



LAMBTON COUNTY MUSEUMS 2014 – 2018 STRATEGIC PLAN

LAMBTON HERITAGE MUSEUM,
OIL MUSEUM OF CANADA &
LAMBTON COUNTY ARCHIVES

OCTOBER 30, 2013

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INTRODUCTION

The County of Lambton's Cultural Services Division manages three museum facilities – **Lambton Heritage Museum**, **Oil Museum of Canada**, and **Lambton County Archives** – collectively known as **Lambton County Museums**. This Strategic Plan establishes a clear vision for these facilities that reflects the County's needs, assets, constraints and ambitions.

The plan was developed by the Lambton County Museums Steering Committee with the support and guidance of consultant Golder Associates Ltd. The Committee thanks the many elected officials, local stakeholders, interested members of the public and County staff members who contributed their ideas, energy and time to this process. A summary of the planning process is provided in **Appendix A** and an overview of the key messages received from the participants is provided in **Appendix B**.

The role of the museum is continuously evolving as a result of changing technology, demographics, regulations and societal expectations. Museums are no longer simply seen as “community attics” that collect, store and display historical artifacts; they are also expected to play increasing roles in community building, life-long learning, entertainment and economic development.

This plan responds to these changes, and supports the County's existing cultural policies, processes and strategic initiatives. It presents the Lambton County Museums' commitments to:

1. Provide outstanding facilities, exhibits and interpretation,
2. Connect, engage and inspire our community, and
3. Deliver excellence in customer service and museum management.

This is the Lambton County Museums' first strategic plan and it establishes a strong foundation for our future. To succeed with this plan, we need to work closely with our community members, businesses and stakeholders as partners, collaborators and visitors. We look forward to embarking on this journey together, and celebrating our incredible shared heritage and history.

Sincerely,

The Lambton County Museums Steering Committee

- Robert Tremain, General Manager, Cultural Services Division
- Laurie Webb, Curator/Supervisor of Museums
- Connie Bell, Oil Museum of Canada Supervisor
- Dana Thorne, Lambton County Archives Archivist
- Heather Lavallée, Acting Lambton County Archives Archivist
- Steve Arnold, Lambton County Councillor

For more information on the plan and to discuss collaboration opportunities, please contact:

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WHERE WE ARE TODAY

Museums play a critical role in shaping and defining the character and identity of a community. The Lambton Heritage Museum, Oil Museum of Canada, and Lambton County Archives contribute to the cultural economy of Lambton County and provide valuable services to community members, visitors and patrons.

The strategic planning process has allowed the County to reflect and renew our commitment to these museum facilities and establish a strengthened sense of purpose and goals to achieve their full potential. This is especially timely given the evolving roles of museums in the context of changing technology, demographics, regulations and societal expectations. The Lambton County Museums cannot function only as “community attics” that collect, store and display historical artifacts; they are also expected to play increasing roles in community building, life-long learning, entertainment and economic development.

This section presents an overview of the Lambton County Museums' administration, key functions and current strengths, weaknesses, opportunities and threats.

2.1 LAMBTON COUNTY MUSEUMS ADMINISTRATION

Lambton County Museums are overseen by County Council, who ultimately act as the steward for each museum's collections in the public's 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.

The Lambton County Cultural Services Division manages the operations and employees of the three facilities, and also oversees the operation of twenty-six libraries throughout the County, and the Judith & Norman Alix Art Gallery.

The County's overall vision for cultural development flows from the 2007 County Strategic Plan, 2011 County Cultural Plan (*Building a Creative Economy*) and the 2013 Integrated Community Sustainability Plan. All of these highlight the importance of culture to the County and establish relevant strategic directions, areas of effort and activities that are reflected in this Lambton County Museums Strategic Plan. (See Section 7: Alignment with County Plans for more details).

The strategic planning process analyzed input from stakeholders, elected officials, staff, museums experts and members of the public to identify current strengths,

weaknesses, opportunities and threats. These are summarized in **Appendix C**.

This analysis concluded that the County has a solid foundation to build on, with excellent staff, interesting and important collections, some leading edge exhibits and relatively spacious sites and facilities. The most important issues for the Lambton County Museums to address over the period of this strategic plan were:

- **The lack of a clear vision** and specific goals, strategies, priorities and policies to guide decision-making and comply with regulations and best practices;
- **Many exhibits are dated**, have limited interpretation and do not tell the story of the collection in a compelling or interactive way, particularly for children;
- **There is a significant collection backlog**, with inadequate storage, policies and information management systems;
- **There are challenges with building and site maintenance**, accessibility, attractiveness, and compliance with new regulations;
- **There is a need to “bring the museums into the community”** by renewing programs, special events

and outreach activities to engage more residents, visitors and students;

- **Current marketing and communications activities** are not sufficient to reach target audiences;
- **Formal partnerships, fundraising and volunteer programs** are needed to build relationships, address the issues above and enable the delivery of new and higher quality exhibits, programs and services; and
- **There are insufficient resources to renew exhibits and address back-of-house issues** with current budgets, staffing levels and structure. Short-term and long-term solutions are needed to address backlogs and meet best practices.

While these issues are common to all of Lambton County Museums, each site has its own particular challenges and opportunities as described below.

2.2 LAMBTON HERITAGE MUSEUM

Lambton Heritage Museum, established in 1978, is a museum complex that houses over 25,000 artifacts and 10,000 photographs in the permanent collection. The core of the permanent collection is based on the donation of two private collections: Peter Eisenbach of Grand Bend and Fred Walden of Forest. Maintaining the integrity of each of these collections and avoiding dispersal was a major impetus in the formation of Lambton Heritage Museum. For the past 35 years, Lambton Heritage Museum has continued to add to these original collections. The museum complex includes the main museum building and seven outbuildings of historical significance.

With a collection as large as that of Lambton Heritage Museums, renewed investment in collection management is essential to comprehensively manage important artifacts. Key issues to address include the estimated 10 year backlog of artifacts requiring accessioning or cataloguing, storage and access issues, the need for conservation condition reporting, the need to update the deaccessioning policy, as well as legacy issues, are necessary. By getting “Back of House” operations in order, museum staff will be able to balance efforts in

maintaining a high level of customer service by engaging in interpretation and education programs, community activities, and special events at Lambton Heritage Museum.

Lambton Heritage Museum offers school tours and acts as a leader for many community programs and events, such as Heritage Sarnia-Lambton. Improving the quality, diversity, and interactivity of programs and permanent exhibits was identified by the community as a top priority for Lambton Heritage Museum. The 2013 feature exhibit *Shine: Spotlight on Women of Lambton County* was identified by many as representative of type of innovative and engaging exhibit the community would like to see in the future.

Other priorities for the museum include building a stronger volunteer program, improving the quality and availability of interpretation and education programs, and building stronger partnerships with local communities and organizations. Additionally, creating new, flexible space for use in programming, events, community gatherings and facility rental options through a capital expansion has been identified as a long term goal which needs to be addressed.



“ My family loves the Lambton Heritage Museum and feel it is a gem in the community!! The Shine: Spotlight on Women of Lambton County exhibit really encouraged me to visit ”

2.3 OIL MUSEUM OF CANADA

The Oil Museum of Canada is located in the Village of Oil Springs, Ontario at the site of the first commercial oil well in North America. It is a National Historic Site of Canada, and is designated under both Section 29 Part IV (Individual Property) and Section V (Heritage Conservation District) of the *Ontario Heritage Act*. These layers of commemorations and designations result in the need for a comprehensive site management plan to ensure the identified heritage values and attributes of the oil equipment and heritage buildings on the property are being appropriately conserved.

The uniqueness of the scope, focus, and collection of the museum is widely recognized. While several current exhibits and displays would benefit from renewal in both the main building and outbuildings, some recent exhibits, such as the *Foreign Drillers' Tent*, demonstrate the capabilities and potential of the museum. UNESCO World Heritage Site designation is currently being sought for the Oil Museum of Canada by the County Cultural Services Division.

Accessibility concerns have been identified as a pressing issue for the facility that will need to be addressed in order to comply

with provincial regulations. In particular, accessibility regulations will not permit the basement displays to continue to function unless an elevator is installed. Consequently, the County needs to explore options for renovating or expanding the facility over the next five to ten years. This presents an opportunity to develop a compelling, community-supported vision for the site's future development.

The top priorities for the museum identified by the community survey were building strong partnerships with communities and organizations and improving the quality and availability of interpretation and education programs. Other priorities include building a strong volunteer program, and bringing exhibits, programs, and materials out of the facility and into the community.

“ I really enjoy the Oil
Museum of Canada
- friendly staff,
interesting events and
excellent exhibits ”



2.4 LAMBTON COUNTY ARCHIVES

Lambton County Archives is Lambton County's repository for historical documents including land registry information, historical atlases, local business records, genealogical information, as well as photographs, negatives, and digital media. Formerly known as the Lambton Room and operated by the Lambton County Library System, the Lambton County Archives is now part of Lambton County Museums.

The quality of service at Lambton County Archives significantly contributes to its success within the community, and it has been acknowledged as a leader in archival customer service in Ontario. Top priorities identified by staff and the community include the amount of appropriate, environmentally controlled space for storing and conserving artifacts and the need to safeguard restricted items within the collection, implement a deaccessioning policy and improve monitoring of environmental conditions.

Researchers accessing genealogical records are a major audience of Lambton County Archives. New programs and initiatives, such as Historypin, have the potential to introduce new and diverse segments of the community to the services and resources available at Lambton County Archives.

Improving the management, storage, and maintenance of the collection was identified as the top priority for Lambton County Archives by the community survey. Building strong partnerships with communities and organizations as well as a strong volunteer program were also identified as priorities.

I am very impressed with the Lambton County Archives... The staff is so thorough and knowledgeable





*Spot moccasin showing a deer in forest scene. Beaded moccasin
for a child. Made by Mrs. Mary S. Johnson, a member of the
Muskellunge tribe. Circa 1900.*



3

VISION, MISSION AND MANDATE

Vision, mission and mandate statements are the foundation of a museum's work. An effective vision statement expresses a museum's desired impact and outcomes. In contrast, its mission statement expresses its purpose and how it works to achieve its vision. These reflect the museum's mandate which outlines both the range of material culture for which the museum takes responsibility (e.g. academic disciplines, geographical and chronological range, etc.) and the reach of the museum in terms of audience (local, national, international, age focus, families, seniors, etc.).¹

¹ Vision, mission and mandate definitions adapted from Lord, G.D. and K. Market (2007) *The Manual of Strategic Planning for Museums*, AltaMira Press, Lanham, MD

3.1 COUNTY VISION, MISSION, PRINCIPLES AND VALUES

The vision and mission for the County of Lambton as a whole are:²

County Vision	<i>Lambton County: Caring, Growing, Innovative</i>	County Mission	<p><i>Lambton County is a community dedicated to economic growth, environmental stewardship and an enhanced quality of life through:</i></p> <ul style="list-style-type: none"><i>• The provision of responsive and efficient services.</i><i>• Collaborative efforts with our municipal and community partners.</i>
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The County of Lambton has also established a set of principles and values that flow from the mission statement and outline how the organization approaches its operations and relationships³.

County Principles and Values	<p>The County of Lambton believes in:</p> <ul style="list-style-type: none"><i>• Healthy Community</i><i>• Organizational Culture</i><i>• Leadership and Accountability</i><i>• Shared Community of Interest</i><i>• Learning Organization</i>
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The Lambton County Museums support the County's overall vision and operate under its principles and values.

2 Adopted from the County of Lambton Strategic Plan, 2007

3 Adopted from the County of Lambton Strategic Plan, 2007



3.2 LAMBTON COUNTY MUSEUMS VISION, MISSION & MANDATE

As summarized below, the Lambton County Museums all share the Cultural Services Division's overall vision and each organization has its own distinct mission and mandate. Additional information on the mandates and missions of each site is provided in **Appendix D**.

VISION		
Cultural Services Division ⁴	<i>The County of Lambton believes creativity, culture and quality of place are fundamental to building a sustainable, prosperous and diversified economy in Lambton County and providing a superior quality of life for our residents</i>	
MISSION	MANDATE	
Lambton Heritage Museum	The Lambton Heritage Museum tells the stories of Lambton County through the preservation and presentation of artifacts, culture and local history. We encourage the Lambton County community to experience their unique heritage through participatory museum programs and special events	The Lambton Heritage Museum is hereby continued for the purpose of preserving enhancement and presentation of heritage, artifacts, culture and history of the County of Lambton and its surroundings
Oil Museum Of Canada	The Oil Museum of Canada, a National Historic Site, tells the story of Lambton County's important contributions to the development of the world's oil industry. Central to the Oil Heritage Conservation District, the museum benefits local residents and visitors by increasing their understanding and appreciation of this unique industrial heritage area	The Oil Museum of Canada is hereby continued for the purpose of preserving enhancement and presentation of oil heritage, artifacts, culture and history of the County of Lambton and its surroundings ⁵
Lambton County Archives	The Lambton County Archives is a centre for archival material related to the history of Lambton County. Primary responsibilities are preserving the collection of archival material, making this material accessible to the public and assisting the public with local history and genealogical research inquiries	The Lambton County Archives will collect material related to the history of Lambton, including the history of Lambton's residents and families. It will organize, preserve and make available to the public all such materials

4 Building a Creative Economy: A Cultural Plan for Lambton County, 2011

5 This mandate statement has been slightly modified from the formal mandate in the Oil Museum of Canada's bylaws, which will be updated as part of the implementation of this Strategic Plan.



Through the Eyes of a Mail-Man
A Tribute to Canada's Postal Workers





4

OUR SHARED GOALS & STRATEGIES

The Lambton County Museums have developed three shared goals and associated strategies for 2014 – 2018. A five-year implementation plan that assigns actions, responsibilities and timelines is provided in **Appendix E**, and will be updated annually by the County.

“

I would like to see more interactive exhibits, better interpretive displays and more effective use of technology

”

“

More workshops, programs and special events related to the collection and the mandate

”

STRATEGIES	GOAL ONE Provide outstanding facilities, exhibits and interpretation	GOAL TWO Connect, engage and inspire our community	GOAL THREE Deliver excellence in management, operations and customer service
	<p>1.1 Improve collections management and address backlog</p> <p>1.2 Implement a schedule of dynamic, changing exhibits that focus on local stories</p> <p>1.3 Develop a long-term vision and plan for facility maintenance and improvements</p> <p>1.4 Pursue World Heritage Site designation (Oil Museum of Canada)</p>	<p>2.1 Make our collections more available online and in the community</p> <p>2.2 Implement a comprehensive marketing and communications plan</p> <p>2.3 Connect with the public through improved programs, events and special activities</p> <p>2.4 Expand partnerships with local municipalities and organizations</p> <p>2.5 Expand opportunities for volunteers, students and researchers</p>	<p>3.1 Improve and align management systems, policies and plans</p> <p>3.2 Develop a sustainable and diversified revenue and fundraising model and strategy</p> <p>3.3 Improve reporting to stakeholders and the general public</p> <p>3.4 Empower staff to seek continual improvement and deliver the best customer service in the province</p>



5

EXHIBIT PRIORITIES

Exhibit renewal is a key overarching theme of this Strategic Plan. Community members and stakeholders emphasized the importance of updating older displays and developing more interactive and dynamic exhibits that celebrate the County's rich heritage and stories. These exhibits need to be supported by in-person and online programs and interpretation that intrigue, inspire and engage both residents and visitors alike.

Two current exhibits represent the type of innovative and engaging exhibits the community would like to see in the future. *Shine: Spotlight on Women of Lambton County* exhibit at Lambton Heritage Museum is noteworthy for its use of artifacts to tell local stories, its integration of technology, its exhibit design, and community engagement process. Similarly, the *Foreign Drillers' Tent* exhibit at Oil Museum of Canada is noteworthy for its use of technology to highlight the international impact of local individuals, its applicability of integrating a physical exhibit with an online exhibit, and its linkages to a significant aspect of the site's collection.

Lambton County Museums are committed to developing a five-year Exhibit Renewal Plan for each facility, and then seeking the partners and funding needed to make it happen. This renewal will be a powerful lever for attracting and capturing the imagination of visitors, partners, donors and volunteers.

The Exhibit Renewal Plans will be guided by the following principles:

- **Interactive exhibits** that allow visitors to experience their heritage with all of their senses, particularly for families, children and students,
- **Attractive and accessible displays and signage** that are accessible to all visitors,
- **Dynamic interpretation** that tells the stories of the collections, using multi-media technology and tools as well as in-person engagement (e.g. guides, demonstrations),
- **Diverse exhibits** that change regularly through the use of temporary exhibits, special events and the gradual renewal of permanent exhibits,
- **Accessible online** collections and virtual exhibits, and
- **A greater focus on stories** that bring to life the diverse local history, heritage and communities.

Specific exhibit ideas to be considered for each facility are provided below:

Lambton Heritage Museum	Oil Museum Of Canada	Lambton County Archives
<ul style="list-style-type: none">• Spotlights local community and ethnic group histories (e.g. Dutch, Slovak, Scots, French Canadians)• Exploration of First Nations history and heritage• Anniversary of the First World War• City of Sarnia 100th Anniversary• Inclusion of interactive, family-friendly components in all exhibits, both temporary and permanent	<ul style="list-style-type: none">• The Story of Oil in Canada – Past, Present and Future• Historic railway station interpretation• Additional modules for the Foreign Drillers' Tent	<ul style="list-style-type: none">• Increasing content on Historypin channel to share photographs from our collection online• Online finding aids to help researchers access our collection and to aid in their research• Outreach programming to teach genealogical research methods• Online exhibits on our new website to share documents, records, and photographs from our collection



6

ALIGNMENT WITH COUNTY PLANS & POLICIES

The Lambton County Museums 2014-2018 Strategic Plan is closely aligned with and supports the key planning documents at the County, including the Lambton County Strategic Plan (2007), the County of Lambton Integrated Community Sustainability Plan (2013) and *Building a Creative Economy: A Cultural Plan for Lambton County* (2011). A brief description of the specific linkages with each plan is provided below.

The **Lambton County Strategic Plan** (2007) provides overarching guidance in effective planning and prioritization in managing the diverse interests of residents of Lambton County. Its vision – *Lambton County: Caring, Growing, Innovative* – positions the County as “*a community dedicated to economic growth, environmental stewardship and an enhanced quality of life through: the provision of responsible and effective services; and, collaborative efforts with our municipal and community partners.*”

The Lambton County Museums Strategic Plan directly or indirectly supports the following areas of effort outlined in the County-wide strategic plan:

- Achieve clear direction for tourism development within the County that integrates the overall economic renewal vision and strategies,
- Develop and implement a comprehensive communications plan,
- Supports the available range of cultural services that contribute to being a learning community,
- Respond to the evolving needs of an aging population,
- Actively pursue collaborative opportunities with our community partners,
- Create a progressive organizational culture, and,
- Undertake a partnership enhancement initiative.

These areas of effort have been incorporated into Lambton County Museums Strategic Plan to emphasize cross-linkages with the *Lambton County Strategic Plan*.

The 2013 ***County of Lambton Integrated Community Sustainability Plan*** (or ICSP) is another key overarching policy document for the County. The ICSP identifies culture as the “glue” which binds together environmental responsibility, economic health, and social equity as the fourth pillar of sustainability. Heritage, creativity, and diversity are recognized as crucial elements of a sustainable community. In keeping with the principles of the ICSP, the Lambton County Museums Strategic Plan presents a variety of activities that will help to improve the environmental performance of the facilities and build the County’s sense of shared identity and purpose, social capital, vitality and resilience.

Building a Creative Economy: A Cultural Plan for Lambton County (2011) outlines the County’s vision for cultural development and its link with local economic growth and enhancing quality of life.

The Lambton County Museums Strategic Plan has adopted the Cultural Plan’s vision and directly or indirectly supports all of its nine priority strategies:

1. Integrated planning for culture,
2. Marketing and promoting cultural resources,
3. Growing the creative cultural economy,
4. Growing cultural tourism,
5. Culture and local food,
6. Enriching the Lambton County identity,
7. Coordination and collaboration in the Cultural Sector,
8. Cultural spaces and facilities, and,
9. Natural and cultural heritage.

These three plans will be referenced throughout the implementation of this Strategic Plan, and reviewed as part of annual work planning. The integrated structure of Lambton County’s Cultural Services Division provides the opportunity for continuous interface, cooperation, and co-delivery with the potential to build capacity for the creative and cultural sectors by facilitating collaboration, shared resources, and developing shared goals to ensure sustainability.



7

IMPLEMENTATION, MONITORING & REPORTING

This Strategic Plan lays out an ambitious set of goals, strategies and actions to guide the next five years of the Lambton County Museums' development. This section outlines how the County will approach implementation, monitoring and reporting.

The Lambton County Museums' implementation activities are overseen by the County Council, who ultimately act as the steward for each museum's collections in the public's trust. Operational planning is led by the Curator/Supervisor of Museums working closely with a Museums Management Team comprised of the General Manager, Cultural Services Division, Oil Museum of Canada Supervisor and the Lambton County Archives Archivist.⁶

⁶ The roles of Lambton Heritage Museum Curator and Supervisor of Museums are currently combined into a single position. This greatly reduces the time available to curate exhibits at LHM and will be revisited as part of the review of staffing levels and resources.

The County will use the following practices to guide the implementation of this plan:

- **Annual work planning.** The County will develop an integrated annual work plan and budget that addresses all three facilities and follows the structure of this Strategic plan and outlines quarterly activities and milestones.
- **Progress monitoring and course correction.** The Museums Management Team will meet quarterly to report on progress against and update the annual work plan as needed. Additional meetings will be held as needed to review overall progress against the strategy, respond to issues and challenges, and develop the following year's work plan.
- **Reporting.** Starting in 2014, an annual report will be produced for stakeholders, council members and the general public. This report will summarize key activities, accomplishments and milestones and report on progress against the Strategic Plan and targets.
- **Strategic plan updates.** This is the first museums' strategic plan, and it is inevitable that challenges will arise with its implementation. It also outlines a number of key planning activities for 2014 that will shape the remaining four years of the strategy. The County will therefore conduct a comprehensive review and update of the plan during year two (2015), followed by light annual reviews. A new strategic plan for the period 2019 – 2023 will be developed in 2018.



7.1 MEASURES OF SUCCESS

The County has identified a number of key milestones and targets for each of the three goals that it is committed to achieving over the period of the strategic plan. These measures of success can only be achieved if the County is successful with delivering all of the activities described in Section 5: Commitments to Action above. Lambton Museums' staff will track and report on progress annually.

MEASURES OF SUCCESS		
1) Provide outstanding facilities, exhibits and interpretation	2) Connect, engage and inspire our community	3) Deliver excellence in management, operations and customer service
<p>1.1. By 2018, 100% of artifacts in each site's major collections have been entered into the database and digitized.</p> <p>1.2. Starting in 2015, 100% of new artifact donations are entered into the database and digitized within six months of being donated to each site.</p> <p>1.3. By 2018, 100% of each site's major collections have been reviewed and rationalized and all planned deaccessioning has been completed.</p> <p>1.4. By 2018, at least one new collections publication has been produced at each site.</p> <p>1.5. By 2018, long-term plans for facility maintenance, improvements and expansion (as applicable) have been developed and approved for each site, pending funding.</p> <p>1.6. By 2018, a community story collections project (e.g. oral history) is in place at each site.</p> <p>1.7. By 2018, update and renewal of 50% of permanent exhibits (Lambton Heritage Museum and Oil Museum of Canada only)</p> <p>1.8. By 2018 the following onsite usage targets for each site have been achieved (relative to 2013 or 2014 baseline data depending on availability):</p> <ul style="list-style-type: none">a. 50% increase in total annual participation rate from visitors, programs and onsite events (Lambton Heritage Museum and Oil Museum of Canada only)b. 50% increase in total annual users (Lambton County Archives only)	<p>2.1. By 2018 the following offsite and online usage targets for each site have been achieved (relative to 2013 or 2014 baseline data depending on availability):</p> <ul style="list-style-type: none">a. 100% increase in annual exposure to community members through offsite events and displays,b. 100% increase in online traffic from website and social mediac. 100% increase in the number of active volunteers and volunteer hours	<p>3.1. By 2018, achievement of annual fundraising and sponsorship targets (e.g. number of donors and total amount donated) that are established starting in 2014</p> <p>3.2. By 2018, >75% of visitors and members report they are "highly satisfied" with the museum exhibits and customer service (measured by evaluation forms and surveys)</p> <p>3.3. Production of Annual Report starting in 2015 (for the year 2014)</p>



Lambton Heritage



8

IN CLOSING

“

I think our county museum facilities are excellent...they are an extremely important part of our community

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This strategic plan presents an ambitious vision for the future of the Lambton County Museums' three facilities: Lambton Heritage Museum, Oil Museum of Canada, and Lambton County Archives. It outlines the County's commitment to providing outstanding facilities and exhibits, connecting with the community and delivering excellence in management, operations and customer service. It also highlights the important cultural, social and economic roles that these three facilities play in the County and identifies the key changes they need to make to improve their relevance, quality, viability and accessibility into the future.

Perhaps most importantly, this plan presents a renewed invitation to community members and stakeholders to work with the County to preserve, promote and celebrate our shared heritage and history. It outlines how the County will continue to work to connect, engage and inspire our community through enhanced partnerships, communications, online resources, offsite activities and volunteer opportunities. This collaboration and community building will be an essential part of the implementation process.

The Lambton County Museums Steering Committee envisions this plan as a blueprint and “living document” that will continue to develop and change over time. We look forward to embarking on this journey with our community, and turning our shared vision into reality.

APPENDIX A: SUMMARY OF STRATEGIC PLANNING PROCESS

A three phase approach was undertaken for the strategic planning process including Analysis, Engagement, and Planning. Golder Associates Ltd. was retained to work with the Lambton County Museums Steering Committee to deliver the process and develop the plan. The key activities in each phase are summarized below.

1. Analysis

This phase started with an assessment of the current state and context of each site, the legislative and policy context for Lambton County and the lower-tier municipalities, and an environmental scan of Lambton Heritage Museum, Oil Museum of Canada, and Lambton County Archives. The assessment included a comprehensive document review, site visits (July 16-18, 2013) and consultation with Lambton County Museums staff and the Steering Committee. The output was a comprehensive Background Report summarizing the current context, issues, assets and challenges.

2. Engagement

This phase was comprised of three major engagement activities:

- a. **Stakeholder Consultation.** Ten stakeholders identified by Lambton County staff were interviewed in August – September 2013 to solicit their perspective on Lambton County Museums.
- b. **Community Survey.** Data from 147 surveys completed by community members on August 7–29, 2013 was collected and analyzed to identify strengths, weaknesses, future vision, and desired activities for Lambton County Museums.
- c. **Public Workshops.** Three public workshops were held on September 16–17, 2013 with the intent of seeking community feedback on draft goals and input to assist the development of Lambton County Museum Strategic Plan.

The engagement process and findings were summarized in A Public Consultations Findings Report. A summary of the key messages from public input can be found in **Appendix B** below.

3. Planning

This phase synthesized the results from the work completed to date into the draft and final Lambton County Museums Strategic Plan which was approved by the Steering Committee on October 31, 2013.

APPENDIX B: SUMMARY OF KEY MESSAGES FROM PUBLIC INPUT

Community engagement was a critical input to the strategic planning process for the Lambton County Museums. A staff survey, stakeholder consultation, a community survey, and three public workshops were undertaken as the major community engagement activities for the strategic planning process.

The key messages from each of these activities are summarized below.

1. Staff Survey

An online survey of Lambton County Museums staff was completed from July 31 – August 7, 2013, supplemented by interviews as desired. Respondents validated the importance of establishing a more cohesive vision for the museums shared by administration, management, staff, and the community.

The top three issues to be addressed identified by staff were facilities, funding, and strategic directions and standards. Staffing and community engagement closely followed. The top three strengths of the Lambton County Museums identified by staff were: staff/customer service, the collections, and the unique experiences offered by each site. Staff respondents also identified several key challenges, including: community apathy and engagement, availability of funding, the 10-year collection backlog, and challenges with the buildings and sites. Harnessing local groups, promotional activities, and the use of technology were identified as opportunities to leverage.

2. Stakeholder Consultation

Ten stakeholders were identified by Lambton County staff and interviews were completed in August – September, 2013. Each interview focused on the strengths, challenges, and future directions for Lambton County Museums. Common strengths identified were the staff members and the quality and importance of the collections. A lack of marketing and promotions, as well as the slow rate of renewal of exhibits were identified as weaknesses. Common recommendations for improvement emphasized improved marketing and promotions, stronger connections with the public through outreach and stories, developing new revenue approaches, creating more dynamic and changing exhibits, and expanding program and amenities for schools and children.

3. Community Survey

A community survey was conducted between August 7-29, 2013; 147 responses were collected through the online and paper surveys. The data was analyzed to identify strengths, weaknesses, future vision, and desired activities for Lambton County Museums. The survey respondents included community members, museum volunteers, museum partners or stakeholder organizations, and visitors to Lambton County Museums. Respondents were from all over Lambton County, with every municipality represented.

The majority of respondents rated the quality of the collections, exhibits, sites, buildings, amenities and the overall value of the museums as “good” or “excellent.” Some respondents indicated they did not feel the content of the museum was “highly relevant,” with some disparity between the facilities. Many respondents indicated the use of technology was good, but

many also identified the need for improvement. A small portion of respondents indicated the marketing and communications for Lambton County Museums was effective.

Community survey respondents were also invited to rank the priorities for long-term success at Lambton County Museums. Responses were fairly consistent for all three sites. The top three overall responses were:

- » Building strong partnerships with communities and organizations,
- » Building a strong volunteer program, and
- » Improving the quality and availability of interpretation and education programs.

At the conclusion of the multiple choice and ranking questions, community survey respondents had the ability to offer comments regarding what they would like to see and not like to see in the future for Lambton County Museums. Key ideas emerged, including:

- » Need for exhibition renewal,
- » Importance of site maintenance,
- » Emphasizing a local focus,
- » Developing partnerships,
- » Balancing change and legacy,
- » More programs and special events,
- » Space for community events/venue,
- » Increased evening and weekend access,
- » Maintain the high quality of staff and customer service, and,
- » Appropriate use of technology.



4. Public Workshops

Three public workshops were undertaken at three different locations (Sarnia Library, Oil Museum of Canada, Lambton Heritage Museum) the afternoons and evenings of September 16-17, 2013. In total, nineteen members of the community, three Councillors, and nine staff members attended the workshops.

Community members in attendance at the public workshops were in support of the draft goals and the emerging direction for Lambton County Museums. There was invigorated drive to develop priorities and set realistic goals and timelines, with a sooner-rather-than-later emphasis. Comments received at the public workshop emphasized the importance of retaining existing community supporters, as well as to engage with community members less familiar with Lambton County Museums.

APPENDIX C: SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

As part of the strategic planning process, input and feedback was solicited from community members in the form of a community survey, public workshops, and stakeholder interviews regarding Lambton County Museums. Information obtained from these sources was used to identify strengths to build on, weaknesses to address, opportunities to explore, and threats to manage (below).

Strengths to Build On	Weaknesses to Address	Opportunities to Explore	Threats to Manage
<ul style="list-style-type: none"> • Staff members' dedication, passion, and knowledge • County offers unique experiences, history and heritage • High-quality and important collections and exhibits • Large size of facilities and sites • The County's longstanding commitment and interest in museums, culture and heritage • Access to County infrastructure, funding and services • Supportive County policy framework (e.g. Cultural Plan) 	<ul style="list-style-type: none"> • Slow pace of exhibit turnover and limited interpretation • Significant collection management backlog (e.g. documentation, digitization, storage, deaccessioning) • Some facilities require building and site improvements (e.g. environmental controls, signage, site maintenance, accessibility, storage) • Current funding model is highly dependent on tax revenues • Lack of clear goals, targets and performance measures • Outdated policies and standards • Limited staff availability for interpretation and back-of-house activities • Limited formal mechanisms for community partnership and volunteer management • Geographic dispersion of facilities relative to population centres • Marketing and communications • Low attendance levels compared with market potential 	<ul style="list-style-type: none"> • Engagement with school boards and schools • Collaboration with other facilities and like-minded organizations • Regional tourism activities and visitors to leverage • New in-person and online technologies and tools • Increasing interest from local municipalities in partnership • Staff demographics and renewal • Cultural organizations and creative economy 	<ul style="list-style-type: none"> • Changing attitudes, expectations and interest regarding heritage, history and the role of museums • Changing County demographics • Economic and funding conditions

APPENDIX D: ADDITIONAL INFORMATION ON VISION, MISSION AND MANDATE

Lambton Heritage Museum is entrusted with the care of over 25,000 family and corporate artifacts depicting the history of Lambton County. The 50,000 square foot complex, located on 30 acres in Lambton Shores and is comprised of eight buildings, five of which are historic structures re-located to the site. The Museum has attracted 770,000 visitors since opening in 1978.

The Oil Museum of Canada National Historic Site is located in Oil Springs, attracting 4,500 visitors per year to the world's first commercial oil field. The Museum is located on 10 acres, and is comprised of seven buildings, four of which are historic structures, two holding Ontario Heritage Designations. The Oil Museum recently partnered with community and planning stakeholders to achieve the designation of Ontario's first industrial Heritage Conservation District.

The Collection Policy for The Lambton Heritage Museum and Oil Museum of Canada are currently combined in one policy, as part of By-Law No. 54 of 1981. The key components of this policy are:

1. The collection of artifacts should, where possible, pertain to the history of the County of Lambton.
2. Items should be declined if they are out of context, incomplete, duplicate objects presently in the collection, or if we simply do not have accommodation for them.
3. Any artifacts originating outside the immediate geographical area should have played a historical role within the area.
4. Careful consideration should be given to an object's appeal and usefulness when exhibited, and to its educational value with regard to relating the County's history and development.
5. As a general guideline, only artifacts more than 50 years old are collected. In a few cases, more recent items may be suitable to relate to a particular event in the history of the County.
6. As long-term goals, the collection should develop in such a way that it interprets the histories and development of all geographical and political parts of Lambton County. Ideally, incoming items will relate to the most important aspects of those people and events for which Lambton is, or has been, famous.

The Lambton County Archives is the primary archives and genealogy centre for the County, providing public access to family records, census, local histories, maps, births, marriages and deaths. Newspapers such as the Sarnia Observer, Petrolia Topic and Forest Standard detail County history from its inception. Corporate records, Land Registry Information, historical atlases, Women's Institute Records and Tweedsmuir Histories provide the base information from which authors, playwrights, songwriters and others celebrate the past and people of Lambton County

The Collection Policy for the Lambton County Archives is part of the "Lambton Room Policy" approved April 12, 1995. The key components of this policy are:

1. The Lambton Room will collect materials related to the history of Lambton, its municipalities, institutions, organizations, businesses, families, individuals, activities, and events. These will include print materials, microforms, photographs, and electronically stored information.
2. It will collect materials that relate to places other than Lambton only in so far as they have a bearing on the history of Lambton.
3. It will also collect those general genealogical reference materials that are of interest to researchers using the Lambton Room, including census records, local newspapers, family and local histories, vital statistics, directories, cemetery records, church records etc.
4. The Lambton Room will not collect materials that are irrelevant to its mandate. Nor will it collect three-dimensional artifacts or work of art or materials that cannot be housed in the Lambton Room. Materials that have restricted use will not be included in the collection.



State of Collecting - Lambton Heritage Museum

Lambton Heritage Museum actively collects materials that are directly related to its mandate, and the collection policy referenced above. However, Lambton Heritage does collect materials outside of this policy, as the policy is outdated and requires review. In particular, the Museum does collect materials that are newer than 50 years, as contemporary collecting is a key part of building and expanding our collection base. Additionally, to keep the public interested, and to adequately preserve and tell the story of Lambton's history, contemporary collecting is required.

Collection policy Item #3 also needs to be reviewed as Lambton Heritage Museum has material in the collection that is not necessarily directly related to Lambton's history, but comprises a sub-collection of material that is of wider significance (such as the Pressed Glass collection). There is potential to expand this aspect of collecting to include items as the early furniture of Western Ontario, significant fossil collections, archeological assemblages or early Ontario industry.

State of Collecting - Oil Museum of Canada

Having a combined collection policy with Lambton Heritage Museum poses challenges for the Oil Museum of Canada. The Oil Museum collection has developed over the past 50 years to be a very specific and important collection of material relating directly to oil and energy history in Canada. As such, much of the collection policy above is not relevant to the Oil Museum. Collecting the County's history is a task that Lambton Heritage Museum fulfills, whereas the Oil Museum fills a technical and specialized topic within the County history.

State of Collecting - Lambton County Archives

The Lambton County Archives follows closely the collection policy as outlined above. Over the past 18 years however, collecting practices have expanded slightly to include materials that are restricted under Privacy Legislation, in direct contrast to collection policy item #4. This was done in response to requests from local organizations, which were at risk of losing archival material to disposal if the Archives could not accept it. These materials will become publically available as the timelines for public access are met. In response, staff training has increased and restrictions have been placed on material in the collection. The collection policy at the Archives requires an update to reflect these trends, and to reflect the name change of the facility.

Collection Policy Review and Renewal

During the first year of implementing the Strategic Plan, the collection policies at all three sites will be reviewed to ensure they are accurate, reflect what each site is collecting and preserving, and target the future collecting needs of each site. Specifically, separate collection policies will be developed to ensure that each site has a sound basis for accepting or rejecting donations and collection material. The collections at all three sites will then be reviewed to compare against their respective policies.

APPENDIX E: IMPLEMENTATION PLAN

The tables below present a summary of priority implementation actions for the Lambton County Museums in each of the goal and strategy areas. Each action is assigned to a lead organization, either Lambton Museums Administration (ADM), Lambton Heritage Museum (LHM), Oil Museum of Canada (OMC) or Lambton County Archives (LCA). Activities that apply to all three facilities are marked "All".

These commitments will be reviewed and updated annually.

GOAL 1: PROVIDE OUTSTANDING FACILITIES, EXHIBITS AND INTERPRETATION

ACTION	LEAD	SCHEDULE
1.1 Improve collections management and address backlog		
a. Seek funding for a one-time “backlog project” to address the collection backlog (accessioning or cataloguing the collection), update the collections database system and complete the digitization of all artifacts	ADM	2013-2014
b. Develop and implement digitization standards for all digital work done at the Museums	ADM	2013-2014
c. Implement backlog project	All	2014-2015
d. Review and update collections policies for all facilities with focus on mandate	All	2014
e. Review storage system to identify future needs and short-term solutions to ensure preservation of artifacts	All	2014-2015
f. Implement publicly-accessible online database for searching and viewing collections	All	2015-2016
g. Initiate discussions to review and renew approach to founding collection and legacy	LHM	2015-2016
h. Hire short-term contract staff to input collections information in the database (part of MAP project)	ADM	2014-2015
i. Review and rationalize collections at each site. Determine materials for deaccession, and gaps to target for collection.	All	2014-2018
j. Address backlog of catalogued materials at LHM & LCA	LHM/LCA	2015-2017
k. Develop a proactive process to engage community members in identifying and collecting local artifacts and stories of significance	ADM	2016
l. Review and determine historical loan material status	OMC/LHM	2014-2015

ACTION	LEAD	SCHEDULE
1.2 Implement a schedule of dynamic, changing exhibits that focus on local stories		
a. Review current exhibits and create specific exhibit plans	LHM/OMC	2014-2015
i. Review display labels and interpretive text and identify opportunities to improve accessibility and animating the stories behind the collection		
ii. Review current usage of permanent and temporary exhibit space to identify opportunities for improvements and more rapid renewal		
iii. Develop a five-year plan for new and permanent exhibits at each facility with public input, including funding and resource requirements		
iv. Establish and implement exhibit maintenance standards and schedule		
b. Creation of a comprehensive volunteer program	LHM/OMC	2016
i. Explore opportunities to use volunteers and local talent to animate exhibits and provide interpretation		
ii. Explore opportunities to use volunteers to increase accessibility of the archival collection	LCA	2015
c. Develop and implement a plan to create more family and child-friendly activities and displays at each facility	OMC/LHM	2014
d. Review and improve process for selecting and rotating the temporary display space for new donations	LHM/OMC	2015
e. Seek funding to produce at least one new publication based on the collection of each facility	All	2017-2018
f. Engage with the community and volunteers to partner in the creation of exhibits, both temporary and permanent	All	2015-2017
g. Review the recently updated Exhibit Policy	All	2014
h. Maximize existing assets at LHM that require additional work to bring them to fruition, ready to share (e.g. native archaeology drawers, nature trail)	LHM	2014-2016

ACTION	LEAD	SCHEDULE
1.3 Develop a long-term vision and plan for facility maintenance and improvements		
a. Assess need and timing for environmental control upgrades at all facilities	LHM/OMC	2013-2014
b. Review current lighting at LHM & OMC and utilize upper level of government funding programs to upgrade all lighting (interior and exterior) at both sites	LHM/OMC	2013-2016
c. Assess all options (renovation, expansion, demolition and reconstruction) for complying with AODA accessibility requirements at OMC and present recommendation and budget to Council. Link this process with development of a long-term vision for the development of the OMC.	OMC	2017
d. Identify short and long-term opportunities to improve the environmental performance of the three facilities (e.g. energy efficiency, waste production, office management, procurement etc.)	ADM	2015-2018
e. Implement short-term solutions to improve signage, visibility and “curb appeal” of all three facilities	ALL	2014-2015
f. Clear and clean up the nature trail including adding elements to explore along the trail to better utilize our large landscape	LHM	2014-2015
g. Assess short, medium and long-term display, storage, meeting and office needs and options (including renovations and expansion) for all facilities and prepare recommendations, in consultation with the community	All	2015
h. Develop options and budgets for a 10-year plan for maintenance, improvements and capital investments at all three sites in consultation with community stakeholders	ADM	2016
i. Implement and report on approved plan, including an annual plan review and update as part of the budget process	ADM	2015-2017
1.4 Pursue World Heritage Site designation (Oil Museum of Canada)		
a. Ongoing management of National Historic Site, Part IV & V Ontario Heritage Act designations	ADM/OMC	2015
b. Develop Site Management Plan	ADM/OMC	2016
c. Policy application/ implementation to support UNESCO designation	ADM/OMC	2016
d. Clarify current status and projects	ADM	2014
e. Gather and consolidate all material related to the process	ADM	2014
f. Create formal committee to oversee the process and advocate on its behalf	ADM	2014

GOAL 2: CONNECT, ENGAGE AND INSPIRE OUR COMMUNITY

ACTION	LEAD	SCHEDULE
2.1 Make our collections more available online and in the community		
a. Explore options for sharing collection outside of museum facilities, such as displays in satellite locations (e.g. libraries, community centres) and mobile displays (e.g. museum-mobile)	ADM	2014-2015
b. Implement at least one off-site display pilot project (e.g. Shine exhibit Guiding Beacon banners)	LHM	2014
c. Expand off-site display options based on pilot project results and funding	All	2015-2016
d. Deliver virtual exhibit project	OMC/LHM	2013-2015
e. Launch new website	ADM	2014
f. Develop a plan for making the collections searchable and viewable online, including technology and budget requirements and recommendations	ADM	2015
g. Implement preferred option for online collection	ADM	2015
h. Expand presence and use of social media to share stories and information on collections	ADM	2014-2018
i. Seek funding to develop a mobile application that brings history alive in the County (e.g. a guided driving or walking tour)	ADM	2017
j. Explore options to put historical signage throughout the County in cooperation with local municipalities.	ADM	2016
k. Creation of finding aids for major collections in the LCA that can be accessed online by researchers	LCA	2014-2016
l. Creation of Museum site tours in languages other than English (either written or audio tours) for the large number of international visitors who visit OMC	OMC	2017-2018
m. Digitize and otherwise recycle/share existing assets that are in storage and not accessible (e.g. labels from Dutch, Slovak, and Scot exhibitions, Made in Lambton, newsletter articles)	LHM	2014-2018
2.2 Implement a comprehensive marketing and communications plan		
a. Develop an annual marketing and communications plan that encompasses all three sites	ADM	2014
b. Create a museum brand and logo that is easily identifiable for each museum site	ADM	2015
c. Conduct market research and develop an updated comprehensive marketing and communications plan for each facility, including budget implications and recommendations	ADM	2015-2016
d. Leverage the Heritage Sarnia-Lambton Network for joint marketing and promotions	ADM	2015

ACTION	LEAD	SCHEDULE
e. Identify and engage with strategic marketing partners for each facility (e.g. tourism organizations, the Pinery, local businesses) to identify visitor interests and tailor marketing materials and programs	ADM	2015
f. Review and update existing marketing materials	ADM	2014-2015
g. Identify, package and co-promote complementary activities for visitors to the museum (e.g. recreation, shopping, tourism)	ADM	2016
h. Work with the County of Lambton's Marketing and Communications Coordinator to take advantage of county-wide advertising opportunities	ADM	2014
2.3 Connect with the public through improved programs, events and special activities		
a. Review, revise and expand programs for students and schools in consultation with school boards, including updating current materials and exploring the potential for day-camps, curriculum development and both onsite and off-site activities	ADM	2016
b. Develop a five-year plan for recurring and special events (e.g. workshops, speakers, celebrations) at the museums that features local communities, seasonal activities and milestones (e.g. 150th anniversary of Oil Springs)	ADM	2014
c. Develop and apply a consistent policy for hosting and delivering third-party events and activities to minimize disruption and maximize benefits. This will address both mission-related (e.g. heritage events) and non-mission related (e.g. community meetings, craft fair, Paint Ontario, weddings/ banquets) activities.	ADM	2015
d. Pilot at least one new special event at each facility	ADM	2015-2016
e. Review recently updated Education & Interpretation Policy	All	2014
2.4 Expand partnerships with local municipalities and organizations		
a. Create partnership guidelines and agreement templates for working with other municipalities, businesses, networks and other organizations (e.g. objectives, selection criteria, joint activities, mutual recognition, measures of success etc.)	ADM	2015
b. Create partnership guidelines and agreement templates for working with other museums (e.g. objectives, selection criteria, joint activities, mutual recognition, measures of success, collections management etc.)	ADM	2015
c. Engage strategic organizations (e.g. school boards, Heritage Sarnia-Lambton Network, Fairbank Oil, County municipalities, Clerk's offices) to pilot new partnership activities	ADM	2015

ACTION		LEAD	SCHEDULE
d. Monitor, evaluate and report on partnership activities, outcomes and direct and indirect benefits		ADM	2015-2018
e. Explore grant and funding options for partnership and network activities		ADM	2016
f. Create and implement a Facility Use Policy, including rentals		ADM	2014
g. Review existing partnerships and update agreements		ADM	2014-2015
h. Create relationships with local First Nations communities and ensure that their needs, interests, and histories are represented in our collections, exhibits, and programs.		ADM	2016
i. Explore potential for establishing a formal or ad-hoc partner group for each facility to provide advice and support fund-raising.		ADM	2017
2.5 Expand opportunities for volunteers, students and researchers			
a. Work jointly with staff members, union officials and legal counsel (liability) to identify a clear set of roles and activities suitable for volunteers, interns, students and researchers at each facility	All		2013-2014
b. Develop a formal program for local volunteers at each facility and identify a set of recommended volunteer projects and activities	All		2014
c. Develop a formal program for working with students, interns and researchers and identify a set of recommended projects and funding options	All		2015
d. Work with local high-schools and colleges to identify opportunities	ADM		2016
e. Develop guidance and training materials for volunteers at each site	ADM		2015
f. Review the recently updated Community Policy	All		2014
g. Review the recently updated Research Policy	All		2014
h. Develop program to increase access to a particular collection in LCA in 2014 and encourage student interns to volunteer	LCA		2014

GOAL 3: DELIVER EXCELLENCE IN MANAGEMENT, OPERATIONS AND CUSTOMER SERVICE

ACTION	LEAD	SCHEDULE
3.1 Improve and align management systems, policies and plans		
a. Revisit and revise (as needed) the mandates at all facilities to respond to community interest, the long term vision for each site and legacy issues	ADM	2014
b. Review and update policies to comply with new provincial requirements	ADM	2014
c. Compile a comprehensive policy and procedures manual for each site	All	2013-2014
d. Actively participate and work to align relevant County, municipal and provincial policies with County history and heritage needs and priorities	ADM	2016
e. Assess long-term options for adjusting staff structure, policies and facility operating hours to better meet community needs, balance front and back-of-house priorities and reflect priorities, best-practices, fund-raising needs and resource constraints.	ADM	2015-2016
f. Assess and pilot short-term changes to staff structure, policies and operating hours to support administration and back-of-house needs during the first year of this Strategic Plan.	ADM	2014
g. Develop a community advisory group for each site with a mandate to provide policy, program and exhibition advice, support fundraising activities and build community relationships and profile	ADM	2017
h. Improve communication within and among the three museum sites to ensure all have equal knowledge and access to information	ADM	2014
3.2 Develop a sustainable and diversified revenue and fundraising model and strategy		
a. Evaluate options and benefits for changing fee levels and structure (e.g. donations, Heritage Sarnia-Lambton annual membership, community days, peak and off-season rates, etc.)	ADM	2014
b. Develop an updated business plan and revenue model with more diverse funding and revenue streams	ADM	2016
c. Develop a fundraising and donor program and supporting structures (e.g. Friends of the Museum) for each facility to support renewal of collections, exhibits, events and facilities	ADM	2017
d. Engage Oil Museum Foundation to strengthen membership and fundraising functions	OMC	2015-2017
e. Conduct an annual membership drive	LHM/OMC	2016
f. Review LCA membership program and determine how to maximize contact opportunities with members	LCA	2014
g. Install debit machines at all three sites for customer service and greater payment options	ADM	2014

ACTION	LEAD	SCHEDULE
3.3 Improve reporting to stakeholders and the general public		
a. Develop a set of targets, performance measures and service standards for each goal area and function (e.g. collections, exhibits, programs, services, attendance, satisfaction, financial, etc.)	ADM	2014
b. Establish a schedule of regular (e.g. annual) meetings with decision-makers and stakeholders to report on progress	ADM	2015
c. Produce an annual report on activities, usage, impact and future directions	ADM	2015 (for 2014 year)
3.4 Empower staff to seek continual improvement and deliver the best customer service in the province		
a. Update job descriptions and requirements to clarify expectations and match policies, priorities and needs	ADM	2014-2015
b. Support employees in developing professional development and training plans	ADM	2014-2018
c. Update the succession plan to replace retiring staff members	ADM	2013-2014
d. Implement time tracking and management systems to provide better information for planning, prioritizing and decision-making	ADM	2015-2016
e. Improve evaluation processes to better capture information on performance, satisfaction, impact and priorities (e.g. community survey, visitor evaluation form, volunteer satisfaction, employee satisfaction)	ADM	2015
f. Review staffing levels and functions compared to other facilities and develop recommendations for improvement	ADM	2014

Lambton Regiment



