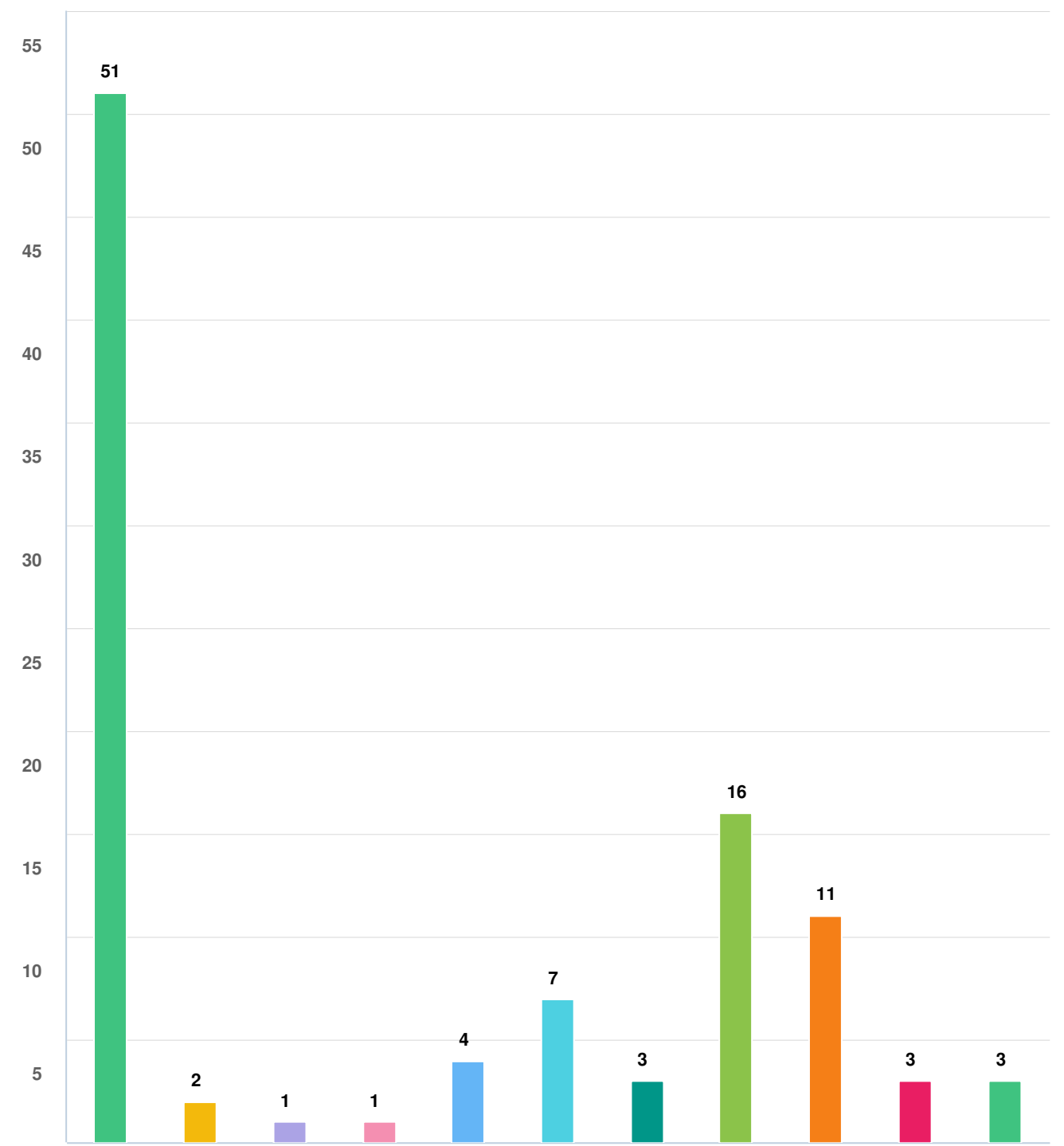
01 October 2024 - 30 October 2024

PROJECT NAME:
Museum Programs



SURVEY QUESTIONS

Q1 What areas below do you represent? Check all that apply.

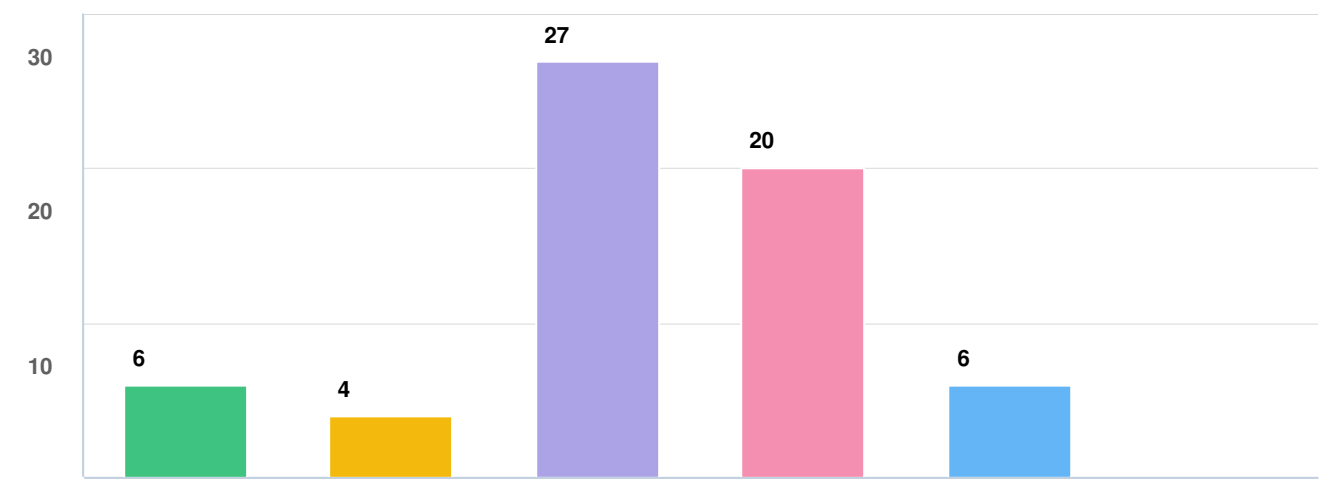


Question options

- General Public Government Education Tourism Historical Society Service Club
Special Interest Group Volunteer Museum Member Researcher Other (please specify)

Optional question (63 response(s), 0 skipped)
Question type: Checkbox Question

Q2 On average how often do you visit the museum?

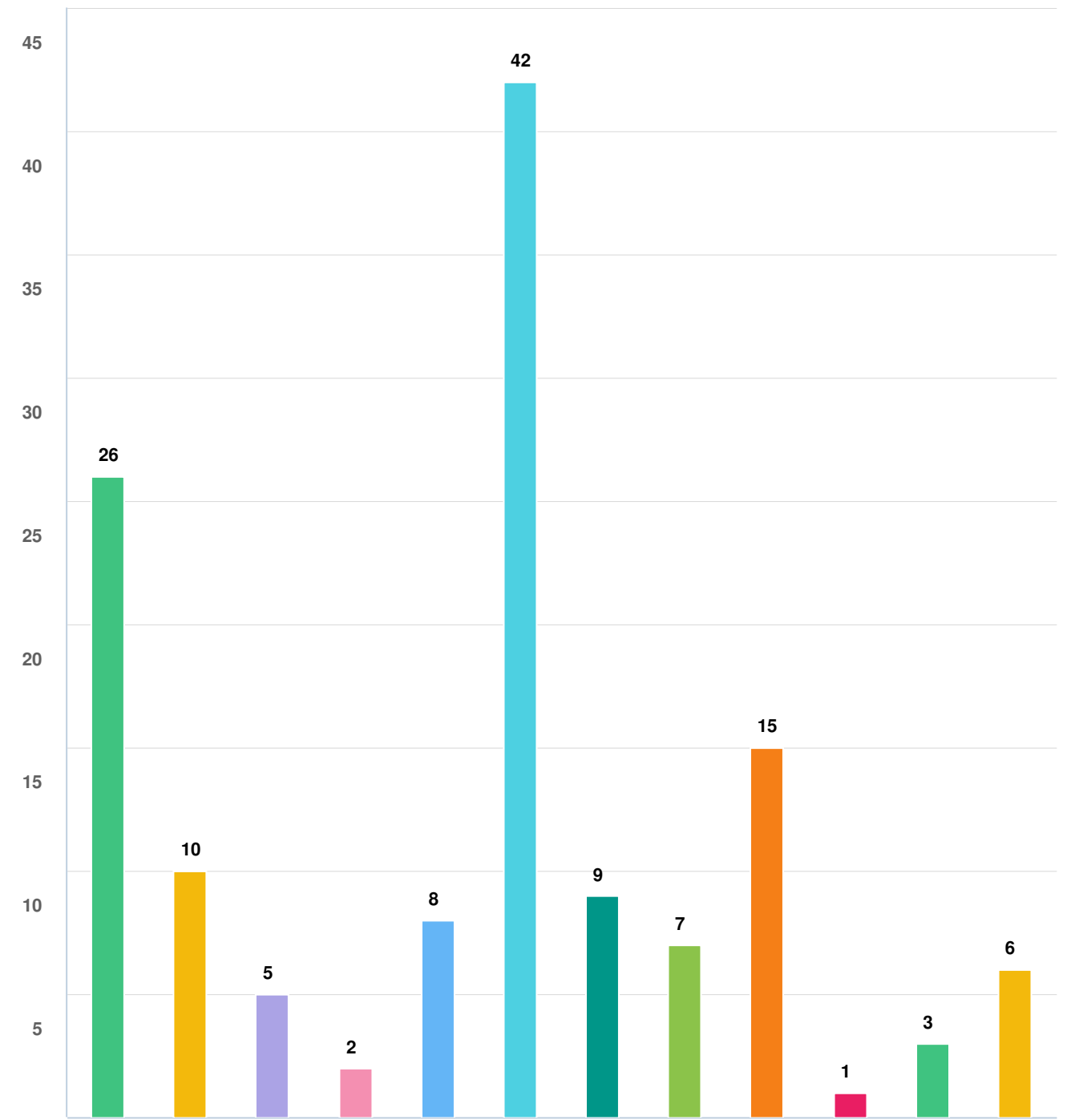


Question options

Monthly Less than once a month Few times a year Once a year Never Weekly

Optional question (63 response(s), 0 skipped)
Question type: Checkbox Question

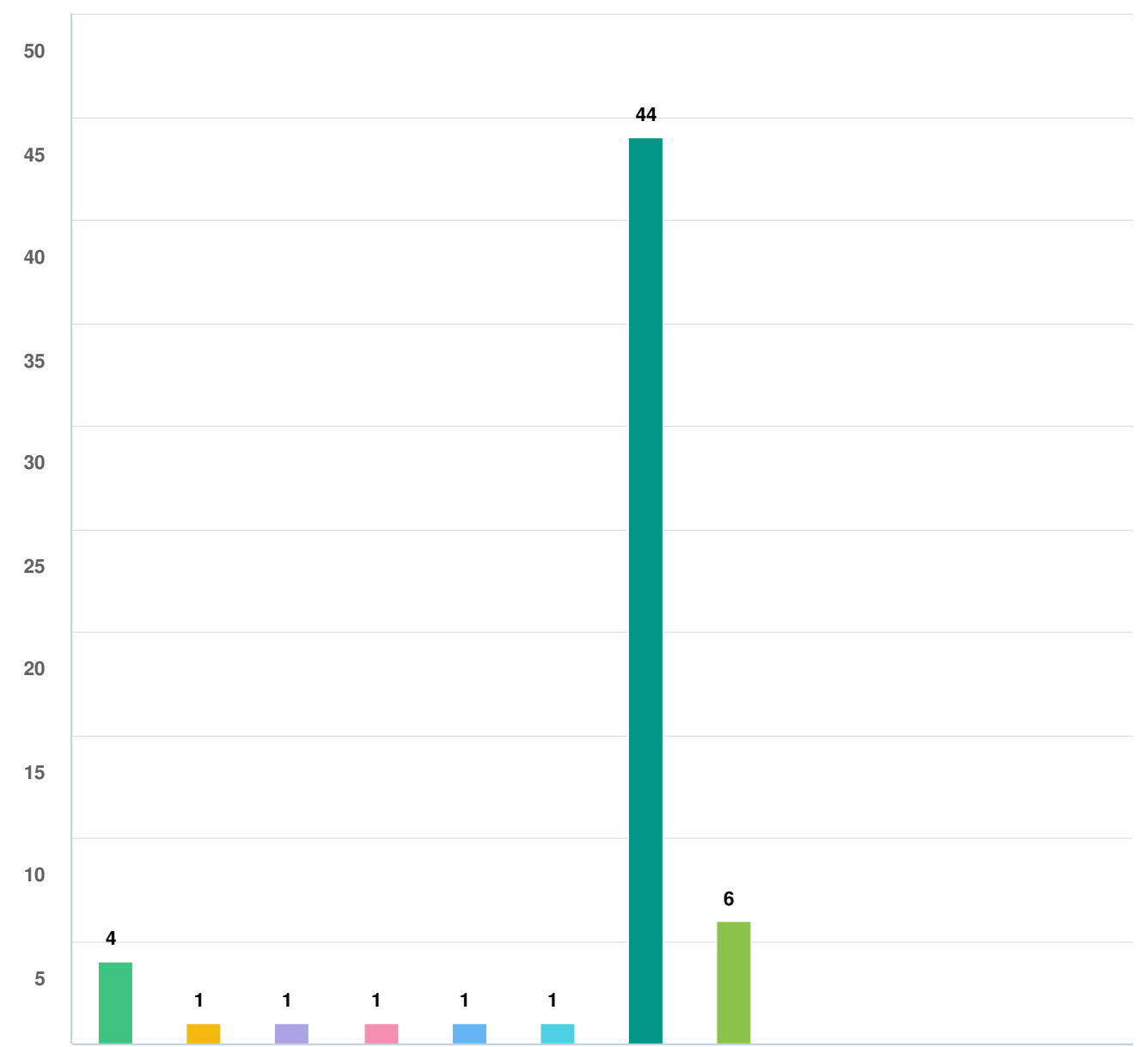
Q3 Check the reasons for your visit



- Question options**
- General Interest
 - Touring Exhibits
 - Family History Research
 - Donating Artifacts
 - Visiting Giftshop
 - Special Events
 - Adult Programming
 - Children's Programming
 - Meetings or Workshops
 - Rentals
 - Day Camp
 - Other (please specify)

Optional question (61 response(s), 2 skipped)
Question type: Checkbox Question

Q4 What barriers, if any, have limited or prevented you from accessing the museum?



Question options

- Geographical (live too far away to regularly visit)
- Technological (internet access/connectivity issues accessing online)
- Physical (challenging to navigate the building)
- Cultural (museum lacks culturally relevant/appropriate offerings; lacks welcoming, safe spaces)
- Language (lack of translation support)
- Inconvenient scheduling of museum events and activities
- I have not experienced any barriers
- Other (please specify)
- Financial (too costly for programs and event fees)
- Sensory (museum's sensory experience not supportive of neurodiverse people)
- Cognitive (museum offerings not supportive of different types of learning)
- Transportation (challenges getting to and from the museum)

Optional question (58 response(s), 5 skipped)
Question type: Checkbox Question

Q5 | If you have not visited the museum before, what can we do to increase your interest so that you would visit?

Anonymous

10/24/2024 05:18 PM

I think you guys are great!!

Anonymous

10/24/2024 05:36 PM

It's on my list of things to do. Recently retired here.

Anonymous

10/24/2024 05:42 PM

I attended the Meet the Spirits at St. James on the lines recently and everyone who I attended with thought it was great. My neighbours are also very interested.

Anonymous

10/24/2024 05:45 PM

Tell us where it is would be a start. Some public information about it would be good

Anonymous

10/24/2024 09:09 PM

Find ways to inform of events through a medium I would follow

Anonymous

10/26/2024 10:36 AM

Does not apply

Anonymous

10/28/2024 12:55 PM

More special events

Anonymous

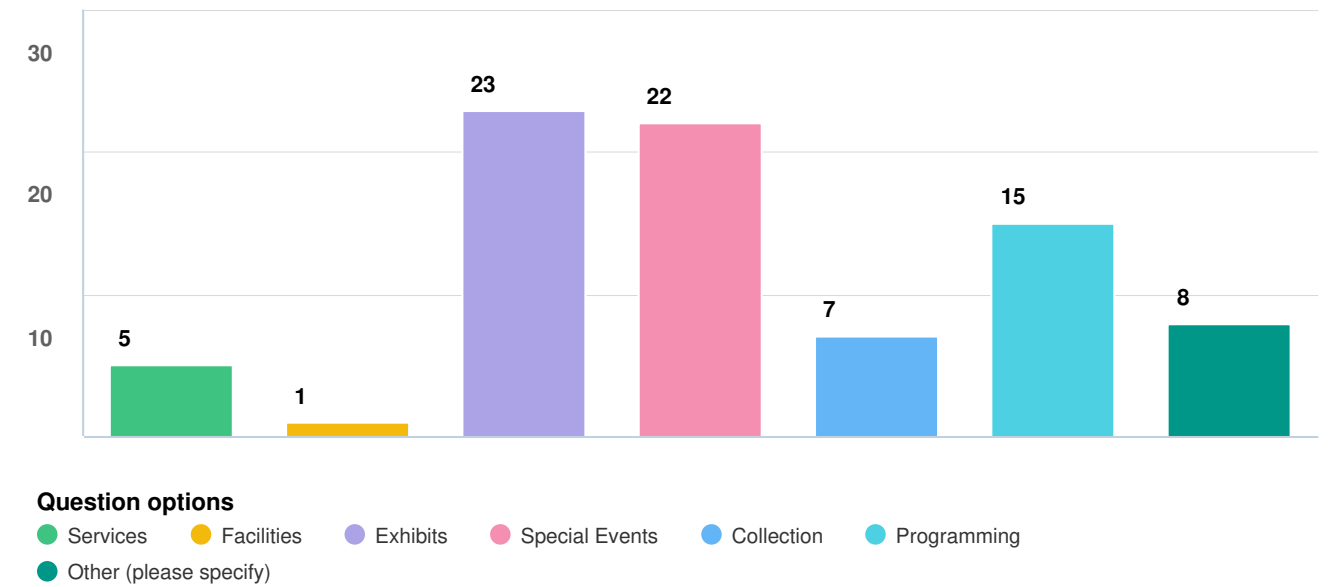
10/28/2024 10:14 PM

Not your fault. I'm a busy person

Optional question (8 response(s), 55 skipped)

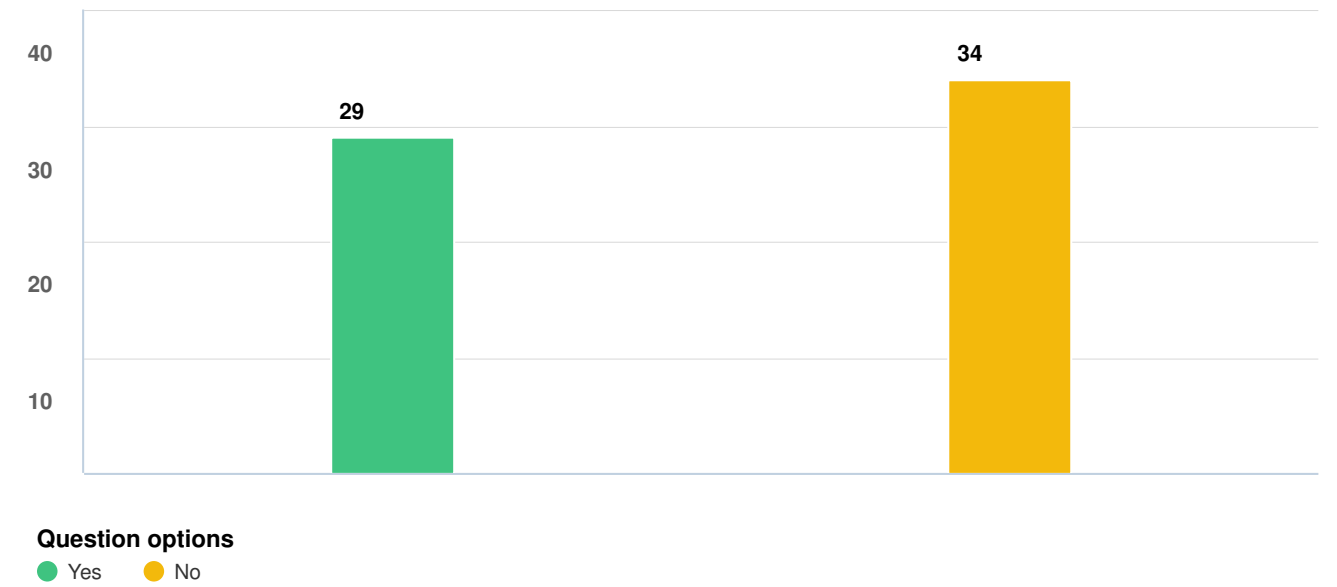
Question type: Essay Question

Q6 In order to improve the museum, what areas do you feel we should concentrate on expanding?



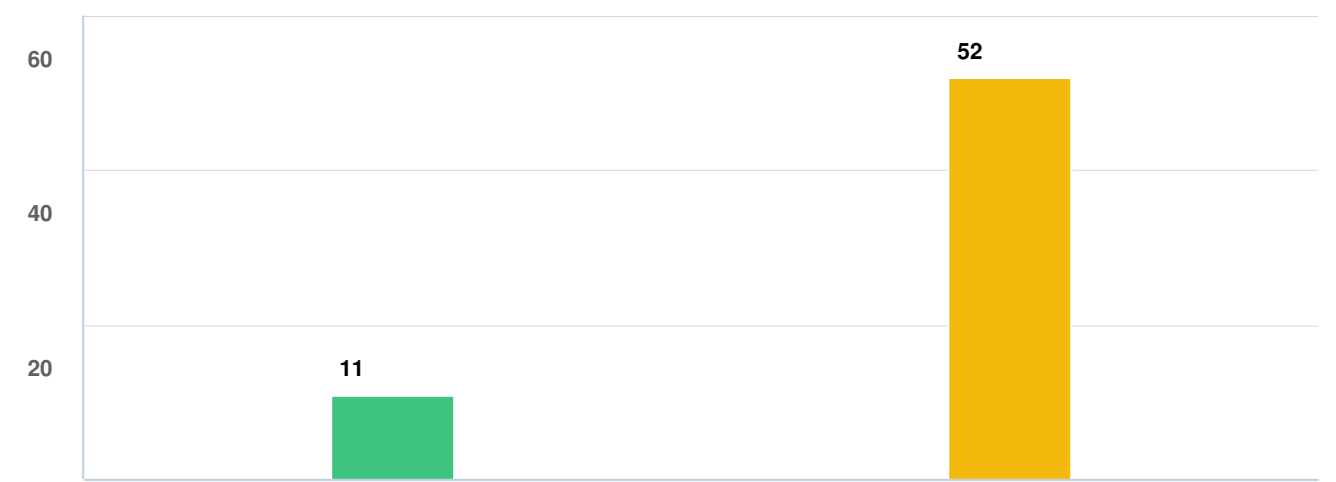
Optional question (55 response(s), 8 skipped)
Question type: Checkbox Question

Q7 Are you aware that our museum collection is available online?



Optional question (63 response(s), 0 skipped)
Question type: Checkbox Question

Q8 Have you accessed our online collection?



Question options

Yes No

Optional question (63 response(s), 0 skipped)
Question type: Checkbox Question

Q9 Please rate the quality of permanent and temporary exhibitions and displays at the museum. (1 - Poor, 10 - Excellent)

Anonymous	7
10/24/2024 12:36 PM	
Anonymous	8
10/24/2024 12:54 PM	
Anonymous	8 - the collection could be better organized.
10/24/2024 01:23 PM	
Anonymous	10
10/24/2024 01:37 PM	
Anonymous	7
10/24/2024 01:42 PM	
Anonymous	4
10/24/2024 03:21 PM	

Anonymous 3
10/24/2024 05:11 PM

Anonymous 10
10/24/2024 05:18 PM

Anonymous 10
10/24/2024 05:36 PM

Anonymous Donno, haven't seen it yet
10/24/2024 05:45 PM

Anonymous 7
10/24/2024 05:48 PM

Anonymous Seven
10/24/2024 05:55 PM

Anonymous 8
10/24/2024 06:05 PM

Anonymous 5 same things in collection
10/24/2024 06:09 PM

Anonymous 10
10/24/2024 06:17 PM

Anonymous 10
10/24/2024 06:18 PM

Anonymous 8
10/24/2024 06:49 PM

Anonymous 9
10/24/2024 07:07 PM

Anonymous 8 but some items could be displayed better
10/24/2024 07:30 PM

Anonymous 9
10/24/2024 08:43 PM

Anonymous 10/24/2024 09:04 PM	8
Anonymous 10/24/2024 09:09 PM	9 of 10. all have been above average.
Anonymous 10/24/2024 09:12 PM	7
Anonymous 10/24/2024 09:20 PM	8
Anonymous 10/24/2024 09:41 PM	N/A
Anonymous 10/24/2024 10:31 PM	5
Anonymous 10/24/2024 11:20 PM	10 for permanent displays. They really allow visitors to step back in time.
Anonymous 10/25/2024 12:55 AM	not exciting, looks the same each year
Anonymous 10/25/2024 08:17 AM	8
Anonymous 10/25/2024 08:30 AM	I enjoy the museum. It was helpful when a friend had some local memorabilia to move.
Anonymous 10/25/2024 09:44 AM	9
Anonymous 10/25/2024 11:26 AM	8
Anonymous 10/25/2024 11:29 AM	N/A

Anonymous 10

10/25/2024 12:37 PM

Anonymous

10/25/2024 04:04 PM

I have found each time I visit that the exhibitions and displays are more that satisfactory and very informative. With my grandchildren now over the age of 12 there is no longer programs of interest for them.

Anonymous

10/25/2024 09:09 PM

9

Anonymous

10/25/2024 11:55 PM

7

Anonymous

10/26/2024 09:42 AM

8

Anonymous

10/26/2024 10:36 AM

Haven't recently visited, so I don't feel qualified to answer.

Anonymous

10/27/2024 02:32 PM

na

Anonymous

10/28/2024 09:50 AM

8 - exhibitions could be updated

Anonymous

10/28/2024 11:39 AM

8

Anonymous

10/28/2024 11:49 AM

10

Anonymous

10/28/2024 11:57 AM

9

Anonymous

10/28/2024 12:44 PM

Always a 10!

Anonymous

10/28/2024 12:55 PM

10

Anonymous

10/28/2024 02:48 PM

I moved here 10 yrs ago. Visited then and stayed 3 hrs. investigating and was very impressed. Unfortunately, I have not returned.

Anonymous

10/28/2024 03:11 PM

8

Anonymous

10/28/2024 03:26 PM

10

Anonymous

10/28/2024 04:34 PM

10 always excellence from our museum

Anonymous

10/28/2024 06:39 PM

8

Anonymous

10/28/2024 07:07 PM

Have not been visited enough to comment

Anonymous

10/28/2024 10:14 PM

On line only. 10

Anonymous

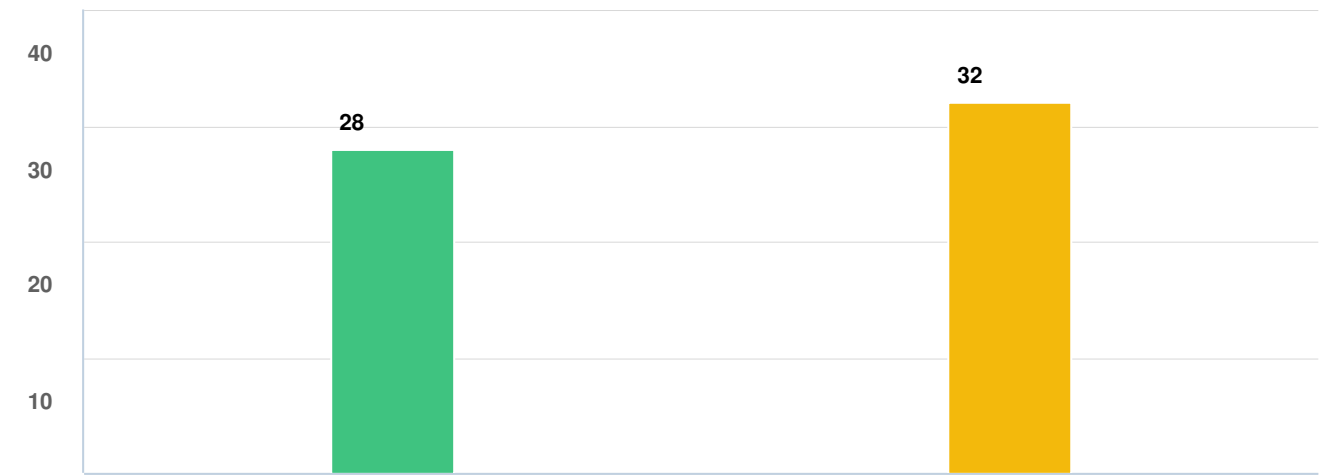
10/29/2024 05:06 AM

8

Optional question (54 response(s), 9 skipped)

Question type: Single Line Question

Q10 Have you visited the website www.pencenmuseum.com?

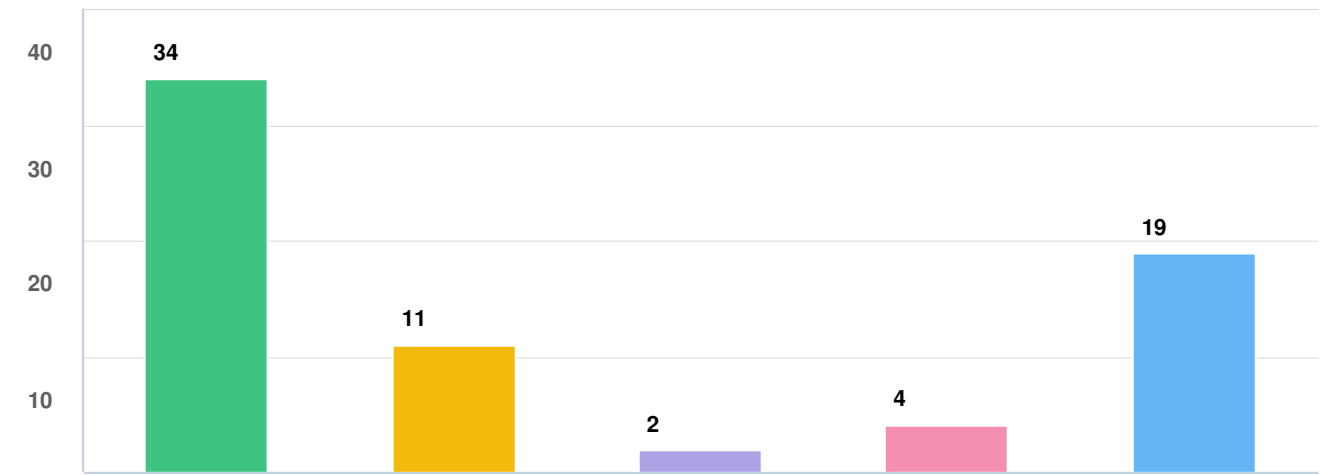


Question options

Yes No

Optional question (60 response(s), 3 skipped)
Question type: Checkbox Question

Q11 Do you follow our social media platforms? Check all that apply.

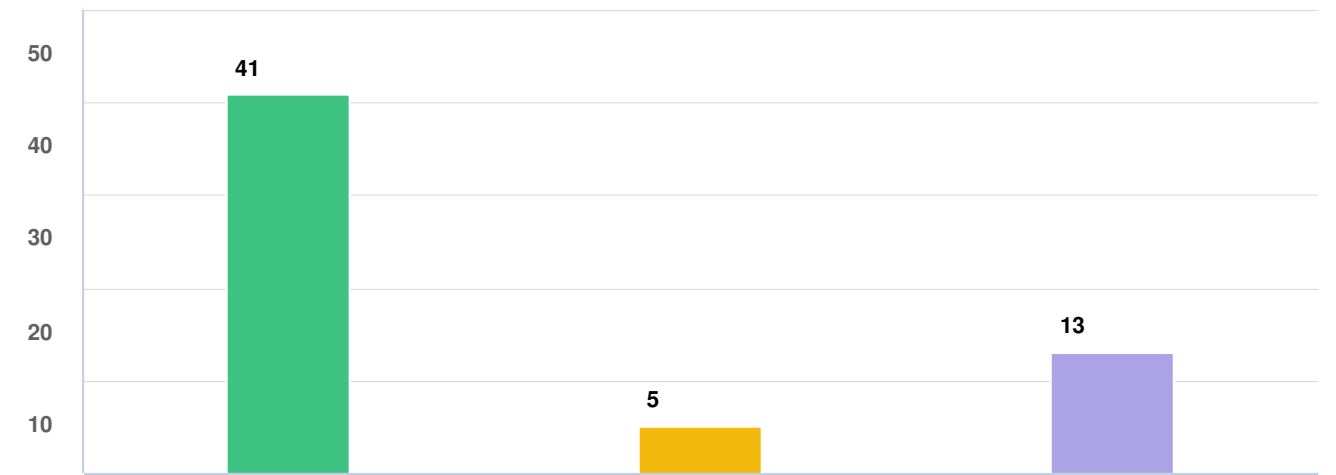


Question options

Facebook Instagram X (Twitter) Youtube Do not use social media

Optional question (54 response(s), 9 skipped)
Question type: Checkbox Question

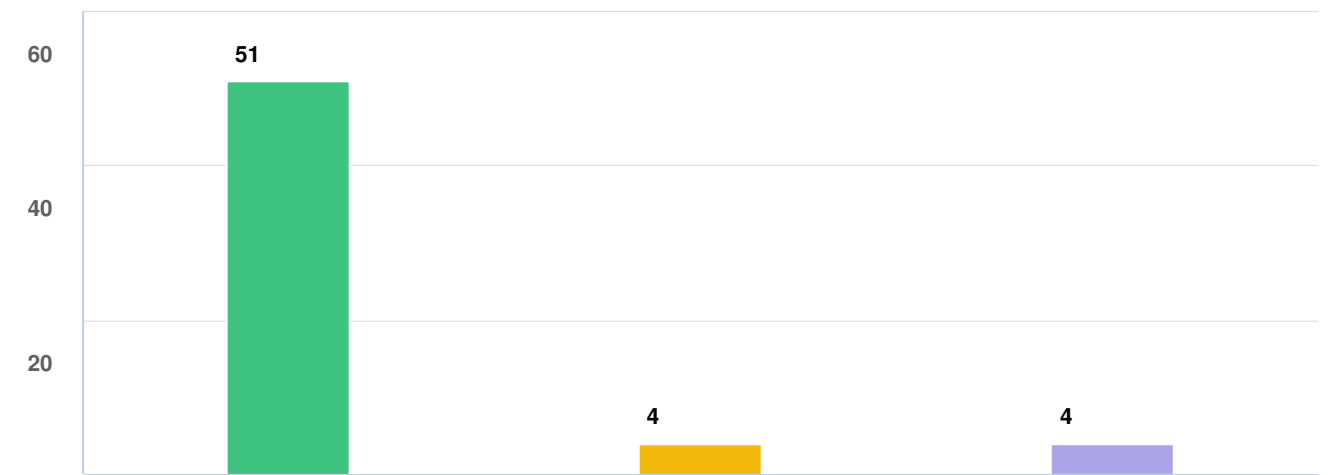
Q12 Are you pleased with the effectiveness of marketing channels (e.g., social media pages, newspaper etc.)?



Question options
☒ Yes ☐ No ☐ Other (please specify)

Optional question (59 response(s), 4 skipped)
Question type: Checkbox Question

Q13 Do you feel that the museum is connected to the community and is meeting the goals in the Mission Statement?



Question options
☒ Yes ☐ No ☐ Please explain:

Optional question (59 response(s), 4 skipped)
Question type: Checkbox Question

Q14 | Do you have any further comments or suggestions for the museum?

Anonymous

10/24/2024 01:23 PM

I'd like to see more information about the early settlement of the town, as well as the Indigenous history of the area.

Anonymous

10/24/2024 01:42 PM

I would appreciate some help in your archives. Perhaps a once a month orientation would help all those researching their ancestors. Also more geneology workshops. Guided tours of the museum.

Anonymous

10/24/2024 05:36 PM

Would like to see an exhibit on soldiers and sailors that spent there furlough days here

Anonymous

10/24/2024 05:45 PM

I said it all already

Anonymous

10/24/2024 05:48 PM

Just so unaware of activities that may interest me. There is such a rich history here, but hard to find activities that are promoted and reflect the amazing historical community. More active engagement regarding Metis, Native, Lumber and trade industry. Would love to see chainsaw carving, axe throwing etc. Bring tourists to the museum and newcomers as the town grows.

Anonymous

10/24/2024 05:55 PM

More detailed information available for researchers such as history of specific houses in town. When I am out walking and see beautiful architecture I often wonder about the building's history.

Anonymous

10/24/2024 06:09 PM

Change up some of the displays.

Anonymous

10/24/2024 06:17 PM

I appreciate the work our museum and staff undertake and support funding the museum through taxation

Anonymous

10/24/2024 06:18 PM

Wonderful place-welcoming ,great volunteers ,a town hub-steps a bit challenging-but a gem

Anonymous

10/24/2024 09:04 PM

No

Anonymous

10/24/2024 09:09 PM

The museum needs financial support to show more culture and history. ie boat building, drummond island display etc.

Anonymous

10/24/2024 11:20 PM

I love the museum and special events that keep and bring the community together. Great job.

Anonymous

10/25/2024 11:29 AM

No

Anonymous

10/25/2024 09:09 PM

Visitors have commented on what a wonderful museum we have. However as a resident I rarely visit. I'm not sure what value it brings to my life on a monthly or even yearly basis

Anonymous

10/25/2024 11:55 PM

Passionate employees and volunteers make for the best interactions

Anonymous

10/26/2024 10:36 AM

Nothing at this time but as branch 68 re-inventories it's museum collection we may be interested in loaning some items for local display. Regards; Padre Doug Clark RCL Br 68

Anonymous

10/27/2024 02:41 PM

Maybe to strengthen partnerships with Indigenous organizations. It sounds like you're connecting with the Native Women's Association, which is great. The children's events are great, though I am particularly interested in adult events such as what I mentioned in Question 4. I'm sure resources are limited and you're doing a great job with what you have. Thanks!

Anonymous

10/28/2024 11:57 AM

Job Well Done

Anonymous

10/28/2024 12:44 PM

Great place - Community minded - wonderful events!

Anonymous

10/28/2024 03:11 PM

I think the Centennial Museum is an Important part of the municipality. It offers many things to many people. Keep up the great work.

Anonymous

10/28/2024 03:26 PM

Increase frequency of educational workshops, author readings, story telling/sharing local folklore.

Anonymous

10/28/2024 07:07 PM

Looking forward to spending more time visiting the museum.

Anonymous

10/28/2024 10:14 PM

Keep up the great work you all do.

Anonymous

10/29/2024 05:06 AM

Keep up the excellent work ... the town needs you.

Optional question (24 response(s), 39 skipped)

Question type: Essay Question

Penetanguishene Centennial Museum & Archives
Strategic Planning Subcommittee Meeting
Thursday, October 31, 2024
1:30PM

Members Present: Irene Ashworth, Rick Brady, Karen Ryan, Amy Parreira (staff), Nicole Jackson (staff).

Facilitator: Chantale Gagnon, Regional Development Advisor, Ministry of Tourism, Culture and Gaming

A. Introduction

Members of the group introduced themselves to the Facilitator C. Gagnon. N. Jackson distributed the results of the Community Survey.

B. Process

Chantale Gagnon explained that there are 5 stages to the Strategic Plan process.

1. Preparation
2. Review Mission and Vision Statement
3. Collect and analyze data
4. Goals and Action Plans
5. Implementation

Preparation includes the establishment of a committee and setting out the dates to prepare the plan. Committee agrees to a 5 year strategic plan and appoints Rick Brady as the Chair of Committee.

C. SWOT Analysis

Committee reviews the SWOT analysis that was filled out by the Museum & Heritage Committee as well as Recreation & Community Services staff.

Themes from the SWOT analysis include:

Strength: Staff, excellent customer services, volunteers and programming, clean facilities, large grounds, historic building, genealogy, friends of the museums.

Weakness: Need more staff, lack of knowledge of the museum, shadow of larger organization, lack of marketing budget, age and size of building.

Opportunity: Types of programming, partnership, promoting, advertising, and marketing.

Threat: Funding threats, loss of staff, weather related incidents, decline of tourism and increase in costs.

D. Review Mission Statement and Vision for Future

The Committee reviewed the Mission Statement, Vision for Future, and the Values. The committee did not recommend any changes to the Mission Statement and recommended the following changes to the Vision for Future and Values.

Vision for Future

The Penetanguishene Centennial Museum & Archives is a distinctive and innovative destination for local heritage and historical knowledge ensuring the collection and preservation of artifacts.

Values

INNOVATIVE: We embrace a progressive and creative approach to collections, exhibits and events.

INVITING: We are committed to providing a welcoming environment where visitors can experience local history.

INFORMATIVE: We are committed to be the focal point for accurate local historical information.

COLLABORATIVE: We collaborate to achieve the museum's vision while fostering partnerships within the community.

INCLUSIVE: We provide meaning engagement to a diversity of people.

E. Next Steps

The next meeting will take place on Friday, November 29th at 10AM and should last for 4 to 5 hours. This meeting will go over the goals and action items for the plan. Data reviewed at the next meeting include SWOT analysis, museum community survey, examples of other strategic plans, museum visitor and membership data.

**Penetanguishene Centennial Museum & Archives
Strategic Planning Subcommittee Meeting
Friday, November 29, 2024
10:00 AM**

Members Present: Irene Ashworth, Rick Brady, Karen Ryan, Amy Parreira (staff), Nicole Jackson (staff), Sherry Desjardins (staff)

Facilitator: Chantale Gagnon, Regional Development Advisor, Ministry of Tourism, Culture and Gaming

A. Introduction

Members of the group introduced themselves to the Facilitator C. Gagnon. N. Jackson distributed the results of the Community Survey.

B. Process

Chantale Gagnon explained that there are 5 stages to the Strategic Plan process.

6. Preparation
7. Review Mission and Vision Statement
8. Collect and analyze data
9. Goals and Action Plans
10. Implementation

C. Review Mission and Vision Statement

The Mission and Vision Statement was reviewed at the first session and some changes were made to the Vision for the Future and Values.

D. Goals and Action Plans

The group worked together on a series of exercises to complete the goals for museum's strategic Plan. The goals were analyzed through the SMART method to ensure that they were actionable.

The **SMART** method:

Specific: The goal should clearly describe what needs to be accomplished.

Measurable: The goal should include a metric or number that can be used to determine when the goal has been achieved.

Attainable: The goal should be achievable within the allocated resources and timeframe.

Relevant: The goal should be meaningful, significant, and aligned with corporate priorities.

Time-Bound: The goal should be concluded by a specific date.

The group also ensured that the goals were in line with the strategic plan for the Town of Penetanguishene. Specifically the group looked at two themes with the town's strategic plan that would align with the goals of the museum. Theme 3 - An Inclusive Penetanguishene - Objective 1 and 2

- Town passport discussion
- Theme 5 - Celebrate Penetanguishene

E. Goals & Objectives for Museum Strategic Plan 2025-2030

1. Create engaging experiences through highlighting our unique stories.

- A. Add at least five interactive elements to permanent exhibits by 2030.
- B. Develop one online exhibit through community member feedback highlighting local stories.
- C. Create one permanent Indigenous exhibit with interactive elements.
- D. Redesign 20% artifact/exhibit labels annually to tell the objects story.
- E. Implement infrastructure to support a self-guided app-based tour to tell the town's specific story.

2. Explore opportunity to build capacity and strengthen services, volunteerism & community engagement.

- A. Monitor and apply for one funding opportunity per year that support strategic initiatives.
- B. Partner with local tourist organizations on a joint marketing or programming initiative.
- C. Collaborate with Town on centralizing volunteer management.
- D. Create a volunteer-based committee to assist with museum outreach functions.
- E. Create a marketing strategy for the museum.

3. Provide programming and outreach that is not tied to the physical location

- A. Develop three education programs for classrooms and three outreach programs for organizations and accompanying promotional materials.
- B. Create one educational kit and a loan borrowing agreement with an associated fee structure.
- C. Create a seasonal online guest speaker series.
- D. Expand one off site tour into other areas in Penetanguishene, such as cemeteries, parks, churches, heritage sites.
- E. Create one mobile exhibition that can be showcased at local organizations in the area.

4. **Be a centre of consistent activity through all seasons**

- A. Offer one guest speaker series or special interest workshop per year (ie photography).
- B. Create one winter historical snowshoe tours.
- C. Introduce one special Interest meetup group at the museum during January to March each year (i.e. knitting, rughooking, chess games, card games etc).
- D. Develop and offer a co-op program to enhance and create new off-season programs.

5. **Enhance and expand the Genealogy and Archival services.**

- A. By 2030 the Genealogy and Archival Services will have dedicated staff person.
- B. Offer at least 2 genealogy courses annually (refresher courses, sharing your family tree or story, etc.).
- C. 65% of documents in archives will be available online by 2030 with a 'how to research' component available.
- D. Create a call to action for residents to share genealogical documents to enhance collection.
- E. Offer a once a week genealogy social hour program.
- F. Organize the research room to make the space more user friendly for volunteers.

F. Next Steps

Museum staff will work on a Five Year Action Plan to achieve the Goals and Objectives for the museum. This will be presented with the draft plan of the strategic plan at the next Museum & Heritage Advisory Committee.

Penetanguishene Centennial Museum & Archives 2020 - 2024

VISION FOR THE FUTURE

The Penetanguishene Centennial Museum & Archives is a valued and innovative destination for local heritage and historical knowledge ensuring the collection and preservation of artifacts.

VALUES

INNOVATIVE We embrace a progressive and creative approach to collections, exhibits and events.

INVITING

We are committed to providing a welcoming environment where visitors can experience our local history.

INFORMATIVE

We are committed to be the focal point for accurate local historical information.

COLLABORATIVE

We collaborate with museum staff and volunteers to achieve the museum's vision while fostering partnership with the community.

INCLUSIVE

We provide meaningful engagement to a diversity of people, whether through language, physical ability, or age.

MISSION STATEMENT

The Penetanguishene Centennial Museum and Archives collects and preserves artifacts, stories and history to promote the appreciation of our rich culture and common heritage, illuminating our past, shaping our identity and inspiring our future. The community and visitors benefit from this shared heritage through exhibitions, research, education, programs and events.

2020-2024 GOALS

1. Build and enhance community experience, engagement & partnership.
2. Create and deliver exhibits that highlight innovation and variety.
3. Provide responsible stewardship of our local heritage.