

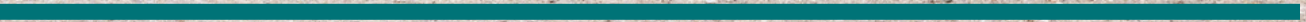
# MUSEUM IN 2030 STRATEGIC PLAN







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Child with Town of Lincoln Drum, 2025

# LAND ACKNOWLEDGMENT

**The Lincoln Museum & Cultural Centre is situated on treaty land.**

This land is steeped in the rich history of First Nations such as the Neutral, the Haudenosaunee, and the Anishinaabe, including the Mississaugas of the Credit First Nation.

Intended to guide the relationship between First Nations and Europeans, the Two Row Wampum is an important symbol of everlasting equality, peace, and friendship. It remains the foundation upon which Canada was built, and we recognize that this mutually respectful relationship between nations is essential for reconciliation today.

There are many First Nations, Métis, and Inuit people from across Turtle Island who live and work in Niagara today. The Lincoln Museum and Cultural Centre stands with all Indigenous people, past and present, in promoting the wise stewardship of the lands on which we live. We recognize that we must do more to learn about the history and current situation of Indigenous people. This will help us better understand our roles and take responsibility towards reconciliation as treaty people, residents, and caretakers.

We are all treaty people.



# INTRODUCTION

**The role of the community museum has changed.** Often established by volunteers and passionate community members, these institutions arose from a desire to document and share local stories that were being left out of mainstream narratives. They collected based on their interests, which resulted in very thematic collections focused on early settlers, rural life, and the values of a community's founders. In doing so, they sometimes overlooked the broader diversity of cultural perspectives that shaped their regions.

Like many community museums, the Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty (LMCC) was founded more than 70 years ago by a group of future-minded and enthusiastic volunteers committed to collecting and preserving the material culture and stories of Lincoln in trust for future generations. As the culture of Lincoln has developed, so too has Lincoln's museum.

Community museums have become places where people come together to reflect on the past, engage in dialogue about the present, and imagine the future. They are spaces for learning and recreation, but also for solitude, self-reflection, and gathering. As the proverbial Swiss Army Knife of institutions, these museums must continue to evolve alongside the communities they serve. To remain rooted in the community and responsive to their identities, needs, and aspirations, the LMCC undertook a new round of strategic planning to guide the organization from 2025 to 2030. This plan was shaped through extensive consultation with residents, community partners, Indigenous collaborators, volunteers, Town staff, and the Museum Advisory Committee.

The Lincoln Museum and Cultural Centre extends its gratitude to all those who contributed their time, insights, and passion to this planning process. Their voices have shaped a plan that will strengthen the Museum's relevance, sustainability, and impact in the years ahead.



Celebration for the Museum, 1953





Exhibition Visitors, 2024

## LOOKING BACK

The 2020-2025 Strategic Plan led the museum through an extraordinary period of transformation and growth. Guided by an ambitious framework of 36 action items, the museum expanded its programming, strengthened community partnerships, welcomed record-breaking attendance, and deepened its role as a gathering place for Lincoln and the Niagara Region.

The move into a new, purpose-built facility marked the beginning of this era, enabling the delivery of innovative exhibitions and programming that resonated with a growing and diverse audience. Despite substantial challenges, including pandemic disruptions, major construction projects, and site access limitations, the museum saw consistent year-over-year growth in all key areas of audience engagement. Notably, there was a **321%** increase in program/event participants, reflecting the success of targeted efforts to diversify offerings and deepen community involvement. Exhibit visitation also grew by an impressive **819%**. These achievements are a testament to the resilience, passion, and collaboration that define not only the Museum but the community of Lincoln itself.

## LOOKING FORWARD

The *Museum in 2030 Strategic Plan* builds on that strong foundation, looking towards a 2030 where the museum is rooted in local history, alive with new ideas, and open to all.

Anchored by an updated mission, vision, and values, this plan sets clear goals and measurable actions across four strategic priorities:

- Here to Experience
- Opening Doors, Deepening Roots
- Sharing Stories, Reaching Further
- Sustaining the Legacy, Securing the Future

This plan is both a roadmap and a commitment to all those who have called this land home, and to the stories that shape us.





The Jordan Schoolhouse c. 1935



The Jordan Schoolhouse, 2025

# MUSEUM HISTORY

## OUR STORY

The story of the Lincoln Museum and Cultural Centre is the story of the land on which it stands, and of the people who gathered here. It is ideas exchanged, and moments that are shared and remembered.

After the push and pull of glaciers, after the scraping of earth and rock with ice, and after tundra and spruce gave way to soft leaves and deciduous forests, many people moved across the land and made it home. They left behind traces: sharpened flint and carved stones.

The first people we can name spoke an Iroquoian language. They used the plenty from the earth to farm, fish, and knap stone. On the land, they lived and gathered in multigenerational longhouses, shared stories, met with their allies, fought with their enemies, and traded with their neighbours. Later, explorers arrived and called them Neutral.

Settlers came on foot and by wagon, and also built their communities with the land at the heart of life. They built with wood, then with limestone. On our site, they built homes, churches, and the schoolhouse. Through these spaces, the spirit of gathering endured.

For 165 years, the schoolhouse was a meeting place. It saw the passing of knowledge from one generation to the next. It was a community centre, where the Jordan Literary Society debated ideas, where the Library Society met to share books, where families

celebrated holidays, and where German language classes kept cultural traditions alive. The churches that flanked the site were also spiritual and social anchors.

The students left, and artifacts arrived. Today, the museum carries this tradition. We are a space for active dialogue, creativity, and connection. The role of museums in our society has evolved beyond collecting and exhibiting artifacts. Museums are stewards of memory, places where communities can see themselves reflected in the past and envision their place in the future. They serve as sites of reconciliation, social discourse, and cultural expression.

In a time of rapid change, museums remind us of where we have been and challenge us to think about where we are going. They encourage us to ask difficult questions, to engage in meaningful discussion, and to foster a sense of belonging. They honour diverse perspectives, amplify voices that have been silenced, and create spaces where history is not a distant concept but a lived experience.

The Lincoln Museum and Cultural Centre is more than a building filled with objects. It is a gathering place, a bridge between past, present, and future. It carries forward the legacy of those who came before us, ensuring the stories of this land and its people continue to be heard. It is not just the Lincoln Museum; it is *Lincoln's museum*. It is rooted in the land, shaped by the people, and sustained by the community. Like the land upon which it sits, it is a meeting place. It always has been, and it always will be.



## OUR ROOTS

In the mid-20th century, S.S. #4, Jordan's historic one-room schoolhouse, stood empty and at risk of being lost to redevelopment. Recognizing its significance, Philip Torno, then president of Jordan Wines Limited, purchased the site in trust for future generations.

What followed was a true grassroots effort. Community members and passionate volunteers came together to build what they called a "By-Gone Museum." They began collecting the everyday objects of settler life: furniture, tools, letters, diaries, and textiles. Though modest, these objects reflected the ingenuity and resilience of those who built the homes, farms, and businesses of the region. The group envisioned a place where the past could be safeguarded and shared.

A charter was drafted and signed, displays were mounted, and on May 9, 1953, the Jordan Historical Museum of the Twenty officially opened its doors.

In 1959, the museum added a second historic structure: the Fry Family House, a log dwelling built circa 1815 by Mennonite settlers. Originally located on Fly Road in Vineland, it was dismantled, relocated, and reconstructed across from the Schoolhouse.

For more than forty years, the museum was operated almost entirely by volunteers who curated exhibitions, led tours, and developed programming. As the museum's role

expanded and provincial standards evolved, the Jordan Historical Museum of the Twenty Volunteer Board approached the Town of Lincoln to assume responsibility. In 1995, the Town formally took ownership, ensuring the museum's long-term sustainability and public stewardship. Volunteers remained its strongest advocates, operating the Heritage Gift Shop in Jordan Village and raising an extraordinary \$1 million toward the construction of a new purpose-built facility.

After more than two decades of planning and advocacy, construction began in 2017. Supported by grants, local businesses, and community donors, the project created a cultural space that reflects Lincoln's past, present, and future.

In 2021, the museum reopened as the Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty. It carries forward the legacy of the volunteers who began this journey while continuing to evolve to meet the needs of a growing and diverse community. Today, the LMCC campus includes two historic buildings, an early settler cemetery, and a purpose-built museum facility with collection storage and rotating exhibition spaces. In 2025, the Town's cultural landscape will expand once again with the opening of Sho'arishon Park: A Neutral Nation Legacy Site, connected to the museum through a public trail. Together, these spaces reflect the Museum's mission to connect people, place, and the past.



Jordan Schoolhouse c. 1960



Fry House Move, 1959





# GUIDING PRINCIPLES

Fry Family House, Photo by Carl Green, 2025

The Lincoln Museum and Cultural Centre is part of a global shift in how museums serve their communities. Our approach is grounded in current museum practice and community expectations. The following principles guide our work:

## A NEW DEFINITION

In August 2022, the International Council of Museums (ICOM) approved a new museum definition, the first significant change in over 50 years. It followed an 18-month consultation process involving more than 50,000 museum professionals across 126 National Committees.

The new definition reflects a global shift in the role of museums:

*"A museum is a not-for-profit, permanent institution in the service of society that researches, collects, conserves, interprets and exhibits tangible and intangible heritage. Open to the public, accessible and inclusive, museums foster diversity and sustainability. They operate and communicate ethically, professionally and with the participation of communities, offering varied experiences for education, enjoyment, reflection and knowledge sharing."*<sup>[1]</sup>

This language introduces, for the first time, key concepts such as inclusivity, accessibility, sustainability, ethics, and community participation. It signals a broader understanding of the museum as a space of public service, shaped with and for the communities it serves.

For the Lincoln Museum and Cultural Centre, this definition affirms our commitment to relevance, care, and collaboration.

## COMMITMENT TO TRUTH AND RECONCILIATION

In 2008, the Truth and Reconciliation Commission (TRC) was established to document the experiences of Indigenous, Métis, and Inuit survivors of Canada's Residential School System. Its goals included gathering testimony, producing a comprehensive historical record, and recommending meaningful actions to prevent such atrocities from ever occurring again.

In 2015, the TRC released its Final Report, including 94 Calls to Action aimed at redressing the legacy of Residential Schools and advancing reconciliation. As of 2025, only a small number of these calls have been fully implemented.



Museums have an ethical responsibility to foster national reconciliation. TRC Calls to Action #67 and #70 are specific to museums.

As stated in the TRC’s Final Report:

*“In the Commission’s view, there is an urgent need in Canada to develop historically literate citizens who understand why and how the past is relevant to their own lives and the future of the country. Museums have an ethical responsibility to foster national reconciliation, and not simply tell one party’s version of the past.” [2]*

Museums play an important role in a community’s understanding of its history. Reconciliation for museums involves acknowledging past wrongs and working towards building, healing, and repairing relationships. Museums are not neutral and carry the weight of our colonial past. For many years, they have been responsible for upholding colonial narratives. It is the responsibility of contemporary museum’s to challenge these systems. An important step in this process for museums is the repatriation of collections and also providing space within the institution for Indigenous voices and perspectives.

The Canadian Museums Association’s *Moved to Action: Activating UNDRIP in Canadian Museums (2022)* [3], a direct response to TRC Call to Action #67, reinforces this responsibility by establishing new standards and recommendations for museums. These include enacting strong repatriation policies, revising national museum funding programs to align with UNDRIP, and embedding Indigenous governance and authority within museums.

## RECONSIDERING MUSEUMS

Canadians believe in museums. *The Reconsidering Museums* survey, one of the largest national studies of public opinion on museums in Canada, found that:

- 96% of Canadians see museums as places to learn and be inspired
- 93% agree that museums help them understand other cultures and communities
- 89% view museums as places for family outings
- 84% see them as community hubs

The public sees museums as spaces of belonging, education, and connection. Therefore, the work of museums should reflect and uphold those values.

However, the survey also revealed tensions in public expectations. Many results were in direct conflict with one another. For example, Canadians simultaneously view museums

as places for solitude and for public gathering. These findings suggest that the role of the museum is not singular. Experiences must be designed to reflect layered expectations and embrace the complexity of the community.

## MUSEUMS AS THIRD SPACES

The concept of the third space (or third place) was introduced by sociologist Ray Oldenburg in the early 1990s to describe public environments that exist outside of the home (first space) and the workplace (second space). These are informal gathering places, like cafés, libraries, and community centres, where people connect, exchange ideas, and build relationships.

As work and social patterns shift, these spaces have become more vital than ever. Oldenburg observed,

*“What suburbia cries for are the means for people to gather easily, inexpensively, regularly, and pleasurably...A ‘place on the corner,’ real-life alternatives to television, easy escapes from the cabin fever of marriage and family life that do not necessitate getting into an automobile.” [4]*

Museums are uniquely positioned to meet this need. By offering welcoming environments, low-barrier entry points, and programming that brings people together, museums can serve as everyday gathering spaces. They are places to reflect quietly, meet with others, or participate in shared civic life.

## THE IMPORTANCE OF PLACE

Museums must ground themselves in the story and character of their community, honouring its past and engaging with its present. This requires a dual focus on placemaking and placekeeping.

*Placemaking* is the active design of spaces that promote the health, happiness, and well-being of those who use them. Cultural strategist Maria Rosario Jackson defines it as:

*“Shaping the physical and social character of a neighbourhood through arts and cultural activities. It animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability, and brings people together to celebrate, inspire, and be inspired.” [5]*

In museum practice, this means creating spaces that are accessible, inclusive, and reflective of the community’s needs. This can take many forms, including interactive



exhibits, welcoming gathering areas, and programming that support connection and participation.

*Placekeeping* is about preserving the identity and integrity of a space over time. While placemaking focuses on shaping spaces for the present, placekeeping ensures the cultural, historical, and social significance of a place is maintained for future generations.

Jackson describes it as: *"The active care and maintenance of places and the qualities that make them meaningful. It acknowledges the layered histories of a place and centers the voices of those who live, remember, and imagine there."*<sup>[6]</sup>

For museums, this means honouring the complexity of the land they occupy by collaborating with communities to share stories and recognizing that museums are not the sole authority on history. Instead, they act as facilitators of dialogue, engaging with many voices to offer a fuller understanding of the past.

In practice, this includes reframing dominant narratives, interpreting and preserving both tangible and intangible cultural heritage with care, and ensuring diverse lived experiences are represented through ongoing collaboration. As historian Dolores Hayden writes: *"Placemaking leads to physical environments that reflect the cultural values of those who use them; placekeeping ensures that those values are respected over time."*<sup>[7]</sup>

## ACTIVE COLLECTING AND STORY-DRIVEN INTERPRETATION

Active collecting reflects a shift from passive accumulation to intentional, strategic acquisition. Rather than acquiring objects solely for their age or rarity, museums increasingly seek items that support dynamic storytelling and connect directly to the lives and experiences of their communities.

As museum professional Miranda Gessert writes: *"Objects without context are merely things; it is only through stories—personal, social, and historical—that they become meaningful."*<sup>[8]</sup> This approach positions collections as tools for engagement, education, and reflection rather than static repositories.

For example, a coverlet should not be collected simply as a fine example of early weaving. Its value emerges if it reflects a narrative about the rise of local craftsmanship and technological change in textile production. Perhaps its symbols convey cultural traditions

carried through generations, or it can be used to explore the emotional experience of surviving a harsh winter. This shift in focus, from preserving objects to using them as vibrant, living pieces of history, encourages deeper and more meaningful engagement with the people, places, and events they represent.

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# CONTEXT

## 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.

According to the 2021 Census, Lincoln has a population of approximately 25,719, reflecting an 8.1% increase since 2016. The town is made up of several settlement areas, including Beamsville, Vineland, Vineland Station, Jordan, Jordan Station, Campden, Tintern, Rockway, and Prudhommes.

### TOURISM IN LINCOLN

The Niagara Region is one of Canada's top tourist destinations, welcoming over 12.9 million visitors in 2022, including 4.9 million overnight and 8 million same-day guests. With more than 4,000 tourism businesses, the region is known for its diverse offerings, from natural wonders and entertainment to wine, food, and culture.

The Town of Lincoln offers a quieter, more immersive alternative to high-traffic destinations like Niagara Falls. Tourism plays a vital role in the town's identity and economy, attracting visitors year-round for its scenic beauty, award-winning wineries, agricultural experiences, and cultural offerings. Lincoln is promoted under the Niagara Benchlands tourism identity, which emphasizes authentic, small-town experiences and intentional, slower-paced travel. Known for boutique and artisanal experiences, the Benchlands draws travellers looking for meaningful connections to place and community.

The Village of Jordan exemplifies this character. With its boutique shops, art galleries, wineries, accommodations, and distinctive geography, it has become a thriving destination for the intentional traveller. It is also home to the Lincoln Museum & Cultural Centre, which reflects the layered history and evolving identity of the region through its exhibitions and programs.

### CULTURAL TOURISM

While cultural tourists contribute three times the economic impact of non-cultural tourists, only 1 in 8 visitors will engage with arts and history experiences. Ontario has over 700 museums and heritage sites, including 35+ in Niagara. The Lincoln Museum & Cultural Centre stands out for its community-driven storytelling and place-based interpretation, offering a unique complement to the wine and culinary experiences of the Benchlands.



# PROFILE OF THE MUSEUM IN 2025

## MANAGMENT

The Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty is operated by the Town of Lincoln’s Culture division within the Economic Development Department. Day-to-day operations are managed by the Senior Curator, who reports to the Director of Economic Development, Communications, Tourism and Culture.

The Museum’s core team includes four full-time and one part-time staff:

- Senior Curator, Operations & Events
- Curator, Collections and Exhibitions
- Curator, Education, Visitor Engagement & Partnerships
- Museum Interpreter
- Museum Assistant

Each year, the Museum also welcomes seasonal and casual staff to support historical interpretation, collections projects, and summer children’s programming.

## GOVERNANCE

The Town of Lincoln Council serves as the Board of Directors for the Lincoln Museum and Cultural Centre. The Museum reports to Council through the Planning and Economic Development Committee. Council’s responsibilities include stewardship of the Museum’s collection in the public trust. This includes ensuring that the collection is properly managed and that adequate financial and operational resources are allocated for its care. Council is also responsible for approving Museum policies and ensuring compliance with those policies.

The Museum is supported by the Town of Lincoln’s Museum Advisory Committee. The Committee’s mandate is to support the implementation of the Museum’s Strategic Plan,

with a focus on the strategic action areas. It reports to Council through the Legislative Services and Economic Development departments. Reports and minutes from this Committee are submitted to Council through the Committee of the Whole as information.

## FACILITY AND SITE

The Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty opened its new purpose-built facility in 2020. The building includes multiple gallery spaces for rotating and permanent exhibits, a multi-purpose room for public programs and events, offices, and a lower-level collections storage area designed to house the Museum’s full collection.

The site spans 1.3 acres in the heart of Jordan Village, bordered by the Niagara Escarpment and directly connected to the Twenty Valley Trail. It features two historic buildings (the 1859 Schoolhouse and the 1815 Fry House) as well as the Haines Cemetery. Outdoor site features include a children’s play structure inspired by a traditional Fraktur bird motif, a native species and pollinator garden, and a children’s outdoor classroom space that supports nature-based learning and seasonal programming. Interpretive signage on the site connects visitors to the layered history of the area and surrounding landscape.

## 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 Family House is a two-story log dwelling built around 1815 by Jacob Fry and Elizabeth Wismer, early German-speaking Mennonite settlers from Bucks County, Pennsylvania. Originally located near Fly Road and Victoria Avenue in Vineland, the house is a rare surviving example of Pennsylvania German Traditional architecture in Canada. Its steeply pitched roof, thick walls, and small, irregularly placed windows reflect the enduring influence of European building traditions in the region.

Jacob and Elizabeth raised 12 children in the home, including Samuel Fry, a well-known local weaver. Jacob was a skilled cabinetmaker and a successful fruit grower. The family lived in the home until 1892. In later years, the house was used as a playhouse and chicken coop. In 1959, to prevent demolition, local volunteers carefully moved the house to the museum site. It was transported by truck, floated across the Twenty Mile Creek, and brought down the Niagara Escarpment to its current location across from the 1859 Schoolhouse.

Inside the house, period-appropriate artifacts and furnishings are displayed, including items attributed to the Fry family. These objects are tracked and maintained as a special collection due to the environmental conditions and public access in the space.

### THE SCHOOLHOUSE

The Jordan Schoolhouse, also known as School Section #4 (S.S. #4), is a one-room school that served the children of Jordan for almost 90 years. Every element of the building was designed to foster attention and discipline, from its tall windows to its slanted floors and bright interior colours. The schoolhouse was also a social hub for the village, hosting society meetings, adult language classes, and the much-anticipated annual Christmas pageant.

Inside, students learned the three Rs (reading, 'riting, and 'rithmetic), moral instruction, and hands-on skills like carpentry and gardening for boys and domestic arts for girls. As many as 60 children aged 6-16 were taught by a single schoolmaster/mistress, who maintained a strict, military-style routine to keep order and efficiency.

The school closed in 1948. In 1953, Jordan Wines purchased the building and returned it to the community. Volunteers filled the space with agricultural tools and artifacts and opened it as Jordan's first museum. The schoolhouse was later restored to reflect a typical 1908 classroom. School Board records and alumni memories guided the restoration efforts. Today, the schoolhouse has returned to its roots as a community hub with its immersive tours and school programs.



Fry House Move, 1959





Haines Cemetery, 2025

### 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 after the American Revolution. 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 area.

### SHO'ARÍSHON PARK

In 2025, Sho'aríshon Park became a part of the Town of Lincoln's cultural landscape. Created in close collaboration with Indigenous partners, the park honours the history of the Neutral Nation (Attawandaron), the first known inhabitants of the land now called Lincoln.

The name Sho'aríshon is a modern Mohawk (Kanien'kéha) spelling of a Neutral chief recorded in the 1620s. It is one of only four known surviving words from the Neutral language. In Mohawk, Sho'aríshon means "he is shaking a net," a phrase that also reflects the park's location beside Twenty Mile Creek. The park includes a rain garden with native species, an interpretive longhouse structure, shaded gathering spaces, storytelling signage, and a mix of permanent and evolving public art. Architectural and interpretive elements are rooted in Indigenous design and placemaking principles.

Sho'aríshon Park is connected to the Lincoln Museum & Cultural Centre by road and trail. Together, they form part of Lincoln's growing Cultural Corridor and offer visitors opportunities for reflection, learning, and connection with land, history, and community. Programming and activations at Sho'aríshon Park will be managed by the Culture team at the Lincoln Museum & Cultural Centre.

### COLLECTION

At the time of writing, the Museum's permanent collection consists of approximately 16,000 object records, predominantly reflecting the history of the Town of Lincoln until 1970, with particular emphasis on the Twenty Mile Creek area and early Pennsylvania German Mennonite settlers. Notable objects within the collection include a painting by Group of Seven artist A.J. Casson, a large collection of Fraktur folk art, as well as examples of early Upper Canadian pottery and weaving. 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 relate to Pennsylvania German settlers of the Twenty Mile Creek. In addition to the Museum's permanent collection, there is an education collection used by interpretive staff to enhance programming and public engagement, as well as numerous artifacts used to stage the Fry House and Schoolhouse.



## EXHIBITS

The Lincoln Museum and Cultural Centre presents a range of exhibitions that explore stories and contemporary artistic responses to the history and culture of Lincoln.

The Museum's two main indoor exhibition spaces, the Bench Brewing Gallery and the Jerry Haines Farrell & Family Gallery, feature rotating exhibitions that are curated in-house. These exhibits draw from the Museum's collection and explore themes such as early settlement, rural innovation, migration, cultural identity, and community change. Recent exhibitions have focused on topics like 19th-century childhood, the history of winemaking, and contemporary responses to local history.

The Fraktur Room houses a permanent exhibit on Pennsylvania German folk art. The display highlights the folk-art traditions of Pennsylvania German settlers, connecting decorative expression to cultural identity and craftsmanship.

To expand reach and increase access, the Museum also features pop-up and outdoor exhibits, including window displays and temporary installations throughout the site. These initiatives activate the full campus and allow visitors to engage outside of regular hours.

In 2024, the Museum welcomed 5,398 exhibit visitors, an 819% increase from 2019, a significant growth that reflects renewed community interest. Despite strong development, exhibit visitation still accounts for less than half of total attendance. In 2024, only 45% of site visitors explored the galleries, highlighting a need for further strategic effort to grow passive engagement alongside scheduled programming.







Crafts at Museum Event, 2022

## PROGRAMS AND EVENTS

The Lincoln Museum and Cultural Centre delivers a robust range of programs and events that reflect its commitment to education and community engagement. In 2024, the museum offered 64 public programs and 36 special events, alongside 92 curriculum-aligned school programs. These programs serve diverse audiences across all age groups, including families, adults, seniors, and school-aged children.

Core programming includes seasonal and monthly drop-ins, Summer, PA Day and March Break camps, and hands-on workshops for all ages. Other adult-focused programs and events have included artist talks, speaker series, exhibit openings, and concerts. Programming and events consistently receive high satisfaction ratings from participants, with 97% of respondents in 2024 indicating they would recommend the experience to others.

The museum's two flagship events, Harvest Pioneer Day and the Starlight Market, anchor the annual calendar. Harvest Pioneer Day draws thousands of visitors each September with historical crafts demonstrations, live music, and food. The Starlight Market, held each November, is a celebration of the season featuring artisan vendors, live entertainment, children's activities, and the Jordan Village tree lighting ceremony.

While the Museum has made significant investments in staffing, training, and infrastructure, it has now reached the upper limit of how many programs and events can realistically be delivered each year. There are natural constraints on further expansion without additional space or staff.



### 2025 AUDIENCE ANALYSIS

Since the launch of the previous strategic plan in 2020, the Lincoln Museum & Cultural Centre has undergone an incredible period of transformative growth. In 2024, the Museum welcomed nearly 12,000 visitors, its highest-ever annual attendance. Compared to 2019, exhibit visitation has increased by 819%, and program participation has grown by 320%.

Analysis of participation trends reveals that 75% of visitors come specifically for a program or event, while only 25% attend for exhibits alone. Furthermore, only 27% of program attendees explore the Museum's exhibitions during their visit, highlighting an opportunity to strengthen integration between exhibit and program experiences.

One of the clearest opportunities lies in expanding passive engagement. Currently, only 45% of visitors who come to the museum engage with the exhibitions or historic buildings. By improving physical wayfinding, enhancing exhibit interpretation, and creating connections between programs and gallery experiences, the Museum can invite more of its audience to explore the full site. These low-barrier, staff-light encounters are essential to long-term sustainability and can extend the value of every visit.







Gallery Conversations, 2022

# STRATEGIC PLANNING PROCESS

The *Museum in 2030 Strategic Plan* was developed by the Culture division of the Town of Lincoln in collaboration with a Strategic Plan Working Group. The working group was made up of members of the Museum Advisory Committee. Together, they undertook a three-phase process to shape the future of the Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty.

At its heart, this process was about defining **what** the community wants from its museum, understanding **how** to bring that vision to life, and establishing a clear **path** to get there.

## PHASE 1: LISTENING BROADLY

To ground the plan in community priorities, we launched the *Museum in 2030 Community Survey* to gather insights on visitor engagement and programming preferences. The goal was to understand who our audiences are and what they value.

It asked:

*What would make you visit the Museum more often?*

*What role do you think the Museum should play in the local community?*

*How can the Museum strengthen its role as a community gathering place?*

The responses revealed clear themes: a desire for more hands-on experiences, a stronger presence in the community, deeper storytelling, and increased visibility. ***This phase helped define what matters most to our community and what they hope to see next.***

## PHASE 2: ASKING THE BIG QUESTIONS

With a clearer understanding of what our audiences care about, we turned inward and asked: *how do we deliver on that promise?*

Through a series of facilitated sessions, we worked with Museum staff, Town of Lincoln staff, Museum Advisory Committee and Sub Committee Members, Members of Council, and community representatives to explore what makes the site distinct, how visitors move through and experience it, and where we should focus our energy to create the greatest value. These sessions explored how the Museum can meet public expectations and examined everything from exhibition design and programming to the use of the collection. ***This phase helped shape how we bring our goals to life.***

## PHASE 3: MAKING CONNECTIONS

The insights and ideas gathered from all phases were reviewed and organized thematically with the Strategic Plan Working Group. Feedback received directly informed a renewed mission, vision, and values, and guided the development of the four new strategic action areas.

As *Lincoln's museum*, the Lincoln Museum & Cultural Centre belongs to the community. It is shaped by its stories, supported by its people, and strengthened by their engagement. This process ensured the museum continues to reflect, serve, and grow with the community. ***Together, these components define our path forward.***





# THE MUSEUM IN 2030

Sho'arishon Park Opening, 2025

## A NEW VISION, MISSION, VALUES

*Our new vision, mission, and values express who we are and what we aim to achieve.*

Our **vision** sets our aspiration for 2030. It guides everything we do.

Our **mission** defines our role and purpose. It outlines what we do each day to move toward that vision.

Our **values** are our core beliefs. They show the world what we stand for and how we choose to work.

Aligning around this shared direction allows us to focus our efforts, use our resources intentionally, and move forward together with clarity and purpose.





# VISION

*In 2030, the Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty is a gathering place where residents and visitors come together to explore the stories of this land and its people. Rooted in the community, it is a place to learn, connect, and grow. Open to all and alive with new ideas, it inspires deeper understanding of our past and present and helps guide us toward a better future.*





# MISSION

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*The Lincoln Museum and Cultural Centre: Home of the Jordan Historical Museum of the Twenty researches, collects, preserves, and interprets the stories and material culture of all those who have called the land now known as Lincoln home. Through exhibitions and inclusive engagement, the Museum connects people, place, and the past, and inspires the community to listen, learn, and acknowledge our shared history.*





# VALUES

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Exhibit Opening, 2024

## WELCOMING

We welcome and celebrate the diversity of our community, past and present. We strive to ensure that everyone is invited into our work and reflected in our spaces.

## ROOTED

We are rooted in the community. Our work centers the stories of Lincoln and is guided by the people who live here. We are committed to preserving and holding space for the full history of this land and all who have called it home.

## INSPIRING

We believe in curiosity, dialogue, and the power of museums to inspire new ways of seeing the world. The museum is a place for lifelong learning that sparks critical thinking and innovation.

## CONNECTED

We work alongside partners, knowledge keepers, artists, and educators to create meaningful experiences and tell stories with honesty and care. We strive to speak truthfully, grounded in the insights and lived experiences of our collaborators.

## ACCOUNTABLE

We care for our collections and spaces with transparency and long-term vision. We hold our objects in trust for the future. Our decisions reflect sustainability, and care for collections, resources, and relationships.

## RESPONSIVE

We are responsive to the needs, challenges, and issues facing the community. We adapt with creativity and intention in a changing world.





# STRATEGIC ACTION AREAS

Harvest Pioneer Day, 2024

## HERE TO EXPERIENCE

Enhancing Interpretation, Programming, and Onsite Experiences to Deepen Engagement and Encourage Longer, More Meaningful Visits

### GOAL

Deepen the onsite visitor experience by creating immersive, inclusive, and meaningful opportunities to engage with the museum's stories and spaces. Through improved interpretation, dynamic exhibits, and a variety of onsite activities, we will extend the length of stay and support diverse learning styles. Every visitor will feel welcomed, engaged, and inspired to return.

### CHALLENGE STATEMENT

The museum lacks cohesive onsite experiences that encourage extended visits and engagement across all audiences. In 2024, only half of visitors engaged with the whole site during their visit.

## OPENING DOORS, DEEPENING ROOTS

Fostering Belonging, Inclusion, and Community Connection

### GOAL

Establish the museum as a gathering space for everyone. The museum will bring people together by increasing accessibility, inclusion, and co-creating programs with partners. The museum will reflect the people it serves, fostering belonging, connection, and a sense of shared ownership. As a third space, the museum will support informal gathering, creative exchange, and everyday connection.

### CHALLENGE STATEMENT

On-site offerings are primarily museum-led, with limited co-created community-led programs, events, or rentals. Community members primarily engage with the site when attending scheduled programs or activities.



# SHARING STORIES, REACHING FURTHER

Expanding Visibility, Reputation, Tourism, and Reach

## GOAL

Expand the museum’s reach and reputation by strengthening its destination marketing and professional networks. Position the museum as a regional cultural hub, a trusted centre for learning, and a model for excellence among small community museums.

## CHALLENGE STATEMENT

The museum competes in a saturated tourism landscape with limited marketing capacity to build distinct, outward-facing strategies that grow onsite and digital audiences.

# SUSTAINING THE LEGACY, SECURING THE FUTURE

Financial Resilience, Risk Management, and Site Stewardship

## GOAL

Strengthen the museum’s long-term sustainability through proactive planning, diversified funding, responsible site stewardship, and institutional resilience. This includes maintaining the integrity of the museum’s collection and buildings and investing in digital infrastructure.

## CHALLENGE STATEMENT

The museum currently lacks long-term operational plans to guide site care, collections growth, and institutional development.



Schoolhouse Belfry, Photo by Carl Gre 2025





# HERE TO EXPERIENCE

## HERE TO EXPERIENCE

Enhancing Interpretation, Programming, and Onsite Experiences to Deepen Engagement and Encourage Longer, More Meaningful Visits

### GOAL

Deepen the onsite visitor experience by creating immersive, inclusive, and meaningful opportunities to engage with the museum's stories and spaces. Through improved interpretation, dynamic exhibits, and a variety of onsite activities, we will extend the length of stay and support diverse learning styles. Every visitor will feel welcomed, engaged, and inspired to return.

### CHALLENGE STATEMENT

The museum lacks cohesive onsite experiences that encourage extended visits and engagement across all audiences. In 2024, only half of visitors engaged with the whole site during their visit.

#### Strategic Action 1:

Strengthen the interpretive impact of exhibitions and site experiences through consistent storytelling, cross-gallery design, and engaging take-home materials.

#### Strategic Action 2:

Enhance the experience of visitors using the site outside regular hours through creative interpretation, interactive tools, and data-informed planning.

#### Strategic Action 3:

Broaden the museum's program schedule to engage all audiences and learning styles through a comprehensive Programming Framework and targeted new offerings.

#### Strategic Action 4:

Extend seasonal and weekend access to historic buildings and offer virtual experiences to improve year-round accessibility for all audiences.

#### Strategic Action 5:

Foster learning at Sho'arishon Park through programming, partnerships, and policies that reflect its layered histories and natural features.



### STRATEGIC ACTION 1:

Strengthen the interpretive impact of exhibitions and site experiences through consistent storytelling, cross-gallery design, and engaging take-home materials.

#### INITIATIVES

1. Develop and implement a Site Interpretative Plan to guide how stories are shared across the site, in community engagements, and through exhibitions. The plan will define core themes, target audiences, and interpretive methods (physical, digital, sensory), and outline institutional messaging related to Truth and Reconciliation, settler and immigrant histories, commemorations, and social movements.
2. Develop and implement cross-gallery exhibition plans. Design and present at least one exhibition per year that spans both the Bench Brewing Gallery and the Jerry Haines Farrell & Family Gallery, using the separate spaces to explore shared themes from different perspectives.
3. Develop an evergreen Site Guide Booklet that includes a map, building descriptions, and highlights of annual events. Design the booklet to function both as an on-site orientation tool and as a take-home keepsake for visitors. Distribute the booklet onsite and through regional tourism partners.
4. Develop a series of Interpretive Rack Cards to answer frequently asked historical questions and share stories of underrepresented communities. Develop 2 cards annually, with the goal of 10 total cards by 2030.

### STRATEGIC ACTION 2:

Enhance the experience of visitors using the site outside regular hours through creative interpretation, interactive tools, and data-informed planning.

#### INITIATIVES

5. Relaunch the Jordan Village Tour. Redesign the existing static PDF into an interactive app-based experience that uses augmented reality and new technology to explore the architecture, stories, and landscape of Jordan Village.
6. Install interpretive signage across the site to highlight historic and environmental features like the Fry House, Schoolhouse, Haines Cemetery, and pollinator garden.
7. Enrich the site with layered and immersive interpretation. Engage visitors through creative tools such as scavenger hunts, murals, seasonal displays, and community activities. Develop or update at least one permanent or temporary activation each year through 2030, with a goal of introducing five new or refreshed activations.
8. Investigate technologies to track after-hours site usage to better understand visitation growth and seasonal trends.

### STRATEGIC ACTION 3:

Broaden the museum's program schedule to engage all audiences and learning styles through a comprehensive Programming Framework and targeted new offerings.

#### INITIATIVES

9. Develop and implement a programming framework. Create a comprehensive Programming Framework that outlines core themes, program types, target audiences, and learning objectives. This framework will include a seasonal overview template to ensure that all key audiences are engaged at least once per season.
10. Develop and launch a new school program. Design, pilot, and promote new curriculum based educational programs for grades 7–8. Activate Sho'arishon Park as a site for the programs, embedding themes of local history and Truth and Reconciliation.

### STRATEGIC ACTION 4:

Extend seasonal and weekend access to historic buildings and offer virtual experiences to improve year-round accessibility for all audiences.

#### INITIATIVES

11. Create a plan to increase access to historic buildings by extending seasonal and weekend staffing. Secure funding for additional interpreter staffing through incremental increases to the part-time employee (PTE) budget. Work toward the goal of opening the Fry Family House and Schoolhouse daily in June, July, and August, and every weekend year-round.
12. Develop a Virtual Tour of the Schoolhouse to engage audiences when it is closed.

### STRATEGIC ACTION 5:

Foster learning at Sho'arishon Park through programming, partnerships, and policies that reflect its layered histories and natural features.

#### INITIATIVES

13. Develop programming that reflects the natural, historical, and cultural significance of Sho'arishon Park. Create interpretive materials, self-guided trail tours, and activities.
14. Establish and maintain a partnership with the Niagara Regional Native Centre (NRNC) to co-create learning opportunities at the park. Support relationship-building and be responsive to opportunities as identified by the NRNC. Ensure museum readiness to develop and deliver opportunities as they arise.
15. Develop policies and procedures that support safe, respectful, and appropriate use of Sho'arishon Park for activities, organized programs, and public events.





# OPENING DOORS, DEEPENING ROOTS

## OPENING DOORS, DEEPENING ROOTS

Fostering Belonging, Inclusion, and Community Connection

### GOAL

Establish the museum as a gathering space for everyone. The museum will bring people together by increasing accessibility, inclusion, and co-creating programs with partners. The museum will reflect the people it serves, fostering belonging, connection, and a sense of shared ownership. As a third space, the museum will support informal gathering, creative exchange, and everyday connection.

### CHALLENGE STATEMENT

On-site offerings are primarily museum-led, with limited co-created community-led programs, events, or rentals. Community members primarily engage with the site when attending scheduled programs or activities.

#### Strategic Action 6:

Foster everyday community connection and a sense of shared ownership by enhancing public-use areas, hosting informal gatherings, and inviting local partners to co-create programs and events at the museum.

#### Strategic Action 7:

Advance the museum's commitment to inclusion and accessibility by improving access, addressing financial barriers, and strengthening public-facing practices.

#### Strategic Action 8:

Strengthen Indigenous partnerships and advance Reconciliation by building institutional readiness, fostering respectful relationships, and deepening public understanding of Indigenous history and current realities.

#### Strategic Action 9:

Expand and diversify volunteer engagement to include new roles, skill-based opportunities, and meaningful pathways for youth involvement.

#### Strategic Action 10:

Evaluate, align, and strengthen community partnerships to advance the museum's goals, broaden audience reach, and reflect the diversity of the community it serves.



### STRATEGIC ACTION 6:

Foster everyday community connection and a sense of shared ownership by enhancing public-use areas, hosting informal gatherings, and inviting local partners to co-create programs and events at the museum.

#### INITIATIVES

16. Enhance informal public-use areas by securing and installing new accessible picnic tables and seating to encourage casual, everyday use of the site. Actively promote the grounds as a welcoming, park-like setting.
17. Host casual, small-to-medium-sized events (targeting 50 to 250 attendees) such as music or movie nights. These events foster connection with minimal staffing requirements. Host at least 2 events annually in the casual, small-to-medium format.
18. Expand and market the museum as a space for collaborative, co-created experiences by inviting local groups, partners, and residents to co-host events such as historic car shows, cultural celebrations, or public demonstrations. Co-host one co-created event annually.

### STRATEGIC ACTION 7:

Advance the museum's commitment to inclusion and accessibility by improving access, addressing financial barriers, and strengthening public-facing practices.

#### INITIATIVES

19. Develop and publish an EDI statement to make the museum's commitment to equity, diversity, and inclusion visible across museum practices and community engagement.
20. Explore virtual tour software to improve accessibility and visit planning. Use 360-degree virtual tour platforms to help visitors explore LMCC's buildings and grounds in advance. These tools will improve accessibility and help visitors navigate their experience before arrival. Produce one video.
21. Address financial barriers to participation by developing a fundraising campaign to offset school trip costs for children and families affected by rising transportation fees. Fundraise with the goal of \$1,000 annually to support school trips and write a policy for distribution.
22. Investigate costs, feasibility, and potential grant funding for installing an adult change table to improve site accessibility.

### STRATEGIC ACTION 8:

Strengthen Indigenous partnerships and advance Reconciliation by building institutional readiness, fostering respectful relationships, and deepening public understanding of Indigenous history and current realities.

#### INITIATIVES

23. Develop a clear policy for working with Indigenous partners that outlines when and how the museum will seek input and co-develop programs. The plan will include protocols for invitations, shared decision-making, and cultural practices.
24. Create digital and onsite educational resources that introduce the history and ongoing significance of Treaty 3 (Between the Lakes Purchase) and the responsibilities it entails.
25. Host an annual training day for museum staff focused on Indigenous history and current relationships to ensure all museum staff are informed and up to date.

### STRATEGIC ACTION 9:

Expand and diversify volunteer engagement to include new roles, skill-based opportunities, and meaningful pathways for youth involvement.

#### INITIATIVES

26. Expand volunteer roles by identifying and marketing opportunities in collections, research, and special projects. Create and maintain a task-specific volunteer roster.
27. Actively recruit youth through schools to increase participation at the museum. Develop and implement a co-creation and research project specifically for youth that offers meaningful, skills-based engagement and fosters future museum stewards. Launch the project with a public recognition event to celebrate youth contributions.

### STRATEGIC ACTION 10:

Evaluate, align, and strengthen community partnerships to advance the museum's goals, broaden audience reach, and reflect the diversity of the community it serves.

#### INITIATIVES

28. Review existing community and institutional partnerships to assess alignment with the museum's mission and goals. Identify gaps in audiences and prioritize partnerships in underrepresented areas such as newcomer engagement, arts collaboration, and cultural preservation.
29. Launch a partnership recognition series on social media to celebrate contributions and increase public awareness of key community and institutional partners.





# SHARING STORIES, REACHING FURTHER

Expanding Visibility, Reputation, Tourism, and Reach

## GOAL

Expand the museum's reach and reputation by strengthening its destination marketing and professional networks. Position the museum as a regional cultural hub, a trusted centre for learning, and a model for excellence among small community museums.

## CHALLENGE STATEMENT

The museum competes in a saturated tourism landscape with limited marketing capacity to build distinct, outward-facing strategies that grow onsite and digital audiences.

### Strategic Action 11:

Strengthen the museum's presence across Lincoln and Niagara through active participation in community events, cultural initiatives, and regional networks.

### Strategic Action 12:

Broaden the reach of stories and collections through circulating exhibitions and digital offerings.

### Strategic Action 13:

Strengthen the museum's leadership and visibility within the cultural sector through professional contributions, staff development, and active participation in networks.

### Strategic Action 14:

Strengthen tourism marketing and partnerships to increase visitation and enhance the museum's visibility and profile within the regional tourism landscape.

### Strategic Action 15:

Position LMCC as a trusted regional resource for public learning on the Neutral Nation.

### Strategic Action 16:

Develop and implement a comprehensive digital strategy.

### Strategic Action 17:

Develop rental and filming programs to generate revenue, increase awareness, and position the museum as a desirable site for creative production.

### Strategic Action 18:

Strengthen LMCC's role as a training site for emerging museum professionals by developing internship opportunities, building academic partnerships, and supporting applied learning in collections, education, and public programming

# SHARING STORIES, REACHING FURTHER



**STRATEGIC ACTION 11:**

Strengthen the museum's presence across Lincoln and Niagara through active participation in community events, cultural initiatives, and regional networks.

INITIATIVES

- 30.** Participate in cultural events across Lincoln and Niagara by setting up outreach tables at festivals, heritage events, and public gatherings. Strengthen the museum's presence across all local communities. Participate in at least two large-scale community events annually.
- 31.** Enhance the museum's outreach booth by developing a portable, visually engaging pop-up display. Include a durable, easy-to-set-up timeline of the region's history to support consistent storytelling and increase public recognition of the museum.

**STRATEGIC ACTION 12:**

Broaden the reach of the museum's stories and collections through circulating exhibitions and expanded digital offerings.

INITIATIVES

- 32.** Select and adapt one LMCC-designed exhibition for circulation to another museum or cultural venue. Develop a pilot distribution plan, including exhibit loan logistics, promotional materials, and fee structure. Use this pilot to test feasibility, generate revenue, and increase the museum's professional visibility across the region.
- 33.** Apply to the Digital Museums of Canada for funding to support the creation of an online Fraktur exhibition. If successful, develop the exhibit in both French and English and publish it on the DMC accessible platform.

**STRATEGIC ACTION 13:**

Strengthen the museum's leadership and visibility within the cultural sector through professional contributions, staff development, and active participation in networks.

INITIATIVES

- 34.** Present at academic or professional conferences, sharing innovative practices or community-engaged research. Submit at least one proposal every two years.
- 35.** Support staff in developing and sharing their expertise through published writing, speaking engagements, and active participation in professional networks and working groups.

**STRATEGIC ACTION 14:**

Strengthen tourism marketing and partnerships to increase visitation and enhance the museum's visibility and profile within the regional tourism landscape.

INITIATIVES

- 36.** Update and maintain accurate listings across mapping services. Actively encourage visitors to leave online reviews to build the museum's credibility and visibility. Aim to maintain an average rating of 4.5 stars or higher across major review platforms and achieve at least 10 new positive reviews annually.
- 37.** Join tourism platforms such as Niagara Geopark and Niagara Falls Tourism to broaden reach. Highlight the museum through active participation in Ontario Culture Days and Historic Places Days each year. Participate in at least two regional tourism campaigns or initiatives annually to grow visibility and drive visitation.
- 38.** Develop and distribute an evergreen museum pamphlet to tourism information centres, hotels, and other partner institutions.

**STRATEGIC ACTION 15:**

Position LMCC as a trusted regional resource for public learning and scholarship on the Neutral Nation.

INITIATIVES

- 39.** Establish LMCC as a trusted source for public knowledge about the Neutral Nation by enhancing collections and library resources to support learning.
- 40.** Compile all available historical, archaeological, and academic resources into a publicly accessible library to support research, education, and community engagement.

**STRATEGIC ACTION 16:**

Develop and implement a comprehensive digital strategy.

INITIATIVES

- 41.** Create a digital strategy that supports storytelling, expands access to collections, enhances visitor experience online and onsite, and improves digital marketing and outreach. Include components for social media planning, SEO, analytics use, digital accessibility and online collections access.



**STRATEGIC ACTION 17:**

Develop rental and filming programs to generate revenue, increase awareness, and position the museum as a desirable site for creative production.

**INITIATIVES**

- 42.** Create and implement clear policies and procedures for filming at the museum. Define eligible spaces, rates, usage guidelines, and approval processes to ensure alignment with the museum's values, protect heritage resources, and generate revenue through appropriate use of the site.
- 43.** Audit regional and provincial platforms for marketing the museum as a filming location and register the site on appropriate databases.

**STRATEGIC ACTION 18:**

Strengthen the LMCC's role as a training site for emerging museum professionals by developing internship opportunities, building academic partnerships, and supporting applied learning in collections, education, and public programming.

**INITIATIVES**

- 44.** Establish partnerships with post-secondary programs in museum studies, education, and library science to host unpaid interns through recognized placements and practicums.







# SUSTAINING THE LEGACY, SECURING THE FUTURE

## SUSTAINING THE LEGACY, SECURING THE FUTURE

Financial Resilience, Risk Management, and Site Stewardship

### GOAL

Strengthen the museum's long-term sustainability through proactive planning, diversified funding, responsible site stewardship, and institutional resilience. This includes maintaining the integrity of the museum's collection and buildings and investing in digital infrastructure.

### CHALLENGE STATEMENT

The museum currently lacks long-term operational plans to guide site care, collections growth, and institutional development.

#### Strategic Action 19:

Build financial resilience through a diversified and strategic fundraising program that includes major gifts, annual giving, and targeted campaigns.

#### Strategic Action 20:

Prioritize and complete critical restoration work to safeguard the structural integrity and visitor accessibility of the museum's historic buildings.

#### Strategic Action 21:

Implement proactive building management practices to ensure the long-term preservation and interpretive use of heritage assets.

#### Strategic Action 22:

Develop a comprehensive management framework to protect, maintain, and enhance Town-owned public art and cultural objects located off-site.

#### Strategic Action 23:

Align collections development with visitor experience goals to enhance engagement and ensure cohesion across the museum's holdings.

#### Strategic Action 24:

Ensure that museum operations meet evolving provincial standards and demonstrate public accountability through transparent reporting and evaluation.



**STRATEGIC ACTION 19:**

Build financial resilience through a diversified and strategic fundraising program that includes major gifts, annual giving, and targeted campaigns.

**INITIATIVES**

- 45.** Create a five-year fundraising plan to guide annual targets, campaign timing, donor stewardship, and resource allocation.
- 46.** Develop and implement a legacy giving campaign to encourage long-term investment and bequests. Include recognition options beyond the donor wall.
- 47.** Determine the cost of core museum activities and assets (e.g., collections care, weekend tours, camp programs) to inform targeted fundraising appeals. Use this data to launch initiatives like “Adopt an Artifact”.
- 48.** Negotiate and secure a new five-year venue agreement for the Deep Roots Dinner.

**STRATEGIC ACTION 20:**

Prioritize and complete critical restoration work to safeguard the structural integrity and visitor accessibility of the museum’s historic buildings.

**INITIATIVES**

- 49.** Identify and prioritize critical repairs for the Fry Family House and Schoolhouse, based on structural assessments and safety requirements.
- 50.** Apply for relevant grants to support restoration efforts, including federal, provincial, and heritage-specific funding streams.
- 51.** Design and launch a targeted fundraising campaign supporting the preservation of the historic buildings. Include storytelling, visuals, and tangible giving levels (e.g., “Fund a Window” or “Restore a Room”) to drive contributions.

**STRATEGIC ACTION 21:**

Implement proactive building management practices to ensure the long-term preservation and interpretive use of heritage assets.

**INITIATIVES**

- 52.** Develop a Historic Building Management Plan, including a maintenance calendar to guide and track short- and long-term tasks such as floor resurfacing, window glazing, pest management, and seasonal upkeep.
- 53.** Complete a full inventory of all objects housed in the historic buildings. Rehome objects requiring stable environmental conditions to the collections vault for preservation. Reclassify remaining objects as educational to reflect their interpretive purpose and acknowledge environmental limitations like humidity, temperature fluctuations, and public handling.

**STRATEGIC ACTION 22:**

Develop a comprehensive management framework to protect, maintain, and enhance Town-owned public art and cultural objects located off-site.

**INITIATIVES**

- 54.** Identify and document all Town-owned cultural assets located outside the museum, including public art and historical furnishings. Assess whether any items require relocation to the museum vault for preservation.
- 55.** Develop an asset management plan for public art and off-site cultural objects, including protocols for tracking, routine in-person assessments, and maintenance schedules.
- 56.** Investigate the creation of a fund or budget line for public art maintenance to ensure long-term care, conservation, and community value.

**STRATEGIC ACTION 23:**

Align collections development with visitor experience goals to enhance engagement and ensure cohesion across the museum’s holdings.

**INITIATIVES**

- 57.** Develop and implement a Collection Development Plan to guide future acquisitions and ensure alignment with interpretive priorities.
- 58.** Complete a full collections audit to assess current holdings and identify gaps, redundancies, and growth opportunities. Expand the collection to better reflect underrepresented histories and to increase the narrative strength of exhibits.
- 59.** Increase digital access by photographing and updating records for two shelving units annually and publishing at least 50 new records online each year.

**STRATEGIC ACTION 24:**

Ensure that museum operations meet evolving provincial standards and demonstrate public accountability through transparent reporting and evaluation.

**INITIATIVES**

- 60.** Conduct an internal review of current policies to identify gaps and ensure alignment with evolving provincial museum standards.
- 61.** Track and implement new compliance and reporting requirements proactively to maintain eligibility for operating funding.
- 62.** Use the museum’s Annual Report to publicly communicate progress, highlight institutional impact, and demonstrate accountability to funders and the community.









**Lincoln**  
Museum & Cultural Centre  
Home of the Jordan Historical Museum of the Twenty

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