

FULL STEAM AHEAD

Muskoka Heritage Place

2026-2030
Strategic Plan



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Land Acknowledgement

Muskoka Heritage Place (MHP) is located on the traditional territory of the Anishinaabeg, specifically the Chippewa, Ojibwa and Potawatomi peoples, under the terms of the Robinson-Huron Treaty #61 of 1850, and the Williams Treaties of 1923. The Town of Huntsville honours all Indigenous peoples – First Nations, Métis and Inuit – for their cultures, their languages, their wise teachings and ways of being, their stewardship and protection of the lands and waters - and life - that

have shaped this country since time began.

Together, we commit to acknowledge, to learn, to educate, to create opportunity and to honour sacred places, and to take actions toward real Truth and Reconciliation in support of our commitment to wellness for all, and to walking the path together in respect, peace and harmony for future generations.



On Track for 2030

This Strategic Plan (the Plan) is the outcome of culminating discussion, reflection and analysis grounded in research, industry trends, best practices, public and stakeholder feedback, demographic shifts and infrastructure requirements.

It provides a strategic framework for Muskoka Heritage Place in the execution of its operations over the next 5 years that takes into account its past, present and future.

To ensure we were on track with our community, the process engaged many Muskoka Heritage Place stakeholders including MHP staff and volunteers; Town of Huntsville Council, Staff, and Accessibility Advisory Committee; peer organizations; and partners, users and residents. Their thoughts and opinions were gathered through facilitated discussions and survey participation. It is also informed by numerous strategic plans, past reports, and Committee discussions.

Key Inputs



LEADERSHIP AND
TEAM INTERVIEWS



PUBLIC
SURVEYS



STAKEHOLDER
MEETINGS



INDUSTRY
TRENDS

Over a period of six months (December 2025 to May 2026), the strategic planning process was led by the Community Services Division and guided by the Town of Huntsville's Strategic Plan (2024) and the Community Services Master Plan (CSMP, 2022).

The result is a 5-year plan that will:

- Diversify and expand programming to diversify audiences, staff and volunteers.
- Focus on developing evening, adult, off-season and local programming.
- Leverage MHP's natural and built assets, its unique stories, and walkability to downtown amenities.
- Refresh the visitor experience, rotating exhibits and village activities more often to engage new and repeat visitors.
- Strengthen awareness and access through infrastructure investments, alternative programming, and communication.
- Build greater capacity amongst staff and volunteers with new tools and human resources.
- Advance objectives within the Town of Huntsville's Strategic Plan, Accessibility Plan, and Community Services Master Plan.

Town of Huntsville Strategic Priorities:

- Balanced Growth
- Protected Natural Environment
- Lively, healthy and safe communities
- Stable, trusted, and engaged community partner

Community Services Master Plan Goals:

- Active Living
- Inclusion & Access
- Connecting people with Nature
- Supportive Environments
- Recreation Capacity
- Celebrating the Arts, Culture & Heritage





Who We Are

Muskoka Heritage Place is located at the heart of Huntsville, in Muskoka, Ontario. The area's scenic beauty, rugged landscape, extensive waterfront, and close proximity to the world-famous Algonquin Park have made Huntsville a popular retreat for year-round residents, seasonal residents, and tourists alike.

The site pays homage to this unique Muskoka experience through its museum exhibits, Pioneer Village, Rotary Village Station, and Portage Flyer Train. We offer a wide variety of educational and public programming including school visits, adopt an artifact, heritage workshops, seasonal events, research opportunities and outreach, special events and exhibits.

Current Mandate

To collect, care for, interpret and preserve a viable collection of historical artifacts, documents, photographs, archives and other materials particular to Muskoka; and to provide an uniquely historic attraction which imparts accurate, educational, historical information in a spirited and entertaining manner pertinent to the Muskoka experience.

Current Values

Honesty. Courtesy. Respect. Safety.

Our Museums

The Muskoka Museum is located in our main admissions building at 88 Brunel Road. It takes you on a journey beginning with our First Peoples, through settlement and development, industry and tourism, showcasing hundreds of artifacts that once were in the hands of those who shaped Huntsville.

Rotary Village Station Steam Museum, located at 100 Forbes Hill Drive, is a recreation of a typical 1920's Ontario train station and explores the history of steam travel in the Huntsville area.

Portage Flyer Train

The Portage Flyer Train was once the world's shortest narrow-gauge commercial railway, which can be experienced once again by visitors to our

Steam Museum and Train Station. Enjoy a leisurely ride back in time in our authentic open-air coaches as you travel along-side the Muskoka River to the edge of Fairy Lake where you can visit the original Purser's Cabin and its exhibits on the rich history of the resorts of Fairy Lake, Peninsula Lake and Lake of Bays.

Pioneer Village

The Pioneer Village represents a small Muskoka settlement as a crossroads community as it was in the late 1800s. It features 19 authentic pioneer buildings nestled amongst the Muskoka bedrock. From May to October the village comes alive with costumed narrators sharing local stories and hands-on activities, tending the farm animals amidst the sounds of the Portage Flyer Train chugging along the Muskoka River.



Blacksmith Shop

Stewardship

Muskoka Heritage Place is the steward of 65,000 artifacts related to the human history of Muskoka, with a focus on Huntsville. It currently prioritizes the acquisition of objects, photographs and archival material made or used prior to 1910, and includes items from the area dating back as far as 7000 years.

The Pioneer Village and Portage Flyer Train further preserve the area's tangible and intangible heritage. In the past 5 years, the municipality has undertaken a number of capital projects to restore, repair and maintain this built heritage:

- Boles Barn kitchen upgrades
- Restoration of Spence Inn porch
- Sugar Shack reconstruction
- Restoration of Purser's Cabin windows
- Muskoka Museum ceiling replacement
- Purser's Cabin, Train Station and Maw House roof replacement

Spence Inn Porch

 **\$59,000**

INCREASE IN ADMISSION REVENUE FROM 2021 TO 2025



18 COMMUNITY PARTNERSHIPS



65,000

ARTIFACTS IN THE COLLECTION



19 HERITAGE STRUCTURES



3 AUTHENTIC LOCOMOTIVES

\$267,500

TOTAL CAPITAL INVESTMENT OVER THE PAST 5 YEARS

2025 Digital Reach

FACEBOOK: 3,608

INSTAGRAM: 1,024

X: 241

WEBSITE VIEWS: 166,000 | 49,000

FIRST TIME VISITORS

5 Year Report Card



MHP provides annual updates to Council on its activities. The following are some highlights of changes implemented since 2022 to streamline operations and increase visitation. To learn more, request a copy of our Annual Report through our website or Admissions.

Programming Developments

- Father's Day and Thanksgiving Trains
- Snowshoeing in the Village
- Heritage Workshops and Fall Fair
- Re-introduced National Indigenous Peoples' Day
- Day Camps - Full with waitlists
- Sensory-friendly experiences at Halloween and Christmas events
- Shifted giftshop wares to "Made by MHP" and "Made in Muskoka"

Marketing Shifts

- Launched new website in 2025
- Developed new Village Map
- Added Instagram to our suite of tools

Curation

- Bray House - in residence exhibit
- Purser's Cabin exhibit refresh
- Temporary exhibits: 2024 HERstory; 2026 Community Quilts
- Migrating the collection online
- New offsite, climate-controlled storage

Fees & Charges By-law Changes

- New Family and Season Passes
- Day Passes in library circulation
- Muskoka Museum free Oct - May
- Added to Affordable Access to Recreation Program

Staffing Shifts

- Added seasonal Program Coordinator tied to revenue
- Staff completed steam certification
- Dedicated resources to maintenance

New Partnerships

- Autism Ontario
- Hope Arises Project Inc.
- Huntsville Art Society
- Pine Tree Quilters' Guild of Muskoka
- North Simcoe Muskoka Specialized Geriatric Services





Our Team

Staff

Muskoka Heritage Place is municipally owned and operated by the Town of Huntsville, under the Director of Community Services. Its core staffing complement consists of:

- Jillian Jordan**, Manager (1 FTE)
- Sara White**, Collections Coordinator (1 FTE)
- Jacqueline Surette**, Manager of Recreation, Culture and Heritage (0.2 FTE)
- Kenny Craine**, Chief Rail Operator (0.5 FTE, seasonal)
- Greg Smith**, Rail Operator (PT, contract)
- Program Coordinator** (0.33 FTE, seasonal)
- Seasonal Staff** (PT) - 14

We report to Town Council and receive support from all Town Departments. Together, we are stewards of our collection, programming, built heritage and capital infrastructure.

Volunteers

Volunteers are vital to MHP operations, helping care for artifacts, visitors, grounds and buildings. The operation of our Portage Flyer Train is highly dependent on volunteers, particularly members of the Huntsville and Lake of Bays Railway Society who contribute hundreds of hours annually to ensure its success.



45

VOLUNTEERS



1637

HOURS



4

CO-OP STUDENTS

Source: 2025 Museum Statistics



Who We Serve

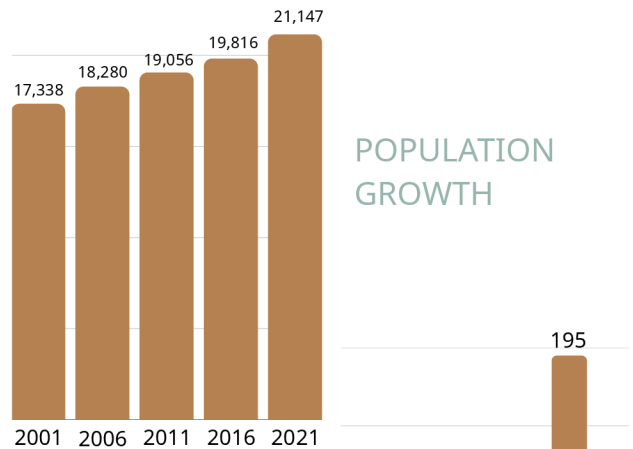
Canada Day

Huntsville

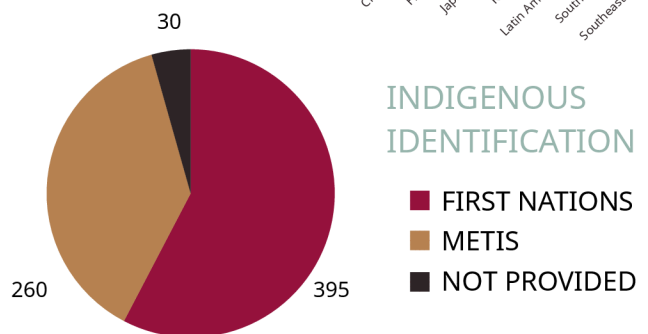
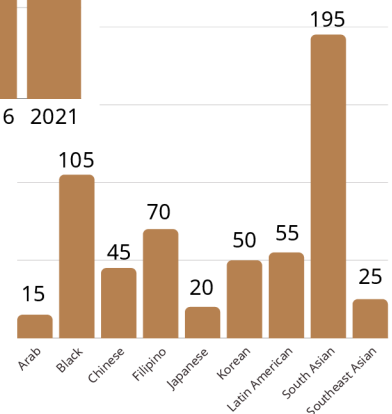
Located in Ontario's cottage country, the Town of Huntsville is the largest community in the District Municipality of Muskoka with a population of 21,147.

Set in one of the most beautiful natural settings in Canada, tourism and recreation are its primary economic drivers, resulting in a significant influx of visitors and seasonal residents annually. It has a vibrant downtown situated on the Muskoka River and offers many cultural and outdoor recreational opportunities.

Its population has grown by 22% since 2001 and continues to evolve as more and more people call Huntsville home, with First Nations, Black, South Asian, Filipino and other visible minority groups making up the diverse fabric of our community.



VISIBLE MINORITIES



Charts Represent Number of People
Source: Statistics Canada, 2021 Census

Visitation and Users

The Muskoka Museum is open year-round, with the full site operating from the May long-weekend to Thanksgiving. Our workshops, programs and special events can extend operations into the evenings and holidays. On average, over the past five years we have welcomed 22,000 guests annually.

Our visitor surveys and registration information show that the majority of our users are children and adults. Responses to the Strategic Plan’s Public Engagement Survey suggest that people primarily take advantage of MHP’s seasonal activities and events versus other programming throughout the year. They mostly come with family and visitors, and are equally likely to come once a year, every few years or multiple times a year.

When asked why they do not visit more often or at all, people seemed content with their current use, many noting they had already visited the site. Lack of awareness, new or diverse programming and exhibits, and adult activities were top reasons for not visiting more often. Generally speaking, people felt the promotion of more diverse experiences is needed to increase use, entice repeat visitation, and enhance the visitor experience. A total of 154 people responded to the Public Engagement Survey, most from within 100km of Huntsville.

5 YR AVERAGES



22,000

ANNUAL VISITORS



267

DAYS OPEN



1575

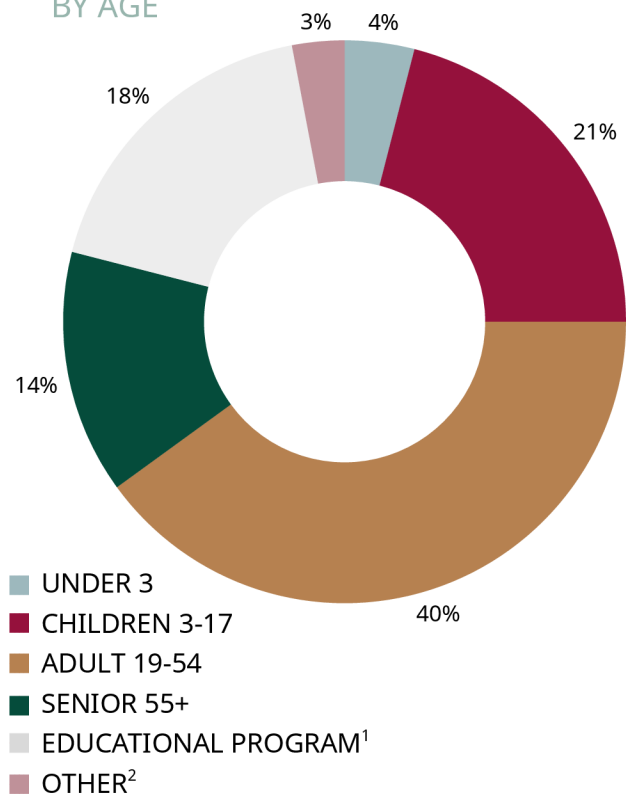
HOURS OPEN



700

STUDENTS ANNUALLY

PERCENTAGE OF USERS BY AGE



¹Including Summer Camp

²Members, Special Events, Private Events

Source: Museum Surveys



Full Steam Ahead

Muskoka Heritage Place is an important cultural asset for Huntsville, playing a crucial role in celebrating and preserving the distinct character of the community.

Full Steam Ahead, our 2026-2030 Strategic Plan, envisions a future where residents and visitors come to experience Muskoka's unique culture and heritage. Anchored by an updated mission, vision, and values, the Plan sets in motion clear goals and measurable actions across five

strategic priorities:

- Awareness and Experiences
- Revenue Diversification
- Digital Capacity and Access
- Accessibility, Infrastructure and Site Improvements
- Organizational Capacity

The Plan is both a roadmap and a commitment to all those who call Muskoka home, and to the stories that shape us.



Renewed Purpose

Our new vision, mission, and values align us with our governing body, the Town of Huntsville, and the community we serve, ensuring we remain relevant, responsive and reflective of their evolving needs, interests and priorities.

Vision

Our North Star - what we aim to be

To be a vibrant and immersive community hub where residents and visitors come to connect, contribute, and celebrate the unique Muskoka experience.

Mission

Our purpose and how we achieve it

To collect, care for and interpret the stories and material culture of all Muskokians. Through exhibitions and diverse programming, MHP connects people and the past, and inspires the community to listen, learn, and engage with the unique Muskoka experience.

Values

The standard principles followed to achieve our vision and mission

Respect: we value the individualities and contributions of our community members and coworkers

Understanding: we value, recognize, and empathize with the points of view of others, whether we agree with them or not

Integrity: we value doing the right thing, even when no one is watching

Empowerment: we value providing opportunities to learn and grow

Transparency: we value pro-active, open, and honest communication with the community and coworkers

Responsibility: we value taking ownership of our actions and exercise good judgement in decision making

Our Brand

In 2025, Muskoka Heritage Place’s visual identity was refreshed. Similar to the priorities identified within this strategic plan, the new logo, watermarks and other brand collateral blend the present with the past, combining heritage-inspired elements, vibrant colours and vintage styling seamlessly with Huntsville’s municipal identity.

This new brand is reflected in all of our marketing material, including this Plan and our new website muskokaheritageplace.ca.



SIGN LOGO



WORDMARK

EASTER EGG HUNT

GREAT PUMPKIN TRAIL

PROGRAM WORDMARKS





Strategic Priorities



Awareness & Experiences

Grow audiences and memberships by appealing to new, repeat and local visitors.

Revenue Diversification

Ensure sustainability of operations through revenue-generating opportunities that leverage the site's unique opportunities and authentic experiences.

Digital Capacity & Access

Action MHP's Digital Strategy to provide greater access to the collection.

Accessibility, Infrastructure & Site improvements

Maintain and modernize the site's built environment that helps support existing and grow new opportunities.

Organizational Capacity

Right-size team, including staff, volunteers, and partners, to increase organizational capacity and accommodate growth.

Implementation Plan

The next several pages provide a high-level overview of MHP's five-year implementation plan. It includes goals and objectives for each strategic priority with projected timelines, human resources and financials, including possible funding sources, required to realize success. Measurable performance indicators are set out for each area to track and evaluate the Plan's progress.

Strategic Plans are idealistic in nature, charting a course for the organization based on existing information and assumptions that it will have the resources and capacity to deliver each goal within the suggested timeframe. Changes can therefore be expected in response to evolving needs, resources, approvals, and priorities. Progress and shifts will be reported annually to Council as part of MHP's Annual Report in Q1 and the Community Services budget submission.

Assumptions/Challenges

Human Resources: Muskoka Heritage Place has two full-time staff responsible for the collection, programming, special events, repair and maintenance, site activation, capital projects and 16 seasonal staff.

While efforts will be made to adapt existing work plans to achieve the Plan's objectives, much of the existing programming is essential to operations, with the MHP Manager and Collections Coordinator often stepping in to provide coverage in the summer months. To fully realize the Plan and its potential for earned revenue, additional staffing resources may be required.

Partnerships: There are a number of objectives that recommend external partners under human resource requirements. Competing priorities, interests and capacity issues in other organizations could affect MHP's ability to move ahead with these projects.

Volunteers: Volunteers are vital to MHP operations, particularly the Portage Flyer Train. MHP will need to attract new volunteers to maintain and grow its current service level within its existing operating budget.

Infrastructure: Without heat or electricity throughout the Village or a large indoor space, programming is primarily limited to daylight hours and summer months. Staff will leverage this time when developing new programming; however, investment in indoor facilities would open up new opportunities for evening and off-season programming.

Relevant Plans



The goals and objectives of this Strategic Plan support the 2022 Community Services Master Plan (CSMP), 2024 Town of Huntsville (Huntsville) Strategic Plan, and both organizations' Accessibility Plans, specifically the goals listed below. These will be referenced throughout the Implementation Plan where appropriate.

Huntsville Strategic Plan

Our Foundation:

- 1.1 Align organizational capacity to service delivery needs.
- 2.1 Create, implement, and invest in the Town's Asset Management Plan, including long-term financing strategies.
- 2.2 Continue to seek alternative funding sources from other levels of government, including grants, sponsorships, and partnerships.
- 2.3 Advance IT and digital enablement to support efficient and effective service delivery.
- 3.2 Explore new ways to raise awareness of Town programs and services and enhance information-sharing and transparency.

Pillar #1: 1.2 Ensure a continued focus on maintaining and upgrading existing Town infrastructure as part of growth management planning.

Pillar #2: 1.1 Continue to apply best practices in maintaining our natural heritage features.

2.2 Continue implementation of the Town's Climate Adaptation Plan.

Pillar #3: 2.1 Continue to support the vibrancy of the arts and culture community through partnerships, policies, and programming.

Pillar #3: 2.2 Support programming that advances diversity, equity, and inclusion.
2.6 Continue to support community events that foster a sense of belonging and engagement.

2.7 Reinforce longstanding partnerships with volunteer groups and organizations.

2.8 Continue to strengthen the Town's relationship with Huntsville's local Indigenous community and participate in the Muskoka Area Indigenous Leadership Table.

3.1 Strengthen connections with local business and industry leaders.

3.2 Continue working with tourism partners to implement strategic initiatives that boost the Town's appeal and drive visitor growth.

Community Services Master Plan

Active Living: Foster active living through physical recreation and leisure opportunities for all ages.

Inclusion and Access: Increase inclusion and access to recreation for populations that face constraints to participation.

Connecting People and Nature: Help people connect to nature through recreation.

Supportive Environments: Ensure the provision of supportive and social environments that encourage participation in recreation and help to build strong caring communities.

Recreation Capacity: Ensure the continued growth and sustainability of the recreation field.

Arts, Culture and Heritage: Support the provision of a wide range of arts, culture and heritage opportunities available to residents and visitors alike.

Priority 1: Awareness & Experiences



Grow audiences and memberships by appealing to new, repeat and local visitors.

Objectives	Timeline	Human Resources	Financials
<p>1.1 Revise and Implement Exhibit Strategy Incorporate suggestions from the strategic planning process to create a diverse and inclusive exhibit strategy</p>	2026-2027	MHP Manager, Collections Coordinator	\$18,200 in existing budget reports for major refresh
<p>1.2 Grow Off-Season Programming Develop a plan for off-season programming to extend the site’s operations, which would include developing a guided tour to engage audiences when the village is closed</p>	Ongoing	MHP Manager, Program Coordinator	Additional expenses offset by earned revenue; MAT; external funding
<p>1.3 Develop More Hands-On Experiential Activities and Stories Work with staff and the community to create a programming framework that will identify themes, program types, and target audiences to incorporate and market across the site. This will include evening and adult programming</p>	Ongoing	MHP Manager, Collections Coordinator, Program Coordinator	Existing operating unless proposed through the budget process or sourced externally; MAT
<p>1.4 Reshare Indigenous Stories Identify new opportunities to share Indigenous stories in updated exhibits, activities and programs</p>	Ongoing	MHP Manager, external partners	
<p>1.5 Marketing and Communication Presence Review and update strategies yearly to strengthen awareness of MHP’s new and existing programs and services. Survey community to determine activities and stories to incorporate into programming that foster a sense of belonging</p>	Ongoing	MHP Manager, Marketing	

Indicators of Success

- Increase in participation
- More memberships and season passes sold and used
- Increase in local visitorship
- Increase in admission revenue
- A more diverse range of visitors see themselves reflected in the stories and content shared at MHP

Relevant Plans and Priorities

Huntsville Strategic Plan

Pillar 3: 2.1

Pillar 3: 2.2

Pillar 3: 2.6

Pillar 3: 2.8

Our Foundation: 3.2

CSMP

Active Living

Inclusion and Access

Connecting People and Nature

Supportive Environments

Arts, Culture and Heritage



Costumed narrators help create an immersive experience for visitors



Priority 2: Revenue Diversification



Ensure sustainability of operations through revenue-generating opportunities that leverage the site’s unique opportunities and authentic experiences.

Objectives	Timeline	Human Resources	Financials
<p>2.1 Food & Beverage Operator Pilot and evaluate the success of an on-site food & beverage operator</p>	2026	MHP Manager, Risk Management, Legal, Marketing, External Partners	Increase in earned revenue
<p>2.2 Create Wedding and Private Rental Packages Develop and market pre-packaged micro-weddings and private rental packages with customizable options (i.e. civil ceremony services, pop-up weddings, chartered train)</p>	2027	MHP Manager, Marketing, Clerks, Economic Development, Community Services Sales Team	Costs funded by existing operating or additional earned revenue
<p>2.3 Seek Alternative Funding Opportunities to Alleviate Tax Levy Identify and source eligible funding opportunities (public, private, MAT) that advance strategic priorities and goals</p>	Ongoing	MHP Manager, Economic Development	Reduction in tax levy; leverage existing budgets to secure additional funding
<p>2.4 Pilot Two Revenue-Generating Programs Leverage existing assets to develop a minimum of two new activities (i.e. (themed train night, autumn witches train, ghost/cemetery walks)</p>	Over the course of the Plan	MHP Manager, Program Coordinator	Costs funded by existing operating or earned revenue; MAT
<p>2.5 Gift Shop & Product Strategy Identify MHP specific merchandise (train anniversary line, local makers, digitized image prints) to roll out in online store</p>	2030	MHP Manager, Economic Development, Finance	Additional earned revenue

Indicators of Success

- Increase in earned revenue
- Improved customer satisfaction
- More revenue in reserves
- Meet wedding and private rental budget by 2030

Relevant Plans and Priorities

Huntsville Strategic Plan

Pillar 3: 3.1

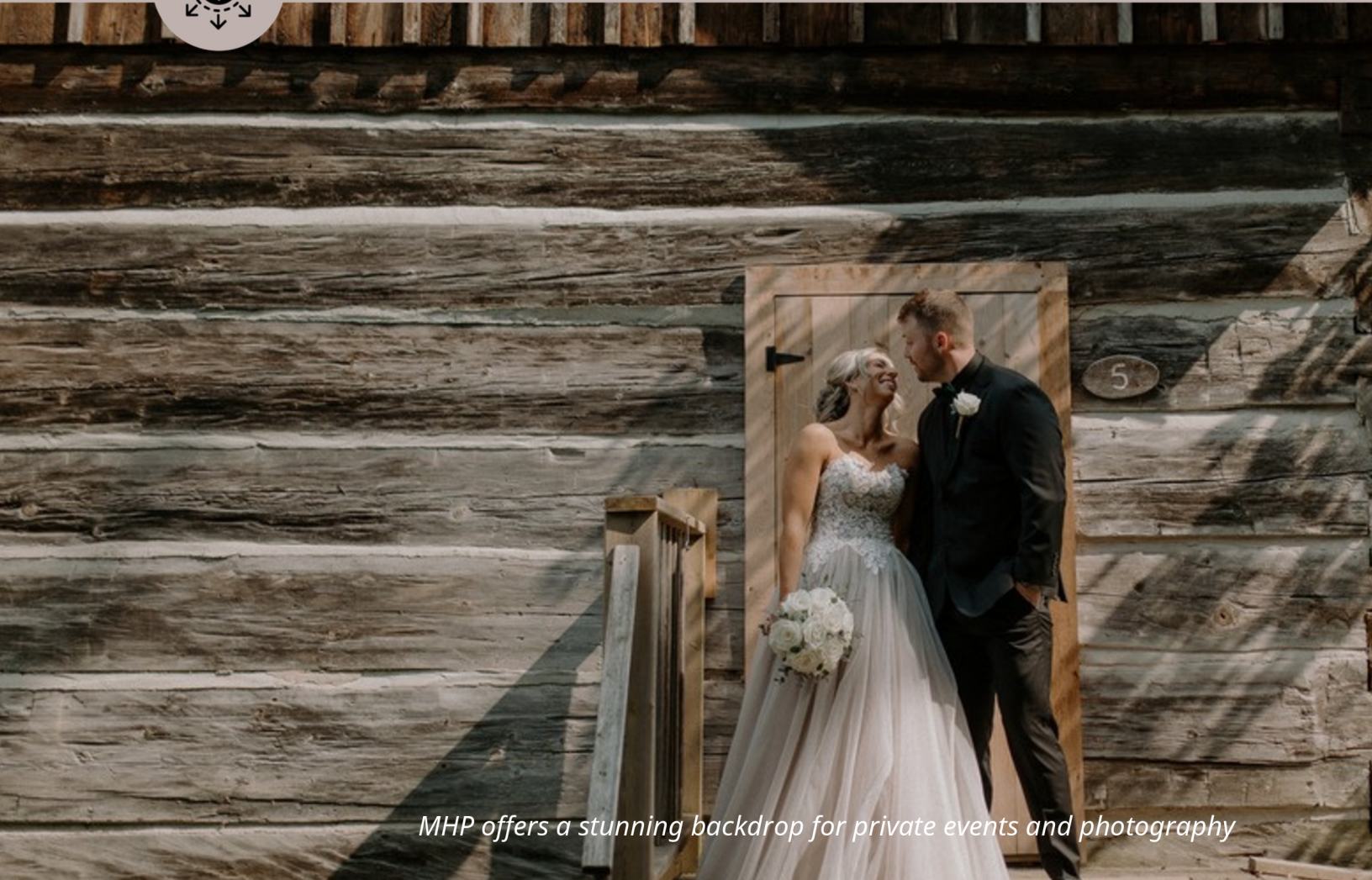
Our Foundation: 2.3

Our Foundation: 2.2

CSMP

Recreation Capacity

Arts, Culture and Heritage



MHP offers a stunning backdrop for private events and photography

Priority 3: Digital Capacity & Access

Action MHP's Digital Strategy to provide greater access to the collection.



Objective	Timeline	Human Resources	Financials
<p>3.1 Online Collections Database Publish PastPerfect Online to create public access to MHP's vast artifact and archival collection</p>	2027	Collections Coordinator	Existing operating
<p>3.2 Interactive Place-Based Digital Opportunities Develop and implement virtual tour and/or GIS driven interactive map of Muskoka Pioneer Village and include audio element, whilst maintaining authentic experience</p>	2027 - 2028	MHP Manager, GIS, Collections Coordinator, Program Coordinator, AAC, possible external partnership	One-time operating request or external funding; MAT
<p>3.3 Online Exhibitions Curate virtual exhibits to develop online audience and showcase collection through digital venues, prioritizing one new exhibit per year</p>	Ongoing	Collections Coordinator, Program Coordinator	Existing operating or external funding if required
<p>3.4 Plan and Implement IT Solutions for Digital Growth Identify, install and complete fibre optic and RFID (Radio Frequency Identification) installation across the site</p>	2027 RFID roll out	MHP Manager, IT	One-time request. Recurring operating costs funded by operating; MAT; earned revenue

Indicators of Success

- 25% of overall content (exhibits, collection, etc.) available digitally by 2030
- Database will have a landing page and be searchable on MHP's website
- Number of digital visitors
- Improve access to new and existing audiences

Relevant Plans and Priorities

Huntsville Strategic Plan

Our Foundation: 1.1

Our Foundation: 2.3

CSMP

Inclusion and Access

Supportive Environments:

Arts, Culture and Heritage

Accessibility Plan 2023-2027



Priority 4: Accessibility, Infrastructure & Site Improvements



Maintain and modernize the site’s built environment that helps support existing and grow new opportunities.

Objectives	Timeline	Human Resources	Financials
<p>4.1 Identify and Action Required Repair and Maintenance of Heritage Buildings Ensure sustainability of the site’s built heritage by prioritizing and securing annual financial and human resources</p>	Ongoing	MHP Manager, Museum Facilities Operator	Existing operating and capital; source additional funds if required
<p>4.2 Accessibility Micro-fixes Improve walkway, landings and signage to the main entrance at 88 Brunel Road and wayfinding signage to the Rotary Village Station at 100 Forbes Hill Drive. Review annually for communication, technical, physical, and information barriers aligned with our Accessibility Plan 2023-2027</p>	Ongoing	MHP Manager, AAC, Marketing, Economic Development	\$105,000 for walkway in existing budget reports; source additional funding as required
<p>4.3 Site Security Ensure MHP is part of Town measures to address vandalism and site security, such as cameras, fencing, and alarm monitoring</p>	2027	MHP Manager, Clerks, IT	One-time budget request or external funding; MAT
<p>4.4 Accessible Paths and Boardwalk Concept Advance a boardwalk/accessible trail along Cann Lake from the village to unlock year-round, low impact access to the Town’s natural heritage features</p>	2028-2029	MHP Manager, Environmental stewards, Planning	External funding; MAT
<p>4.5 Administrative Building/Visitor Centre Modernization Complete concept, costing, and phasing for expanded indoor program, event and meeting space with washrooms, storage, and climate-control collection space with backup power and security where risk exists</p>	2030	MHP Manager and All Departments	\$2.8M in existing budget reports; source additional funds if required
<p>4.6 Covered Pavilion As part of resolution GC182-23, investigate the history and legal/contractual issues related to MHP as a suitable location for a 4-season pavilion</p>	2027 and beyond	Clerks, Community Services, Legal, GIS, MHP Manager	Any legal fees to be funded by existing operating

Indicators of Success

- Improved customer satisfaction
- Improvements meet or exceed AAC's expectations/goals
- Increased use/attendance of site by everyone
- Use of micro-fixes (e.g. virtual tours)

Relevant Plans and Priorities

Huntsville Strategic Plan

Pillar 1: 1.2

Pillar 2: 1.1

Pillar 2: 2.2

Our Foundation: 2.1

CSMP

Inclusion and Access

Connecting People and Nature

Supportive Environments

Recreation Capacity

Arts, Culture and Heritage



Our portable ramp improves access to our coaches



Accessibility Plan 2023-2027

Priority 5: Organizational Capacity



Right-size team, including staff, volunteers, and partners, to increase organizational capacity and accommodate growth.

Objectives	Timeline	Human Resources	Financials
<p>5.1 Volunteer Recruitment and Retention Program Strategically recruit volunteers for specific roles that sustain site operations, and support volunteers with ongoing training and recognition</p>	Ongoing	MHP Manager, Program Coordinator	Existing operating
<p>5.2 Partnership Development Identify and source, as required, partnership opportunities that support our mission and help advance our strategic goals</p>	Ongoing	MHP Manager, Program Coordinator	None
<p>5.3 Host FAM (Familiarization) Tour/Experience Invite hoteliers, restaurant staff, tourism operators, local museums, and other key stakeholders to experience MHP; include package toolkits for frontline staff</p>	Annually starting 2027	MHP Manager, Economic Development, Business and Tourism Agencies, MOM (Museums of Muskoka)	Existing operating; MAT
<p>5.4 Expand Staff and Volunteer Training Opportunities and SOPS Provide additional hours for cross-training, mentorship and workshops that provide the versatility to offer new activities and work various positions</p>	2027 and beyond	MHP Manager, HR, Finance	Increase SWB for additional training hours
<p>5.5 Program Coordinator Convert existing 0.33 FTE to 1 FTE to support expanded and improved programming, exhibits and outreach</p>	2027	MHP Manager, HR	Increase SWB, funded by earned revenue; possibly MAT
<p>5.6 Marketing Resources Support additional SWB and marketing dollars to advertise MHP activities and the attraction itself</p>	Ongoing	MHP Manager, Marketing, Community Services Sales	Funded by earned revenue; additional operating; MAT

Indicators of Success

- Potential partnerships identified for each strategic goal and objective
- Increase in volunteerism
- Increase awareness/admissions directed through FAM tours/experiences
- Increase in employee engagement and satisfaction



Relevant Plans and Priorities

Huntsville Strategic Plan

Pillar 3: 2.1

Pillar 3: 3.2

Pillar 3: 2.7

Pillar 3: 3.1

Our Foundation: 1.1

Our Foundation: 3.2

CSMP

Inclusion and Access

Recreation Capacity

Arts, Culture and Heritage

Accessibility Plan 2023-2027





MUSKOKA HERITAGE PLACE
2026-2030 Strategic Plan