



# SCUGOG SHORES MUSEUM VILLAGE VISITOR GROWTH PLAN

2025-2028

# Land Acknowledgement

The Township of Scugog, inclusive of Scugog Island, home to the Scugog Shores Museum, is situated on treaty land that is steeped in rich indigenous history. We acknowledge this area as the traditional territories of the Mississaugas of Scugog Island First Nation. We recognize and deeply appreciate the historic Indigenous connection to this land and recognize the contributions First Nations, Métis and Inuit peoples have made, both in shaping and strengthening this community in particular, our province and country.

We are grateful for the opportunity to live, work, and play here and we thank all the generations of people who have taken care of this land- for thousands of years.



Mississaugas of Scugog Island First Nation (MSIFN) Powwow, 2024

# Foreword

## A Message from Central Counties Tourism

The Scugog Shores Museum is an incredible asset for the municipality and its residents. Through partnership with organizations like Theatre on the Ridge, more and more visitors are getting exposed to the heritage and culture of Scugog – but there is a long way to go.

With 25% of all visits to Port Perry being made by people who travel more than 40kms each way, there is a huge opportunity for the museum to be the gateway to all of the things to see and do on Scugog Island. Connecting visitors to the museum through programming and communications will grow revenues, allowing staff and volunteers to do even more, which, in turn, will attract even more visitors and grow revenues further. Through partnerships and collaborations with other businesses and organizations, visitors will be curious to explore the area – spending more time and money.

The best part is that the new programs and experiences that are attracting visitors will also renew community pride in the museum, which will lead to additional local visits and support. If the working group that helped form the foundational actions of this plan is an indicator, the Scugog Shores Museum has a bright future. Their passion for the buildings, lands, and collections and their vision of what could be are truly inspiring.

To bring their visions to life, Scugog Shores Museum needs to be more financially sustainable. There were close to 575,000 visits to downtown Port Perry in 2024 by people travelling more than 40km each way. If this plan increases the cross-over between downtown and the museum by just 1%, museum visitation will increase by close to 6,000 in 2025. That means that for every 1% of visitors to Port Perry that are convinced to visit, the museum earns an additional \$33,000.

This plan can achieve 1%. And then another 1%. And another.

Especially since the development of this plan is in conjunction with the development of the Scugog Visitor Growth Plan. With aligned goals and objectives, the sky is the limit in terms of the future for the Scugog Shore Museum. And Central Counties Tourism will be here to help every step of the way.

Best regards,



Chuck Thibeault  
Executive Director

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# Vision

The vision for the Scugog Shores Museum is to be a renowned tourism destination attracting visitors, from both within the area and afar, to learn about the history of the Township of Scugog through immersive, story-driven experiences, dynamic cultural programming and meaningful connections to the past.

# Mission

The Scugog Shore's Museum mission is to focus on enriching the visitor experience and attracting new audiences by leveraging the unique aspects of our heritage including the connections to our location on Scugog Island and the history of the Mississauga's of Scugog Island First Nations. Through partnerships and community engagement we will expand and enrich our offerings, enhancing our immersive and educational experiences, interactive exhibits, events, and storytelling. With this, the Museum will operate with a sustainable resource model to ensure long-term viability for preservation and enhancements to our collection, site, and programming.

# Introduction

This four-year Visitor Growth Plan, prepared with input from local tourism operators, organizations, and residents, strives to have all voices represented to set a clear path forward for increasing community connection, cultural engagement, and visitation to the Scugog Shores Museum and the surrounding area. Rooted in a deep respect for the Township of Scugog's diverse heritage, this plan outlines strategies to attract new audiences from within and outside the Scugog area, strengthen local partnerships, and create memorable, educational experiences for all visitors.

Guided by a bold vision to become a vibrant cultural hub that attracts locals and tourists alike, the Scugog Shores Museum is committed to bringing history to life through immersive storytelling, interactive exhibits, and inclusive programming. With a mission focused on preservation, education, and collaboration, the Museum aims to inspire curiosity, foster pride in local heritage, and contribute meaningfully to Scugog's cultural and economic vitality.

This plan builds on the Museum's strengths, identifies opportunities for innovation, and supports a sustainable future—ensuring the museum is fueled by a healthy resource model so the stories of Scugog's past continue to be shared with generations to come.



# The Process

A Steering Committee was assembled by the Scugog Shores Museum staff to contribute to development of the 2025-2028 Visitor Growth Plan. The group included representation from tourism businesses and organizations on Scugog Island, downtown Port Perry, and the broader Scugog Township, as well as museum thought-leaders from neighbouring municipalities and representatives from the Region of Durham.

The group attended one in-person meeting, where they were provided with an overview of the current state of the museum, the future goals and objectives, and pillars of success for consideration. The group participated in a facilitated discussion to generate ideas to achieve the goals set forth in the plan. Following the in-person discussion, a survey was distributed to rank the ideas, which provided the basis to develop the priorities set forth in this Plan.

In developing this plan, a review of other related plans was completed to ensure alignment where relevant. This included the Scugog Shores Museum Strategic Plan, the Township Heritage Strategic Plan, the Stakeholders Roundtable 2024, and recent Curator Report. Museum staff are also contributing to the development of the 2025 Township of Scugog Visitor Growth Plan.



Scugog Shores Museum, 2024

# Acknowledgements

Thank you to the individuals who made up the Steering Committee and devoted their time to support the development of this Visitor Growth Plan for the Scugog Shores Museum.

- |                      |   |
|----------------------|---|
| 1. Carey Nicholson   | Theatre on the Ridge                          |
| 2. Nancy Towns       | Theatre on the Ridge                          |
| 3. Janis Carter      | Lake Scugog Historical Society                |
| 4. Sarah Parry       | Lake Scugog Historical Society                |
| 5. Bill Holtby       | Lake Scugog Historical Society                |
| 6. Amanda Kiezebrink | Lake Scugog Historical Society/ Farmstead BnB |
| 7. Ed Conroy         | Redman's Antiques                             |
| 8. Kaitlyn Jones     | Township of Uxbridge                          |
| 9. Laura Gibbs       | City of Pickering                             |
| 10. Marion Meyers    | Scugog Arts                                   |
| 11. Amy Barron       | Fleming College                               |
| 12. Mikey Galita     | North Durham Pride                            |
| 13. Kimmi Kim        | Great Blue Heron Casino and Hotel             |
| 14. Lynn Morrison    | Willowpond Weddings                           |
| 15. Lana Crosbie     | Sideroads of Scugog                           |

## Township Staff and Council

17. Robert Rock
18. Shawna Cornish
19. Michelle Rahm

The development of this plan was facilitated Central Counties Tourism's, Chuck Thibeault, Executive Director, and Lisa John-Mackenzie, Industry Relations Manager for Durham Region. Data was source from Environics and presented by Tom Guerquin, Research Manager.





Scugog Shores Museum 2024

# Current State

After reviewing the current state, including a SWOT analysis (strengths, weaknesses, opportunities, threats), visitation numbers, and revenues, the working group had insights into the areas of opportunity for the Visitor Growth Plan.

## SWOT Analysis *(See Appendix A)*

The key opportunities identified through the SWOT Analysis included:

- **Partnerships** – The Museum values its strong partnerships with the Mississauga of Scugog Island First Nations (MSIFN) and Theatre on the Ridge (TOTR), among others, to offer invaluable differentiated experiences.
- **Assets**- The Museum’s unique collection and picturesque site offers opportunity and capacity to draw more visitors through new uses, enhanced programming and marketing.
- **Resourcing**- With seasonal staff and limited funds, there is an opportunity to increase financial resourcing and propose a means for consistent year-round staffing.

## Visitation- 2023

An analysis conducted using geofence data<sup>i</sup> for 2023 showed that 81% of visits to the Museum were from locals and 19% were from tourists who travelled from more than 40km away. *(See Appendix B)*

With 577,608 tourist visits alone to downtown Port Perry in 2023, there is a huge opportunity to cross-promote the Museum to those who are already coming to the area. *(See Appendix C)*

## Museum Revenues and Visitors- 2019-2024

In 2024 museum revenues increased significantly compared to 2019 (pre-pandemic). While visitation has declined from 2019, primarily due to elimination of a couple of key events, general admissions increased significantly over this time. With this Plan in place, the Museum will continue the momentum it has gained in growing general admission through daily visits, and increase revenue from events, group tours, rentals and other supplementary revenue sources.



# Pillars of Success

With a good view of the current state at the Scugog Shores Museum, the working group identified several key focus areas to help the museum deliver an enriched and differentiated visitor experience, while ensuring long-term sustainability.

Financial Sustainability - Revenue Generation			Operational Investment - Resource Optimization			
Visitor Experience Development	Supplemental Revenue/ Funding	Community Engagement	Labour Optimization/ Efficiency	Preservation/ Collection Care	Facility and Infrastructure Management	Marketing Optimization
<ul style="list-style-type: none"> <li>• Experience Enhancement for Daily Visits</li> <li>• Enhance Museum-hosted events</li> <li>• Develop Group Tour Experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Drive Membership Revenue</li> <li>• Expand Rental Offering</li> <li>• Source Other Funding / Revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance Experiences through Partnerships</li> <li>• Engage Residents / Community Members</li> </ul>	<ul style="list-style-type: none"> <li>• Optimize Volunteer Resourcing</li> <li>• Optimize Staff Resourcing</li> </ul>	<ul style="list-style-type: none"> <li>• Collection Preservation</li> <li>• Collection Management / Enhancement</li> </ul>	<ul style="list-style-type: none"> <li>• Plan and Fund Facility Mgmt/ Enhancements</li> <li>• Leverage shared assets</li> <li>• New Event Facility Feasibility</li> </ul>	<ul style="list-style-type: none"> <li>• Attract New Visitation</li> <li>• Cross-promote / Collaborate</li> <li>• Nurture Local Ambassadors</li> <li>• Build Foundational Marketing Assets</li> </ul>

# Priorities

## Financial Sustainability- Revenue Generation

Visitor Experience  
Development

Supplemental  
Funding Sourcing

Community  
Engagement

### LEGEND

TIMING	
Short-Term (Years 1 & 2)	ST
Mid-Term (Years 3 & 4)	MT
Long Terms (5+ Years)	LT
Ongoing	ON

COST	
Staff time Only	\$
up to \$5000	\$\$
\$5000 to \$20,000	\$\$\$
\$20,000+	\$\$\$\$

GOAL	ACTION ITEM	TACTIC	KPI Goal	TIMING	\$
Experience Enhancement for Daily Visits	Create new compelling/interactive products/ experiences	Enhance experience to have a "Wow" factor- Offer compelling/refreshed/new/interactive content! e.g. Introduce technology to enable self-guided tours  Encourage staff autonomy and creativity- Encourage them to do a passion project  Enhance experience with exciting/unique activations to attract Tourists- e.g. Pop-up restaurant, augmented reality to tell stories	↑ general admission revenue	ON	\$\$
	Create tourist packages	Offer overnight packages through local accommodation providers (Great Blue Heron Hotel, Piano Inn etc) including the Museum as one of the stops.	↑ Packages sold	ST	\$\$
	Develop Tourism Route / Day Trip Experiences	Collaborate with other tourism attractions to connect Museum with a broader visitor experience / itinerary. Connect museum assets to tourism routes that expand on the stories. Work with other businesses / organizations to create	↑ general admission revenue	ST	\$\$

		experiences that take visitors through Scugog. e.g A circle from downtown, either self-guided or with transportation (Town Trolley), Scugog Island Route, Theatre on the Ridge			
	<b>Enhance Museum Exhibits</b>	<p>Launch New Exhibits/Experiences</p> <p>e.g.</p> <ul style="list-style-type: none"> <li>• “Miijim: Traditional Foods of the Anishinaabeg”</li> <li>• Nature Trail Exhibit at the Village</li> <li>• Historic Artists of Scugog</li> <li>• Highlight different time periods/stories that connect to life today</li> </ul> <p>Add hands-on/interactive opportunities to bring the existing exhibits to life! e.g. Historic selfie spots, experiences that are relevant to each building (Black Smith demos)</p>	↑ general admission revenue	ON	\$\$
	<b>Collect customer feedback to Inform enhancements</b>	<p>Conduct customer research/listening channels.</p> <p>Collect data from customer sat feedback from visitors and solicit ideas about what they want to see</p>	# Customer Surveys	ST	\$
	<b>Expand Hours of Operation</b>	Offer extended hours year-round. Set regular and consistent hours that tour bookings are available.	↑ general admission revenue	MT	\$\$
	<b>Develop a Pricing Strategy</b>	Review current fee structure to increase museum revenue, while also attracting new audiences e.g. Tiered pricing for different services, admission by donation for special events, and increased general admission	↑ general admission revenue	MT	\$
	<b>Become the Source for Scugog History</b>	Establish the museum/staff as the "historic experts" for the Scugog area- e.g. Offer talks, workshops, webinars	↑ general admission revenue	ON	\$



	<b>Introduce Shoulder Season/ Winter Experiences</b>	Introduce outdoor Winter Experiences to generate year-round visitation.	↑ general admission revenue	MT-LT	\$\$
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GOAL	ACTION ITEM	TACTIC	KPI	TIMING	\$
<b>Enhance Museum Hosted Events</b>	<b>Offer New Events for Current Audience</b>	<p>Introduce new interactive events that will appeal to the current history buff customer market e.g.</p> <ul style="list-style-type: none"> <li>• 1920s Murder Mystery, Spring Flowers (promoting Ojibwe Heritage Lands and native plants)</li> <li>• Celebration for historic designations for buildings.</li> <li>• A Market Series (Vintage Markets, interactive sales events (trunk sales)</li> <li>• Agricultural series relating producers, growers of food, cider, beer etc.)</li> <li>• Culinary Experiences e.g. partnered tasting sessions or afternoon tea events</li> <li>• New Workshops / offerings unique to the museum <ul style="list-style-type: none"> <li>○ Leathercraft</li> <li>○ Art at the Village</li> <li>○ TOTR Talks- Nuclear Clock Talk, History of Nursing, Medicine in the Field,</li> <li>○ Hand printed invitations, get your photo with an antique camera, memoir writing, ancestry, print making, how to make a pinhole camera etc.</li> </ul> </li> </ul>	↑ event admission revenue	ST	\$
	<b>Host new events for New Audiences</b>	<p>Host new engaging/experiential events for new diverse audiences. e.g.</p> <ul style="list-style-type: none"> <li>• LARP (Live Action Role-playing events)</li> <li>• Artist in Residence program</li> </ul>	↑ event admission revenue	MT	\$\$

	<b>Host Annual Signature Events</b>	Continue to host annual signature events with a focus on cross-promotion to encourage Museum attendance e.g. <ul style="list-style-type: none"> <li>• Canoe the Nonquon,</li> <li>• Rambler Rama Car Show,</li> <li>• Scugog Heritage Day,</li> <li>• Adventures at Boo-seum</li> </ul>	↑ # Signature Events	ST	\$\$
	<b>Offer Shoulder Season Events</b>	Create programming for the extended hours and months of operation. E.g. Winter activities	↑ event admission revenue	MT	\$\$
	<b>Enhance Summer Event Programming</b>	Host experiential day camps – include programming for adults, as well as kids	↑ event admission revenue	ST	\$\$
	<b>Host Member-Only Events</b>	Create value-added experience for Members & other special guests (media) e.g. <ul style="list-style-type: none"> <li>• Heritage gala or ball,</li> <li>• Exhibit launches/previews</li> </ul>	↑ membership revenue	MT	\$\$

GOAL	ACTION ITEM	TACTICS	KPI	TIMING	\$
<b>Develop Group Tour Experiences</b>	<b>Create Group Tour Packages</b>	Work with local businesses to create group packages or itineraries that include the museum with group itineraries, regular scheduling, pricing and booking options e.g. <ul style="list-style-type: none"> <li>• Scugog Island Guided Tour</li> <li>• Picnic lunch and Town Trolley tour</li> </ul>	↑ Launch a group package	MT	\$
	<b>Attract School Groups</b>	Explore new ways of engaging schools to visit e.g. <ul style="list-style-type: none"> <li>• Hire an Education Program Lead to establish a stronger connection with schools</li> <li>• Continue to assess programs for curriculum connections</li> <li>• Engage home school groups.</li> </ul>	↑ school tours	ST	\$

	<b>Solicit Tour Groups</b>	<p>Actively solicit group tours e.g.</p> <ul style="list-style-type: none"> <li>• Connect directly with known Tour Companies.</li> <li>• Collaborate with other area museums that work with tour companies e.g. Leaskdale Manse</li> <li>• Hire a group tour sales coordinator (contract/PT) to develop and market packages.</li> </ul>	↑ group tours	MT	\$\$

## Financial Sustainability- Revenue Generation

Visitor Experience  
Development

Supplemental  
Revenue/ Funding

Community  
Engagement

GOAL	ACTION ITEM	TACTICS	KPI	TIMING	\$
<b>Drive Membership Revenue</b>	<b>Create New Membership Packages</b>	Introduce a new membership package e.g. <ul style="list-style-type: none"> <li>Establish package tier options (Ind'l, Dual, Family, VIP)</li> <li>Add new Membership benefits (exclusive access/events, added-value benefits at other local businesses.)</li> </ul>	↑ new members	MT	\$
	<b>Increase Membership Retention</b>	Introduce measures to retain current members e.g. <ul style="list-style-type: none"> <li>Introduce Annual Membership Auto-Renewal (with permissions)</li> <li>Host Member Appreciation Events- New Exhibit previews, gala appreciation night etc.</li> </ul>	↑ member retention	MT	\$
	<b>Increase Membership Recruitment Efforts</b>	Increase promotion to attract new members e.g. <ul style="list-style-type: none"> <li>Host an information night to recruit new members</li> </ul>	↑ new members	MT	\$
	<b>Create Multi-Experience Membership Program</b>	Create a combine Arts and Culture Member Package e.g. <ul style="list-style-type: none"> <li>Museum Access/ Theatre on the Ridge / Scugog Arts Events</li> <li>Combined membership with the Historical Society</li> </ul>	↑ new members	MT	\$

GOAL	ACTION ITEM	TACTICS	KPI	TIMING	\$
<b>Expand Rental Offering</b>	<b>Create Rental Package</b>	Create /refresh the site Rental Package - include specs, resources, updated price list	↑ site rentals	ST	\$
	<b>Create a Wedding/ Special Event Package</b>	<p>Introduce wedding /special event packages e.g.</p> <ul style="list-style-type: none"> <li>• Museum Special Event Package including tiered packages/pricing e.g. Full-service, ceremony only, photo-shoot only, showers etc.</li> <li>• Museum/Hall/ Hotel Packages- Collaborate to create packages for the ceremony, reception, and overnight stay.</li> </ul>	↑ site rentals for special events	ST	\$
	<b>Streamline Process for Renters</b>	<p>Establish an Event Guide for Museum bookings e.g.</p> <ul style="list-style-type: none"> <li>• Offer information for event permits, alcohol permits, filming, gaming etc.</li> <li>• Create an inventory/guide of local event suppliers to help organizers source area suppliers (caterers, rentals, florists, musicians)</li> <li>• Connect renters to event planners and establish a reciprocal partnership</li> </ul>	↑ site rentals	ST	\$
	<b>Attract Film Bookings</b>	<p>Increase promotion for filming e.g.</p> <ul style="list-style-type: none"> <li>• Increase presence on Ontario Creates site</li> <li>• Engage a photographer to capture buildings and site</li> <li>• Promote any past filming for tourism and to help promote for future filming</li> </ul>	↑ site rentals for filming	MT	\$



GOAL	ACTION ITEM	TACTICS	KPI	TIMING	\$
<b>Source Other Funding / Revenue</b>	<b>Increase Grant Revenue</b>	<p>Explore the opportunity to source more grants</p> <ul style="list-style-type: none"> <li>Explore the possibility of a dedicated support organization to fund the Museum eg: The Historical Society, a “Friends of” Corporation or an independent Museum Board</li> <li>Train Staff and increase applications e.g. Central Counties Tourism Grant Writing Course to leverage best-practices</li> </ul>	↑ grant funding	ON	\$
	<b>Sponsorship Package</b>	<p>Create sponsorship packages e.g.</p> <ul style="list-style-type: none"> <li>Establish an event sponsorship package</li> <li>Introduce general Museum sponsorship options e.g. sponsored exhibits, events, buildings</li> </ul>	↑ sponsorship funding	ST	\$
	<b>Increase Ancillary Revenue</b>	<p>Add more opportunities for ancillary revenue e.g.</p> <ul style="list-style-type: none"> <li>Increase gift shop offering</li> <li>Offer concession/food sales at events</li> </ul>	↑ sales revenue	ON	\$
	<b>Attract Donations</b>	<p>Explore donation opportunities e.g.</p> <ul style="list-style-type: none"> <li>Explore the possibility of becoming the beneficiary of service club fundraising (or “adopt a” program)</li> <li>Create a bequest one-pager (with funeral homes)</li> <li>Solicit family recognition donations</li> </ul>	↑ donation revenue	MT	\$

## Financial Sustainability- Revenue Generation

Visitor Experience  
Development

Supplemental  
Revenue/ Funding

Community  
Engagement

GOAL	ACTION ITEM	TACTIC	KPI	TIMING	\$
<b>Enhance Experiences through partnerships</b>	<b>Continue to Nurture and Grow Partnerships</b>	<p>Work with existing partners and add new partnerships e.g.</p> <ul style="list-style-type: none"> <li>Expand partnership with existing key partners such as the Mississauga's of Scugog Island First Nation (MSIFN) and Theatre on the Ridge to continue to showcase current offerings</li> <li>Promote partnerships across on Museum platforms to encourage new partners.</li> <li>Actively seek new partners engaging new community groups for collaboration. E.g. Host an annual planning meeting for the arts, culture and heritage providers and organizations. (BIA, Chamber of Commerce and other Service organizations)</li> <li>Develop partnerships that have in-kind relationships to enhance onsite experiences and offerings</li> </ul>	<p># partners</p> <p># partner engagements</p>	ON	\$
	<b>Connect Museum Plan to Township</b>	Connect the Museum's Visitor Growth Plan with the Townships of Scugog's Strategic Plan and Visitor Growth Plan to ensure alignment and identify overlap areas. E.g.	Alignment of plans	ST	\$

		<ul style="list-style-type: none"> <li>Participate in development of the Township of Scugog Visitor Growth Plan</li> </ul>			
<b>Engage Residents/ Community Members</b>	<b>Engage Residents</b>	<p>Develop and enact initiatives to involve residents e.g.</p> <ul style="list-style-type: none"> <li>Increase visibility in the community through service club participation, memberships, event attendance</li> <li>Allow public access to archives - (perhaps offer online access for members-only)</li> <li>Host Community Show and Tell experiences / events e.g. antique roadshow</li> <li>Host Competitions (photo, writing, etc.) -display entries</li> <li>Start a Youth Council or Youth-Club or Ambassador program</li> </ul>	# Resident visits	MT	\$

## Operational Investment and Optimization

Labour  
Efficiency

Preservation/  
Collection Care

Facility Mgmt/  
Infrastructure

Marketing  
Optimization

GOAL	ACTION ITEM	TACTIC	KPI	TIMING	\$
<b>Optimize Volunteer Resourcing</b>	<b>Formalize a Volunteer Plan</b>	Roll-out a Volunteer Program e.g. <ul style="list-style-type: none"> <li>Develop a plan outlining required tasks and resources (including a manager)</li> <li>Establish Volunteer Sub-Groups with a team lead. Match volunteers with interests, form groups and customize training (maintenance, gardens, tour guide, admissions)</li> <li>Establish an official volunteer group- with a name and identifier (badge, hat, shirt), offer training (tourism ambassador program) etc.</li> </ul>	Launch plan	ST	\$
	<b>Engage &amp; Retain Volunteers</b>	Improve volunteer engagement and communication e.g. <ul style="list-style-type: none"> <li>Build a volunteer database - Actively manage contact and make communications personal.</li> <li>Establish recognition program e.g snacks, recognize "Above and Beyond" efforts</li> </ul>	↑ # active volunteers  ↑ YOY Volunteer Retention %	MT	\$\$

	<b>Recruit and Train New Volunteers</b>	<p>Actively recruit and train new volunteers. e.g.</p> <ul style="list-style-type: none"> <li>Recruit Students for volunteer hours or college legacy projects. Offer year-round opportunities.</li> <li>Develop a pool of volunteers from other departments</li> <li>Offer mentorship opportunities with the Historical Society</li> <li>Provide online training through CCT. (Social Media, Tourism Ambassador)</li> </ul>	<p>↑ # new volunteers</p> <p>↑ # volunteers engaged in training</p>	ON	\$
	<b>Expand Volunteer Options</b>	<p>Add new ways to reach volunteers and suit their needs e.g.</p> <ul style="list-style-type: none"> <li>Offer a "Volunteer from Home" program - Provide home projects for those that can't make it</li> <li>Organize volunteer carpooling and ride-share</li> <li>Promote online Volunteer Application</li> </ul>	↑ # new volunteers	MT	\$

GOAL	ACTION ITEM	TACTIC	KPI	TIMING	\$
<b>Optimize Staff Resourcing</b>	<b>Hire Full-Time Staff</b>	<p>Propose a plan to support the Museum with Full-Time, Year-Round Staff Positions. e.g.</p> <ul style="list-style-type: none"> <li>Explore potential solutions for year-round staff continuity with permanent full-time positions.</li> <li>Expand museum roles/responsibilities to make jobs full-time year-round or combine part-time/seasonal roles to make a full-time role e.g.</li> </ul>	↑ staff time	ST	\$



		<p>Manager of Cultural Services (Museum/Tourism)</p> <ul style="list-style-type: none"> <li>Review staff compensation to ensure salaries will attract / retain experienced staff</li> <li>Offset staff costs through grants and government programs</li> </ul>			
	<b>Offer Staff Training</b>	<p>Formalize staff training. e.g.</p> <ul style="list-style-type: none"> <li>Connect staff to stories / offerings, train and empower them to make decisions.</li> <li>Use free resources (like CCT Tourism Ambassador and Social Media Program).</li> <li>Implement a peer-to-peer training (shadowing).</li> <li>Implement a mentoring partnership with the Historical Society.</li> </ul>	↑ Training completed	ON	\$
	<b>Source and Empower Seasonal Staff</b>	<p>Source consistent, quality seasonal staff. e.g.</p> <ul style="list-style-type: none"> <li>Source dual purpose seasonal staff who want more hours e.g. library, recreation staff to help with summer programming</li> <li>Give seasonal staff accountability to the Museum Plan. Let them know how they can be part of it and celebrate achievements.</li> </ul>	↑ # Staff available	ON	\$
	<b>Utilize Vendors of Record</b>	<p>Establish a list of regular vendors who are reliable and can be available consistently e.g.</p> <ul style="list-style-type: none"> <li>Source and train vendors for events and programming to help with continuity and reduce staff resources required</li> </ul>	Create list of vendors	ST	\$

## Operational Investment and Optimization

Labour Efficiency

**Preservation/  
Collection Care**

Facility Mgmt/  
Infrastructure

Marketing  
Optimization

GOAL	ACTION ITEM	TACTIC	KPI	TIMING	\$
<b>Collection Preservation</b>	<b>Digitize archives</b>	Protect and share the unique aspects of the collection publicly <ul style="list-style-type: none"> <li>Continue to preserve and store archives digitally (VITA Digital Collections d-base)</li> <li>Provide access to the public to share the history and entice visitation</li> </ul>	# archives added /shared	ON	\$
<b>Collection Management and Enhancement</b>	<b>Offer Genealogy Services</b>	Continue to build on the richness of the collection <ul style="list-style-type: none"> <li>Build and leverage the genealogy files to offer genealogy services to visitors</li> <li>Continue to source the unique Scugog artifacts and archives to enrich the visitor experience</li> </ul>	# genealogy service users  ↑ collection additions	ON	\$
	<b>Engage Restoration Expertise</b>	Engage professional guidance for ongoing collection and site preservation. e.g. <ul style="list-style-type: none"> <li>Recruit qualified heritage facility and artifact restoration expertise as required</li> </ul>	↑ expertise support	MT	\$\$
	<b>General Accessibility and Internal Staffing</b>	Internal Staff continue with collection management to support museum initiatives/ programming exhibits that will have visitor appeal.	↑ number of new exhibits each years	ST	\$\$

## Operational Investment and Optimization

Labour Efficiency

Preservation/  
Collection Care

Facility Mgmt/  
Infrastructure

Marketing  
Optimization

GOAL	ACTION ITEM	TACTIC	KPI	TIMING	\$
<b>Plan and Fund Facility Management and Enhancements</b>	<b>Establish an Investment Plan / Reserve Fund</b>	Continue to manage existing Reserve Fund to support maintenance and acquisition and consider ways to expand this. e.g. Explore leveraging a percent of the municipal surplus for the reserve fund.	Launch Investment Plan	MT-LT	\$
	<b>Upgrade Facilities and Grounds to improve Visitor Experience</b>	Implement facility upgrades required to support visitor/tourist experience e.g. <ul style="list-style-type: none"> <li>• Improve accessibility to washrooms and water</li> <li>• Improve curb appeal to attract special occasion /high value rentals that will drive tourism e.g. paint, gardens</li> <li>• Upgrade current buildings that enhance visitor appeal e.g Rodman Cabin</li> </ul>	# Facility Upgrades	ON	\$\$\$
	<b>Upgrade electrical system</b>	Invest in electrical upgrades to specifically accommodate visitor/tourist experiences e.g. <ul style="list-style-type: none"> <li>• Enhance hydro service (electrical) across the property</li> </ul>	# Electrical Upgrades	MT	\$\$\$

		<ul style="list-style-type: none"> <li>Invest in lighting for evening accessibility and security</li> <li>Invest in building security system</li> </ul>			
<b>Leverage Shared Assets</b>	<b>Access assets from other museums</b>	Continue to access assets from other museums e.g. <ul style="list-style-type: none"> <li>Participate in the Exhibition Exchange Program with York Durham Association of Museums and Archives (YDAMA) (digital scanner access)</li> </ul>	↑ # Assets	ON	\$
<b>New Event Facility Feasibility</b>	<b>Explore opportunity to expand offering with a new Event Facility</b>	Explore the potential for an additional event space e.g. <ul style="list-style-type: none"> <li>Install a new permanent shelter or tent for events</li> <li>Leverage the Theatre on the Ridge tent</li> </ul>	Prepare Feasibility Report	MT-LT	\$\$\$

## Operational Investment and Optimization

Labour Efficiency

Preservation/  
Collection Care

Facility Mgmt/  
Infrastructure

Marketing  
Optimization

GOAL	ACTION ITEM	TACTIC	KPI	TIMING	\$
<b>Attract New Visitation</b>	<b>Implement a Communication Strategy to share the Museum's unique story</b>	<p>Leverage the Scugog Museum's key differentiators and unique story to attract visitation from existing and new market segments through both paid advertising and earned media (publicity &amp; reviews) e.g.</p> <ul style="list-style-type: none"> <li>• Encourage existing visitors to share reviews/word-of-mouth promotion</li> <li>• Focus marketing content to museum target market- "heritage lovers" who would like what the museum offers</li> <li>• Implement a Search Engine Optimization (SEO) strategy so placed ads get picked up</li> </ul>	<p>↑ mktg metrics (web visits/ social followers)</p> <p>↑ # visitors /tourists</p> <p>↑ audience diversification</p>	ST	\$
<b>Cross-promote / Collaborate</b>	<b>Attract Downtown Visitors to the Museum</b>	<p>Promote the Museum to the huge audience of tourists and locals who currently visit downtown Port Perry e.g.</p> <ul style="list-style-type: none"> <li>• Downtown Events -Use the community tent, tourism trailer with Museum Ambassadors at the farmers market and other downtown at events</li> </ul>	<p>↑ brochures/ signage distributed</p>	ST	\$



		<ul style="list-style-type: none"> <li>• Distribute collateral in downtown businesses (brochures, rack cards)</li> <li>• Showcase teaser exhibits at other visitor attractions e.g. Town Hall Theatre, Library</li> <li>• Promote Museum in vacant window space on Queen St. and/or at library</li> </ul>			
	<b>Develop Tourism Packages</b>	Partner to create Play, Stay, and Eat Packages e.g. <ul style="list-style-type: none"> <li>• Show &amp; Tour packages with Theatre on the Ridge</li> <li>• Overnight packages with Casino/Hotel</li> <li>• Work with other operators (Old Flame, Antique Car Show, Theatre on the Ridge, Sideroads of Scugog)</li> </ul>	↑ # Packages offered/ booked	ST	\$\$
	<b>Cross-promote with other operators</b>	Work with partners to cross-promote the Museum along with other things to do. <ul style="list-style-type: none"> <li>• Cross-promote events at the Museum / event partners</li> <li>• Promote museum to audiences of other operators e.g. add links to and from other websites (Sideroads of Scugog)</li> <li>• Use the Museum as a Tourism Information Centre</li> <li>• Engage a twin museum to partner with &amp; promote each other (joint memberships)</li> </ul>	↑ partners engaged	ST	\$\$

	<b>Promote the Museum as part of Trip ideas/ Routes</b>	<p>Develop new and/or promote existing Trip Itineraries and/or Tourism routes that included the Museum e.g.</p> <ul style="list-style-type: none"> <li>Existing Heritage Driving Tours</li> <li>A New Scugog Island Route</li> </ul>	<p>↑ Trip Itineraries / Routes promoted</p>	ST	\$\$
<b>Nurture Local Ambassadors</b>	<b>Invite Locals to explore the Museum</b>	<p>Promote the Museum to locals to become advocates e.g.</p> <ul style="list-style-type: none"> <li>Launch "Hometown Tourist" / "Pride-of-Place" Program to engage the community and connect locals to their roots and history.</li> <li>Implement a Scugog 101 Tour (driving or bus) for locals /tourists to create community pride/excitement</li> <li>Create travelling exhibitions to promote the Museum in schools and the library</li> </ul>	<p>↑ # Local Visitors</p> <p>↑ # exhibits in Schools</p>	MT	\$\$
<b>Build Foundational Marketing Assets</b>	<b>Build Dedicated Museum Website</b>	<p>Build website presence focused on enhancing visitation and inspiring trip ideas e.g.</p> <ul style="list-style-type: none"> <li>Build a separate Museum website or microsite</li> <li>Connect with the Town's tourism website</li> </ul>	Launch new website	MT	\$\$\$
	<b>Advocate for Wayfinding Signage</b>	<p>Work with the Town to implement way-finding signage downtown e.g.</p> <ul style="list-style-type: none"> <li>Advocate for wayfinding to the Museum/Island from downtown</li> <li>Advocate to the region for signage at Island Road</li> <li>Work with other operators to create wayfinding vision (Scugog Arts, North Durham Pride)</li> </ul>	New Museum wayfinding signs	MT	\$\$\$

	<b>Actively Promote the Museum for Rentals</b>	<p>Creative promotional assets to add to website and social e.g.</p> <ul style="list-style-type: none"> <li>• Create a promotional video</li> <li>• Capture photos for special event packages (staged for weddings/showers)</li> <li>• Host a Fam tour with event, meeting, wedding planners and relevant media.</li> </ul>	↑↑ site rentals	MT	\$\$
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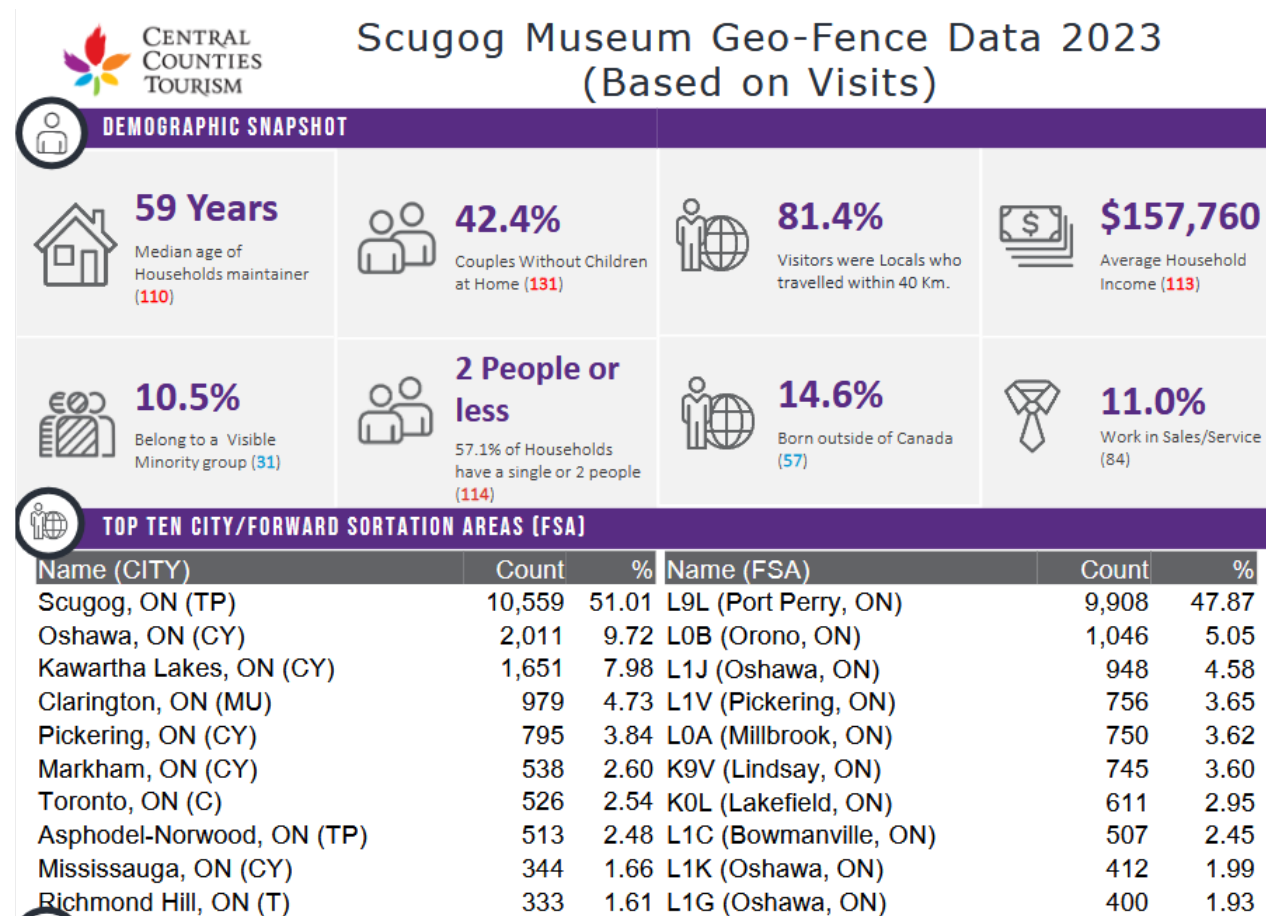
## Appendix A

### SWOT Analysis- Current State

<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Location	Limited open season	Fix HVAC in Church	Poor weather conditions
Number of original and reproduction buildings	Lack of physical accessibility	Expand Indigenous content	Lack of funding
Partnerships with MSIFN, TotR	Lack of staff	Support OHIL	
Strong education programs	Poor building maintenance	Create a membership package	
Variety of well-regarded events with	Unchanged exhibits, programs, and events	Increase rental prices	
Good parking	Limited indoor space	Allow public access to the archive	
Audio tour	Heavy focus on events and programs for children	Hire an Education Program lead	
Reasonable Price	Exhibit topics mainly consist of settler and colonial topics		

## Appendix B

### Scugog Shores Museum 2023 Visitation Research



Source: Environics Geofencing Data for 2023 provided by Central Counties Tourism

## Appendix C

### Downtown Port Perry # Visitors- 2023

Geo-Fence Data		# of Locals (0-40km)	% of Locals	# of Tourists (40+km)	% of Tourists	Total Count
Port Perry 2023	Unique Visitors	124,863	63.10%	73,026	36.90%	197,889
	Total Visits	2,352,350	80.29%	577,608	19.71%	2,929,958
	Weekend Visits	717,552	74.98%	239,502	25.02%	957,054
	Weekdays Visits	1,634,798	82.96%	338,109	17.04%	1,972,907

Source: Environics Geofencing Data for 2023 provided by Central Counties Tourism

# Appendix D

## Downtown Port Perry 2023 Visitation Research

### Port Perry Downtown 2023 Data (Based on Visits, 40-130KM)



#### Demographic Snapshot



**51 Years**

Median age of Households maintainer (96)



**37.1%**

Couples Without Children at Home (105)



**80.3%**

Visitors were Locals who travelled within 40 Km.



**\$123,720**

Household Income (92)



**49.3%**

Belong to a Visible Minority group (114)



**2 People or less**

59.5% of Households have a single or 2 people (104)



**42.6%**

Born outside of Canada (107)



**13.3%**

Work in Sales/ Service (102) & 12.3% in Business/Finance (102)



#### visitor's Top Ten CITY/Forward Sortation Areas (FSA)

Name (CITY)		Name (FSA)		Count	%
Scugog, ON (TP)	1,321,303	45.10 L9L (Port Perry, ON)	944,407	32.37	
Kawartha Lakes, ON (CY)	246,876	8.43 L0B (Orono, ON)	219,508	7.52	
Oshawa, ON (CY)	217,223	7.41 L0C (Sunderland, ON)	204,087	7.00	
Toronto, ON (C)	177,620	6.06 K0M (Bobcaygeon, ON)	129,238	4.43	
Whitby, ON (T)	158,088	5.40 L1C (Bowmanville, ON)	91,123	3.12	
Clarington, ON (MU)	126,120	4.30 L9P (Uxbridge, ON)	88,843	3.04	
Uxbridge, ON (TP)	96,100	3.28 K9V (Lindsay, ON)	88,824	3.04	
Ajax, ON (T)	86,209	2.94 L1G (Oshawa, ON)	78,170	2.68	
Markham, ON (CY)	62,990	2.15 L1S (Ajax, ON)	59,309	2.03	
Brock, ON (TP)	46,432	1.58 L1M (Whitby, ON)	59,289	2.03	

Source: Environics Geofencing Data for 2023 provided by Central Counties Tourism

## Appendix E

### Scugog Shores Museum Revenues and Visitors- 2019-2024

	Admissions		Gift Shop/ Concession		Program (Ed)		Event		Rentals		TOTAL REVENUE	
2019	\$ 1,341.50		\$ 125.83		\$ 918.00		\$ 9,466.30		\$ 1,212.00		\$ 13,063.63	
2020	\$ 466.00	-65%	\$ 38.00	-70%	\$ -	-100%	\$ 738.00	-92%	\$ 1,123.00	-7%	\$ 2,365.00	-82%
2021	\$ 730.00	57%	\$ 1,740.00	4479%	\$ 624.00	100%	\$ 3,783.00	413%	\$ 2,260.00	101%	\$ 9,137.00	286%
2022	\$ 4,907.00	572%	\$ 992.00	-43%	\$ 1,287.00	106%	\$ 9,974.00	164%	\$ 836.00	-63%	\$ 17,996.00	97%
2023	\$ 3,002.00	-39%	\$ 318.00	-68%	\$ 1,381.00	7%	\$ 12,641.00	27%	\$ 2,309.00	176%	\$ 19,651.00	9%
2024	\$ 3,683.00	23%	\$ 674.00	112%	\$ 3,180.76	130%	\$ 17,476.46	38%	\$ 4,718.34	104%	\$ 29,732.56	51%

	Admissions		Program (Ed)		Event		Rentals		TOTAL VISITORS	
2019	393		190		2477		N/A		3060	
2020	200		0		195		0		395	-87%
2021	339	-14%	24	-87%	855	-65%	204		1422	-54%
2022	533	57%	178	642%	808	-5%	61	-70%	1580	11%
2023	270	-49%	197	11%	632	-22%	264	333%	1363	-14%
2024	527	95%	571	190%	815	29%	160	-39%	2073	52%

	YOY % loss
	YOY % gain



## End Notes

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<sup>i</sup> Geofence data captures the number of unique visitors, the number of trips made by those visitors, the distance they travelled from their Common Evening Location (aka their home), and provides an analysis of these cell phone holders over a specific time period. [Geofence data Research, Central Counties Tourism](#)