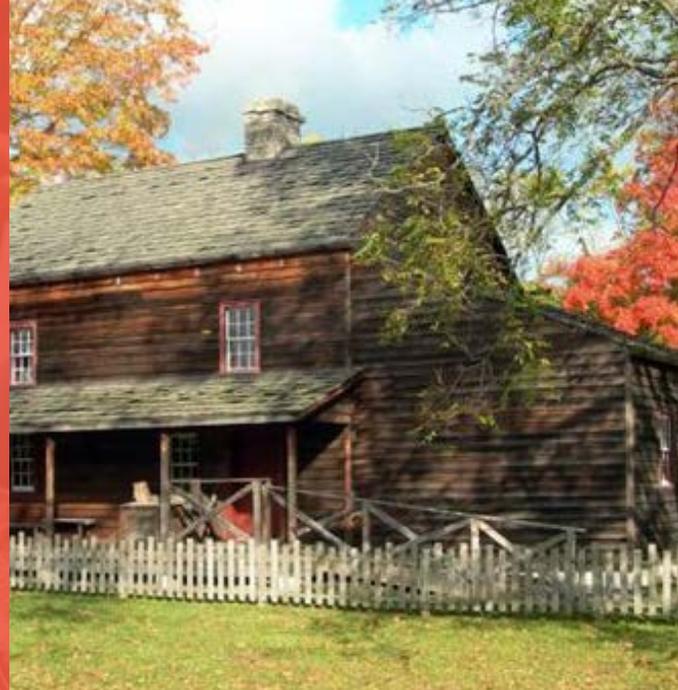


Lincoln

Museum & Cultural Centre

Home of the Jordan Historical Museum of the Twenty



Strategic Plan
2020-2025

Lincoln

Museum & Cultural Centre

Home of the Jordan Historical Museum of the Twenty

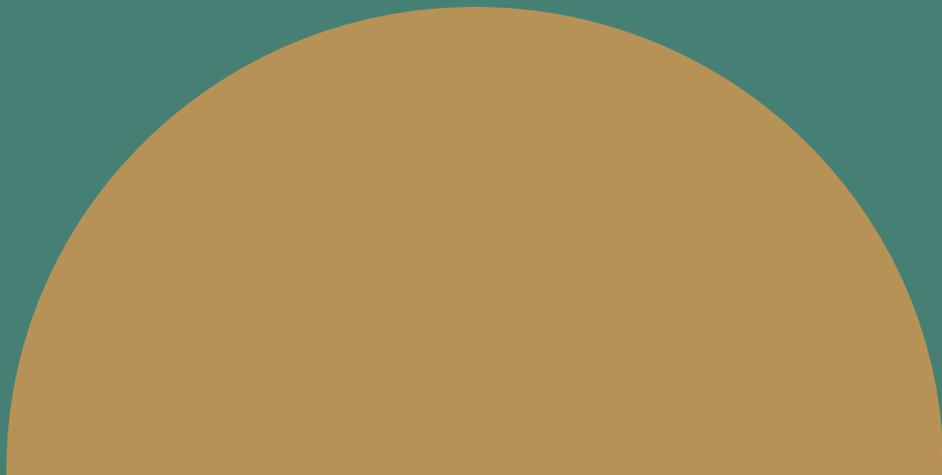


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The Conestoga Wagon,
located at the Museum site in
Jordan.

Introduction

Museums play an important role in making communities vibrant, welcoming, and desirable places to visit and to live. Strategic planning is an essential activity for all museums and cultural institutions to undertake in order to ensure that they meet community needs and funder requirements.

In 2018 the Community Services Department at the Town of Lincoln determined that The Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty required a strategic plan to guide the organization from 2020-2025 as it prepares to move into a new purpose built facility in 2020.

This Strategic Plan incorporates the identified needs and interests of Council, staff, residents, partners, volunteers and visitors. It is the result of extensive stakeholder consultation and community engagement by the Cultural Development Coordinator and Museum staff. The Plan was reviewed by a working group that consisted of: the Director of Community Services; Associate Director, Recreation and Culture; and the Cultural Heritage Curator. It was also reviewed by TCI Management Consultants. The Plan is intended to guide the Museum through the next 5 years as the organization moves into the new facility, expands its role in the community, builds capacity, and thus improves the overall quality of life in Lincoln. This Strategic Plan will enable the Museum to achieve success in the areas of operations, collections, exhibitions, research, partnerships, and programming by 2025. It sets out a Vision and Mission for the Museum and includes a set of strategic goals and actions that will guide it towards that vision. The Plan will enable the Museum to build a foundation on which it can succeed in achieving its vision to be a vibrant gathering place that shapes culture within Lincoln.

Considerable thought, passion and time have been devoted by a number of individuals and community groups to the development of the Draft Strategic Plan that is presented in the following pages. The Strategic Plan will serve as a guide to the future endeavours of the Lincoln Museum and Cultural

Centre, Town staff, Council, and the Council appointed Museum Advisory Committee. Throughout the implementation of the Strategic Plan, and its component parts this will allow for practical and meaningful dialogue with respect to any evolving and changing circumstances and conditions. The support and active involvement of a wide range of interested members of the public as well as the leadership of the Jordan Historical Museum of the Twenty Volunteer Association is deeply appreciated and gratefully acknowledged throughout this process.

Growing for the Future: The Museum in 2025

By 2025, the Museum will be regarded as a model for community museums in Canada due to its successes in the areas of operations, collections, exhibitions, research, partnerships, and programming. The collection will be catalogued and photographed, and will be stored according to industry best practices. Policies will be in place for all Museum operations and the collections database will be accessible online for public research. The Museum's exhibit galleries will have innovative, critical, well-researched, and engaging exhibitions. The Museum will have an exhibition schedule of future exhibits at least 2 years in advance of the current year. The Museum will have K-12 educational programs running from the schoolhouse and off-site in regional schools that align with the Ontario Ministry of Education curriculum. The Museum will run popular March break and summer programs.

The Museum will have a core group of volunteers of all ages involved in various aspects of Museum operations. Additionally, the Museum will have partnerships in place that open it up to new audiences and bring new voices, stories, and perspectives into the institution. Partners and volunteers will be engaged advocates for the Museum within the community.



Breaking ground on the new museum building, 2019



History of the Museum

The Jordan Historical Museum of the Twenty was founded in 1953 by a group of community volunteers. The Jordan Historical Museum of the Twenty's articles of incorporation stated that the purpose and objectives of the museum were to:

- Establish and maintain a historical museum.
- Preserve the objects, archives, and oral tradition of the past.
- Promote an interest in, and the study of, material culture.
- Receive, acquire, and hold gifts, donations, legacies, and devises.
- Do all such other things that are incidental or conducive to the attainment of the above objectives.

In 1995, the Jordan Historical Museum of the Twenty Volunteer Board of Directors approached the Town of Lincoln Council with a request that the Town take over responsibility for the Museum. This request was raised by the Volunteer Board of Directors over concerns that they were unable to manage the Museum in accordance with all of the legislated requirements for running a community museum as outlined in *Regulation 877 - Grants for Museums*. Town of Lincoln Council adopted recommendations in a staff report on August 21, 1995 with respect to "assets and liabilities of the Jordan Historical Museum of the Twenty, Operating Fund, Heritage Building Fund and Capital Fund". On October 2, 1995, Town of Lincoln Council approved and passed a By-law (By-law 95-139) being a By-law to Authorize the Execution of an Agreement between the Jordan Historical Museum of the Twenty, Jordan Historical Museum Holdings Inc. and the Corporation of the Town of Lincoln. The original Province of Ontario Charter of the Jordan Historical Museum remained with the Volunteer Association and the Town established the new museum entity with a mandate to "**serve the cultural life of the community by acquiring, conserving, studying, contributing, assembling and exhibiting a collection of artifacts of historical significance for the instruction and enjoyment of the community**". The Museum continued to be referred to as the Jordan Historical Museum until 2017 when it relocated to an interim location. It is now known as The Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty.

The Jordan Historical Museum of the Twenty Volunteer Association has maintained an active community voice and have been strong advocates for the Museum. They have played a critical role in the development of the new Museum by pledging \$1,000,000 towards the construction of the new building. These funds were raised through an innovative and exemplary fundraising initiative: The Heritage Gift Shop. Located in Jordan Village, the Volunteer Association has run this gift shop since 1993.

In 2017, after approximately twenty years of advocacy and planning by the community and the municipality, work began on the construction project of the new museum facility. The Town of Lincoln has actively worked to supplement the costs of construction and has received grants from the Canada Cultural Spaces Fund (Canadian Heritage), the Niagara Waterfront Investment Program (Niagara Region) and the Niagara Community Foundation through the David S. Howes Fund. Fundraising has also resulted in both private community and business donations.

Profile of the Town of Lincoln

Situated in Niagara, Lincoln's unique environment encompasses Lake Ontario as well as the Bruce Trail and the Niagara Escarpment. Steeped in history and home to one of the fastest growing municipalities in the Region, Lincoln is a place to grow, a place to prosper and a place to belong.

The Town of Lincoln is a community of approximately 24,500 people, according to the 2016 census. Lincoln is made up of several settlement areas including Beamsville, Jordan (site of the Museum), Jordan Station, Vineland, Vineland Station, Campden, Tintern, and Rockway.

The Village of Jordan is notable within the Niagara region for its unique history as a settlement site for Indigenous communities in the sixteenth century and then later for Pennsylvania German Mennonites who arrived from Bucks County, Pennsylvania in the late eighteenth century. This history is captured in the Museum's collection. The Village thrives as a tourism destination because of its boutique shops, art galleries, accommodations, dining, local wineries, and unique geography.



Profile of the Museum in 2020

Management

The Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty operates within the Community Services Department at the Town of Lincoln. The Cultural Development Coordinator is responsible for the daily operations of the Museum and reports to the Associate Director, Recreation and Culture. The Museum employs 3 full-time staff members: the Cultural Development Coordinator, the Cultural Heritage Curator, and the Cultural Programs and Events Administrator. There are two part-time Museum Interpreters who facilitate the grade three Schoolhouse educational program. The Town also hires a number of summer students every year through the Young Canada Works program and the Canada Summer Jobs program, which are offered by the Department of Canadian Heritage and Service Canada.

Governance

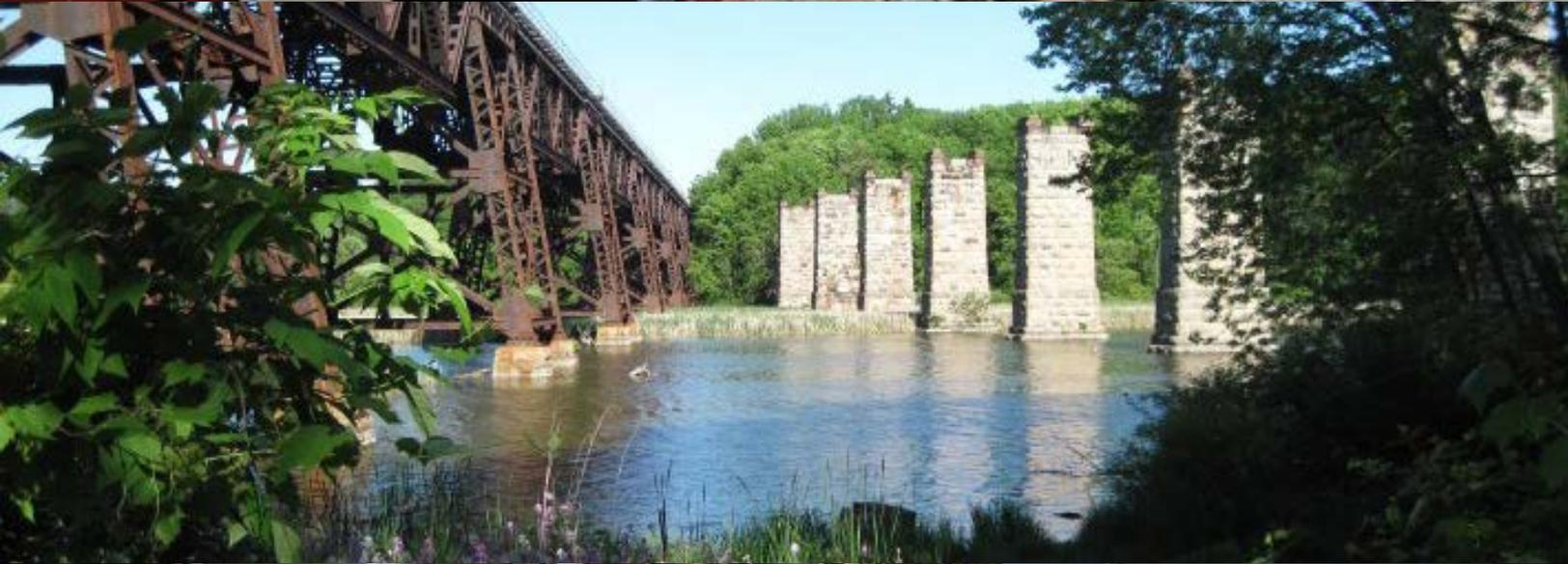
Town of Lincoln Council serves as the Board of Directors for the Museum. The Museum reports to Municipal Council through the Community Services and Infrastructure Committee. Council's specific responsibility is to act as the steward for the Museum's collection in the public trust. Council is responsible for ensuring that the collections are properly managed and that adequate resources (financial and otherwise) are allocated for their care and management. Council is also responsible for approval of any museum policies, and is ultimately responsible for the Museum's adherence to these policies.

At the Council meeting of October 26, 2020, after this Strategic Plan had been adopted, Council officially established and endorsed the Town of Lincoln's Museum Advisory Committee. The mandate of the Committee is to oversee the implementation of the Museum's Strategic Plan, focusing on the six strategic action areas outlined in the plan. The Advisory Committee will report to Council with recommendations through the Legislative Services and Community Services departments. Reports and minutes from this Committee are submitted to Council through Committee of the Whole as information.

Facility and Site

The newly constructed Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty, set to open in 2020 will consist of an 8,400 square foot facility. The building will include three gallery spaces, one measuring 926 Sq feet, one 639 sq feet, and a 'Fraktur Room' of 109 square feet. There will be a multi-purpose space at the west end of the building that will be used for programming and special events. The building will also include one shared office space and one meeting room. The lower level of the building will be dedicated to collections storage. The collection storage area has been designed to house the entire collection, with the exception of accessioned artifacts on display within the Fry House.

The facility is located within the village of Jordan and sits on 1.3 acres of land, bordered by the Niagara escarpment and directly connected to the Twenty Valley Trail. The site consists of several buildings and commemorative sites, including the Fry House, the Schoolhouse, and Haines Cemetery.



Jordan Village

The Museum will be featured prominently within a planned Jordan Village improvement project which will include a pedestrian-friendly square and full urban streetscaping with a strong focus on beautification. The project is set to be complete by 2025.

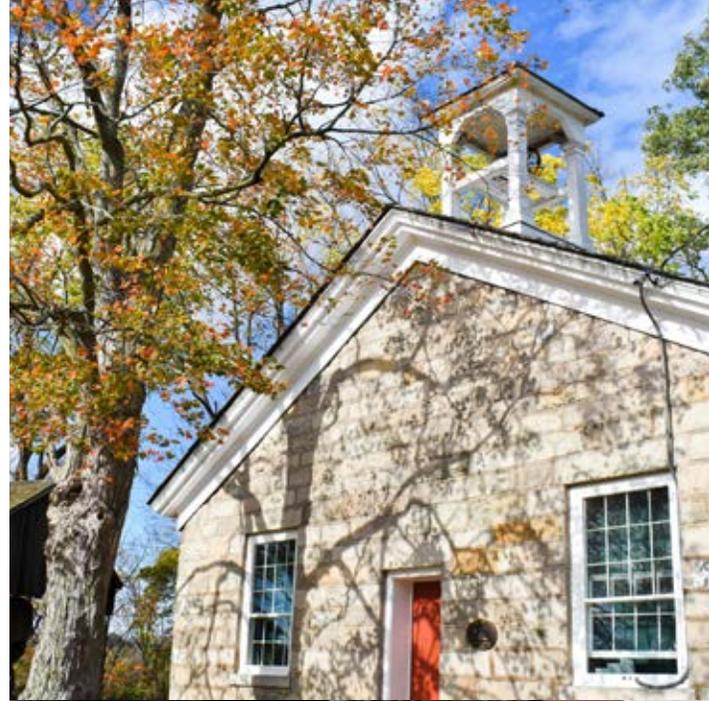
Ellis Property / Twenty Valley

Trail

In 1984, local business person Art Ellis donated 60 acres of land spanning parts of the Twenty Valley in Jordan to the Ontario Heritage Trust. In turn, the Trust donated a portion of land to the Town of Lincoln in 1987 for use by the Museum. The Ellis property runs along the Twenty Mile Creek and includes the Twenty Valley Trail, a natural watershed within the jurisdiction of the Niagara Peninsula Conservation Authority. The Ellis Property is owned by the Ontario Heritage Trust.

The Fry House

The Fry House is a c.1816 two story log dwelling built by Jacob Fry and Elizabeth Wismer, two of the early German speaking Mennonite settlers to the area from Bucks County, Pennsylvania. On the east side of the Fry House there is a Mennonite Cemetery which likely began when there was a Mennonite church in the location where the Fry House now stands. The Fry House has been staged with period relevant artifacts



TOP: Historical one-room schoolhouse, located on the Museum site.

MIDDLE: Sign welcoming visitors to Jordan Village.

BOTTOM: The Fry House, located on the Museum site.

The Schoolhouse

The 1859 schoolhouse building is the original one-room school in Jordan and was used as such until 1948. In 1953 the property was purchased by Jordan Wines and was subsequently given to a group of volunteers with the intention of it being used as a community museum. The building was completely restored by the Town of Lincoln in 1997 and now functions as the site for the popular curriculum based Grade 3/4 Schoolhouse program "Strict But Nice".

Haines Cemetery

The Haines Cemetery is the graveyard on the site that holds the remains of Loyalist settlers and their families who came to Jordan between 1880-1900. On the east side of the Fry House there is a Mennonite Cemetery which holds the remains of early Pennsylvania German Mennonite settlers of the Jordan district.

Collection

At the time of writing, the Museum's permanent collection consists of 10,270 artifacts, predominantly reflecting the history of the progression of the Town of Lincoln until 1970, with particular emphasis on the Twenty Mile Creek area, and early pioneer settlement by Pennsylvania German Mennonite families. Particularly notable objects within the collection include a painting by Group of Seven artist A.J. Casson and a collection of Fraktur folk art.

Within the Museum's permanent collection there is a special collection known as the *W.E. Troup Collection*. This collection includes close to 1,080 items of local relevance dated between 1800-1920, many of which have provenance directly related to the early Pennsylvania German settlers of the Twenty Mile Creek. In addition to the Museum's permanent collection, there is an Education Collection that includes 40 objects which are actively used by interpretive staff to enhance programming and public engagement.

Programs and Exhibits

At the former Museum site in Jordan, the Jordan Historical Museum had permanent exhibits and regular programming that explored and interpreted the history of the Jordan area and the Twenty Valley from 1799-1930. Since moving to an interim location in Beamsville in 2017, the Museum has curated and borrowed exhibits that reflect a broader historical narrative reflecting the changing interests and demographics of the community. The Museum has also expanded its public programming initiatives to appeal to a broader audience, taking full advantage of the large programming space offered at the interim location.

Funding

The Museum receives financial support for its operations from the Town of Lincoln and from the Government of Ontario Ministry of Heritage, Sport, Tourism and Culture Industries through the Community Museums Operating Grant (CMOG). The Museum applies for other grants in order to enhance its operations (e.g federal summer student funding, special project funding) as available. See **Appendix A** for a listing of grants related to culture that the Museum is eligible to apply for as of 2020.

Attendance

The Museum has seen an average attendance of 5,656 visitors per year since its move to Beamsville in 2017. The peak attendance months are July, October and November. The Museum has seen a 18% decrease in attendance numbers since moving to its temporary location in Beamsville. This is primarily due to the loss of the popular Grade 3/4 Schoolhouse Program in Jordan (currently being offered in schools with lower enrollment) and the reduction in size of the popular Pioneer Day festival. Drop-in visits to the Museum in Beamsville have increased since 2017, primarily due to the momentum that the Museum has created through its new program offerings and changing exhibits.

Many new museum build projects see a temporary and significant increase in visitors for a 'honeymoon period' of up to three years after opening. While staff are anticipating significant interest in the new Museum from the public, the climate for how people are using public spaces is changing due to current world events. Staff will work to ensure that they are able to capitalize on the public's interest in the new museum using a variety of engagement methods. This period represents an opportunity for the Museum to develop loyal visitors, and grow attendance.

LEFT: The Schoolhouse located on Museum site in Jordan, photo circa 1950-1960.

RIGHT: Daguerreotype of a woman and a man circa 1840-1860, Donated to the Museum collection by Dorcas E. Wiley.



Planning for 2020

Vision, Mission, Values

The next five years will be an exciting and important period for the Museum as it moves into the new building. The following section sets out the Mission, Values, and a compelling Vision for the new Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty.

Vision:

The Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty will be a vibrant gathering place that shapes our community by engaging and inspiring residents and visitors in the celebration of heritage and culture.

Mission:

The Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty is dedicated to the interpretation, exhibition, research, collection and preservation of past, present, and future narratives relevant to the Town and the Niagara Region. Enriching the cultural fabric of our community through inclusive engagements will empower us to listen, learn, and love our history.

Values:

Accessible and Inclusive – The Museum is a welcoming organization that embraces and celebrates the diversity of our community; past, present, and future. It is a place that facilitates access to its programs and services for people of all ages, abilities, and backgrounds.

Collaborative – The Museum is an organization that develops and fosters collaboration and partnerships within our community, the cultural sector, industries, and businesses.

Responsive – The Museum is responsive to the needs, challenges, and issues facing its community by committing itself to active dialogue and action.

Innovative – The Museum is innovative in its approach to seeking new ideas, and welcoming new knowledge and voices.

Responsible and Accountable – The Museum strives to be sustainable and accountable through its responsible and transparent actions in the areas of governance, management, storytelling, and stewardship.

The Strategic Plan is informed by the community's aspirations for, and commitment to, an expanded museum facility.



Purpose of the Plan

Museums play an important role in making communities vibrant, welcoming, and desirable places to visit and to live. The Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty contributes to the unique cultural economy of both the Town of Lincoln and the Niagara region.

In 2019, the Director of Community Services and Associate Director, Recreation and Culture identified the need for a Strategic Plan for the Museum as a result of a condition of eligibility for funding through the Community Museums Operating Grant (CMOG) administered by the Ministry of Heritage, Sport, Tourism and Culture Industries. *The Governance Standard* of the Standards for Community Museums in Ontario requires all museums to have a current strategic plan.

The purpose of this Strategic Plan is to guide decision making at The Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty. The Plan sets out the Vision, Mission, and Values for the Museum, and contains a set of strategic goals and actions that align with the Vision and Mission. It describes specific strategic goals and priorities that staff should focus on achieving over a defined period of five years. The plan will act as a roadmap for the Museum to guide the allocation of staff and financial resources. Achieving these goals will ensure that the Museum reflects the interests of all interested stakeholders, including the governing body, community members, partners, and funders.

Costumed historical interpreters sharing the fun at the Museum's Pioneer Day community event.



Previous Strategic Planning

A previous and much simpler business planning exercise was undertaken in late 2016 by consultants Reitch&Petch as part of +VG Architects early design and consulting work with the Town. This document identified key priorities for the Museum as it embarked upon the construction of a new purpose-built facility. The plan produced by the consultants made twenty recommendations for the Museum in the areas of human resources, museum database, collections, exhibitions, programming, and marketing. Several of the recommendations made in the report have been initiated or achieved, including the following:

Human Resources

Support staff training in museum-specific skills

- Museum staff have completed courses in Moving Museum Collections, Exhibition Lighting Design, Graphic Design, Firearms Safety and Restricted Firearms Safety, Curatorial Planning and Practice, and Archaeological.

Support selective staff additions (contract or part-time)

- Museum has hired part-time contract staff in the areas of Collections Management in order to help prepare for the move of the collection.

Collections Management

Verify and purchase various types of collections storage systems needed for new facility

- Museum has purchased high-density storage system to house entire collection in one facility.

Review and update Collections Accession/Deaccession policy

- Museum staff reviewed and amended policies and submitted changes to Council in 2019.

Support short-term initiative to de-accession items in the collections that are not appropriate for the Museum, based on the updated collection policy

- Museum deaccessioned 208 items from the permanent collection that fell within the Museum's criteria for deaccessioning, as per Collections Management Policy.

Support long-term initiative to expand the collections acquisitions beyond 1930

- The Collections Management Policy was updated in 2019 to include the ability to acquire objects dated up to 1970.

Exhibitions

Initiative to specify and purchase inventory of new exhibition display systems

- Museum has purchased new exhibition display systems including hanging rail system, artifact plinths and movable walls.

Support initiative to plan and implement short-term thematic exhibits that focus on specific topics tied to the region

- Museum developed short term thematic exhibitions with local focus: Tale of a Town, Home Sweet Home, Beards and Brews, Familiar Faces, Women of Lincoln.

Programming and Social Media

Support the development of a social media brand on Facebook and Instagram

- Museum has developed @CultureLincolnON social media handle on Facebook and Instagram.

Support the development of more programs that target the family market

- Museum has implemented free programming for families on holidays and PA days and has expanded camp offerings (summer and March break). A significant increase in family attendance has been seen since the introduction of these programs.

Museum within Municipal and Provincial Contexts

The Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty's Strategic Plan is positioned within a context that reflects the plans, strategies, and values of the Town of Lincoln, of which the Museum is a part; the Niagara Region; and the Province of Ontario (specifically the Ministry of Heritage, Sport, Tourism and Culture Industries).

Lincoln

Town of Lincoln Official Plan, 2016

The goals and objectives articulated in the Town of Lincoln Official Plan focus on the following areas:

- Agriculture
- Protection of Small Town Character
- The Economy
- Natural Resources
- Cultural Heritage
- Natural Environment



Interim location of Museum from 2017-2021, located at 4996 Beam St., Beamsville in the former Town Hall for Clinton Township (1851).

Town of Lincoln Parks, Recreation and Culture Master Plan, 2019

The four strategic directions for Arts & Culture outlined in the plan are as follows:

- Arts, Culture and Heritage Infrastructure
- Programs and Events
- Facilities and Spaces
- Communication, Awareness and Support

Lincoln Destination Tourism Strategy and Action Plan 2020-2025

The Town of Lincoln, through its Tourism Strategy, identifies Arts and Culture as a tourism opportunity.

Twenty Valley Tourism Association Tourism Strategy, 2020

The Goals of the Twenty Valley Tourism Association are as follows:

- Cultural Development and Engaged Community
- Economic Development
- Job Creation
- Enhance Awareness: Brand, Location, Assets
- Stakeholder Success and Advocacy
- Solidifying the Centre of Excellence for Agriculture

Region of Niagara

Niagara Culture Plan, 2010

The four key strategic directions outlined in the Niagara Culture Plan are as follows:

- **Creative Economy:** Build a diverse economy by strengthening cultural resources and the creative cultural sector to maximize their contribution to economic development
- **Creative Places:** Encourage analysis and inclusion of cultural places, spaces and activities in land-use planning, infrastructure development and programming to preserve and develop distinct and unique places in Niagara
- **Creative People:** Support professional development and information sharing for the creative cultural sector and encourage participation in culture across the Niagara community to stimulate innovation, creativity and community engagement
- **Creative Identity:** Promote awareness, understanding and appreciation of culture and its contribution to the ongoing development of vibrant, unique communities and a shared sense of identity as Niagara

Government of Ontario, Ministry of Heritage, Sport, Tourism and Culture Industries

The Ontario Culture Strategy: Telling our stories, growing our economy, 2016 outlines four key goals. They are:

- Promote cultural engagement and inclusion
- Strengthen culture in communities
- Fuel the creative economy
- Promote the value of the arts through government

Photograph of Lincoln looking North West down Maple Grove Sideroad. The Church in the photograph is St. Helen's Roman Catholic Church, now owned by Bench Brewing.



Strategic Planning Process and Approach

The Strategic Plan Working Group consisted of staff from the Community Services department: Cultural Development Coordinator; Associate Director, Recreation and Culture; and the Cultural Heritage Curator. Project advisors included: Chief Administrative Officer; Director of Community Services; and the former Manager of Heritage Resource Management at City of Hamilton. Jon Linton and Greg Young of TCI Management Consultants were engaged to facilitate the Strategic Planning Retreat and to prepare an environmental scan (report exploring the situational context in which the Museum exists).



Phase 1: Preparation

The Cultural Development Coordinator began researching the process for developing the Strategic Plan and presented the approach that staff would take on October 9, 2019. Council appointed two Councillors to represent the Board of Directors at the Strategic Planning Retreat.

Phase 2: Research and Consultation

The purpose of the research and consultation phase was to: develop a profile of the population and the environment that the Museum exists within; identify trends and issues affecting community museums both locally and nationally; compare programs and offerings of other local museums serving similar populations; determine the needs and interests of the community that the Museum serves; and solicit consensus on new Mission and Vision statements and the strategic directions for the Museum going forward over the next five years. The activities undertaken by Museum staff and consultants in the course of developing this plan included the following:

Situational Analysis: The situational analysis involved an analysis of the internal and external factors that affect, and have the potential to affect, the operations of the Museum. The analysis was conducted by TCI Management Consultants, with the assistance of the Cultural Development Coordinator, and resulted in the Environmental Scan (**Appendix B**). The Environmental Scan includes:

- Review of relevant materials (policies, organizational structure, budget, visitor statistics, etc)
- Review of local economic and demographic context, a policy context for The Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty, a profile of the existing operation, analysis of the community survey results, and a review of trends and issues in the sector

Stakeholder Consultation and Engagement: A comprehensive community engagement approach was undertaken by Museum staff using a number of consultation methods. There were multiple opportunities for the public to provide feedback and engage in discussions about the future of The Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty. The engagement methods included:

- Interviews with staff and community stakeholders
- Strategic Planning Retreat with 25 key stakeholders facilitated by TCI Management Consultants on February 19, 2020
- Museum Open House community engagement session
- Community engagement activities undertaken within Town of Lincoln and Region of Niagara
- Community survey (224 responses). Full analysis of the responses can be found in **Appendix C**

Phase 3: Analysis and Recommendations

The purpose of the analysis and recommendations phase was to review and analyse the information gathered in phases 1 and 2 in order to make recommendations based on community and stakeholder needs and interest. The activities undertaken in this phase included:

Key Issues Report

- Preparation of Key Issues Report by TCI that includes a review of findings from phases one and two synthesized into draft strategic action areas, and draft Mission and Vision statements (**Appendix B**).

Strengths Weaknesses Opportunities Threats (SWOT) Analysis

- A SWOT Analysis was conducted after the Strategic Planning Retreat. The results of the SWOT analysis have been informed by the Environmental Scan, the community input from a variety of sources (retreat, survey, interviews), and from the Key Issues Report. The SWOT Analysis can be found in **Appendix D**.

Mission/Vision/Values

- Following the Retreat, the Strategic Planning Working Group, TCI Management Consultants and a number of community participants worked to refine the Mission, Vision, and Values statements. An online key stakeholder poll on the proposed Mission and Vision statements was then taken, and the final results are reflected in this plan.

Development of Strategic Goals and Actions

- Strategic action areas were developed at the stakeholder engagement session and were articulated in the Key Issues Report produced by TCI. The Strategic Planning Working Group took these action areas, considered the background reports, Mission, Vision and Values, community engagement feedback, and developed specific goals and actions.

Phase 4: Strategic Plan, Implementation and Reporting

The Strategic Plan is a document that establishes priorities for The Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty to address over a period of five years. It defines six action areas and thirty-seven associated actions. The Plan will enable the Community Services department and Museum staff to make informed decisions about Museum operations, evaluate progress effectively, and be accountable to Council and the public. In order to move forward on the implementation of the plan, staff will develop an operations plan, which is the document that will define the timelines, roles and responsibilities associated with each action, and performance measures. In addition to informing the Operations Plan, the Strategic Plan will form the basis of staff work plans and budget planning.

Progress on the action items outlined in the Strategic Plan will be monitored throughout the year by Community Services staff. Once established, a Museum Advisory Group will also be tasked with monitoring progress of the plan. Progress reports will be delivered to Council on an annual basis, along with any adjustments to the Plan. A new five year strategic plan will be developed starting in 2024.

Ribbon cutting ceremony for the Jacob Beam Mill Stone (2019) outside of the Museum's interim location in Beamsville. Beamsville is named after Jacob Beam, a British loyalist who settled in the region in the late 18th Century.



Strategic Vision for the Museum in 2025

The Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty will be a vibrant gathering place that shapes our community by engaging and inspiring residents and visitors in the celebration of heritage and culture.

Strategic Action Areas:

The following six strategic action areas were developed by key stakeholders at the Strategic Planning retreat. Focusing on these action areas and the associated actions will be of critical importance to the Museum's success over the coming years.



1. Governance

Goal: The Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty is supported by a responsible and accountable governance structure rooted in best practices, with a partnership that sees municipal ownership and operation, while empowering and having an engaged community through the establishment of a Council appointed Museum Advisory Committee (similar to other council advisory committees - i.e. Active Transportation). The Museum's policies align with provincial requirements and reflect industry best practices.

Actions:

1. Creation of a Museum Advisory Committee, that is Council appointed with a defined terms of reference for the group. This committee will follow a similar structure as we see with other town committees and include reporting back to Council.
2. Update policies in accordance with Standards for Community Museums in Ontario and Regulation 877, Grants for Museums, the legislation governing the Grants for Museums awarded through the Ministry of Heritage, Sport, Tourism and Culture Industries. Review policies on a biennial schedule and submit changes to Council for approval
3. Produce annual report on Museum progress and operations to improve transparency and accountability, and to demonstrate the invaluable position of the Museum to funders, partners and community members.

2. Fundraising, Revenue Development and Diversification

Goal: The Museum will have consistent revenue streams outside of the municipal levy that reflect engagement in a variety of initiatives (i.e funding and community support through grants, sponsorships, and partnerships) to increase financial capacity.

Actions:

4. Identify and apply for grants that will enable the Museum to enhance its operations (see **Appendix A** for list of funding opportunities Museum is eligible to apply for in 2020)
5. Identify new revenue streams to grow earned revenue (i.e merchandising, rentals, events, etc.)
6. Develop a long-term fundraising strategy for the Museum aimed at increasing private sector funding, sponsorships, and planned annual giving
7. Identify capital and operating projects that require targeted fundraising outside of regular museum operation (i.e children's educational space)
8. Develop a special events hosting program, marketing the Museum as a small premier venue with both a charming location and unique assets
9. Establish corporate partnerships/sponsorships that enable the Museum to increase revenues and offset costs (i.e beer, wine, catering)

3. Exhibits, Outreach and Programs

Goal: The Museum will offer high-quality and engaging exhibits and programs that educate, inform, and entertain visitors. The Museum will see an increase in attendance, engagement, feedback, and capacity as a result of its activities in these areas.

Actions:

10. Create free opportunities for repeat visits in order to establish the Museum as a community space (i.e family friendly activities, workshops, lectures, etc.)
11. Celebrate relevant community events and anniversaries through exhibits and programming
12. Develop new programming offerings that target underserved groups/individuals. Align planning of these activities with partnership, promotion, and communication goals
13. Expand educational programming to K-12
14. Implement children's education space in the museum, and/or museum grounds
15. Develop a 2 year exhibitions plan that balances the community's desire to see the collection with topics that appeal to broader and more diverse audiences
16. Develop related programming for each new exhibit
17. Make exhibits interactive and dynamic using a range of technology features (including interpretation of the Fry House and Schoolhouse)
18. Use digital presence (social media and website) to extend and enhance access to programs and exhibits
19. Collect appropriate data to enable effective evaluation of programs, events, exhibits
20. Develop a Lincoln Youth Cultural Council to enhance youth engagement within the Museum

4. Collections and Research

Goal: The Museum's collection will be cared for in a way that ensures that it is preserved and accessible for future generations. Scholarly and accurate research on the collection will be generated by the Museum and will be made accessible through a variety of channels.

Actions:

21. Continue process of systematic accessioning, deaccessioning, and cataloguing all objects in collection in order to maintain accurate and up-to-date records
22. Write a Collections Development Plan to help guide future collecting/deaccessioning efforts. Ensure that the Collections Development Plan includes strategies to capture intangible cultural heritage and the repatriation of First Nations artifacts. Define the Collection Development Plan in relation to Friends of Lincoln's History (Lincoln Archives) to ensure optimal coordination



Girls win tug-of-war during the historic Schoolhouse's 'Strict But Nice' Programme.

23. Make collection accessible online through website, social media and online exhibits (Google Arts + Culture)
24. Strengthen loan program with other institutions to promote the Museum and the history of Lincoln
25. Contribute to discourse and scholarship through presentation at academic conferences and written contributions to industry publications

5. Marketing, Access and Branding

Goal: The Museum will actively maintain and develop its audiences by promoting its programs, exhibitions, and events. This will ensure that audiences are aware of the Museum's activities and services, and that information about the Museum, its collection, exhibitions and programming will be easy to locate, accessible and engaging.

Actions:

26. Continue to develop brand for the Museum that reflects a distinct identity respecting history and heritage and understanding the past, present and future.
27. Develop standalone museum website
28. Develop a marketing and communications plan that enables the Museum to connect with new and established audiences
29. Coordinate with staff in the Economic Development Department to raise the profile of the Museum and Jordan Village as a tourism destination
30. Revise Museum operating hours to increase accessibility for visitors and residents during peak demand times (evenings, weekends, holidays)
31. Ensure AODA compliance to enhance accessibility for visitors
32. Ensure the Museum takes advantage of national, provincial, regional and local promotional events highlighting the cultural sector (i.e Culture Days, Museum Week, Heritage Week, Doors Open, etc.)

6. Community Partnerships

Goal: The Museum will have meaningful partnerships with local community organizations and representatives. These partnerships will be the foundation of the Museum's commitment to the community; they will enable the Museum to tell the stories that reflect the diversity of the community in a responsible and inclusive way.

Actions:

- 33.** Develop a volunteer program, establish 'Volunteer Coordinator' responsibilities within current staff complement, and develop a strong base of volunteers with defined task descriptions
- 34.** Cultivate community partnerships that enable the Museum to reach extended and diverse audiences, develop new programs, tell new stories, and offer new experiences. These partnerships, with organizations such as Jordan Historical Museum of the Twenty Volunteer Association, Friends of Lincoln's History, and educational institutions such as Willowbank School of Restoration Arts, University of Toronto, and Brock University will be the foundation of the Museum's commitment to the community and will enable the Museum to continue to tell the stories that reflect both the history of the Twenty area and its modern diversity,
- 35.** Take an active role within Museums Of Niagara Association (MONA) in order to enhance the Museum's capacity through collaboration in the areas of marketing, promotion, programming, and professional development
- 36.** Develop a formal partnership with the Niagara Region Native Centre (NRNC) to increase the profile and visibility of the local Indigenous community and the history of Indigenous settlement of the area
- 37.** Consult, advocate, decolonize, and collaborate with Indigenous peoples and communities in order to move towards the goal of reconciliation

Dancers at the Museum's annual Pioneer Day community event.



Implementation

In order to move forward on implementation of the Strategic Plan, Museum staff will develop an annual operations plan to ensure there are concrete steps in place with specific timeframes and targets to achieve goals and objectives. The Strategic Plan will also form the basis of staff work plans over the 5 year period.

The Strategic Plan is not intended to be a static document, and changes should be expected. The Cultural Development Coordinator and the Museum Advisory Group (once established) will review the Strategic Plan annually in Q1 to ensure that the Museum is on track to meet its goals. A timeline of strategic priorities can be found in **Appendix E**. Progress will be reported to Council annually in Q2 through the Community Services and Infrastructure Committee in the form of an annual report.

At the end of the five year term of the Plan (2025), a thorough review of its success will be undertaken by the Museum Advisory Group and the Cultural Development Coordinator, prior to beginning the next five year plan.

Conclusion

This Strategic Plan provides the Museum with a 'roadmap' that will guide decision making and the allocation of resources over the next five years. The Plan will ensure that the Museum is able to build on the success and momentum that has been generated since 2017 when development began on the new facility. The Plan builds on the current strengths of the Museum and positions it for increased community impact.

The transformation of the Museum building and the revised Vision and Mission based on community input will result in increased engagement, participation, and dialogue with the public, ensuring the Museum's continued relevance and vibrancy well into the future.

The Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty of 2025 will be solidly anchored in the community and responsive to its diverse needs. The Museum's stimulating educational programming, thoughtful exhibitions and accessible collections will inspire people to engage with Lincoln's rich history.



Town of
Lincoln

We've moved
ring construction!

Visit the Museum &
Cultural Centre at

4996 Beam St
Beamsville

www.lincoln.ca
905-563-2799 ext. 1

THE JORDAN HISTORICAL MUSEUM OF THE TWENTY VOLUNTEER ASSOCIATION

HERITAGE GIFT SHOP Nov. 2015

Presented To: *Lincoln's Jordan Historical Museum*
Cultural Heritage Gateway Building Fund

One Million Dollars **\$1,000,000.00**

IN TRIBUTE TO JHMVVA VOLUNTEERS, PAST, PRESENT & FUTURE.

<i>Doug Nelson - Shop</i>	<i>John de Coo - Treasurer</i>	<i>Pats Mallon - Treasurer</i>
<i>Volunteer Association</i>	<i>Volunteer Association</i>	<i>Heritage Gift Shop Committee</i>



Appendices

Appendix A:

Compilation of funding opportunities available to Lincoln Museum and Cultural Centre:
Home of the Jordan Historical Museum of the Twenty as of 2020

Appendix B:

Environmental Scan and Key Issues Report prepared by TCI Management Consultants

Appendix C:

Community Survey Results

Appendix D:

SWOT Analysis

Appendix E:

Action Timeline for Strategic Priorities



Appendix A: Grant Opportunities for Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty (as of 2020)

100 Women Niagara

Grant Info: 100 + women donate \$100 to a local charity.

Link: <http://100womenniagara.com/>

Funding Opportunity: \$10,000+

Canada History Fund

Grant Info: The Canada History Fund supports the development of learning materials and activities that contribute to increasing Canadians' knowledge about Canada.

Link: <https://www.canada.ca/en/canadian-heritage/services/funding/canada-history-fund/program-details.html>

Funding Opportunity: Up to 75% of eligible project-related expenses

Canada Summer Jobs

Grant Info: Canada Summer Jobs is an initiative of the Youth Employment and Skills Strategy, which aims to provide flexible and holistic services to support all young Canadians develop the skills and gain paid work experience to successfully transition in the labour market.

Link: <https://www.canada.ca/en/employment-social-development/services/funding/youth-summer-job.html>

Funding Opportunity: Wage subsidy of upto 100% of minimum wage

Commemorate Canada Fund

Grant Info: The Commemorate Canada program provides funding to initiatives that commemorate and celebrate historical figures, places, events and accomplishments of national significance.

Link: <https://www.canada.ca/en/canadian-heritage/services/funding/commemorate-canada.html>

Funding Opportunity: Up to 100% of eligible expenses. No specified limit to funding. Projects assessed case by case

Commemorative Partnerships Program

Grant Info: Veterans Affairs Canada is committed to honouring those who served Canada in times of war, military conflict and peace, and to keeping the memory of their achievements and sacrifices alive for all Canadians. To support this commitment, the Commemorative Partnership Program (CPP) provides funding to organizations undertaking remembrance initiatives. The CPP provides funding for two types of projects: 1. Community Engagement funding supports commemorative activities (e.g. events) or the development of commemorative resources (e.g. learning materials). 2. Community War Memorial funding supports the construction, restoration or expansion of a community war memorial.

Link: <http://www.veterans.gc.ca/eng/remembrance/funding-programs/commemorative-partnership/>

Funding Opportunity: Up to \$5,000 for local projects and Up to \$10,000 for regional projects

Community Museums Operating & Pay Equity Grants.

Grant Info: Ministry provides annual operating grants to approximately 200 community museums. These museums contribute to their communities' economic well-being as employers and tourist attractions, attracting over 2,300,000 visitors per year. This support strengthens their role in their communities as custodians and interpreters of the province's irreplaceable heritage collections. Museums that receive this support are required to meet the criteria established in Regulation 877, "Grants for Museums" under the Ontario Heritage Act and this ministry's Standards for Community Museums in Ontario.

Link: <http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/OSAPQA005138>

Funding Opportunity: \$25,461



The Fry House, located on the Museum site in Jordan.

Community Support, Multiculturalism, and Anti-Racism Initiatives Program

Grant Info: The projects component of the Community Support, Multiculturalism, and Anti-Racism Initiatives Program provides funding for community development, anti-racism initiatives, and engagement projects that promote diversity and inclusion by encouraging interaction among community groups.

Link: <https://www.canada.ca/en/canadian-heritage/services/funding/community-multiculturalism-anti-racism/projects.html>

Funding Opportunity: Up to \$200,000

View of the Museum grounds overlooking the Twenty Valley.



FCC Agrispirit Fund

Grant Info: Funds projects that will enhance lives or contribute to sustainability in rural communities of under 150,000 people.

Link: <https://www.fcc-fac.ca/en/community/giving-back/agrispirit-fund.html>

Funding Opportunity: Up to \$25,000

McLean Foundation Grant

Grant Info: Funding is available for various causes from arts (visual and performance), to heritage, conservation, education, and welfare.

Link: <http://www.mcleanfoundation.ca/applications/>

Funding Opportunity: No limit posted

Museums Assistance Program - Access to Heritage

Grant Info: The Access to Heritage component promotes access to heritage across different geographic regions of Canada. Eligible projects are related to travelling exhibitions, to assist heritage organizations in reaching new audiences.

Link: <https://www.canada.ca/en/canadian-heritage/services/funding/museums-assistance.html>

Funding Opportunity: 70% up to \$200,000

Museums Assistance Program - Collections Management

Grant Info: The Collections Management component aims to improve professional knowledge, skills and practices to strengthen professional standards related to key museum functions for collections management in Canada. It also supports the development and delivery of resources or services that will benefit multiple museums.

Link: <https://www.canada.ca/en/canadian-heritage/services/funding/museums-assistance.html>

Funding Opportunity: Maximum of \$50,000

Museums Assistance Program - Exhibition Circulation Fund

Grant Info: The Exhibition Circulation Fund component assists museums with the costs of hosting travelling exhibitions originating from another museum or from a federal heritage institution and borrowing artifacts for exhibition from one of the National museums of Canada.

Link: <https://www.canada.ca/en/canadian-heritage/services/funding/museums-assistance.html>

Funding Opportunity: 70% of eligible expenses up to \$15,000

Museums Assistance Program - Indigenous Heritage

Grant Info: The Indigenous Heritage component supports the preservation, presentation and management of Canada's Indigenous cultural heritage. It also promotes public awareness and understanding of the diverse cultures of Indigenous Peoples.

Link: <https://www.canada.ca/en/canadian-heritage/services/funding/museums-assistance.html>

Funding Opportunity: 70% of eligible expenses up to \$200,000

Niagara Community Foundation - Mini Grant

Grant Info: The Mini-Grants Program provides \$500 grants to eligible organizations for projects that address the Foundation's granting priorities.

Link: <https://niagaracommunityfoundation.org/charities/grant-programs>

Funding Opportunity: Up to \$500

Niagara Community Foundation - Community Grant

Grant Info: Community Grants Program focuses on finding ways to help individuals, families, organizations and communities prosper. While Niagara is facing many challenges, we also have an opportunity to seek new and sustainable ways of addressing community issues and creating a more collaborative approach to meeting the challenges facing organizations and our community.

Link: <https://niagaracommunityfoundation.org/charities/grant-programs>

Funding Opportunity: Up to \$15,000

Niagara Community Foundation - David S. Howes Fund

Grant Info: The David S. Howes Grants Program provides grants to eligible organizations providing services in Niagara. Grants from this fund will support post-secondary facilities, research, health-care services, education and humanitarian issues.

Link: <https://niagaracommunityfoundation.org/charities/grant-programs>

Funding Opportunity: Between \$15,000 and \$50,000

Dressing up for the annual Pioneer Day community event.



Niagara Community Foundation - Summer Camp Grants Program

Grant Info: The Summer Camp program will help Niagara children in financial need participate in a variety of camping and recreation experiences.

Link: <https://niagaracommunityfoundation.org/charities/grant-programs>

Funding Opportunity: Up to ~\$1,000

Niagara Region - Niagara Investment in Culture

Grant Info: The Niagara Investment in Culture fund will support interesting, innovative and high quality cultural programming that is Niagara-based, inclusive, collaborative and accountable.

Link: <https://www.niagararegion.ca/culture-and-environment/investment-in-culture/default.aspx>

Funding Opportunity: Funding amount varies annually

Niagara Region Native Centre Apatisiwin Employment Grant

Grant Info: The Apatisiwin Program offers a variety of employment programs, education and services designed to provide opportunities for urban Aboriginal people of Ontario to better their economic lives through culturally based services in an employment focused partnership environment. The program is in partnership with the Ontario Federation of Indian Friendship Centres (OFIFC).

Link: <https://nrnc.ca/our-programs/>

Funding Opportunity: Funding amount varies annually

Ontario Trillium Fund - Capital Grants

Grant Info: The OTF Capital grants are intended to enhance access to community spaces, programs, activities and services, and facilitate community members' full participation in the life of the community.

Link: <https://otf.ca/what-we-fund/investment-streams/capital-grants>

Funding Opportunity: \$5,000-\$150,000

Ontario Trillium Fund - Grow Grants

Grant Info: OTF funds local community projects that are evidence-based and drive at achieving greater impact in their community.

Link: <https://otf.ca/what-we-fund/investment-streams/grow-grants>

Funding Opportunity: \$50,000-\$250,000

Ontario Trillium Fund - Seed Grants

Grant Info: Seed grants are all about trying something new or untested, where the outcomes are unknown. All projects need to be focused on seeding new ideas or approaches that will drive at achieving greater impact in their community.

Link: <https://otf.ca/what-we-fund/investment-streams/seed-grants>

Funding Opportunity: \$5,000-\$75,000

Summer Experience Program

Grant Info: The Summer Experience Program (SEP) provides funding to eligible not-for-profit organizations, municipalities, Indigenous organizations and First Nation communities in order to create meaningful summer employment opportunities for students.

Link: <http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/OSAPQA005131>

Funding Opportunity: Maximum wage subsidy of \$3,658 per position

Virtual Museums of Canada Community Stories Grant

Grant Info: The small investment stream helps smaller Canadian museums and heritage organizations work with their communities to develop online exhibits that engage audiences in the stories, past and present, of Canada's communities.

Link: <https://vmc.historymuseum.ca/community-stories-program/>

Funding Opportunity: \$15,000

Wise Guys Charity Fund

Grant Info: Wise Guys Charity Fund is committed to raising awareness and financial support for local causes in Niagara.

Link: <https://wiseguyscharity.com/mission-statement/>

Funding Opportunity: No limit posted

Young Canada Works at Building Careers in Heritage

Grant Info: Young Canada Works offers wage subsidies for a variety of summer job and internship programs to job seekers and employers.

Link: <https://www.canada.ca/en/canadian-heritage/services/funding/young-canada-works/employers/careers-heritage-employers.html>

Funding Opportunity: Maximum wage subsidy of \$10,000 per position

Young Canada Works in Both Official Languages

Grant Info: Young Canada Works offers wage subsidies for a variety of summer job and internship programs to job seekers and employers.

Link: <https://www.canada.ca/en/canadian-heritage/services/funding/young-canada-works/employers/official-languages-employers.html>

Funding Opportunity: Maximum wage subsidy of \$8,000 per position

Youth Canada Works in Heritage Organizations

Grant Info: Young Canada Works offers wage subsidies for a variety of summer job and internship programs to job seekers and employers.

Link: <https://www.canada.ca/en/canadian-heritage/services/funding/young-canada-works/employers/heritage-organizations-employers.htmls>

Funding Opportunity: Maximum wage subsidy of \$8,000 per position

Appendix B: Environmental Scan

Purpose of this Scan

This purpose of this Environmental Scan (ES) is to inform the strategic planning process for the Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty. This ES consists of three parts. Part one consists of an internal review which presents economic and demographic trends in Lincoln and the Region which may be relevant to the planning and impact of future activities, programs and services; a policy overview of relevant municipal plans and strategies which may also impact upon future planning at the facility; the top-line results from a community survey asking residents and others about a variety of factors relevant to the future of the facility; a brief overview profile of the current operation of the Museum; and a listing of other major museums and cultural facilities in the Region to show the context within which the new Museum & Cultural Centre will operate. Part two is an external review that presents trends in program and service offerings in community museums from across North America. Part three presents some thoughts on the beginnings of a strategic planning process: the identification of Vision and Mission, with some illustrative samples from elsewhere in Ontario.

(A) Internal Review: Factors Specific to Lincoln and the Region

1) Economic and Demographic Trends in Lincoln and Surrounding Region: The major demographic and economic trends occurring that provide the context in which the new Museum and Culture Centre will operate are described below:

Higher Population Growth: At present, the population of the Town of Lincoln is approximately 24,000. In the last Census the Town grew by 5.8% between 2011 and 2016, considerably higher than the growth in the province overall (4.6%) or that of the Niagara Region (3.8%). Further, the population of the Town is expected to grow by approximately 33%, to nearly 32,000, between now and 2041.

Slightly Younger Age Spectrum: The Town has a slightly greater percentage of population in the younger age brackets of 14 or less, especially compared to the Region of Niagara overall. This is reflected in slightly younger average and median ages.

Demographic Indicator	Town of Lincoln	Region of Niagara	Province of Ontario
% of population age 14 or less	17.2%	14.9%	16.4%
% of population age 65 or more	21%	21.3%	16.7%
Average age of population (years)	42.9 %	43.8 %	41.0 %
Median age of population (years)	44.5%	45.7%	40.2%

Less Diversity: On several measures of diversity, the Town is less diversified than either the Province or the Region:

Indicator of Diversity (from 2016 Census)	Town of Lincoln	Region of Niagara	Province of Ontario
Visible minority population (%)	4.0%	8.9%	14.0%
First generation Canadians (%)	15.0%	18.2%	30.7%
Moved to Lincoln in last 5 years (%)	30.5%	33.6%	34.6%
Immigrants to Canada in last 5 years (%)	1.1%	1.9%	4.1%
Mother tongue not English or French (official languages) (%)	12.0%	13.9%	26.4%
Language spoken most often at home not English or French (official languages) (%)	2.6%	5.1%	14.2%
Non-Canadian citizens	2.6%	4.1%	7.6%

Higher Relative Wealth: On several measures of relative wealth, the Town is better off than either the Region or the province overall. For example, in terms of household income, Lincoln has a median income that is a third higher than that seen in the Region overall.

Indicator of Wealth (from 2016 Census)	Town of Lincoln	Region of Niagara	Province of Ontario
Median total income among recipients (\$2015)	\$37,821	\$31,601	\$33,539
Median total income among households(\$2015)	\$86,816	\$65,086	\$74,287
% of household with total income \$100,000 or over	40.9%	27.9%	34.8%

2) Policy Context of Lincoln: Major policy initiatives that provide the key context for the development of the strategic plan for the new Museum are:

2019 Parks Recreation and Culture Master Plan Key Recommendations:

- Museum and Cultural Centre should have its own separate branded website
- Future uses for the interim Beam Street site should be investigated: possibilities include tourism centre; local history hub; community hub; alternative program space; or selling the site
- New museum building should have a dedicated children's gallery
- Cultural roundtable is recommended (Museum and Cultural Centre would be a key participant)

2020 Tourism Strategy (under development) Key Objectives:

- Develop ways to attract more tourists to Lincoln to strengthen the Town's economic base
- Recognize Lincoln as a Greenbelt community with ecological, heritage and cultural resources to be protected
- Consider the needs, wants and desires of all stakeholders – government, agencies, non-profit organizations, businesses and citizens – when developing strategies
- Ensure strategies are logical, dynamic, welcoming, economically viable, sustainable and defensible
- Ensure strategies are responsive to the needs of tourists, abilities, citizens and the environment
- Lincoln has a median income that is a third higher than that seen in the Region overall.

Economic Development Strategy

Target Sectors:

- Agriculture
- Food & Beverage
- Tourism
- Manufacturing

3) Museum Survey Results: This part of the internal review presents summary results from a survey of Lincoln and area residents on various aspects regarding use of and satisfaction with the Museum, and thoughts regarding future programs and services.

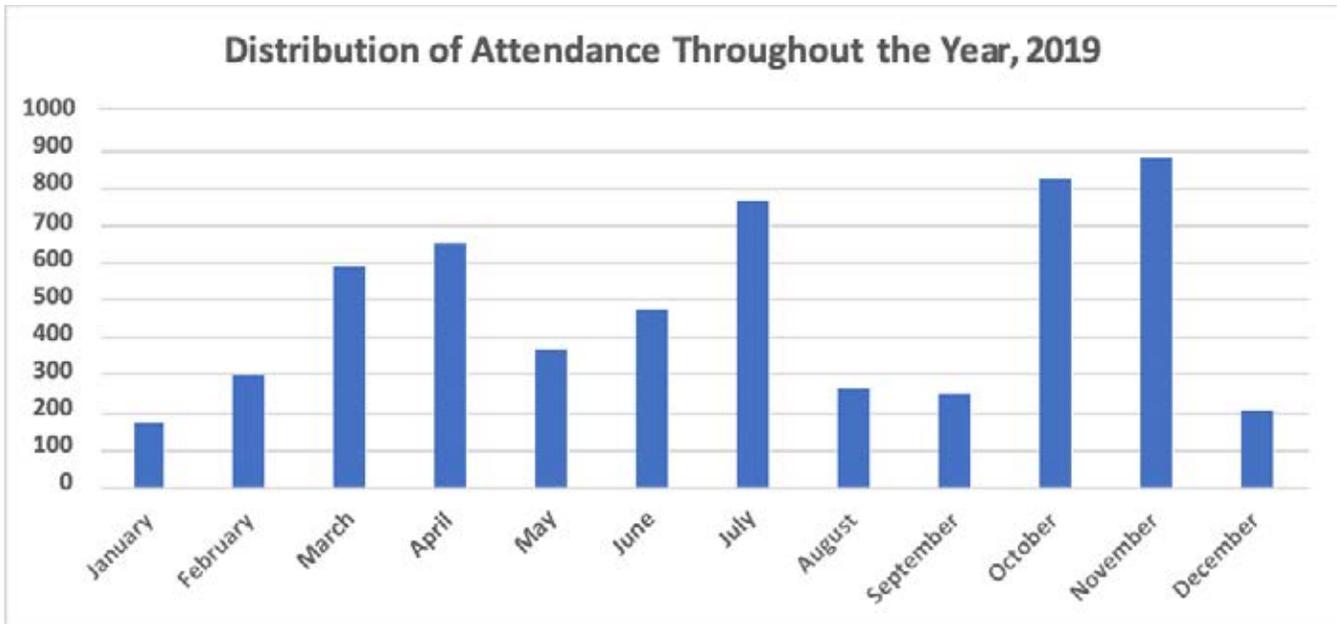
- 223 responses
- 71% from Lincoln; 13% tourist from outside Niagara
- Most (89%) over age 30; 23% age 65+
- Nearly a quarter (23%) had never visited the Museum; 35% visit once a year; 42% visit twice a year or more of those who visit, 28% come alone; 30% with another adult family member; 37% bring kids; 28% bring friends or come in a group
- Key desires when visiting the Museum: see something unique and interesting (75%); learn something new (59%); take part in an activity (37%); spend time with friends/family (25%)
- Other cultural activities respondents enjoy in Niagara Region: festivals/celebrations (78%); farmer's market (70%); visiting historic sites (62%); craft shows (57%); other museum exhibits (57%)
- Barriers to attending more frequently: lack of awareness (69%); scheduling conflict (35%); lack of time (29%)
- Rating of number and variety of cultural activities at the Museum: excellent (11%); good (40%); fair (19%); poor (4%); unsure (26%)
- Most convenient time to visit: weekends (47%); weekdays between 8:30 and 4:30 (29%); evenings (16%)
 - Types of exhibits of greatest interest:
 - History of the Town (80%)
 - Early pioneer and rural settlement (71%)
 - Displays of historical artifacts (54%)
 - Arts and culture (49%)
 - History of industry and agriculture (48%)
 - First Nations history (48%)
 - Social history (38%)
 - Children's exhibit (32%)
 - Types of programs and events of greatest interest:
 - Food / fun / festivals (65%)
 - Live demonstrations and performances (63%)
 - Adult craft workshops (46%)
 - Lecture series (45%)
 - Exhibition opening receptions (38%)
 - Activities for families and young children (36%)

4) Profile of the Existing Operation

• Current operation hosts approximately 5,700 visitors per year (including outreach activities)

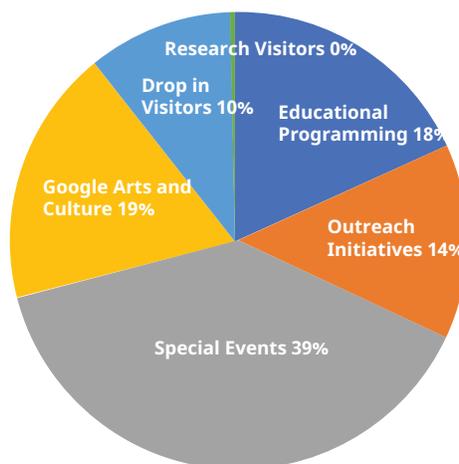
- 2019: 5,562 visitors
- 2018: 5,751 visitors

In 2019, July, October, November were peak months:



- Largest single category mentioned in 'reasons for a visit' was special events

Distribution of Visitors by Type, 2019



In 2018 special events undertaken were listed below. They demonstrate a wider range of regular activities to appeal to interest groups, as well as the Museum being responsive to one-time opportunities (e.g. Royal Wedding)

- Yoga at the Museum
- Anne of Green Gables Valentine Tea
- Discover Your Roots
- March Break Mystery Scavenger Hunt
- Ring the Bell with Miss Welstead (old fashioned school day experience)
- Macrame
- Hoppin' Good Times Easter Activities
- Volunteer Fair
- Feed Bag History Lecture
- Earth Day Extravaganza
- Heritage Fair
- Farm Wood Sign Workshop
- Brock University Open House (outreach event)
- Royal Wedding Mother's Day Tea
- Paint Night
- Museum and Heritage Gift Shop Celebration
- Power Off and Play (joint initiative with Lincoln Library)
- Succulents Workshop
- Outreach at Charles Daley Park (outreach)
- Kid's Fun Friday
- Time Traveler's Summer Camp
- Starry Night Paint Class
- Garden Tea Party
- Pioneer Day
- Murder Mystery Trivia Night
- Zentangled Workshop
- Lamplighter's Tour
- Holiday Wreath Workshop
- Santa's Workshop on Beam Street

Staff Complement

The permanent Museum staff complement comprises 5 positions:

- Cultural Development Coordinator
- Cultural Heritage Curator
- Cultural Events and Program Administrator
- 2 Cultural Interpreters (part-time)

Temporary contract staff

- 1 Collections Management Assistant (part-time contract)

The Museum is organizationally part of the Community Services Department, reporting directly through the Cultural Development Coordinator to the Associate Director of Recreation and Culture, and ultimately to the Director of Community Services. The Museum is governed by municipal Council through the Community Services and Infrastructure Committee.

5) Other Museums and Cultural Facilities in Niagara Region

For context, other major museums operating in Niagara Region, and their primary focus, are listed below. While these could be viewed as ‘competition’ for the time and attention of potential visitors, they can also be seen as potential partners for programs and events.

Museum and Web Site	Focus
Fort George National Historic Site https://www.pc.gc.ca/en/lhn-nhs/on/fortgeorge	History of Fort George and the War of 1812
Niagara-On-The-Lake Museum http://www.nhsm.ca/visit/index.html	Community museum focusing on the history of Niagara-on-the-Lake
St. Catharines Museum & Welland Canals Centre https://www.stcatharines.ca/en/St-Catharines-Museum.asp	Community museum focusing on the history of St, Catharines and the Welland Canal story
Morningstar Mill http://morningstarmill.ca	industrial heritage site: a working grist mill
Battle Ground Hotel Museum https://niagarafallsmuseums.ca/visit/battle-ground-hotel-museum.aspx	restored 1850s tavern interpreting the Battle of Lundy's Lane (and located adjacent to the battlefield)

Fort Erie Historical Museum https://www.forterie.ca/pages/Museum	history of Fort Erie
Fort Erie Railway Museum http://www.nfrm.ca	Preserve and interpret the railway history of Niagara Region
Grimsby Museum https://www.grimsby.ca/en/parks-recreation-culture/museum.aspx	Community museum focusing on the history of Grimsby
Laura Secord Homestead https://www.niagaraparks.com/visit/heritage/laura-secord-homestead/	Childhood home of Laura Secord, icon of the War of 1812
Mackenzie Printery & Newspaper Museum https://mackenzieprintery.org	Working printing museum, once owned by William Lyon Mackenzie
Nelles Manor Museum http://nellesmanor.ca	Home of the wealthy (from shipbuilding) Nelles family in Grimsby
Lincoln & Welland Regiment Museum https://niagaramilitaryheritagecentre.ca	Military museum featuring the history of the regiment
Niagara Children's Museum https://www.niagarachildrensmuseum.ca	Hands-on children's museum in Niagara Falls
Niagara Falls History Museum https://niagarafallsmuseums.ca	Community museum focusing on the history of Niagara Falls
Old Fort Erie https://www.niagaraparks.com/visit/heritage/old-fort-erie/	Historic fort from the War of 1812
Port Colborne Historical & Marine Museum http://portcolborne.ca/page/museum	Community museum focusing on the history of Port Colborne
Welland Historical Museum https://www.wellandmuseum.ca	Community museum focusing on the history of Welland
Willoughby Historical Museum https://niagarafallsmuseums.ca/visit/willoughby-historical-museum.aspx	Restored one-room storehouse exploring the history of the community of Willoughby in Niagara Falls
Grimsby Public Art Gallery http://grimsbypublicartgallery.blogspot.com Niagara Pumphouse Arts Centre https://niagarapumphouse.ca Riverbrink Art Museum http://riverbrink.org Rodman Hall Arts Centre https://brocku.ca/rodman-hall/	Art galleries in the Region featuring the works of local and community artists

(B) External Review: General Trends in Community Museums

Note that the trends discussed below apply primarily to community museums and historical establishments in medium-sized and smaller communities. While they may also apply to larger urban and theme-oriented museums devoted to specific topics (such as science centres, botanical gardens, zoos, etc.) these institutions tend to be better resourced, and likely 'ahead on the curve' compared to smaller-scale local museums.

Some of the key trends seen in the last two decades in community museums that will be relevant to the Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty are discussed below.

A note on sources: The material contained in this overview is drawn from the consultant's own experience, but is supported by a number of sources including:

- Museum Notes: <https://museumnotes.blogspot.com/2017/03/some-museum-trends.html>
- Museum Tech Trends: <https://medium.com/museum-tech-trends/top-10-museum-trends-in-2019-3c5582ed8253>
- The Ultimate Museum Social Media Guide: <https://sproutsocial.com/insights/social-media-for-museums/>
- 5 Great Examples of Social Media Campaigns from the Cultural Sector: <https://www.eventbrite.co.uk/blog/social-media-campaigns-cultural-ds00/>
- Museum Next: How Museums Can Use Social Media: <https://www.museumnext.com/article/museums-can-use-social-media/>
- Social Media Trends for Museums - Creative Tips for Museum Marketing: <https://jumpermedia.co/museum-marketing-tips/>

1) Expansion of the interpretation mandate: Traditionally, community museums have focused upon local history in terms of the white settlers to the region (with typically less or no emphasis upon Indigenous heritage), major enterprises established, notable local figures and events, etc. Increasingly though, they are recognizing the reality that museum audiences want to hear about a broader narrative of the community including Indigenous peoples, the 'dark' side to local history, stories about the traditions and customs of newcomers to the community, etc. In some cases, museums are turning to the community itself to ask them what stories they would like to see told in the local museum, rather than museum Curators professing to be the sole arbiters of what exhibits, activities and events should be featured.

2) Focus upon experiences not permanent exhibits: Community museums now realize that static exhibits in glass cases will not attract repeat visitors in any significant numbers, and that it is changing events and activities that will draw repeat visitors. In addition, there is an understanding that it is the experiential aspect of the museum visit, as opposed to simply reading labels, that can have the most impact in terms of creating a memorable and significant experience. In the extreme, there are some organizations calling themselves 'museums' that have no permanent collections, and rely solely upon changing touring exhibits and activities to appeal to their audiences.

3) Emphasis upon stories, not collections: While collections are still--and always will be-- an essential element of a fully-functioning and responsible museum operation, the emphasis in museum interpretation has shifted from one of displaying and describing objects and artifacts in the collection through permanent exhibits, towards using the collection to tell relevant stories about the community. The idea here is that an artifact is a point of departure in a community narrative, or an exemplar in the continuation of a narrative, rather than a just an object to be admired for its own sake.

4) Importance of local relevance: Another theme closely related to the foregoing that is increasingly seen in local museums is to reflect the unique sense of place and locality that is the essence of the community. This philosophy is to focus upon those stories that make the particular place unlike any other, and the artifacts, exhibits and events that will convey this uniqueness.

5) Extension of the age and diversity range: Given the traditional interpretation mandate of community museums as discussed above, in the past they have tended to appeal primarily to an older and fairly static ('white') ethnocultural demographic. This is changing as community museums seek to be relevant and interesting to all residents, and the results are being seen in terms of an extension of the age range (more youth and young adults being seen in the audience) and the ethnocultural orientation of the audience (i.e. greater diversity).

6) Emphasis upon outreach: Although there are often budget constraints to doing this, successful community museums are increasingly involved in outreach activities where they 'bring the museum to the community' rather than expect visitors to come all the time to them. This can take many forms: speaking to community groups and organizations; hosting information booths at local events; partnering with other community organizations (such as the library) to offer events, etc.

8) Museums embracing social media: Museums (and other cultural institutions of all kinds) are increasingly recognizing the need to embrace the full range of social media options in order to engage a younger demographic. In addition to the standard website, community museums often have active Facebook, Twitter, Instagram, Snapchat and Pinterest accounts.

9) Increasing emphasis upon accountability: Almost no community museums break even on their own earned revenues (let alone make a profit). Most rely on some form of government subsidy or grant. In times of 'downloading' of responsibilities by higher levels of government to municipalities, and the resulting increased fiscal restraint this imposes, it has become increasingly important for museums to be accountable and show that they are delivering value for money to their constituents. A range of metrics are used to demonstrate this including attendance and utilization, outreach measures, cost per visit or impression, user satisfaction measures, visitor comments, website visits, social media 'likes', etc. As well, many museums are becoming proactive in conveying this accountability with annual report cards, presentations to Council, annual reports, etc.

10) Importance of amenities: Museums now recognize that the experience they provide to visitors is a holistic one: that it is not just a learning opportunity that visitors seek from exhibits or activities, but an overall experience where they are greeted by a welcoming and attractive lobby, food service, a gift shop, ample washroom and coat check facilities, adequate and reasonable parking, access for those with limited mobility, etc. Food service in particular is coming to be seen as an essential aspect to a satisfying and complete experience. All these elements must be regarded as integral to the creation of an overall satisfying experience.

(C) Resource Material: Building Vision and Mission Statements

A well-conceived mission statement provides the foundation for leadership to shape institutional vision, values, and strategic plans as well as other operational documents, such as policies, that guide the work and direction of the institution."

— Gail Anderson, *Museum Mission Statements: Building a Distinct Identity*

Mission Statement: A mission statement defines your cause – something you want to accomplish.

Vision Statement: A vision statement describes the future results of your efforts.

*By fulfilling the Mission, you will achieve the Vision

Lincoln (current)

Statement of Purpose

To preserve the history of the area through collections and research, and to interpret it to the community, recognizing the museum's responsibilities as a source of education, research, recreation, and human resources.

Mandate

The original mandate of the Jordan Historical Museum of the Twenty, as defined by the Letters Patent, January 16th, 1953, stated the following as the museum's purpose and objectives:

- To establish and maintain a historical museum
- To preserve the objects, archives, and oral tradition of the past
- To promote an interest in, and the study of, material culture
- To receive, acquire, and hold gifts, donations, legacies, and devises
- To do all such other things as are incidental or conducive to the attainment of the above objectives.

In 1995 the mandate was changed when the museum was taken over by the Town of Lincoln (By-Law 95-140). The new mandate was that the museum would "serve the cultural life of the community by acquiring, conserving, studying, contributing, assembling, and exhibiting a collection of artifacts of historical significance for the instruction and enjoyment of the community.

Grey Roots

Vision

Grey Roots is the place people come to understand and reflect on their place in the world – past, present and future - while instilling a sense of pride and belonging, thereby building better communities.

Mission

Grey Roots engages and educates our communities in the human and natural history of Grey County by preserving and sharing collections, stories and memories that define our collective identity and guide our future.

Collingwood Museum

Vision

The Collingwood Museum will be an inviting destination for learning which is accessible to all. It will be the keeper of the community's stories and collective identity, and be the preferred location for local and historical research. The Collingwood Museum will be valued and supported as a vital asset in the community, enjoying community partnerships and collaboration, with a thriving membership and a strong, committed volunteer base. It will offer quality programs for residents of all ages and circumstances as well as attract visitors by promoting itself as a destination site. The Museum will be innovative, generate excitement, and take advantage of new technologies and social media. The Museum will foster participation and interest in the community's heritage and history and contribute to the overall cultural vitality of the residents of Collingwood.

Mission

The Collingwood Museum is committed to conserving and promoting the heritage and history of Collingwood as a means of enhancing the cultural identity and vitality of its residents and visitors by providing opportunities for education, interpretation, research and participation in activities and programs.

Orillia Museum of Art and History (OMAH)

Vision

To be the anchor for the significant and growing arts, local-history and cultural community in Orillia and surrounding area by offering exciting exhibits, events, innovative programming and activities that reach out to and engage all citizens, seasonal residents and visitors.

Mission

The Orillia Museum of Art & History will be a cultural centre open to all that will inspire creativity and celebrate history by creating excitement and wonderment for the arts, history, and culture community.

City of Waterloo Museum

Vision

The City of Waterloo Museum is a vibrant heritage portal where residents and visitors personally connect with Waterloo's past, building shared experiences and enhancing culture in our community.

Mission

The City of Waterloo Museum serves as a community gathering place where residents and visitors celebrate stories, both local and global, which are unique to the City's growth and evolution. Through its collections, exhibitions, programs, volunteers and staff, the Museum interprets the fabric of our past and points the way to our future..

Niagara Falls Museums

Vision

We will be the centre for historical and cultural activities in Niagara Falls through community awareness, participation and engagement.

Mission

The Niagara Falls Museums is a team of staff and volunteers who are resourceful and enthusiastic in telling the story and preserving the ongoing culture and history of Niagara Falls. We are dedicated to promoting pride of place and engaging the community.

Notes from the Facilitated Workshop

These notes are in 2 parts:

1) Consolidation of all group notes resulting from the workshop session. Participants were divided into groups and asked to contemplate specific questions posed by the consultants. A period of 45 minutes was allocated to discuss the questions. Each group was given 5 minutes to report back their answers to the larger group. The same activity was repeated in the afternoon session, with new groups assigned.

2) TCI Management Consultants summary observations: These are the summary observations from the consultant regarding the main themes resulting from the workshop in terms of Vision, Mission and Strategic Action Areas. Preliminary Vision and Mission Statements are developed, based upon the consolidated input from the session; these are developed as starting points only for the subsequent strategic planning process.

List of participants

1. J. Andrews, C.E.O, Lincoln Public Library
2. S. Ane, Associate Director, Community Services, Town of Lincoln
3. P. Creighton, Board Member, Jordan Historical Museum of the Twenty Volunteer Association
4. P. Davis, Niagara Region Native Centre
5. T. Easton, Board Member, Jordan Historical Museum of the Twenty Volunteer Association
6. J. Farrell, Community Member, Donor
7. P. Farrell, Community Member, Donor
8. M. Giffen, Bench Brewing, Donor
9. J. Hay, Regional Advisor at Ministry of Citizenship and Immigration; Ministry of Tourism, Culture and Sport
10. M. Kirkopoulos, C.A.O, Town of Lincoln
11. E. McDonald, Community Member
12. S. McKay, Director of Community Services, Town of Lincoln
13. Maya Mercier, Community Care of West Niagara
14. M. Mikolic, Councillor, Town of Lincoln, Ward 3
15. K. Powell, Supervisor, Historical Services & A/Supervisor Cultural Services, City of St. Catharines
16. J. Proteau, Incoming Cultural Development Coordinator, Town of Lincoln
17. R. Smith, Friends of Lincoln's History
18. W. Shawanoo, Niagara Region Native Centre
19. K. Srikanth, Community Member
20. Corinne S, Community Member
21. T. Teather, Board Member, Jordan Historical Museum of the Twenty Volunteer Association
22. L. Timmers, Councillor, Town of Lincoln, Ward 4
23. R. Jones, Dysart & Jones Consultants
24. J. Wilson, Cultural Development Coordinator, Town of Lincoln
25. M. Woodcock, Heritage Giftshop Chair

Consolidated Notes from the Breakout Groups

Morning Session

1) Of what you heard in the Environmental Scan presentation, which factor or trend stands out as being the most significant or interesting regarding the new Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty, and why?

- Growth in population, including diversity and youth (pop. 14 or less)
- Town's new tourism strategy – become a destination not a detour
- Expansion of technology: potential for world-wide partnerships, virtual experiences
- Doing a lot of things right (programming)
- Storytelling important and we're already doing this and notice its working
- Special events drawing people into the Museum
- Outside space is valuable in that it expands the Museum
- Children – audience will grow
- Storytelling – partner with libraries
- Indigenous voices can be incorporated with the programming and your target audience
- The way people will want to engage the museum will change – 5 senses. The more interactive it is the more people walk away with knowledge

2) Are there other factors not raised in the Environmental Scan that should be considered? If so, what are these and what are their implications?

- Reconciliation with Indigenous peoples (acknowledge bias, build inclusive environment)
- Museums should not focus on only one time period
- When we engage with diverse communities (Black, Indigenous, etc.) need to remember that "a month" is not enough
- Orange shirt day; Indigenous Day
- Their community space – the community feels ownership of the space
- Different times to visit for different people
- Historically there has been a division of communities in Lincoln – but Museum will bring Lincoln together – people will follow the Museum from Beamsville
- Animating the space – include diversity

3) What words or phrases come to mind in your group that might describe the future Vision for the Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty?

Curate the history (see Collingwood statement especially last line: The Collingwood Museum will be an inviting destination for learning which is accessible to all. It will be the keeper of the community's stories and collective identity, and be the preferred location for local and historical research. The Collingwood Museum will be valued and supported as a vital asset in the community, enjoying community partnerships and collaboration, with a thriving membership and a strong, committed volunteer base. It will offer quality programs for residents of all ages and circumstances as well as attract visitors by promoting itself as a destination site. The Museum will be innovative, generate excitement, and take advantage of new technologies and social media. The Museum will foster participation and interest in the community's heritage and history and contribute to the overall cultural vitality of the residents of Collingwood.)

- Unique vibrant experiences
- Historical awareness & appreciation
- 'aha', 'eureka'
- Meaningful
- Vibrant
- Community
- Inclusivity
- Storytelling
- Diversity
- Accessibility
- Honour history through storytelling
- Preservation
- Engaging
- Exciting
- Connection
- Collections
- Participation
- Unity
- Connect the community to stories: how we do this can be broadly interpreted

4) What words or phrases come to mind that might describe a current Mission that would carry you over time to achieve your Vision?

- Research
- Contribute to educational participation
- Outreach
- Community involvement
- Education collection
- Collections (active collecting practices)
- Storytelling
- History
- Showcase
- Interpret
- Educate
- Enjoyment
- Collaborate (library, archives)
- Ongoing history (present)
- Partnerships

5) Finally, what are the 'Strategic Action Areas' that you would like to see the Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty involved in, in order to fulfil the Mission and ultimately achieve the Vision?

1. Collections & Research: revise collections policy
2. Programming / Education: expand school programs – have multiple spaces (Fry House, school), animate entire site
3. Marketing & Promotion – website, e-newsletter, email blasts – collect visitor data – repeat visitation?
4. Partnerships for fundraising
5. Expand education programs
6. Public awareness: marketing ourselves better
7. Stand alone website
8. Accessibility
9. Partnerships – bring exposure; share resources
10. Active community engagement
11. Corporate relationship-building – engage the business community
12. MONA (Museums of Niagara Association) collaborative efforts with other museums
13. Promote diversity
14. Advisory Group – focus, obtain feedback, ensure interested in Museum, identify need

Afternoon Session

1) Of the long list of potential Strategic Action Areas, which are the ones that you think should be the highest priorities and why?

- Governance
- Exhibits, education programs, outreach
- Collections development / research
- Marketing / promotion
- Financial sustainability/Fundraising
- Partnership development/ Community Engagement

... all equally important but all working toward a common goal

2) What are some specific actions that you would like to see embraced in the strategic plan ultimately developed, and how do these relate to some of the opportunities or concerns raised in the Environmental Scan (if they do?)

- Website
- Policies and procedures: review and update
- Meet with and develop new partnerships
- Reassess the membership / legacy practices
- Clearer governance roles and responsibilities
- Research educational programming that builds on new / old histories & stories
- Build a volunteer base
- Exhibits / Programming / Outreach – new policies and procedures, new partnerships, new membership model
- Promotion: vibrant, changing, social media including well-maintained website, newsletter, etc.
- Collections – digitization (online)
- Fundraising initiatives (Canada helps organization, partnerships based on need e.g. stairway at back of Museum to creek, explore memberships)
- Recommendation for Museum Advisory Group with defined Terms of Reference

3) Do you have any thoughts about the kinds of outcomes or deliverables that you would like to see put in place to measure the success of the Strategic Plan?

- Other agencies, etc. know about us!
- Positive reviews/reputation
- Increased attendance
- Media recognition
- Number of initiatives to come out of partnerships e.g. beer at Bench then trivia at Library
- Participants in Culture Days, Museums Week, etc.
- Participants in outreach opportunities locally and regionally
- Evaluation on regular basis of what we do (programming, exhibits—metrics and feedback)
- Increased fundraising revenues
- Metrics on access to digitized collection

Governance Discussions

- A clear description of governance responsibilities of Municipal Council
- Define Jordan Historical Museum of the Twenty Volunteer Association's roles, responsibilities, succession plan, etc.

Museum Advisory Group

- Advising of grant opportunities
- Ambassadors to individual events
- Help run special events
- Organize special events
- Volunteer opportunity
- Monitor / comment upon progress of strategic plan actions
- To provide input and advice in areas where staff expertise may be lacking as it relates to the recommendations outlined in the Strategic Plan (i.e marketing, advocacy, fundraising, etc.)
- Diverse backgrounds; experiences; professional
- Have a rotating appointing schedule (every X years)
- Defined terms of reference

TCI Observations Regarding Vision, Mission, Strategic Action Areas

Vision

Several themes emerged through the group's discussion on "Vision". These were:

1) Words to describe the content of the learning that visitors would come away with:

- Unique
- Authentic
- Honour, respect (our history)
- Storytelling

2) Words to describe the nature of the experience that visitors would have:

- Engaging
- Exciting
- Vibrant
- Meaningful
- Aha! Eureka! Bazinga!
- Innovative

3) Words to describe the community orientation of the museum:

- Welcoming
- Inclusive
- Diverse
- Accessible
- Unity
- Participation
- Community
- Residents and visitors (tourists)

Possible Vision combining all three above:

The Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty will be recognized as a vibrant community gathering place that shapes the culture of our community by engaging and inspiring residents and visitors in the celebration of heritage and culture.

Mission

Two major themes emerged through the group's discussion on "Mission". These were:

1) Interrelationships between collecting and storytelling:

- Proactive collecting (in order to collect artifacts and materials that would enable such stories to be told)
- Past and future (collecting artifacts not just from the past but also from today that will enable future stories to be told)
- Curation

2) Words to describe the importance of engagement:

- Collaboration / partnership
- Engagement
- Gathering place

Possible Mission combining all ideas above:

The Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty is a place to engage with new ideas and participate in meaningful experiences. Through interpretation, exhibition, research, collecting, and preservation, the Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty advances the appreciation for, and understanding of our history.

Values

There were a number of words that reappeared throughout the discussions on mission and vision in each group (listed above). These words suggest the values that the museum will work to embody as it performs its mission and strives to achieve its vision. These are:

Possible Values combining all ideas above

Accessible and Inclusive – The Museum is a welcoming organization that embraces the diversity of our community; past, present, and future. It is a place that facilitates access to its programs and services for people of all abilities.

Collaborative – The Museum is an organization that develops and fosters collaboration and partnerships within our community, the cultural sector, other sectors, industries and businesses.

Responsive – The Museum is responsive to the needs of its community, funders, and partners

Innovative – The Museum is innovative in its approach to seeking new ideas, and welcoming new approaches

Responsible and Accountable – The Museum is organization that practices responsible governance, management, storytelling, and stewardship. It is an organization that strives towards sustainability.

Strategic Action Areas

There were six strategic action areas identified by the group as ways to move forward following the Mission to ultimately achieve the Vision. These were:



These six action areas are mutually supporting:

Collections and Research: The strategy starts with a proactive collections policy that will ensure the stories relevant to the past, present, and future of Lincoln will continue to be told;

Exhibits, Programs and Outreach: The stories made possible by the collection are told through exhibits and programs, both within the Museum and beyond its walls: on the rest of the site and elsewhere in the community.

Partnership Development: Relationships with various partners in the community and throughout the Region provide additional resources and vehicles through which to develop and deliver exhibits and programs;

Marketing and Promotion: Through active marketing and promotion, including the appropriate use of web media, the community is made aware of the exhibits and programs, interest is generated, and attendance and participation is generated.

Fundraising: Expanded awareness and participation in activities, events and exhibits improves the overall fundraising environment for the museum meaning that even more is possible in terms of collections, exhibits, events and programs.

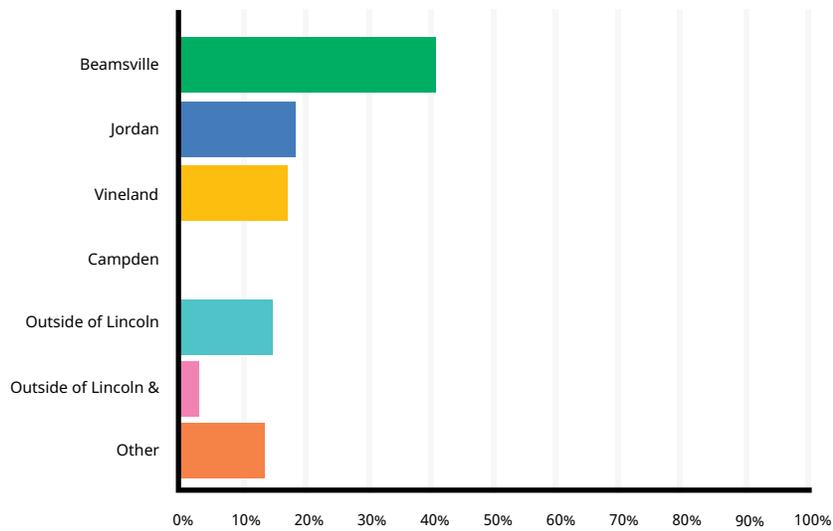
Governance: The entire Museum and Cultural Centre enterprise is supported by a responsible and accountable governance structure firmly rooted in municipal ownership and operation but embracing advisory input from the community on various areas of museum planning and operations.

Appendix C

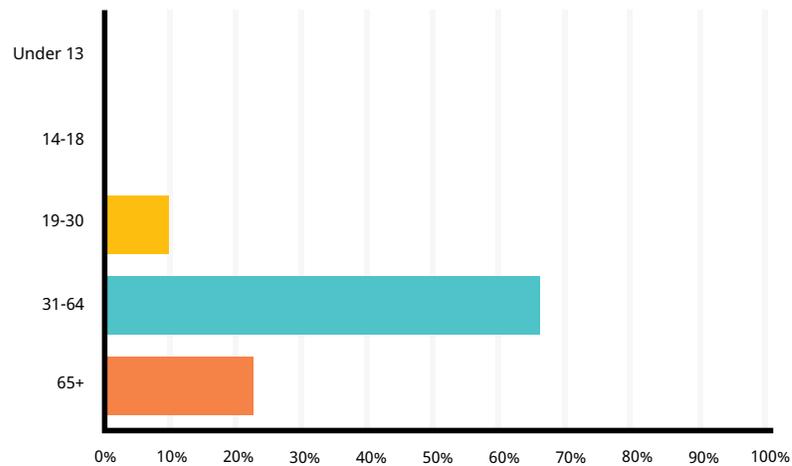
Survey

Survey Response Summary - 224 responses - 12/03/2019-02/10/2020

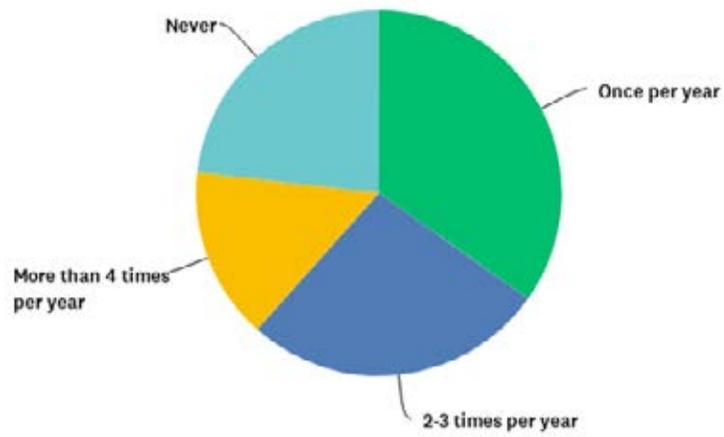
1) Where do you live?



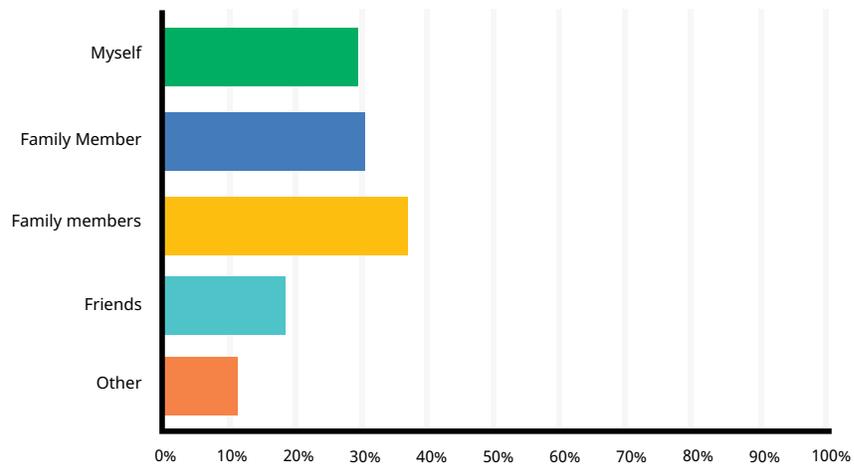
2) What is your age?



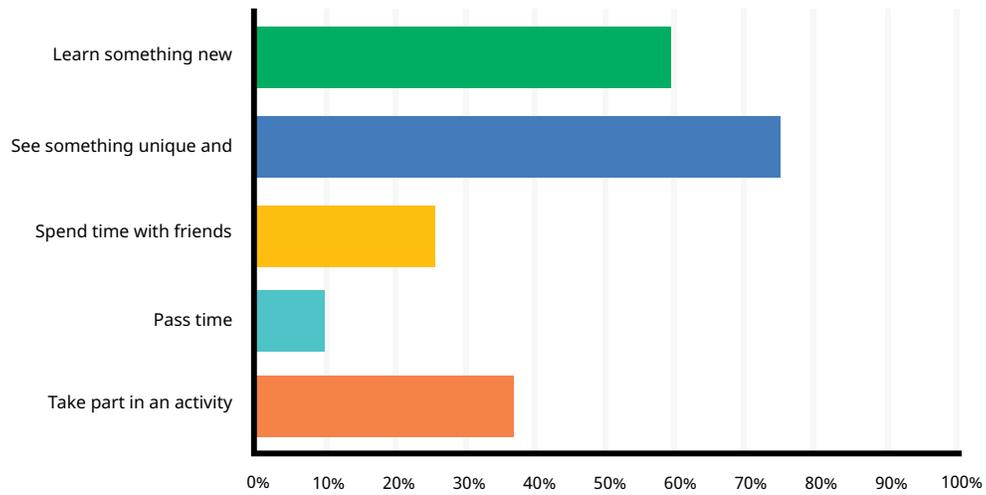
3) How often do you visit the museum?



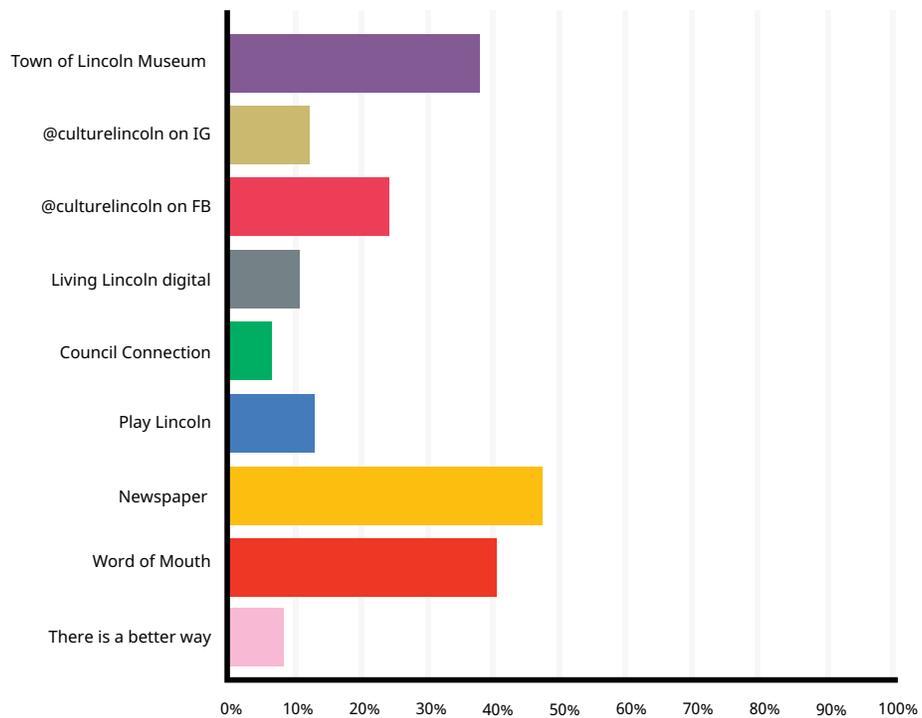
4) Who do you visit the museum with?



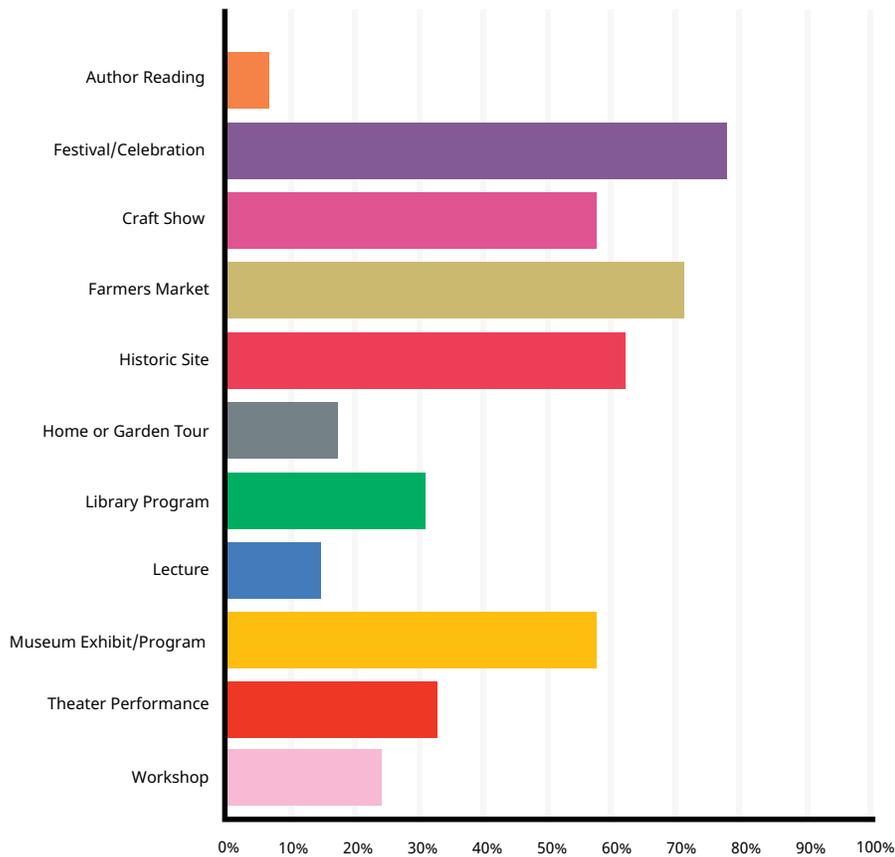
5) When you do visit, what do you do in the museum?



6) How do you keep up to date with the museum?



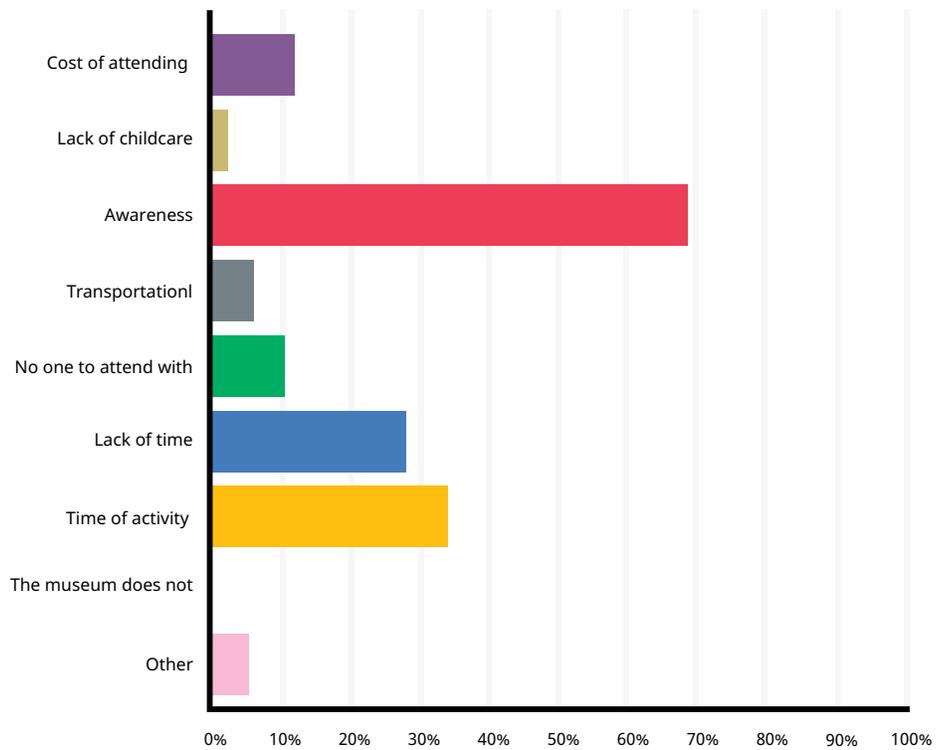
7) In the last year I have visited these types of activities/events/facilities in the Niagara region



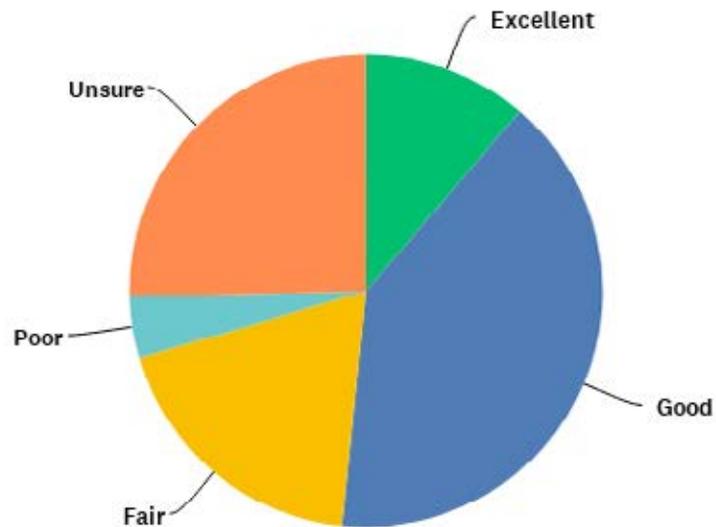
8) What other types of cultural activities and programs would you like to see in your community?

people seniors **workshops** children **community** exhibits
activities historical **events** art **programs** kids
history local history **festival** learn

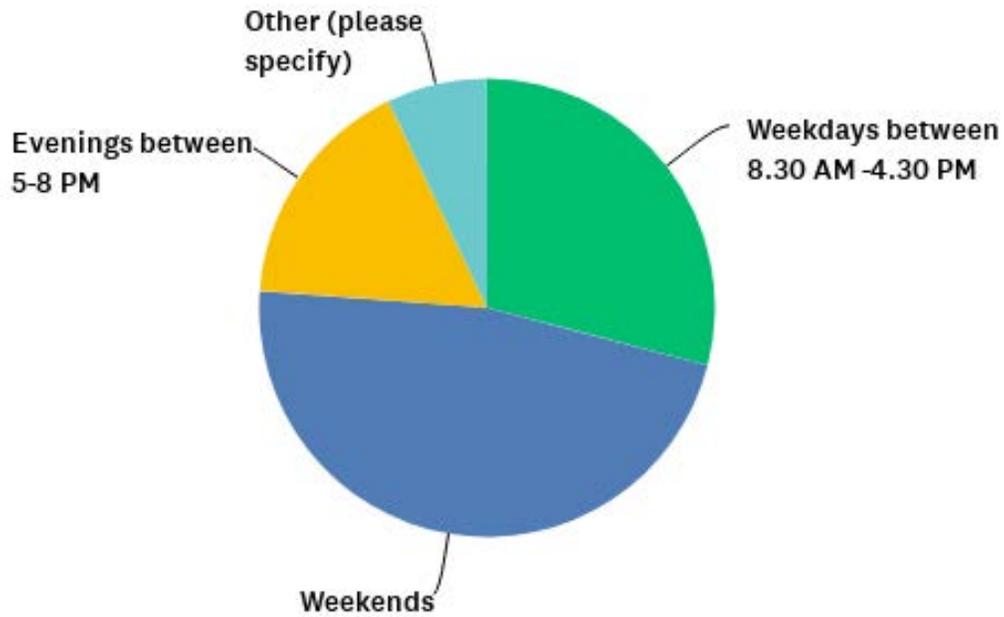
9) What, if any, are barriers preventing you from participating in local cultural activities?



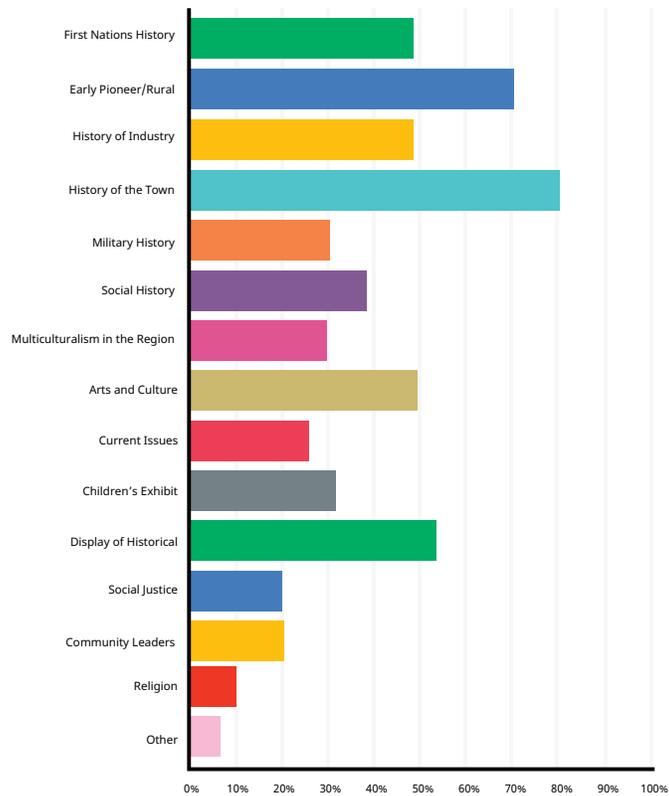
10) How would you rate the number and variety of cultural activities and programs available at the Lincoln Museum and Cultural Centre?



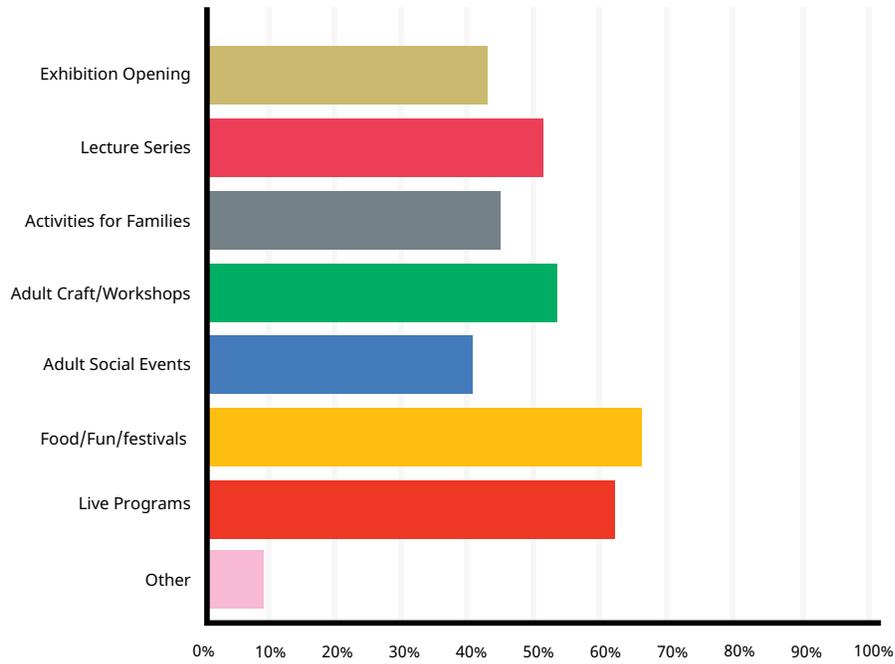
11) When is it most convenient for you to visit the museum?



12) What types of exhibits are you most interested in?



13) What types of programs are you most interested in?



14) What would make you return to the museum more regularly?

happening new building ect hours new awareness know fun exhibits
open museum changed events historical
programs time activities new exhibits better interesting
workshops variety displays even Jordan

Appendix D: SWOT Analysis

Strengths

- Stable access to operating funding from government sources
- Competent staff with specialised training in relevant subject areas
- Support for Museum by Town of Lincoln Council
- Committed 'Volunteer Association' running Heritage Gift Shop to raise money for Museum (past, present, future)
- New museum facility with dedicated exhibit, collections storage, and programming space
- Community buy-in
- Resource individuals with expertise and knowledge in local history (i.e Friends of Lincoln's History, local historians)
- Large collection of artifacts
- Open throughout year
- Popular programs and events (i.e Schoolhouse program, Pioneer Day)
- Support from local media
- Strong relationships with other museums in region (Museums Of Niagara Area: MONA)
- Growing capacity to apply for funding to expand revenue sources
- Rich local history
- Accessibility is good within building
- Location in a high-traffic tourism area

Weaknesses

- Lack of well established volunteer engagement strategies and tactics
- Backlog of artifacts to be processed
- Lack of awareness of Museum's offerings by public
- Lack of fundraising plan
- Current policies are not reflective of best practices in Museum field
- Limited engagement with Museum Board of Directors (Municipal Council)
- Inability to communicate with general public in an effective way
- Confusion over brand identity (Jordan Historical Museum of the Twenty, Lincoln Museum and Cultural Centre, and Town of Lincoln)
- Many objects in collection are in poor condition or are not relevant to the Museum's mandate
- Current operating funding is dependent on Municipal Levy
- Current operating hours not convenient for tourists and people who work
- Lack of oversight of Museum operations from community (all done through Municipal Council Community Services and Infrastructure Committee)

Opportunities

- Opportunities for new partnerships with local and regional organizations (Brock, District School Board of Niagara (DSBN), Niagara Region Native Centre (NRNC))
- Vibrant tourism industry in Jordan, ON with future improvements to be made on Jordan Main St.
- Rebranding opportunity with opening of new Museum
- Opportunity for 'new beginning' with opening of new Museum
- Opportunities to continue delivering programming throughout community through partnerships (i.e Fleming Library in order to keep connection to Beamsville)
- Demographics of population suggest opportune for engaging in museum exhibits and programming (young and retirement age)
- Museum property is unique and can be used for special events
- Opportunity to capitalize on developing repeat/loyal visitors when they come to the Museum in the 'honeymoon' phase to see new building

Threats

- Loss of connection to population centre of Beamsville (increase in drop-in attendance and engagement since 2017)
- Competition from other regional museums
- Cuts to operating funding from different levels of government (Municipal, Provincial, Federal)

Dancers at the Museum's annual Pioneer Day community event.





Fruit trees in bloom in Jordan

Appendix E

Action Timeline for Strategic Priorities*

*Refer to Annual Operations Plans for Strategic Priorities for detailed timelines

Recommendation	2020	2021	2022	2023	2024	2025
Governance						
1. Create Museum Advisory Group	Initiate	Implement				
2. Update policies in accordance with Standards for Community Museums in Ontario and Regulation 877, Grants for Museums.	Initiate Implement (biennial review)		Initiate Implement			
3. Produce annual progress report for Museum	Initiate	Initiate and Implement on annual basis				
Fundraising and Revenue Development						
1. Apply for grant funding to supplement Museum revenue	Initiate	Implement according to grant deadlines (ongoing)				
2. Identify new revenue streams to grow earned revenue	Initiate	Implement (ongoing)				
3. Develop a long-term fundraising strategy for the Museum aimed at increasing private sector funding, sponsorships, and planned giving.	Initiate Implement					
4. Identify capital and operating projects that require targeted fundraising outside of regular museum operation (i.e children's education space)		Initiate	Implement (ongoing-identify new projects as necessary)			
5. Develop a special events/ facility rental program	Initiate	Implement				
6. Establish corporate partnerships/sponsorships that enable the Museum to increase revenues (i.e beer, wine, catering).	Initiate	Implement (ongoing as opportunities arise)				

Recommendation	2020	2021	2022	2023	2024	2025
Exhibits, Outreach, Programs						
1. Create free opportunities for repeat visits in order to establish the Museum as a community space	Initiate Implement (ongoing)					
2. Develop a 2 year exhibitions plan	Initiate Implement					
3. Celebrate relevant community anniversaries through exhibits and programming	Initiate	Implement (ongoing)				
4. Develop new programming offerings that target underserved groups/ individuals.	Initiate	Implement (ongoing)				
5. Expand educational programming to K-12		Initiate	Implement			
6. Implement children's education space in Museum and/or Museum grounds	Initiate	Implement				
7. Develop related programming for each new exhibit	Initiate Implement (ongoing)					
8. Make use of technology features in exhibits	Initiate Implement (ongoing)					
9. Collect appropriate data to enable effective evaluation of programs, events, exhibits	Initiate Implement (ongoing)					
10. Use digital presence (social media and website) to extend and enhance access to programs and exhibits	Initiate Implement (ongoing)					
11. Develop a Lincoln Youth Cultural Council		Initiate	Implement (ongoing)			

Recommendation	2020	2021	2022	2023	2024	2025
Collections and Research						
1. Continue process of systematic accessioning, deaccessioning, and cataloguing all objects in collection in order to maintain accurate and up-to-date records	Implement (ongoing)					
2. Write a Collections Development Plan to help guide future collecting/ deaccessioning efforts.		Initiate	Implement			
3. Make collection accessible online through website, social media and online exhibits		Initiate Implement				
4. Strengthen loan program with other institutions to promote the Museum and the history of Lincoln			Initiate Implement (ongoing)			
5. Contribute to discourse and scholarship through presentation at academic conferences and written contributions to industry publications			Initiate			

Recommendation	2020	2021	2022	2023	2024	2025
Marketing, Access and Branding						
1 .Develop brand for the Museum that reflects a distinct identity	Initiate Implement					
2. Develop standalone museum website	Initiate Implement					
3. Develop marketing and communications plan	Initiate	Implement				
4. Coordinate with staff in Economic Development Department to raise the profile of the Museum and Jordan Village as a tourism destination			Initiate Implement			
5. Revise Museum operating hours to increase accessibility for visitors and residents during peak demand times (evenings, weekends, holidays)	Initiate					
6. Ensure AODA compliance in all areas of Museum	Initiate	Implement (ongoing)				
7. Ensure the Museum takes advantage of national, provincial, regional and local promotional events highlighting the cultural sector (i.e Culture Days, Museum Week, Heritage Week, Doors Open, etc).	Initiate Implement (ongoing)					

Recommendation	2020	2021	2022	2023	2024	2025
Community Partnerships						
1. Develop a volunteer program, establish 'Volunteer Coordinator' responsibilities within current staff complement, and develop a strong base of volunteers with defined task descriptions.	Initiate	Implement (ongoing)				
2. Cultivate community partnerships that enable the Museum to reach extended and diverse audiences, develop new programs, tell new stories, and offer new experiences.	Initiate	Implement (ongoing)				
3. Take an active role within Museums Of Niagara Association (MONA)		Initiate (ongoing)				
4. Develop a formal partnership with the Niagara Region Native Centre	Initiate	Implement				

Lincoln

Museum & Cultural Centre

Home of the Jordan Historical Museum of the Twenty

