

COUNTY OF LAMBTON

CULTURAL SERVICES STRATEGIC PLAN



2022-2026



**Lambton County Cultural Services Division  
Strategic Plan: 2022-2026**

**Presented to Committee A.M.  
April 20, 2022**



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## ACKNOWLEDGEMENT OF ANCESTRAL LANDS

We acknowledge that this land on which we are gathered today is part of the ancestral land of the Chippewa, Odawa, and Potawatomi peoples, referred to collectively as the Anishinaabeg. It is through the connection of the Anishinaabeg with the spirit of the land, water and air that we recognize their unique cultures, traditions, and values. Together as treaty people, we have a shared responsibility to act with respect for the environment that sustains all life, protecting the future for those generations to come.

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# INTRODUCTION

## **Culture is important to residents of Lambton**

In 2019, the County of Lambton commissioned Probe Research to conduct an assessment of community needs and preferences related to usage, visitation, attitudes and preferences regarding its cultural amenities. The findings of this survey indicated strong community use and awareness of services, and a high rate of satisfaction among users of cultural services.



***90% of residents agree that the County's cultural amenities provide good value to local citizens (Community Needs Analysis Survey 2019)***

While the data collected through the Community Needs Assessment revealed positive perceptions of the service, the study also identified several opportunities for improvement related to customer service, quality of programs and exhibitions, and needed enhancements to physical spaces.

## **Building on the Work Accomplished**

Over the past decade, the County of Lambton has demonstrated leadership in cultural investment. Lambton has a strong legacy of effective strategic planning, which set the stage for the Cultural Services Division to produce measurable outcomes for the community. Previous planning documents include *Building A Creative Economy: A Cultural Plan for Lambton County* (2011), *Lambton County Library Strategic Capacity Plan* (2013), and *Lambton County Museums Strategic Plan* (2013). These strategic plans set priorities and focused energy and resources on service delivery improvements that were responsive to community needs and expectations. In 2018, a reorganization of the Division was completed to better align staff resources to achieve these new, service-oriented goals. As a result of successful plan implementation over the past several years, the Cultural Services Division has made significant progress related to established priorities and the modernization of service delivery.

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With these existing ten-year strategic plan timelines related to Cultural Services now fully realized, the information collected through the 2019 Community Needs Assessment provides the necessary public feedback to form the basis for a new strategic and operational plan. The plan will allow the Division to position itself to respond to future opportunities, adjust to changing circumstances in order to meet Divisional and larger organizational goals for the County, and ensure continued investment in service delivery to the public.

## SHAPING THE STRATEGIC PLAN

### Consultation and Outreach

The priorities identified in this plan were developed through extensive consultation with the community, Cultural Services Division staff and the broader cultural sector. This process was initiated by three distinct public research activities undertaken by Probe Research in 2019:

- a telephone survey of random and representative sample of 1,001 Lambton County adults, conducted in July 2019
- a companion anonymous online survey available to any citizen who wished to provide feedback. A total of 1,385 people completed this survey in July and August 2019
- Six (6) focus groups with Lambton County residents conducted in September 2019

Since the conclusion of this research effort, senior administration have reviewed available internal user statistics as well as visitor survey data, and also invited comments from the staff of the Cultural Services Division through an anonymous online survey conducted in July and August 2021.

Consultation also involved a review of federal and provincial strategy documents relative to culture, as well as current best practices and guidance related to cultural services through professional associations within the sector. Further, senior administration also reviewed previously approved strategic direction to ensure any outstanding priorities were incorporated into the new plan.

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# VISION, MISSION & VALUES

A **Vision** for Culture in Lambton



**Lambton County is acknowledged as a community where creativity, innovation and culture contribute to a thriving community, and diversity and tradition are celebrated.**

Cultural Services Division **Mandate**



**To advance cultural development in the County of Lambton for economic, social, educational and community benefit.**

The **Values** that Shape Our Service



**In addition to the principles and values identified in the corporate Strategic Plan, the Cultural Services Division will subscribe to the following values in making its recommendations to council regarding service delivery:**

- **Creativity & Innovation**
- **Respect for Indigenous Peoples**
- **Quality of Life & Community Development**
- **Collaboration & Partnerships**
- **Diversity & Inclusion**
- **Public Value & Accountability**

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# RESPONDING TO COVID-19

The COVID-19 pandemic continues to have an impact on service delivery in Lambton's libraries, museums, gallery and archives, while the legacy of broader societal implications must also be considered in the context of future planning.

The *Lambton County Cultural Services Strategic Plan: 2022-2026* will consider the following implications of the global pandemic in planning for future service delivery:

- The importance of developing and strengthening libraries as community hubs with the potential for future population growth in less urbanized areas;
- Emphasis on improving access to services, leveraging the significant reach of the 25-location library system as potential satellite outlets for other County services;
- Adaptation to potential decline in group tours and in-person programming as a result of public health restrictions, and respond to the growing interest in unstructured, individual and small group activities;
- Desire for outdoor recreation (including four-season experiences) as safe activities, creating opportunities for cultural facilities and surrounding properties;
- Possible shift in preferences for access due to residents working from home with increasingly flexible hours;
- Volatility in volunteer availability, as well as in-person participation in special events;
- Substantial changes to operations (e.g., demand for touchless/contactless services, consideration for public health requirements, capacity limits, distancing, staff training, etc.);
- Significant impacts on building and work space design (ventilation, spacing, visitor flow and access/egress, mid-door spaces, etc.);
- Expectations for constant engagement and communication, and stretching of resources between in-person and virtual program and service offerings (ie. educational programming);
- Evaluating third-party partnerships due to vulnerabilities (shared facilities, outreach arrangements, cleaning requirements, etc.);
- Greater use of technology to help support changes in expectations (digital programming, online lectures, virtual tours, etc.).

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# STRATEGIC DIRECTIONS

## Focusing Our Attention

The Strategic Directions identify the actions the Cultural Services Division must take, criteria it must meet, or performance indicators it must strive to reach if the County is to achieve success with plan implementation.

Over the past five years, the Cultural Services Division has provided annual reports to County Council highlighting achievements in six key areas of focus. As an outcome of extensive consultation, these six areas of focus remain relevant in setting direction and evaluating the progress of the Division over the next five years. These six **Strategic Directions** that will guide service delivery through to 2026 are as follows:

- **Enhancing Access, Inclusion & Community Engagement**
- **Creating & Delivering Great Experiences**
- **Developing Partnerships That Increase Participation In Culture**
- **Maximizing the Value of Collections & Spaces**
- **Building Cultural Capacity & Raising Lambton's Profile**
- **Managing Resources Efficiently & Effectively**

These strategies are aimed at focusing organizational attention on what is truly important to effectively deliver. To support the action items associated with each of these strategic priorities, the Division will undertake the following steps:

1. **RESEARCH:** Complete the necessary internal review and planning required to support policy development.
2. **PREPARATION:** Pursue procedural and administrative changes, plan for budget implications, and coordinate necessary training and resources to support implementation.
3. **IMPLEMENTATION:** Advance strategic priorities through identified action, supported by effective collaboration with community partners to increase probability of success.
4. **FOLLOW-UP:** Review outcomes of actions through evaluation of measurable indicators of success, and make adjustments as required.



# 1

## Enhancing Access, Inclusion & Community Engagement

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# 1. ENHANCING ACCESS, INCLUSION & COMMUNITY ENGAGEMENT



*Remove barriers to accessing culture, and increase opportunities for participation*

## RELEVANT FINDINGS OF THE COMMUNITY NEEDS ANALYSIS:

- “More than nine in ten residents agree that the County’s cultural facilities welcome all people”
- “Half of Lambton residents surveyed have used the library within the past two years, with approximately one third visiting the museums, gallery or archives”
- “Those who have not attended the libraries, museums, gallery or archives are most likely to say that a lack of time and a lack of interest are the key barriers to visitation”

## PLAN OUTCOMES:

- Increased online/virtual engagement
- Enhanced County brand awareness and recognition
- Improved compliance with Accessibility for Ontarians with Disabilities Act (AODA) standards for service access/delivery
- Extensive visibility within community and increased engagement opportunities
- Awareness and understanding of programs and service offerings

## RECOMMENDED STRATEGIC ACTIONS:

<b>1.1</b>	Eliminate barriers to accessing culture and encourage greater participation by examining and changing policies and procedures that involve language, race and gender, fees, socio-economic status, literacy, education level, etc.
<b>1.2</b>	Pursue opportunities for more inclusive representation in marketing, services and programs

<b>1.3</b>	Remove financial barriers to culture by promoting the elimination of library fines for late materials, and consider waiving admission costs for museums through corporate admissions sponsorships
<b>1.4</b>	Advance diversity and inclusion in all aspects of public service, ensuring collections, programs, and marketing materials are inclusive of all persons, working in collaboration with community organizations such as Lambton Immigration Partnership
<b>1.5</b>	Strengthen relationships with Indigenous communities and work toward reconciliation, which will require a new collaborative partnership approach
<b>1.6</b>	As part of Indigenous reconciliation, work in partnership with local Indigenous communities to evaluate museum collections and determine opportunities for repatriation of cultural objects, as appropriate
<b>1.7</b>	Pursue inclusion through fundamental changes to mandates, policies and practices (ie. museum collections and exhibition policies) and require staff member's participation in educational training programs related to diversity, including racism and reconciliation
<b>1.8</b>	Explore new areas of interest, and promote enhanced convenience offered by new service delivery approaches (online programming, curbside pickup as permanent library service offering, etc.) in response to the findings revealed in the Community Needs Analysis.
<b>1.9</b>	Promote online service delivery through website platforms, including program registration, payment, news, events, app integration, video, etc. as means to enhance access
<b>1.10</b>	Undertake a third party review of library facilities to determine their suitability for meeting current and future service demands as public libraries and community hubs, and engage local municipalities to enhance awareness of facility standards and best practices (ARUPLO Guidelines for Rural / Urban Public Library Systems)
<b>1.11</b>	Identify new opportunities for mobile library service and convenience options to address underserved areas of the County and enhance community outreach
<b>1.12</b>	Improve physical accessibility to facilities, amenities and programs in collaboration with municipal partners and accessibility advisory committees
<b>1.13</b>	Expand the delivery of library materials to homebound residents, as identified in the Community Needs Analysis
<b>1.14</b>	Expand mobile library service to long-term care residents, retirement home residents and other individuals with barriers to access
<b>1.15</b>	Create a Digital Strategy for the Museums, Gallery and Archives that employs digital initiatives to achieve strategic goals
<b>1.16</b>	Continue with the replacement of all facility signage at libraries, museums, gallery and archives to achieve consistent branding and recognize municipal partners

<b>1.17</b>	Celebrate the work of the staff team to the community through social media, newsletters and other platforms to provide insight into their work, recognition and personalize the services delivered to residents and visitors
<b>1.18</b>	Feature museum outreach exhibits that highlight local history within library spaces
<b>1.19</b>	Develop cycling infrastructure at cultural services facilities (bike racks, water fountains, bicycle repair kits, etc.) to encourage alternative means of transportation/access

**EXAMPLES OF HOW SUCCESS WILL BE MEASURED:**

- Number of new, unique visitors to cultural amenities
- Number of physical improvements made to facilities to enhance accessibility and visitor amenities
- Number of online interactions, registrations, payments, etc.
- Number of training programs and number of staff participating
- Number of artifacts repatriated
- Number of promotional materials produced
- Number of social media engagements
- Number of admission sponsorships secured
- Number of objects in Museums, Gallery & Archives collections available online
- Number of facility signs replaced with updated branding and recognition
- Number of outreach exhibitions created



# 2

## Creating & Delivering Great Experiences

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## 2. CREATING & DELIVERING GREAT EXPERIENCES



*Embrace a user-first approach that provides authentic and quality experiences*

### RELEVANT FINDINGS OF THE COMMUNITY NEEDS ANALYSIS:

- “Satisfaction with cultural amenities tends to be quite high overall. Generally, residents surveyed give the highest satisfaction score for the customer service provided by County staff at the libraries, museums, gallery and archives”
- “Quality of experience – based upon the program, event or activity involved – plays a more significant role in determining how satisfied residents are with the amenity, and how likely they are to attend in the future”

### PLAN OUTCOMES / EXPECTED RESULTS:

- Improved quality of visitor/patron experiences as the primary driver of satisfaction
- Greater exposure for cultural services through increased (measurable) online engagement/sharing
- Extended reach and enhanced experiences through partnerships with various agencies, organizations, partners

### RECOMMENDED STRATEGIC ACTIONS:

<b>2.1</b>	Develop a comprehensive program evaluation plan that incorporates public feedback to analyze the effectiveness and quality of programs, events and exhibitions and service interactions
<b>2.2</b>	Investigate opportunities to encourage repeat visits to Lambton’s cultural facilities (ie. stronger promotion of new exhibition cycles, programs and events), and focus on testimonials, referrals or promotion through alternative channels to attract new audiences

<b>2.3</b>	Build a competitive and ambitious year-round suite of experiences to ensure tourism opportunities in every season
<b>2.4</b>	Expand virtual reality tours of attractions, featuring immersive aspects to provide “online tourists” with memorable experiences, linked to revenue opportunities such as merchandise, donation and gift shop sales
<b>2.5</b>	Develop strategy to enhance community use of the newly renovated Sarnia Library Theatre, and realize its potential as a cultural hub for the community
<b>2.6</b>	Develop desirable marketing, promotional materials and merchandise as souvenirs of great experiences in Lambton, providing an alternative source of revenue
<b>2.7</b>	Continue to build and promote experience-based programs and raise awareness of these programs through integrated marketing and communications efforts (ie. makerspace, arts programs, museum tours, outdoor activities, etc.)
<b>2.8</b>	Explore program partnerships with regional tourism destinations, local and private partners to extend reach, enhance experiences or to provide additional services
<b>2.9</b>	Empower staff to seek continual improvement and deliver exceptional customer service through effective on-boarding, training for new employees, and ongoing training for staff
<b>2.10</b>	Provide ongoing training for library staff to maintain and enhance technical skills using all forms of electronic hardware and software, to effectively serve as a resource to the public
<b>2.11</b>	Ensure library, theatre, museums, gallery and archives programs align with Ontario Curriculum, and objectives related to Science, Technology, Engineering, and Math (STEM) initiatives and early learning development are considered (ie. library Makerspace program)
<b>2.12</b>	Consider loans of alternative materials through libraries (ie. musical instruments, binoculars for birding, equipment for fishing, etc.)
<b>2.13</b>	Extend library services and programs throughout Lambton County through new and innovative delivery methods such as a ‘Books by Mail’ pilot, and pursue consultation regarding service delivery to neighbouring Indigenous communities
<b>2.14</b>	Enhance exposure for cultural services and create outreach experiences through participation at community events and presentations
<b>2.15</b>	Continue to welcome visitors back safely and instill confidence through ongoing implementation of public health practices and ensure training for staff to deliver safe and quality experiences
<b>2.16</b>	Create social media engagement opportunities at each site to encourage sharing of great experiences by patrons and visitors among their social networks
<b>2.17</b>	Ensure all social media content aligns with demographics/analytics of each social platform

<b>2.18</b>	Leverage new customer relationship management software to differentiate repeat and unique visitors to facilities to provide helpful data for decision-making
<b>2.19</b>	Equip library staff with the training and skills they need to deliver readers' advisory services, engaging public programs, and to effectively merchandise the library's spaces
<b>2.20</b>	Continue to invest in cultural services facilities (asset renewal), visitor amenities and the interpretation of historic features and buildings
<b>2.21</b>	Focus art gallery resources on the development of exhibits featuring local artists, travelling exhibitions, and historical works to respond to the interests identified through the Community Needs Analysis (exhibits, not programs or events, as top reason for visiting)
<b>2.22</b>	Develop volunteer engagement strategy in museums, theatre, gallery and archives to support docent programs and animate spaces

**EXAMPLES OF HOW SUCCESS WILL BE MEASURED:**

- Number of program participants, repeat visitors, new cardholders, etc.
- Number of promotional materials produced and distributed
- Number of experiences shared via social media by patrons and visitors
- Number of cross-promotional and experience partnerships developed
- Amount of time spent waiting for reserved library materials by patrons
- Number of curriculum-based programs developed and delivered



# 3

## Developing Partnerships That Increase Participation in Culture

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# 3. DEVELOPING PARTNERSHIPS THAT INCREASE PARTICIPATION IN CULTURE



*Strengthen culture in communities through collaboration with municipal and First Nations partners, corporate sponsors, as well as community-based arts, literacy, culture and heritage organizations*

## RELEVANT FINDINGS OF THE COMMUNITY NEEDS ANALYSIS:

- “The County should consider cross-promoting events and programs across its different amenities, as well as build upon partnerships with other community organizations”
- “The County should take additional steps to make residents more aware of the hours at specific locations, including making signage more prominent”

## PLAN OUTCOMES / EXPECTED RESULTS:

- Culture in communities is strengthened through collaboration with municipal and First Nations partners, corporate sponsors, as well as community-based arts, literacy, culture and heritage organizations
- Residents assume ownership of cultural institutions and recognize their place within them
- Improved awareness of opportunities to donate, contribute and/or participate
- Perception of cultural institutions as serving and meeting the needs of community

## RECOMMENDED STRATEGIC ACTIONS:

<b>3.1</b>	Partner with the Ministry of Heritage Tourism Sport and Culture Industries’ (MHTSCI) travel incentive to encourage Ontarians to choose travel within Lambton and explore their own backyard.
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<b>3.2</b>	Conserve and promote Lambton’s diverse cultural heritage through partnerships that support the restoration and interpretation of historic buildings located at the Oil Museum of Canada and the Lambton Heritage Museum sites (fundraising groups, corporate sponsors, trade guilds/programs, post-secondary institutions, etc.)
<b>3.3</b>	Incorporate travelling exhibitions from other partner museums, galleries and archives into exhibit planning to respond to the interests expressed in the Community Needs Analysis surveys and focus groups
<b>3.4</b>	Implement relevant <i>Calls to Action</i> outlined by the Truth & Reconciliation Commission of Canada in consultation and partnership with neighbouring First Nations communities
<b>3.5</b>	Pursue the adoption of the <i>United Nations Declaration on the Rights of Indigenous Peoples</i> in consultation with the corporation and neighbouring First Nations communities
<b>3.6</b>	Leverage the library system to connect people and communities by using these spaces to share and celebrate diversity, heritage and culture in partnership with community cultural organizations
<b>3.7</b>	Solicit feedback from a broad demographic of users to inform decision-making, using testimonials to communicate community involvement and relevance
<b>3.8</b>	Partner with Lambton County Social Services to investigate Early Learning Program delivery within libraries and install Early Literacy Stations at all locations
<b>3.9</b>	Create a robust donor recognition program to provide public acknowledgment of donors/contributors to the libraries, museums, gallery and archives to encourage community support
<b>3.10</b>	Develop a strategy to cross-promote affiliate/partner organization activities (social services, public health, age-friendly community, arts and heritage, tourism, Lambton Immigration Partnership, economic development, etc.)
<b>3.11</b>	Strengthen existing partnerships with Pinery Provincial Park, St. Clair Region Conservation Authority and Ausable Bayfield Conservation Authority to support natural heritage programming and environmental stewardship – consider aspects of regenerative tourism and eco-experiences at cultural sites such as birding, hiking, etc.
<b>3.12</b>	Pursue new partnership opportunities with community agencies with shared mandates, or who serve similar client bases (ie. Lambton Children’s Planning Network, Social Services, Homelessness Prevention/Supports)
<b>3.13</b>	Engage community in library, theatre, museum, gallery and archives program planning and delivery, mobile outreach opportunities, and exhibit partnerships (ie. Lambton Federation of Agriculture, Heritage Sarnia-Lambton, Fairbank Oil, CineSarnia, Grand Bend Arts Centre - Paint Ontario, etc.).

<b>3.14</b>	Explore the hiring of a dedicated Indigenous curator/liaison to support the pursuit of the TRC calls to action as they relate to culture, and facilitate representation in the development of policies, programs and exhibits with neighbouring First Nations communities, etc.
<b>3.15</b>	Partner with community and social service agencies to provide support to disadvantaged populations within communities (homelessness prevention, mental health supports, etc.)
<b>3.16</b>	Develop targeted marketing of library programs and services through school board teacher-librarian contacts
<b>3.17</b>	Work in collaboration with Lambton County's municipal partners to support the development of new and/or implementation of existing local municipal strategic plans with direction related to arts, culture and heritage
<b>3.18</b>	Develop partnership policy and procedure to ensure all opportunities are evaluated prior to engaging and dedicating resources, and formalize existing partnership agreements
<b>3.19</b>	Support the role of culture in tourism and economic recovery by working with Tourism Sarnia-Lambton (TSL) and Southwest Ontario Tourism Corporation (SWOTC) to promote culture in a manner that inspires travelers, stimulates spending and brings visitors back
<b>3.20</b>	Ensure Lambton is well-positioned to re-emerge faster and recover successfully from the effects of the pandemic by collaborating with TSL, SWOTC, the Ministry of Heritage Tourism Sport and Culture Industries, Destination Ontario and Destination Canada to pursue locally-driven marketing initiatives that incentivize Ontarians to explore and promote local communities

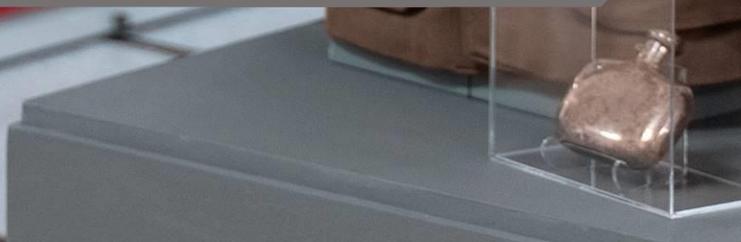
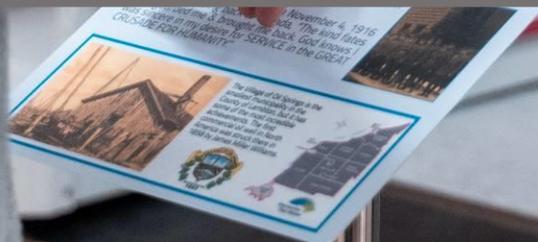
**EXAMPLES OF HOW SUCCESS WILL BE MEASURED:**

- Number of Calls to Action addressed/initiated
- Number of materials/programs delivered to home-bound patrons
- Number of feedback testimonials obtained for evaluation and promotional use
- Number of images capturing community participation with authorization for use
- Number of partner organizations engaged in hosting/distributing promotional materials
- Number of donors acknowledged through marketing efforts
- Number of media exposure opportunities pursued
- Number of cross-promotions developed, circulation/reach
- Number of community, corporate and non-profit organization partnerships formed
- Number of Municipal strategic plan objectives supported



# 4

## Maximizing the Value of Collections & Spaces



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# 4. MAXIMIZING THE VALUE OF COLLECTIONS & SPACES



*Utilize cultural assets to enhance Lambton’s cultural vitality and economic prosperity*

## RELEVANT FINDINGS OF THE COMMUNITY NEEDS ANALYSIS:

- 77% of respondents of the online survey are very satisfied or somewhat satisfied with the timely access to library materials and 71% are very satisfied or somewhat satisfied with the range of library materials available.
- “...there are areas where [the County] is seen as performing relatively well but can work to raise the importance of attributes such as its locations and the physical spaces where these amenities are housed”
- “The County should consider bringing items from the museums to different communities throughout Lambton, as this was the idea that residents were most likely to embrace as a way of engaging with these collections in their home communities”

## PLAN OUTCOMES / EXPECTED RESULTS:

- Cultural assets are utilized to enhance Lambton’s cultural vitality and economic prosperity
- Awareness of cultural services collections, resources and amenities throughout community
- Maximized use of available space for community use, rental, etc.
- Demonstrated engagement with cultural institutions through sharing of experiences/visits
- Community is able to fully access museum, gallery and archives collections information/data from anywhere

## RECOMMENDED STRATEGIC ACTIONS:

<b>4.1</b>	Review and re-negotiate the current <i>Division of Responsibilities Between Local Municipalities and Lambton County Library</i> policy/agreement, along with other use agreements for space, and pursue ARUPLO Guidelines for Rural/Urban Public Library Systems
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<b>4.2</b>	Develop a Digital Strategy for cultural services that connects people, collections, research and ideas through online access and dialogue
<b>4.3</b>	Strengthen education and awareness of Lambton's rich cultural heritage through active sharing of artifacts from the museum, gallery and archives collections
<b>4.4</b>	Sharing of items from the museums, gallery and archives collections on social media
<b>4.5</b>	Pursue digitization of archival materials (diaries, letters, etc.) through use of technology and crowdsourcing transcription projects
<b>4.6</b>	Enhance access to online historical content through eLibrary newspaper subscriptions
<b>4.7</b>	Work with the Ministry of Heritage, Tourism, Sport and Culture Industries to enhance opportunities for regional television and film production, identifying film-friendly locations and building incentives for production
<b>4.8</b>	Align programs and services with the Ministry of Heritage, Tourism, Sport and Culture Industries' aspirations to make Ontario a culture leader at home and internationally
<b>4.9</b>	Continue to develop Sarnia Library Makerspace as a digital innovation hub, with free tools and support to create and collaborate using new tech and digital media
<b>4.10</b>	Enhance access to makerspace technology within rural library locations, and integrate digital innovation hubs into all libraries wherever possible
<b>4.11</b>	Investigate social commerce/online donation opportunities, including museum artifact sponsorship, to support the acquisition, conservation and restoration of artifacts
<b>4.12</b>	Continue with regular social media features that highlight staff and community picks for top books, downloads, artifacts, artworks, artists, historical facts, etc.
<b>4.13</b>	Share user-generated images of facilities through the promotion and use of location hashtags by patrons and visitors
<b>4.14</b>	Promote museum collections within new spaces – integrating displays and reproductions of historical images in municipal offices, libraries, public areas, etc.
<b>4.15</b>	Market available spaces and promote amenities for community use - meeting room spaces, theatre, museum program spaces, etc.) as a source of revenue where applicable
<b>4.16</b>	Explore revenue opportunities through reproductions of collection (framed prints of historic images for sale, reproduction paintings, gift shop availability)
<b>4.17</b>	Make spaces welcoming for BIPOC (Black, Indigenous, People of Colour) and LGBTQ2IA (lesbian, gay, bisexual, transgender, queer, two-spirit, intersex and asexual) populations through partnership and collaboration
<b>4.18</b>	Develop community use of space policies for all cultural sites and establish clear vision and plan for library, museum, gallery and archives spaces to ensure community use aligns with the Division mandate and standards for the sector

<b>4.19</b>	Enhance online access to museum, gallery and archives collections
<b>4.20</b>	Revisit collections policies for museums, archives and gallery related to acquisitions and management, address long-term loans at museums, and pursue appropriate de-accessioning (and repatriation)
<b>4.21</b>	Review heating, ventilation and air conditioning (HVAC) systems within the museums, gallery and archives and formalize HVAC control standards to ensure appropriate temperature and relative humidity conditions to maintain care of collections
<b>4.22</b>	Evaluate storage needs and collections capacity, update collections policies, insurance and appraisal values for collections
<b>4.23</b>	Facilitate enhanced access to internet connectivity in rural/under serviced areas
<b>4.24</b>	Prioritize exhibit renewal at museums, gallery and archives, creating exciting and interactive spaces that engage the community
<b>4.25</b>	Pursue funding opportunities to support collections digitization and exhibit renewal in the museums, gallery and archives
<b>4.26</b>	Support the conservation/renewal of historic buildings at Lambton Heritage Museum and Oil Museum of Canada, and leverage renovated spaces as rental opportunities to generate new sources of revenue through non-traditional uses
<b>4.27</b>	Develop a permanent exhibit presence for works by the Group of Seven and other Canadian masters at the JNAAG to satisfy community desire to view the collection and serve as a draw for visitors, while also ensuring the preservation and security of works

**EXAMPLES OF HOW SUCCESS WILL BE MEASURED:**

- Number of artifacts shared with community through social media
- Number of artifacts added to digital catalogue / new titles added in-branch / eServices
- Number of artifacts conserved through community donations
- Number of location tags used by visitors on social media
- Number of outreach promotions/exhibits created in new spaces
- Number of community rentals of cultural services venues
- Number of exhibit renewal projects accomplished
- Number of repairs and improvements made to historic buildings



# 5

## Building Cultural Capacity & Raising Lambton's Profile



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# 5. BUILDING CULTURAL CAPACITY & RAISING LAMBTON'S PROFILE



*Promote the value of culture across the County for the benefit of all Lambton residents*

## RELEVANT FINDINGS OF COMMUNITY NEEDS ANALYSIS:

- "...one of the major unstated barriers to attendance... is a lack of awareness regarding what these amenities have to offer in terms of programs and events"
- "Nearly nine in ten (88%) residents would be proud to accompany a visitor to one of the County's amenities"
- "Clear and consistent feedback that enhancing programming in a variety of ways, including through special events and ongoing initiatives, should lead to repeat visitation and higher levels of visitor engagement"

## PLAN OUTCOMES / EXPECTED RESULTS:

- The value of culture is promoted across the County for the benefit of all Lambton residents
- Enhanced perception of the professional/cultural capacity of the organization
- Improved understanding in the community of the work of cultural professionals and appreciation for what happens within our spaces
- Recognized as leaders in innovative cultural service delivery

## RECOMMENDED STRATEGIC ACTIONS:

5.1	Inspire greater integration of arts, culture and heritage into the County of Lambton's larger organizational policies and programs
5.2	Develop volunteer service and/or achievement award to recognize excellence in the advancement of culture in Lambton and promote the volunteer program
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<b>5.4</b>	Work more closely with municipal partners to increase awareness of library, museum, gallery and archives programs for residents, and improve access to cultural services
<b>5.5</b>	Pursue the promotion of the Sarnia Library as a cultural hub, with enhancements to the façade (banners) to provide street-facing awareness of library programs and services, theatre events, and historical exhibits
<b>5.6</b>	Pursue collaborations with professional organizations representing the cultural sector across the province, including involvement in professional development, governance and recognition opportunities associated with the Ontario Museum Association, Ontario Library Association, Archives Association of Ontario and Ontario Arts Council
<b>5.7</b>	Engage with professional sector organizations through social media and other promotional opportunities (OMA, CMA, AAO, OLA, LAC, CCA, OAC, TSL, SWOTC, etc.) to extend reach and enhance profile of Lambton County
<b>5.8</b>	Participate in cultural sector awareness campaigns (May is Museum Month, Culture Days, Public Library Month/Week, Archives Awareness Week, etc.)
<b>5.9</b>	As part of a broader digital strategy to increase the profile of museum work, host regular live Q & A Sessions ('Ask A Curator') on Facebook Live, Google hangout, Twitter chat, Ask Me Anything on Instagram, etc.
<b>5.10</b>	Offer 'Behind the scenes' / 'white glove' promotional tours of cultural sector work
<b>5.11</b>	Regular profiles featuring the work of cultural services staff (preparing the theatre for a community production, getting ready for an art session, performing conservation work, scanning negatives, delivering a public programs, etc.)
<b>5.12</b>	Pursue award nominations / recognition in cultural sector for recent achievements
<b>5.13</b>	Develop community recognition program for heritage preservation (ie. "Warden's Heritage Preservation Award", similar to the Municipality of Chatham-Kent's "People's Choice")
<b>5.14</b>	Pursue sector association conference presentations (OMA, OLA, ARUPLO), hosting of association events, and pursue awards of recognition
<b>5.15</b>	Leverage County staff compliment and municipal staff colleagues to promote programs and services to their respective networks
<b>5.16</b>	Implement the cultural ambassador program (including communications, branded brochure racks, lanyards, etc.) among Division staff to enhance awareness of cultural programs and events in the wider community
<b>5.17</b>	Address loss of Ontario Arts Council funding and support for the Judith & Norman Alix Art Gallery, including exhibit cycle and governance considerations

<b>5.18</b>	Continue to pursue UNESCO World Heritage Designation for the Oil Springs Industrial Landscape through the joint application of Oil Museum of Canada and Fairbank Oil, and collaboration with relevant advocacy groups (TICCIH, ICOMOS, etc.)
<b>5.19</b>	Undertake a review of the Creative County Grant Program, its funding levels, objectives and future priorities
<b>5.20</b>	Use annual staff training and other ongoing training opportunities to engage Division staff in the cross-promotion of cultural services to patrons
<b>5.21</b>	Work in collaboration with Southwest Ontario Tourism Corporation (SWOTC) and Tourism Sarnia-Lambton (TSL) to use Lambton's network of libraries, museums, gallery and archives sites as tourism information hubs to promote tourism in the area

**EXAMPLES OF HOW SUCCESS WILL BE MEASURED:**

- Number of sector campaigns implemented/mentions
- Number of policies updated/developed and implemented
- Number of volunteers engaged and recognized for their contributions
- Number of interactive sessions held and number of participants
- Number of tours provided to the public and number of attendees
- Number of staff profiles developed
- Number of nominations pursued and recognition opportunities achieved



# 6

## Managing Resources Efficiently & Effectively

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# 6. MANAGING RESOURCES EFFICIENTLY & EFFECTIVELY



*Align service delivery with community need and expectation*

## RELEVANT FINDINGS OF COMMUNITY NEEDS ANALYSIS:

- “The County should work to maintain the high marks from residents for its customer service at these different amenities, as this is a secondary driver of overall satisfaction and an area where the County currently performs well”
- “The majority of those who completed the online survey are interested in... offering other government services at library branches”

## PLAN OUTCOMES / EXPECTED RESULTS:

- Service delivery is aligned with community need and expectation
- Awareness and appreciation for efficiency of service delivery
- Changing perspective of libraries and cultural facilities as community hubs and satellite service centres for other government agencies (public health, social services, long term care, etc.)
- Improved understanding of patron and visitor base to make more efficient/effective decisions related to marketing investment
- Implementation of employee working groups and associated work plans

## RECOMMENDED STRATEGIC ACTIONS:

<b>6.1</b>	Extend the reach of other County services (social services, public health, etc.) through service integration in libraries and other cultural facilities
<b>6.2</b>	Review and update the Vision, Mission & Values of the museums, gallery and archives as part of the development of site specific strategic plans, in consultation with the community and relevant stakeholders

<b>6.3</b>	Review techniques of data-gathering, research and assessment to ensure they support measurement of progress
<b>6.4</b>	Integrate concise, quantifiable, measurable indicators of achievement (measured through data already collected by libraries, museums and galleries as part of the annual reporting obligations) to allow the Cultural Services Division to regularly communicate progress
<b>6.5</b>	Prioritize budget expenditures in a way that improves the efficiency and effectiveness of plan implementation
<b>6.6</b>	Ensure funding allocations are producing the desired outcomes
<b>6.7</b>	Integration of cultural plan strategies into annual budget
<b>6.8</b>	Initiate regular reporting to senior administration and council that references the achievements of employee work plans
<b>6.9</b>	Communicate strategic plan achievements to council and public, and continue to invite staff participation through the Annual Report
<b>6.10</b>	Create and use infographics to effectively share and improve awareness of how plan success is measured (ie. circulation statistics, patrons served, artifacts digitized, event attendance, etc.)
<b>6.11</b>	More effectively promote grant supported initiatives and financial partnerships to encourage new partnerships
<b>6.12</b>	Develop new methods of capturing visitor data and researching audience / analytics, such as the development of integrated library card/CULTURE PASS to provide access to all cultural facilities and collect user data
<b>6.13</b>	Develop new methods of capturing visitor data and researching audience / analytics, such as the development of integrated library card/CULTURE PASS to provide access to all cultural facilities and track user data
<b>6.14</b>	Ensure prominent recognition for County as owner and service provider within all cultural facilities and at point of service interaction
<b>6.15</b>	Participate in service and process reviews led by the Corporate Services, Human Resources and Financial Services, and pursue relevant process improvements
<b>6.16</b>	Undertake a review of recruitment, training, staff scheduling and employee retention practices in consultation with Human Resources to ensure effective management of the cultural services workforce
<b>6.17</b>	Identify efficiencies through cross-Divisional partnerships such as the shared use of materials, equipment and spaces
<b>6.18</b>	Investigate further naturalization of grounds and reduction of grass and outdoor maintenance at county facilities to reduce costs, emissions and preserve ecosystems

<b>6.19</b>	Support corporate efforts toward Climate Change action and mitigation through cultural services operations and facilities Support corporate efforts toward Climate Change action and mitigation through cultural services operations and facilities
<b>6.20</b>	Continued investment in Radio-frequency identification (RFID) technology at libraries to support efficiency, data analysis, security and patron convenience
<b>6.21</b>	Investigate expanding where and how library services can be delivered (as part of broader library facility study) to enhance efficiency of service delivery and patron convenience
<b>6.22</b>	Promote online payment capabilities
<b>6.23</b>	Pursue regenerative practices promoting environmental stewardship and conservation over revenue generation (ie. portion of admissions supports tree planting in the County)
<b>6.24</b>	Confirm protection and continued preservation of Lambton Heritage Museum woodlot, and investigate options for the naturalization of the Oil Museum of Canada property

**EXAMPLES OF HOW SUCCESS WILL BE MEASURED:**

- Number of County recognition opportunities established
- Number of other County services promoted/supported within culture division
- Number of process improvements implemented
- Number of annual report copies produced and distributed
- Number of RFID technologies implemented
- Number of regenerative practices adopted
- Number of grant supported initiatives promoted, events held to recognize partners
- Number of discover/culture passes produced and distributed

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# MOVING FORWARD: IMPLEMENTING THE PLAN

## **Measuring and Reporting On Progress**

Annual reports will be provided to the standing committee that oversees cultural services (Committee A.M.) over the course of the five-year plan to ensure continuous engagement and evaluation, with annual updates on the progress of action items provided to council at the close of each budget year in anticipation of the next budget cycle.

## **Budget Implications**

The cost implications of the plan, and financial obligations related to the achievement of standards of practice for culture, will be reflected in annual draft budgets for Council's consideration. The plan's accomplishments and timelines will be subject to funding availability to complete the actions identified. The Cultural Services Division has a proven ability to identify and successfully secure alternative sources of revenue through grant sources, fundraising, sale of services, donors and sponsorships. Staff will continue to pursue these alternative revenue sources to offset the tax impact of plan implementation.

## **Continuing the Dialogue**

Division staff will continue to collect and analyze the necessary data associated with all action items, and prepare a comprehensive report based on the findings, and recommend any necessary changes to the program, based on the evaluation.

Further, the plan will be adjusted over time to align with the priorities identified by the Ministry of Heritage, Sport, Tourism, and Culture Industries (MHSTCI) identified in its five year plan (which is anticipated for release in 2022), with any adjustments communicated to County Council.

