



# SMITHS FALLS

RISE AT THE FALLS

## Report # 2023-114

To: Mayor and Council

From: Julia Crowder, Manager of Economic Development & Tourism

Date: September 19, 2023

Committee of the Whole Date: September 25, 2023

Title: Heritage House Museum Strategic Plan 2023-2027

For Direction

For Information

For Adoption

Attachment – 33pgs

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### Recommendation:

THAT Council endorse the Smiths Falls Heritage House Museum Strategic Plan 2023-2027.

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### Purpose:

The purpose of this report is to provide Council with an update on operations of the Heritage House Museum and provide a strategic approach to service delivery over the next 5 years.

### Background:

In 1977, The Smiths Falls Heritage House Museum (SFHMH) was established by the Town of Smiths Falls, after purchasing the property from the Gleeson Family. Since that time the Museum has been managed and overseen by various boards, departments and museum staff and has continued to remain an important community hub for history and cultural programs and services for our residents and visitors.

In 2016, under the Community Services Department, the museum underwent an internal service review to assess community need and operational capacity, while seeking cost savings and service efficiencies. This review resulted in a comprehensive five-year plan that set out measurable goals and outcomes. Over the last five years, the SFHMH staff have strived in meeting these goals and outcomes including;

- Reviewing costs of operating service.
- Adopting a business model for programming that utilized grant funding to offset costs.
- Removed the barriers to period rooms allowing visitors to better interact with displays, while also repurposing rooms to provide new and additional experiences that include an art gallery, new/changing collections and escape rooms, etc.
- Providing exceptional programming for families, school groups, and children.
- Utilized and promoted the grounds as visitor centre and community space.

In 2022, SFHMH was shifted to the Economic Development and Tourism department in an effort to better align community and tourism service delivery and marketing efforts within the corporation. Since that time, staff have been reviewing and assessing operations, building and property deficiencies, programming,

and financial capacity, while continuing to build upon offerings and experiences at the museum. Last year, Council approved the addition of a full-time coordinator position and additional operational funding to support the increased cost of annual program delivery by the museum.

In order to plan for further sustainability, the SFHHM developed a new Strategic Plan to guide departmental work plans and museum operations over the next 5 years (Attachment A).

### **Analysis and Options:**

The development of the Strategic Plan included an internal review of operations and service delivery, two separate public consultation initiatives being; a public survey and interviews with community stakeholders, staff and advisory board members. The review and consultation resulted in a plan which identify six key priorities;

1. Create an Inclusive and Accessible Community Space
2. Enhance Community Engagement
3. Share Relevant & Meaningful Stories
4. Invest in Marketing & Communications
5. Invest in Capital Projects
6. Strengthen Museum Financial Planning

These key priorities will be achieved through 12 goals and 26 actions items.

As part of the comprehensive review an itemized property maintenance list (Attachment B) was created to identify needed upgrades and improvements to the museum building and grounds. The list will assist the municipality in developing a fulsome asset management database, provide Council with an understanding of financial investments needed to ensure the museum remains is in good condition and can support the needs of a diverse range of stakeholders, citizens and visitors, and support staff in prioritizing and budgeting repairs as well as seeking available grant and funding to offset costs.

### **Options 1 – Council endorse the Smiths Falls Heritage House Museum Strategic Plan (Recommended Option)**

**Option 2 – Council does not endorse the strategic plan and provides alternative direction.**

### **Budget/Financial Implications:**

A grant through the Trillium Resilient Communities program was leveraged to pay for the cost of developing this plan. There is no immediate financial implications. Operational and or Capital requests to implement recommendations will be brought forward through the annual budget process.

### **Existing Policy:**

N/A

### **Consultations:**

- SFHHM Advisory Board
- Community Stakeholders

**Attachments:**

- Smiths Falls Heritage House Museum Strategic Plan 2023-2027 (30 pages)
- Itemized Maintenance and Repair list (3 pages)

**Notes/Action (space for Council Member's notes):**

Respectfully Submitted:

Approved for agenda by CAO:

Originally Signed

\_\_\_\_\_  
Julia Crowder,  
Manager Economic Development & Tourism

Originally Signed

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Malcolm Morris, CMO





SMITHS FALLS HERITAGE HOUSE MUSEUM

# STRATEGIC PLAN

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2023 - 2027





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# Executive Summary

The Smiths Falls Heritage House Museum (SFHHM) functions as a year-round community hub and visitor attraction and is owned and operated by the Town of Smiths Falls.

As a traditional museum and provincially designated historic site, the house features mirror-image facades, Palladian windows, a working indoor brick bake oven, and a famous two-story indoor privy. The building and the grounds offers a unique venue for community activities and a private, rentable event space for weddings and functions.

SFHHM features changing displays of local art and history and period rooms hold artifacts made in the community or brought to Smiths Falls by local families. The SFHHM is the only cultural heritage site that is open year-round to the public and acts as a destination for tourists interested in learning more about our history including the Rideau Canal in Smiths Falls.

As a community resources, the SFHHM supports a variety of local organizations through its resources and space, including;

- The Lanark County Genealogical Society Resource Library
- Smiths Falls Historical Society
- Community Carrot Garden
- Smiths Falls District Horticultural Society Foodbank Garden
- Smiths Falls District Arts & Culture Council



The Smiths Falls Heritage House Museum has been a key space for a diverse array of community events for the public, especially post-pandemic. The museum continues to host annual programs as well as new initiatives.

- March Break Programming
- School Groups
- Paranormal Investigation Workshops
- Old Slys Rapids - Walking Tour
- Backyard History Summer Day Camps
- Movie Nights at Centennial Park
- Fall Fun Day
- Haunted Smiths Falls Ghost Walks
- Haunted Heritage House
- Community Pumpkin Carving Contest
- Smiths Falls Letters to Santa & Photos
- Holiday Heritage House

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Over the years, the SFHBM has either discontinued certain programming, or added elements, programs and partnerships and initiatives to foster growth and success.

The museum is open 5 days a week from May to November (Wednesday to Sunday). In December, the museum shifts to a Thursday - Sunday schedule with shortened hours. The museum's off season (January - March), is open by appointment.

The Museum is staffed with two full-time employees, and two paid summers students (16-weeks from May to Sept) and supported by an advisory board who provides insight, experience and operational support to the staff members.

In 2022, building on the success of the service review, SFHBM began developing a five-year strategic plan. This plan will build on past progress and the current needs of the community. Programs were reviewed as part of the develop of this plan and ongoing visitation/participation data has been collected to support programs that are feasible for staff time, effort, and revenue.

The consultation portion of the project took place over two phases: Phase I was a community survey, this survey was available online or if asked for a copy was printed off and filled out by hand. Phase II was stakeholder conversations, these conversations took place in person, via zoom or by phone. Phase I began in the spring of 2022 and Phase II began in late spring and concluded early summer of 2022. Themes and recurring comments from both phases of the consultation were utilized to develop the priorities, objectives and outcomes outlined in this document and plan.





## Mission and Vision

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### Mission Statement

The Smiths Falls Heritage House Museum will engage the community in preserving, sharing, and celebrating the cultural heritage of Smiths Falls.

### Vision Statement

The Smiths Falls Heritage House Museum strives to be recognized as a vibrant community museum, respected for our vital role in protecting the cultural heritage of Smiths Falls.

### Mandate

Smiths Falls Heritage House Museum, owned and operated by the Corporation of the Town of Smiths Falls and is **supported** by the Smiths Falls Museum Board under by-law 4660-81 to fulfill three purposes:

1. To safeguard and illustrate the history of the Smiths Falls region, including the Rideau Canal, from its first settlement to the present time.
2. To depict, within the context of a historic home, a lifestyle representative of a family in Smiths Falls during the period 1860-1875 while recognizing the families that lived in the home during that time.
3. To serve the public as an arts and culture centre, hosting temporary exhibitions, and offering space for community activities and programs, at the discretion of the Curator and the Board.

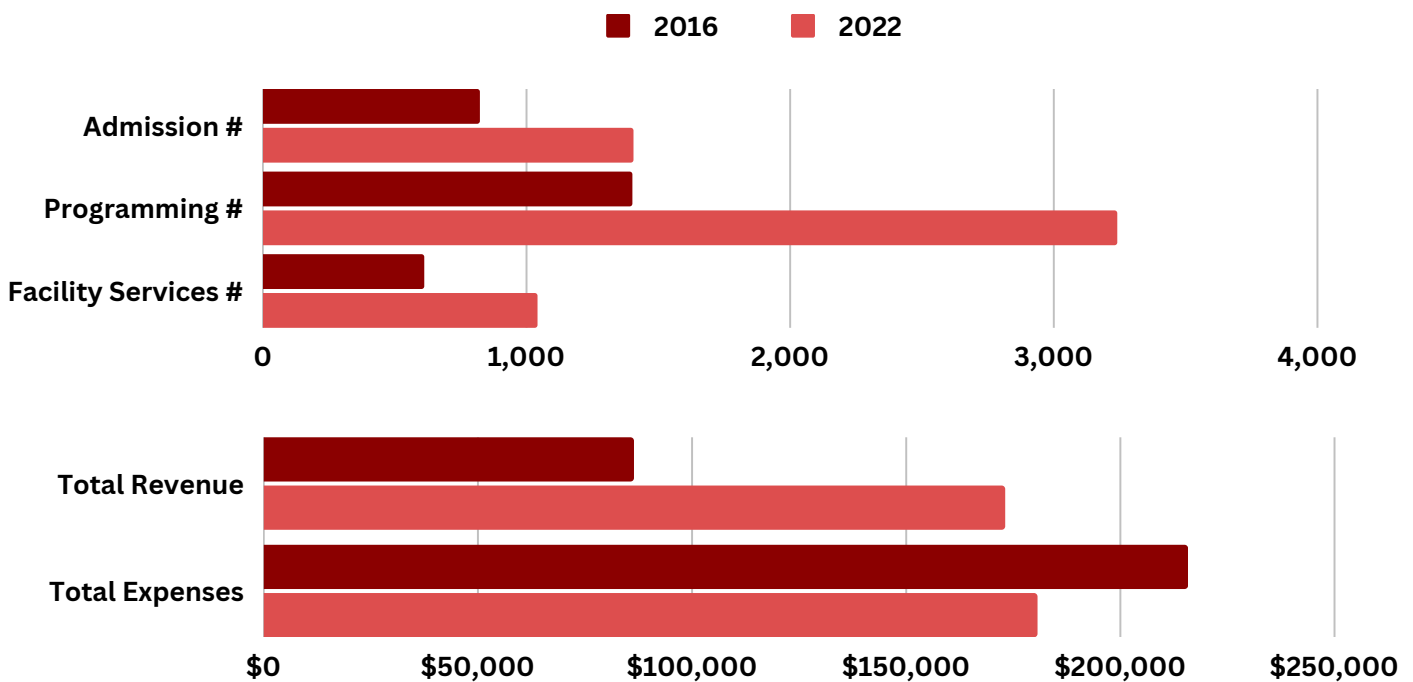
The museum will collect, preserve, research, store, exhibit and interpret artifacts which relate to the above 3 purposes in service to the public. These purposes will be fulfilled by successfully facilitating community awareness and engagement.

## Understanding Where We Are Now

In 2016, the Smiths Falls Heritage House Museum (SFHHM) completed an internal service review. This review resulted in a comprehensive five-year plan that set out clear measurable goals and outcomes. Over the last five years, the SFHHM staff have made great strides in meeting these goals and outcomes including:

- Reviewed costs of operating service
- Adopted a business model for programming that was cost effective
- Removed the barriers to period rooms and allowed visitors to interact with the rooms and the objects within
- Provided exceptional programming for families, school groups, and children
- Utilized and promoted the grounds as a community space

All the while working within the new parameters and roadblocks from the COVID-19 pandemic and restrictions that followed. It is of note that SFHHM staff also aided the Railway Museum of Eastern Ontario with administration support for 3 years with staff support and resources in support of their volunteer led organization. In 2022 an internal organizational restructure took place, shuffling the SFHHM from Community Services to the Economic Development & Tourism Department. In 2022, the museum provided more programming at a reduced expense, due to grant funding. **In 2022, our total revenue was \$172,879.00 compared to \$86,322.00 in 2016, whereas our total expenses in 2022 was \$180,465.00 compared to \$215,582.00 in 2016.**



## Visitor Numbers for 2022:





## SWOT Analysis

### STRENGTH

- Established and well attended educational/community programming and events
- Year-round facility available for public use
- Staff and volunteers
- Flexibility to meet needs of community
- Gallery spaces for numerous exhibits
- Heritage Site - maintains the Town's history
- Unique architecture (two-story privy and mirror-image facade)
- Extensive collection
- Community resource
- Updated interactive period rooms
- Updated interesting programming
- Community events (Movies Under the Stars etc...)
- Grant funding
- New website

### WEAKNESSES

- Requires more permanent staffing resources
- Accessibility
- Lack of investment in maintenance repairs and capital improvements
- Limited connectivity and old telecom infrastructure
- Limited onsite space and storage for collections and programming assets
- Need more volunteers
- Lack of security (cameras, panic button etc.)
- Need new members (membership marketing)
- Volunteers overused
- No dedicated program space
- Reliance on grants
- Keeping up with the gardens

### OPPORTUNITIES

- Better integration/connection with other town departments
- Partnerships with other councils, boards, etc.
- Work with schools and high school history classes
- Updated marketing materials
- New/better advisory board and volunteer recruitment
- Grants
- Expose more local history
- Partner with others for interesting travelling exhibits
- Go to schools for programming
- Updates to the museum if capital projects are completed
- Relationship with Downtown Businesses
- Investment in building and grounds for energy/cost saving and
- Accessibility

### THREATS

- Limited operational budget
- Delays in maintenance and building improvements
- Reliance on grants instead of budget (especially for staffing)
- Continuing donations
- Leading to less storage space - storage cube is not a long term solution
- Accessibility
- Economic market
- Security
- IT

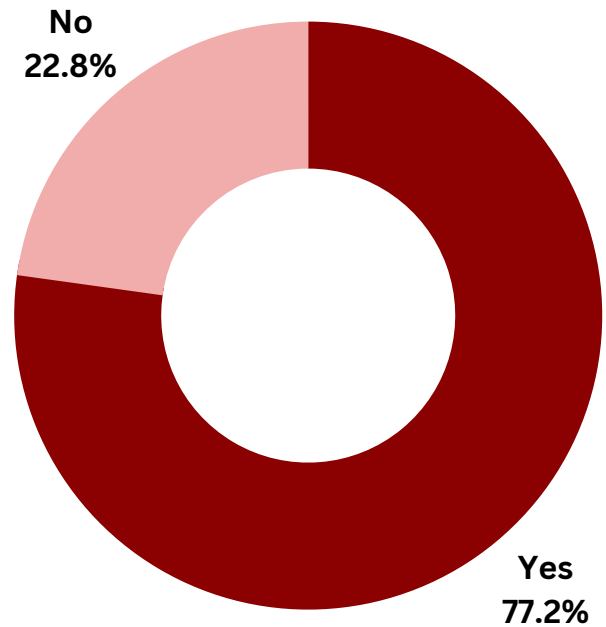


## Phase I: Online Survey

The museum encouraged members of the General public to complete a survey to share their thoughts and contribute to meaningful conversations about the museum's future. A total of 80 people responded online or in person.

### Question 1:

Have you visited SFHMM in the last 5 years?



### Question 2:

If & When Visiting the Museum/Grounds, What was your reason(s) to Visit?

**44% Participated in Special Events**

**33% Toured the Museum (Unguided)**

**33% Toured the Grounds (Unguided)**

**28% Visited during Free Event**

**23% Participated in Exhibits**

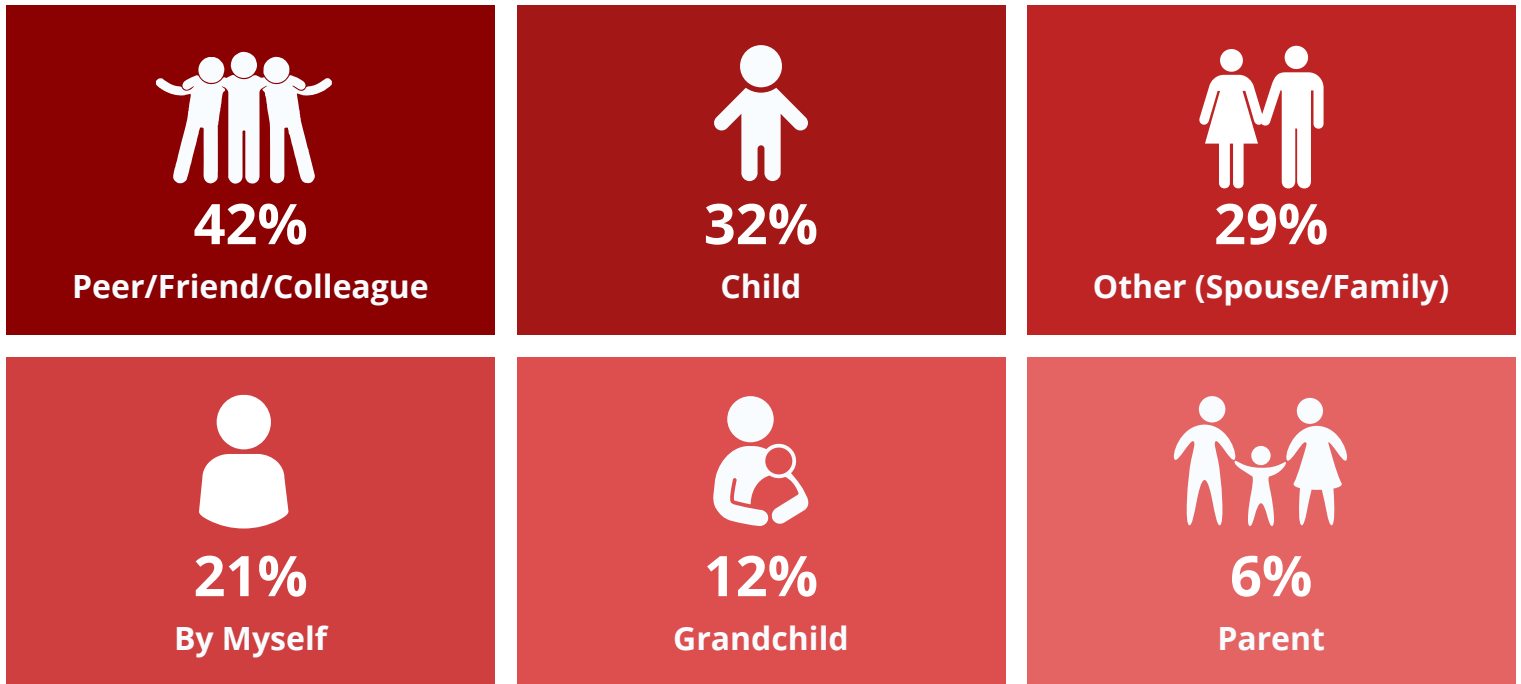
**23% Toured the Museum (Guided)**

**11% Toured the Grounds (Guided)**

**8% None of the Above**

### Question 3:

Who are you most likely to visit with?



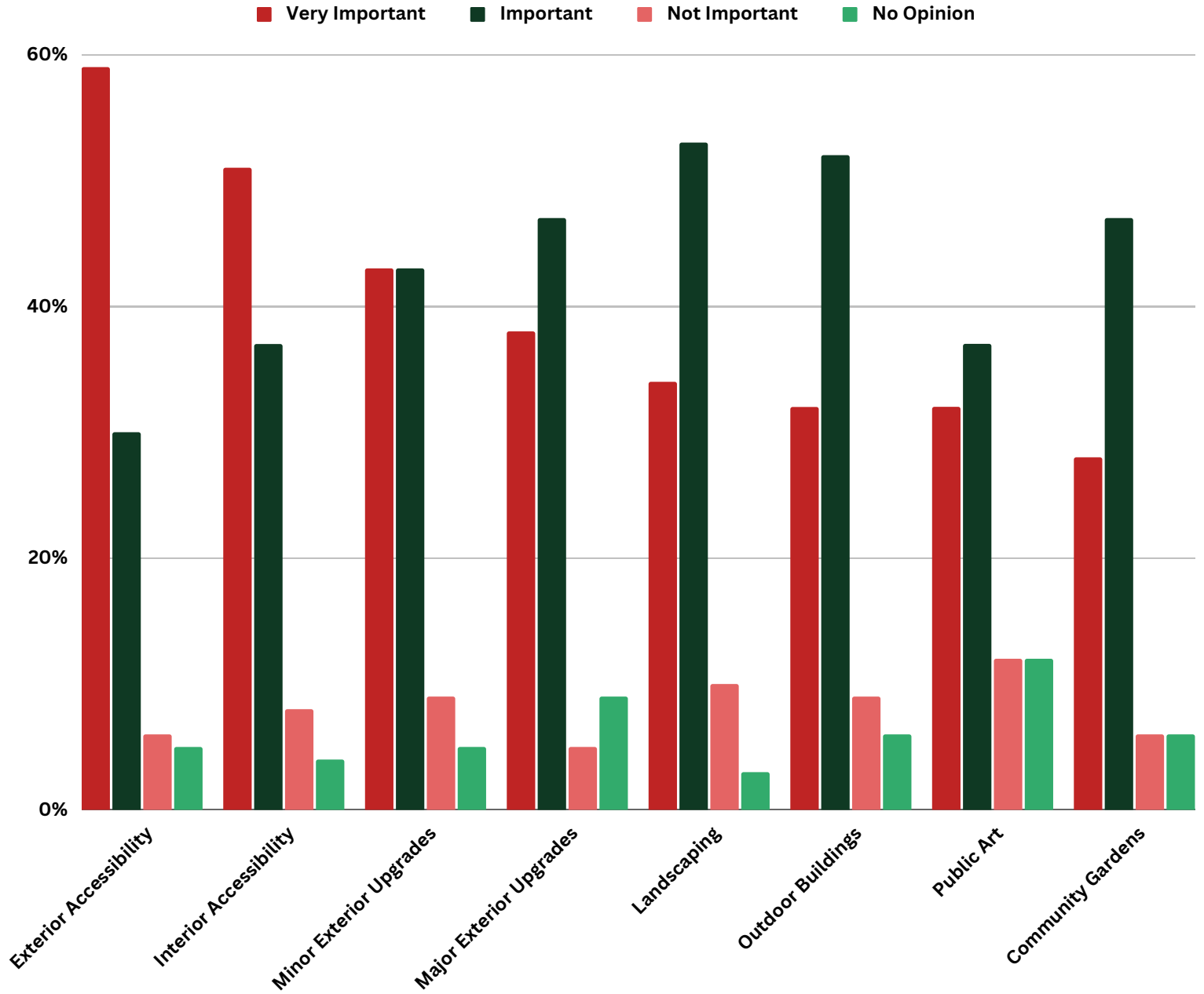
### Question 4:

What is the importance of the site's programming options?





### Question 5: What is the importance of the site's accessibility options?



## Question 6: Common comments and feedback received.

**"More publicity** about when the museum is open and what the exhibits are. I've never been because, for years, I didn't know it was an operating museum; I thought it was just for weddings."

"The museum has lots of **artifacts in the attic** that nobody knows about. Once I saw a Hershey's chocolate bar baking molds. Not 1860's but still interesting part of the town story."

**"A lift/elevator** would be a great addition..."

**"I love walking the grounds,** so beautiful landscape and beautiful building definitely draws people..."

**"Gift shop sales,** especially books and locally made items like pottery, jewelry, crafts, etc is important to me..."

"I would love to see more inclusion and **diversity representation.**"





# Phase II

## Stakeholder Conversations

Museum staff reviewed Phase I survey results and formulated a series of questions for consultation with municipal staff, museum advisory board members, collaborators and volunteers. A total of 26 people participated in these one on one interviews and the following is a synopsis of key themes and ideas.

### 1. What qualities of the museum/programming are worth preserving? (What are we doing well)

“People always comment how pleasantly surprised they are by our tour guides and tour experiences. They don’t realize that it isn’t your typical Victorian home. It is much more immersive and personal to the Smiths Falls experience.”

“The museum has taken on a leadership role for arts, culture and heritage in the community”

“I would like to see the art shows continue to grow or artists collaborations.”

“The museum appeals to a lot of demographics.”

“The museum has excellent customer service qualities that allows them to provide service like no other in Smiths Falls.”

“The idea of focusing on different time periods/narrative topics in different rooms, seems like a practical and impactful interpretive approach.”

The museum is seen as a headquarters for the arts/heritage/culture and a space for those themes to thrive.

“Keep the space evolving.”



## 1. What qualities of the museum/programming are worth preserving? (What are we doing well) Continued...

"The museum does a good job with collaboration ... expand on what is already being done."

"Good job diversifying services / diversifying revenue streams. Going in the right direction."

"Continue to move outside the walls of the museum i.e. cemetery tours offered a unique historic perspective"

"I love the programming, the Fall Fun Day especially and being able to research properties for newcomers, home owners and contractors"

"A resource for other Town departments."

"I can't overstate the importance of the museum as a research holding for the Town's history."

"Expand on programming outside of the museum - dynamic options both inside and out."

"A good spot for new residents to get info about the town or about their new properties."

"Remember When feature on social media is the talk of the Town and important to sharing the personal stories of the community"

"Love the outdoor tour program"





## Where We Want To Be

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Through the strategic planning goals and actions as well as various policies like the Marketing and Communication Plan and the Accessibility Plan the Smiths Falls Heritage House Museum will seek to achieve certain objectives within the next 5 years (2023 - 2027).

These include:

- Being a fully accessible space
- Having a fundraising and event plan
- Creating a program review and programming outline
- Updating the mandate
- Having an active Indigenous Advisory Circle
- Updating the membership campaign
- Enhancing the educational programs with curriculum outlines
- Continuing the deaccession process and organization of collections
- Updating period rooms to create more exhibit space
- Improving the space with capital projects
- Developing a 5 year marketing plan
- Being a space for other businesses to use and invest in

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***This project was made possible in part with the generous support of the Trillium Resilient Communities program***



# 1

## **Create an Inclusive and Accessible Community Space**

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It is essential to prioritize site accessibility and to engage the whole community we serve, allowing residents and travelers to equally visit, volunteer, and see themselves in the museum.



## Goal 1:

Expand access to the museum, collections, policies and programs to ensure participation regardless of need or ability. Ensure that the museum is ready for any funding opportunities that arise.

### ACTION

CONSTRUCT A MULTI-YEAR ACCESSIBILITY PLAN, ADDRESSING THE DESIGN OF THE MUSEUM'S PRODUCTS, DEVICES, SERVICES, AND ENVIRONMENTS (VIRTUAL AND IN PERSON) FOR PEOPLE WHO EXPERIENCE DISABILITIES, COMPLETE WITH ANNUAL ACTION ITEMS BEFORE 2025 - IN CONSULTATION WITH SMITHS FALLS ACCESSIBILITY COMMITTEE & TOWN POLICIES

### TIMELINE

YEAR 2-3

### PERFORMANCE MEASUREMENTS

FULLY ACCESSIBLE MUSEUM OR PROJECTS WITH TIMELINES CREATED

### ACTION

CREATE AN INCLUSION, DIVERSITY, EQUITY, AND ACCESSIBILITY (IDEA) POLICY

### TIMELINE

YEAR 2

### PERFORMANCE MEASUREMENTS

POLICY PLAN APPROVED BY COUNCIL

## Goal 2:

Strengthen volunteer opportunities to create an inclusive space that is relevant and supported by volunteers for community members. Representation of the community as a whole.

### ACTION

DEVELOP AN INDIGENOUS TASK FORCE TO GUIDE THE MUSEUM'S PATH TO IMPLEMENTING TRUTH & RECONCILIATION AS PER THE MOVE TO ACTION FOR MUSEUMS AND FOR THE DISPLAY OF ARTIFACTS

### TIMELINE

YEAR 3

### PERFORMANCE MEASUREMENTS

ALL INDIGENOUS ARTIFACTS HAVE BEEN IDENTIFIED  
INCREASED DIALOGUE AND CONSULTATION WITH INDIGENOUS STAKEHOLDERS

### ACTION

CREATE A VOLUNTEER SURVEY TO GAUGE INTEREST AND PROVIDE FEEDBACK ABOUT CURRENT VOLUNTEER EXPERIENCES. FROM THE RESULTS OF THIS SURVEY, THE MUSEUM WILL STRENGTHEN AND EXPAND MEANINGFUL VOLUNTEER EXPERIENCES.

### TIMELINE

YEAR 1-2

### PERFORMANCE MEASUREMENTS

MEASURABLE INCREASE IN VOLUNTEERS AND VOLUNTEER ENGAGEMENT.  
CREATION OF VOLUNTEER LEADERSHIP ROLES.



# 2

## Enhance Community Engagement

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The museum strives to enhance the quality of life of Smiths Falls residents through access to arts and culture. After weathering the closures due to the COVID-19 pandemic, the museum would like to re-establish pre-pandemic services. By fostering an accessible and inclusive space for new programming and relationship building, the museum will re-establish itself as a community cultural centre.

## Goal 1:

Increase program engagement.

<b>ACTION</b>	<b>TIMELINE</b> ONGOING
REVIEW CURRENT PROGRAMS AND EVENTS AND PURSUE THE DEVELOPMENT OF NEW OFFERINGS FOR THE WINTER AND SPRING MONTHS.	<b>PERFORMANCE MEASUREMENTS</b> REVENUE GENERATING PILOT PROGRAMS IMPLEMENTED

<b>ACTION</b>	<b>TIMELINE</b> YEAR 1
REINTRODUCE A COMPLIMENTARY MEMBERSHIP PROGRAM FOR NEW RESIDENTS.	<b>PERFORMANCE MEASUREMENTS</b> INCREASE IN MUSEUM MEMBERSHIPS

## Goal 2:

Instill pride of place in younger audiences.

<b>ACTION</b>	<b>TIMELINE</b> YEAR 2
ENHANCE PARTNERSHIPS WITH LOCAL ELEMENTARY AND SECONDARY SCHOOLS TO FACILITATE STUDENT ENGAGEMENT, INCLUDING VOLUNTEERISM.	<b>PERFORMANCE MEASUREMENTS</b> INCREASE IN PARTNERSHIPS AND VOLUNTEERS

<b>ACTION</b>	<b>TIMELINE</b> YEAR 1-2
CREATE NEW CURRICULUM BASED EDUCATIONAL PROGRAMS FOR SCHOOL CHILDREN I.E. OUTDOOR TOUR SCIENCE PROGRAM	<b>PERFORMANCE MEASUREMENTS</b> INCREASE IN SCHOOL PROGRAM RENTALS





## Goal 3:

Build on partnership opportunities and awareness to better serve the community and increase the enjoyment of the community space.

### ACTION

NOURISH PARTNERSHIPS WITH SMITHS FALLS HORTICULTURE SOCIETY AND COMMUNITY CARROT GARDEN TO DEVELOP EDUCATIONAL PROGRAMS ON THE GROUNDS ALONGSIDE COMMUNITY AND FOODBANK GARDENS. SEEK FUNDING TO REGROW FAILING EDIBLE PLANTS (APPLE ORCHARD), AND CREATE BEE AND BUTTERFLY GARDENS WITH HEIRLOOM AND HISTORIC PLANTINGS.

### TIMELINE

ONGOING

### PERFORMANCE MEASUREMENTS

PLANT RELATED REVENUE GENERATING PROGRAMMING  
UPDATED ORCHARDS AND GARDENS

### ACTION

STRENGTHEN BONDS WITH SMITHS FALLS & DISTRICT ARTS AND CULTURE COUNCIL (SFDACC) AND ARTISTS TO MAINTAIN ARTIST REPRESENTATION IN ONGOING PUBLIC ART AND GALLERY SPACE.

### TIMELINE

ONGOING

### PERFORMANCE MEASUREMENTS

SUPPORT FROM COUNCIL AT EVENTS AND PROGRAMMING  
ADVANCED SCHEDULED ARTIST SHOWINGS

### ACTION

BUILD AWARENESS OF LANARK COUNTY GENEALOGICAL RESOURCE LIBRARY AND MUSEUM RESEARCH SERVICES.

### TIMELINE

YEAR 2

### PERFORMANCE MEASUREMENTS

INCREASE IN RESEARCHERS TO THE LIBRARY





# 3

## Sharing Relevant & Meaningful Stories

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The museum strives to highlight stories that “reflect the diversity of people’s experiences and expressions”. One of the ways that the museum tells these stories is by collecting and preserving objects relating to the community. Museums across Canada display less than 20% of their collections to the public, whereas SFHHM strives to store, care for and display a larger portion of its holdings that are most relevant to the stories of Smiths Falls. Through well researched exhibits, well cared for artifacts, and a rotating exhibition schedule, SFHHM will always be relevant to residents and tourists.

# Goal 1:

Conduct a full review of museum collections, including storage, provide care for and public access to artifacts, archives and resources.

<p><b>ACTION</b></p> <p>REVIEW THE STORAGE PLAN FOR PROPER CARE AND MAINTENANCE OF THE COLLECTION, SAVING SPACES FOR ITEMS MOST PERTINENT TO THE COLLECTION AND REMOVING "STOCK" PIECES THROUGH DEACCESSIONING.</p>	<p><b>TIMELINE</b></p> <p>YEAR 1 - YEAR 5</p> <p><b>PERFORMANCE MEASUREMENTS</b></p> <p>SURPLUS STOCK PIECES DEACCESSIONED COLLECTIONS ORGANIZED</p>
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<p><b>ACTION</b></p> <p>REVIEW AND ASSESS RESEARCH SERVICES, INCLUDING STAFF AND VOLUNTEER TIME. UPDATE RESEARCH POLICY INCLUDING FEES FOR STAFF TIME, AND IMAGE REPRODUCTION.</p>	<p><b>TIMELINE</b></p> <p>YEAR 1-2</p> <p><b>PERFORMANCE MEASUREMENTS</b></p> <p>INCREASE IN RESEARCH SERVICE REVENUE</p>
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<p><b>ACTION</b></p> <p>DEVELOP A DIGITIZATION STRATEGY: CONTINUING DIGITIZATION PROJECTS THAT INCREASE PUBLIC ACCESS TO ALL OF THE COLLECTION</p>	<p><b>TIMELINE</b></p> <p>YEAR 2</p> <p><b>PERFORMANCE MEASUREMENTS</b></p> <p>DIGITAL COLLECTION READILY AVAILABLE TO PUBLIC</p>
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*Budget Recommendation: budget line for professional care & maintenance of artifacts, offsite storage, and cloud based software*

## Goal 2:

### Review Exhibition Policy and Plans

#### ACTION

UPDATE 5-YEAR EXHIBITION SCHEDULE, IMPLEMENTING A COMMUNITY SURVEY TO ENSURE THE EXHIBITS ARE RELEVANT TO THEIR INTERESTS AND/OR MILESTONES WITHIN THE COMMUNITY.

#### TIMELINE

YEAR 1

#### PERFORMANCE MEASUREMENTS

INCREASED ATTENDANCE TO COMMUNITY DRIVEN EXHIBITIONS

#### ACTION

UPDATE PERIOD ROOM PLAN TO TELL MORE 'SMITHS FALLS STORIES' OF DIFFERENT TIME PERIODS AND THEMES.

#### TIMELINE

YEAR 1 (UPSTAIRS), YEAR 2 - 3 (PERIOD ROOM PLAN), YEAR 4 & 5 (INSTALLATIONS)

#### PERFORMANCE MEASUREMENTS

INCREASE IN NEW AND PAST VISITORS  
ROOMS THAT DEVIATE FROM VICTORIAN ERA

## Goal 3:

### Modernize visitor experience and display opportunities

#### ACTION

IMPROVE EXHIBITION SPACES WITH CAPITAL REPAIR PROJECTS (IE. GALLERY TRACK LIGHTING / INTERIOR ROOM RETROFITS / ELECTRICAL REVIEW / MINOR INTERIOR CAPITAL REPAIRS)

#### TIMELINE

YEAR 1 - YEAR 5

#### PERFORMANCE MEASUREMENTS

IMPROVEMENTS UNDERWAY/OR COMPLETED

#### ACTION

REVIEW TECHNOLOGY ENHANCEMENTS FOR MORE INVOLVED VISITOR EXPERIENCE.

#### TIMELINE

YEAR 4-5

#### PERFORMANCE MEASUREMENTS

INCREASE ADDITIONAL DIGITAL TOURS  
INCREASE IN VISITOR ACCESSIBILITY AND WEB PRESENCE



# 4

## Invest in Marketing & Communications

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The museum offers professional services and programs to the community and tourists from around the world. Investing in marketing and communication strategies will be beneficial to the Smiths Falls tourism community.



## Goal 1:

Increase visibility of programs and services

### ACTION

CREATE A 5 YEAR MARKETING PLAN ADDRESSING BOTH TRADITIONAL AND SOCIAL MEDIA COMMUNICATIONS

### TIMELINE

YEAR 1

### PERFORMANCE MEASUREMENTS

INCREASE IN VISITOR NUMBERS  
INCREASE IN ONLINE PRESENCE AND ENGAGEMENT

### ACTION

THE MUSEUM ALLOWED ITS OWN STAND-ALONE ACCESSIBLE WEBSITE TO HIGHLIGHT THE COLLECTION.

### TIMELINE

YEAR 2 (REVIEW PAST PERFECT CAPABILITIES),  
YEAR 3 - 4 IMPLEMENT SERVICE

### PERFORMANCE MEASUREMENTS

ACCESSIBLE WEBSITE WITH DIGITIZED COLLECTION

### ACTION

*Budgetary Considerations:*

1. *Increased marketing dollars*
2. *Review SFHHM's phone and internet costs versus services provided*
3. *A budget line for up-to-date computers, telephones, office furniture or find appropriate grants*



# 5

## Invest in Capital Projects

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The museum and its collections are housed in a provincially designated historic property. This heritage designation requires a commitment to ongoing maintenance. Many of the renovations to the property took place 41 years ago and are due upgrades to be compliant with the Accessibility for Ontarians with Disabilities Act (AODA) and to meet the AODA requirement to become accessible to people with disabilities by 2025.

Throughout the community consultation, it was clear that the community sees pride in the building and the collections housed within but have commented on the need for upgrades to both the interior and exterior. A total of 66 out of 80 respondents indicated that upgrades to the interior and exterior were noted as very important and/or important.

## Goal 1:

Building care and maintenance - Increase pride of place community hub by safeguarding

<p><b>ACTION</b></p>	<p><b>TIMELINE</b> YEAR 1</p>
<p>CREATE A LIST OF CAPITAL REPAIR PROJECTS, DEVELOP FUNDRAISING PRIORITIES (IMMEDIATE NEEDS VS. FUTURE NEEDS) AND WORK WITH COMMUNITY SERVICES DEPARTMENT TO START IMPLEMENTING REPAIRS.</p>	<p><b>PERFORMANCE MEASUREMENTS</b> REPAIRS IMPLEMENTED/COMPLETED</p>

## Goal 2:

Professional work environment that supports services provided by staff and volunteers

<p><b>ACTION</b></p>	<p><b>TIMELINE</b> YEAR 1-2</p>
<p>IMPROVE WORK SPACES FOR STAFF AND VOLUNTEERS WITH WORKING TECHNOLOGY AND PROPER WORK STATIONS.</p>	<p><b>PERFORMANCE MEASUREMENTS</b> INCREASE IN STAFF PRODUCTIVITY AND SATISFACTION INDIVIDUAL WORK STATIONS AVAILABLE</p>

<p><b>ACTION</b></p>	<p><b>TIMELINE</b> YEAR 1 - 5</p>
<p>IMPROVE INTERNAL COMMUNICATIONS BY CONDUCTING A TELECOMMUNICATION AND EQUIPMENT AUDIT.</p>	<p><b>PERFORMANCE MEASUREMENTS</b> INCREASE IN PRODUCTIVITY UPDATED TECHNOLOGY</p>



# 6

## Strengthen Museum Financial Planning

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As a result of the 2016 Sustainable Service Review, museum staff applied a business model to all programs to ensure financial sustainability. Now, the museum has seen the financial and community benefit of providing different services that can also help to offset operational costs in new ways. Museum staff must continue to be effective at utilizing and leveraging funding while developing new service offerings that aren't a strain on staff or taxpayers.



## Goal 1:

Identify methods of reducing overall operating expenses and pursuing funding support from corporate, private and government sources

### ACTION

WORK WITH TOWN STAFF & ADVISORY BOARD TO BE GRANT READY

### TIMELINE

ONGOING

### PERFORMANCE MEASUREMENTS

INCREASE IN SUCCESSFUL GRANTS

### ACTION

REINTRODUCE CORPORATE AND PRIVATE MEMBERSHIP BENEFITS & PLANS

### TIMELINE

YEAR 2

### PERFORMANCE MEASUREMENTS

INCREASE IN CORPORATE MEMBERSHIPS TO PRE-COVID LEVELS  
INCREASED SATISFACTION OF MEMBERS

### ACTION

UPDATE GIFT SHOP OPPORTUNITIES THROUGH LOCAL ARTISANS AND SOUVENIRS.

### TIMELINE

ONGOING

### PERFORMANCE MEASUREMENTS

INCREASE IN GIFTSHOP CONSIGNERS  
INCREASE IN GIFTSHOP REVENUE

### ACTION

CREATE RFP POLICY, TO CREATE OLD SLYS CAFE AND OPERATE BAKE OVEN PIZZA AND INVEST IN THE SPACE.

### TIMELINE

YEAR 2-5

### PERFORMANCE MEASUREMENTS

OPERATIONAL BAKE OVEN WITH REVENUE GENERATING PROGRAMS



# Heritage House Museum Maintenance, Repairs and Capital Projects Inventory

Work Needed	Repair/ Maintenance Justification	Priority	Location	Estimated Cost	Start Date	Finish Date	Depart.	Status
Remove electric wall heater and redrywall or plaster	Electric Heaters are not being used in the Gift Shop and have become an outdated eyesore	Semi-Urgent	Gift Shop					
Full Ramp Replacement at front and back entrance for ADA	Accessibility	Very Urgent	Gift Shop			2024		
Washrooms and washroom doors aren't accessible	Accessibility	Very Urgent	Basement			2024		
Ramp to gazebo to be accessible	Accessibility	Very Urgent	Exterior			2024		
Elevator installation	Accessibility	Semi-Urgent	Interior					
Accessible doors replacing front and back into giftshop	Accessibility	Very Urgent	Gift Shop			2024		
Boardwalk needs to be removed (boards popping up because of rot)	Wood Ramp is rapidly deteriorating. It has been patched a number of time but materials are rotten and the wood surface becomes slick when wet. This is a safety (trip and fall) liability and is an accessible barrier	Very Urgent	Exterior					
Replace broken light fixtures in stairwell	Safety and museum operations	Semi-Urgent	Main Floor					
Fix sunken floor between gallery and sitting room	Safety and preventative maintenance	Semi-Urgent	Second Story					
tiles in basement (tripping hazard)	Safety and updated aesthetics	Urgent	Basement		July 17 2023		Community Services	In Repair
Front and back steps (need a railing)	Safety	Very Urgent	Exterior			2024		

# Heritage House Museum Maintenance, Repairs and Capital Projects Inventory

Work Needed	Repair/ Maintenance Justification	Priority	Location	Estimated Cost	Start Date	Finish Date	Depart.	Status
Main house roof cedar shakes (1999)	Safety and preventative maintenance	Urgent	Exterior					
Women's bathroom back wall leaking	Safety and museum operations	Urgent	Exterior/ Interior Bathroom					
Front balcony	Safety	Very Urgent	Second Story			2024		
HVAC location is in disrepair	Safety and preventative maintenance	Very Urgent	Attic			2024		
Fire panel out of date	Safety	Urgent	Basement			2023		
Electrical on all floors outdated (trip breakers regularly)	Safety and preventative maintenance	Urgent	Everywhere			2023		
Accessible doors replacing front and back into giftshop	Accessibility	Very Urgent	Gift Shop			2024		
Replace rot on storm windows	Safety	Urgent	Exterior			2024		
Carbon Monoxide Detectors	Safety	Very Urgent	Everywhere			2024		
Electric exit signs don't work	Safety	Very Urgent	Second Story			2024		
Ceiling damage from HVAC leaking and sagging	Safety and preventative maintenance	Semi-Urgent	Attic/ Second Story					
Clean HVAC vents (have never been cleaned)	Safety and preventative maintenance	Semi-Urgent	Attic			2024		

# Heritage House Museum Maintenance, Repairs and Capital Projects Inventory

Work Needed	Repair/ Maintenance Justification	Priority	Location	Estimated Cost	Start Date	Finish Date	Depart.	Status
LCGS sign is rusted and needs to be painted	Improved and updated aesthetics/ museum operations	Exterior	Everywhere					
Front desk is rotting	Museum operations and safety	Semi-Urgent	Interior			2024		
Floor or front balcony overhanging front deck has rot	Safety and updated aesthetics.	Urgent	Exterior					
Fences along boardwalk and at the back are falling down	Improved aesthetics	Semi-Urgent	Exterior					
Remove dead trees and brush	Safety and improved aesthetics	Semi-Urgent	Exterior			Ongoing		
Clean eavestroughs	Maintenance operations and preventative work	Semi-Urgent	Exterior					
Fix hole in back eavestroughs (Landing on back deck)	Safety and improved aesthetics	Semi-Urgent	Exterior			2024		
Privy door replaced with hasp and lock	Museum operations	Not Urgent	Exterior		April 2023	April 2023		Completed
Paint Museum indoors	Updated and improved aesthetics	Not Urgent	All Indoors	Quote from Deans Professional painting- \$6,650		2024 Off Season		
Pressure wash and paint exterior and exterior windows (Especially main house and trim)	Updated and improved aesthetics	Not Urgent	Exterior			2024 Off Season		
Privy Painted	Updated and improved aesthetics	Not Urgent	Exterior			2024 Off Season		