



Kawartha Lakes Museum & Archives

# STRATEGIC PLAN

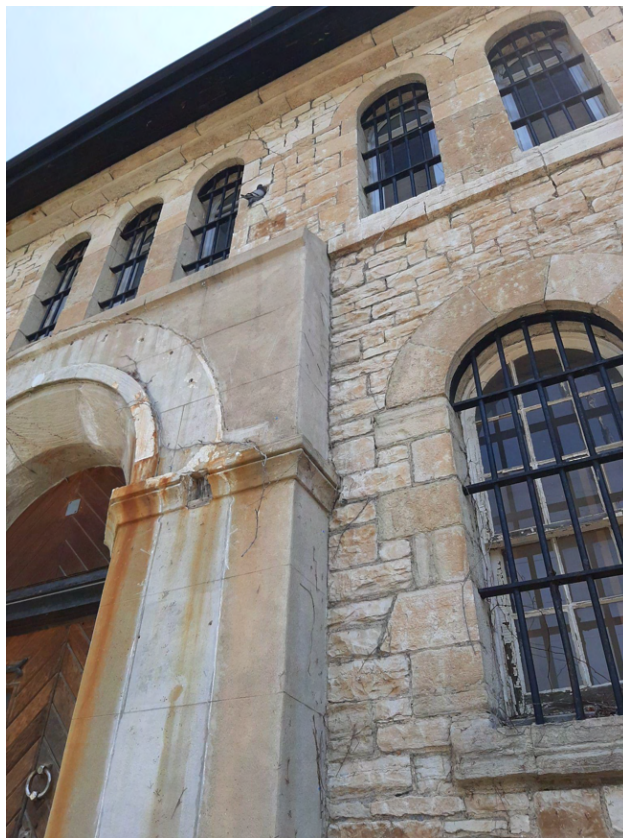
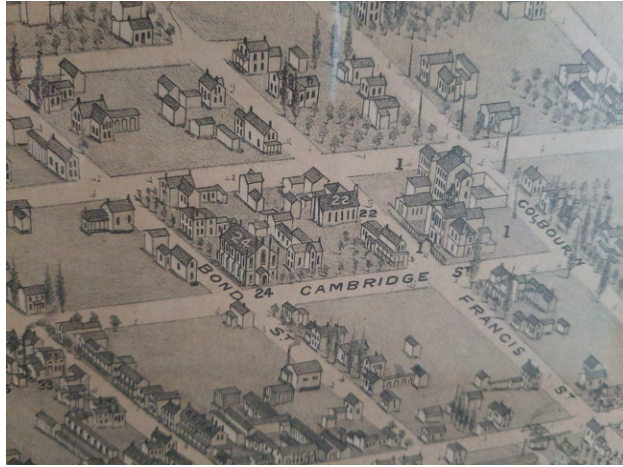
*Telling Our Untold Stories*



2024-2028

# Kawartha Lakes Museum & Archives

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# Section 1: Our Foundations

## 1.1 Our Building

The **Victoria County Gaol (Jail)** was built in 1863 at the same time as the courthouse, after Victoria County separated from Peterborough County. Prior to this, all court activity and incarceration was handled in the town of Peterborough. Victoria County's gaol and courthouse were both designed by architect William G. Storm of the firm Cumberland and Storm, as well as being constructed by the same builder, John Kesteven.

The original gaol building was constructed of limestone and white brick with a slate roof. It was fashioned in the Italianate design, common for jails at that time, distinguishable by strong symmetrical, round-headed windows. The characteristic entrance featured an



oaken door placed in a setting of Ohio stone and surmounted by a chain festooning. The festooning was replaced with a portcullis. At the time of original construction, a wooden fence surrounded the front of the property.

Cells in the second story were built in accordance with the directions of the architect, however, they proved to be insufficiently strong and prison inspectors ordered sundry iron fastening. Prison inspectors also

recommended more expensive locks. Other alterations at the time of construction included: extra masonry in foundations, altering brick work of cells, extra height of prison walls, extra iron work, additional cut stone work, extra lock stones, and altering the floor for all gates.

In 1927 a verandah was added to the south side of the building, allowing for a separate entrance to the Gaoler's quarters. The specification was written by Lindsay architect John T. Hornsby, and the work was completed by local trades. The verandah remained until the 1982 renovation.

The original building was a little smaller than it is today. The north cell block and south wing were added in 1982, in keeping with the style and construction materials of the original structure. Extensive renovations were made of the interior as well at this time.

The Gaol was in continuous use as a correctional institution until February 2003, when the inmates were removed to the Central East Correctional Centre, located just outside Lindsay.

In 2000, the building was designated as a heritage building and the front of the gaol was protected by the Ontario Heritage Act, via By-law 2000-68.

### **Inside the Gaol (Jail)**

Over the years, very little has changed about the cell areas from Storm's original design of the Victoria County Gaol. The windows in the cell blocks directly line up with the cells, affording all inmates a view of the sky. The solitary confinement cell block had windows until the time of the north cell block addition.

The cement block walls are several feet thick, and used to be painted orange. They were painted over with deep blue in 1978 by an inmate as a form of punishment.

Originally, the main floor entrance was the large oaken door, which opened to a wide foyer that included a visiting room or parlour. The area to the north of the main entrance contained the turnkey's quarters, the warden's office and a small surgery. To the south of the main entrance was part of the living quarters for the warden's family: a small living room, dining room and kitchen. On the second floor, the warden's family occupied five bedrooms and a bathroom.



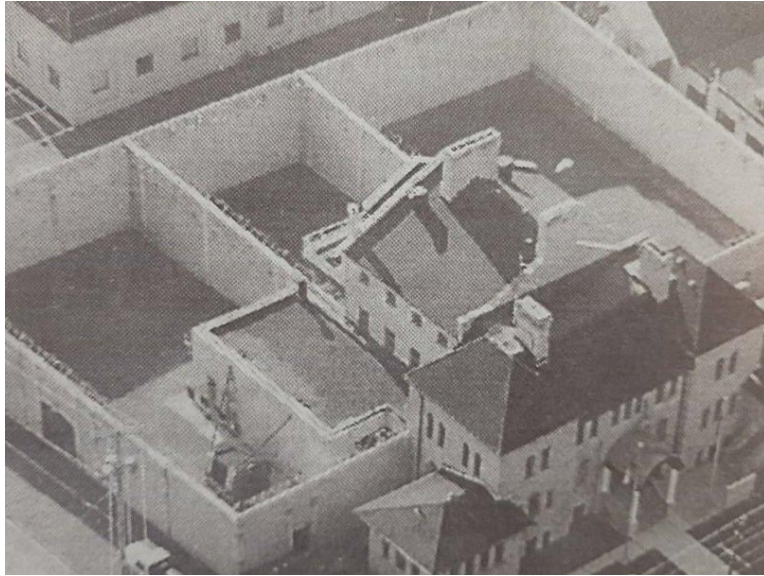
The 1982 renovation included the addition of the south wing and the north cell block. The new south wing addition comprised the warden's office and a high security visitor's area. The addition of the north cell block added five cells that housed two inmates each. Meals were taken inside the cell, as inmates were only allowed out at recreation time when they could watch television or play cards. This wing also included a caged area used when moving an inmate.



## Courtyards at the Gaol (Jail)

The three courtyards at the rear of the gaol served several purposes. The south courtyard was used by inmates for recreation and exercise. A door from the kitchen opened to this courtyard.

The centre courtyard was where juvenile inmates played, where hangings took place, and where at least three bodies were buried. Gallows were constructed for each hanging and then removed.



The north courtyard – the wood yard – was where inmates fulfilled their hard labour sentences. In the early days, the inmates chopped the wood that heated the town's public buildings. Other times, the labour consisted of breaking rocks.

The doors between the courtyards had to be removed after prisoners escaped by climbing up on the door and

scaling the walls. Originally the courtyard walls were constructed of red brick, which would have been made by a nearby brickyard from local clay.



In 1990, after standing for 127 years, the courtyard walls were replaced and built higher to prevent jailbreaks. Between the period of 1985 and 1990 alone there had been three successful jailbreaks. The very first jailbreak occurred in November 1863, mere months after the gaol became operational.

In 2022, after several attempts to repair structural failures of the

walls, the decision was made to bring the walls down, making way for redevelopment of the space and the museum's growth.

## 1.2 Our Organization

The quest to preserve history in the Lindsay area began as early as 1900, and within a few years a group of prominent local citizens were seeking out meeting space in the basement of the Lindsay Public Library's newly opened Carnegie building. Early historians included Dr. George Hall in Little Britain and George W. Beall in Lindsay.



The Victoria County Historical Society (VCHS) was established in 1957 for the purpose of collecting, preserving, exhibiting and publishing of material pertaining to the history of the City of Kawartha Lakes (formerly known as Victoria County), in particular, and Canadian history generally; maintaining a museum; publishing and distributing of information relative to the history of Kawartha Lakes; and enhancing public awareness of the heritage of the municipality.



Founding members began collecting artifacts that depicted early life in the county and established a museum in 1959 in the abandoned CPR Station on Caroline Street, but this facility was soon deemed to be too small.



In 1962, the museum relocated to a property, just west of the Lindsay Square Mall. In addition to the main building with displays of artifacts, the property also included a log cabin and an old barn. The cabin was originally built in 1868 by Robert Muir in Digby Township. It was moved to Lindsay and rebuilt in 1976. The barn and driveshed were built in 1854 by Col. Dennison of Coboconk. In 1997,

the museum was put up for sale after deteriorating building conditions made it



impossible to keep the environmental conditions required to preserve the artifacts.

Until a new building was found, the museum moved into the Ontario Government building at 322 Kent Street West. With the construction of the Central East Correctional Center, the Society had the opportunity to move into the municipal jail on Victoria Avenue North, a building owned by the City of Kawartha Lakes.



Fundraising efforts supported a major renovation and repair project to bring the building up to code and make it usable for the purposes of a public museum space. This took several years and in 2011, the museum opened under the moniker of “Old Gaol Museum” and operated as such until February 2022 when the space was rebranded as the Kawartha Lakes Museum & Archives (KLMA).



## 1.3 Existing Collections & Exhibitions

The Kawartha Lakes Museum & Archives has a vast collection of artifacts and documents, which are displayed on a rotational basis, with the express purpose to educate and inspire its visitors and residents. Exhibitions are designed to shed light on the former Victoria County, now the City of Kawartha Lakes' unique history, identity and culture as an agricultural and industrial community.

The **Artifact Collection** contains a wide range of items including:

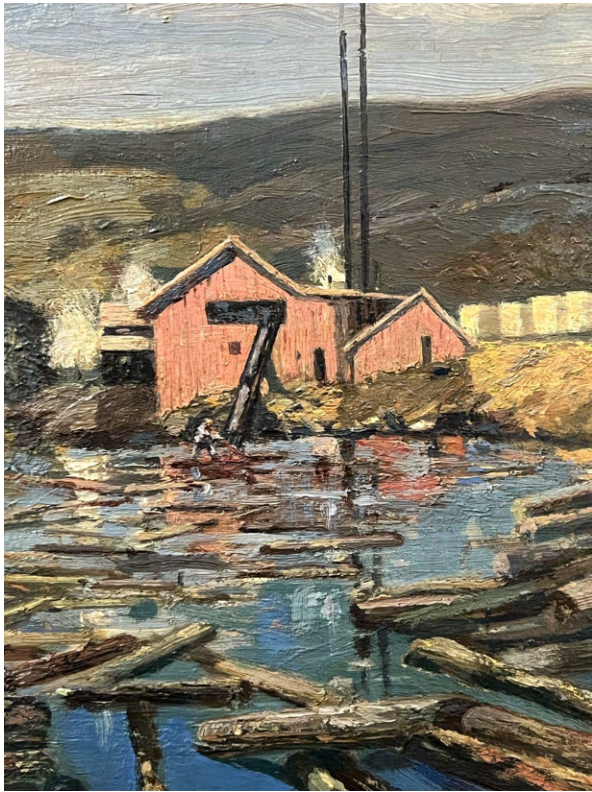
- Jail and Correctional Institution related items
- Indigenous Peoples
- Military
- Margaret Cosh Collection: Nayoro Twinning Committee
- Flags
- Agricultural tools and related items
- Railway items
- Medical Collection related to local doctors, dentists & nurses
- Clocks
- Ross Memorial Hospital Collection
- Cobbler tools
- Extensive glassware & china
- Currency & Stamps
- Education/School Items
- Musical Instruments
- Textiles: Garments, Accessories and home items
- Furnishings
- Jewelry & Eyeglasses
- Silver & Pewter
- Industry Collection
- Marching Bands
- Communications Collection
- Cameras
- Home Goods & Packaging
- Toys & Dolls





The **Art Collection** supports local artists and locally relevant 2D and 3D items, including:

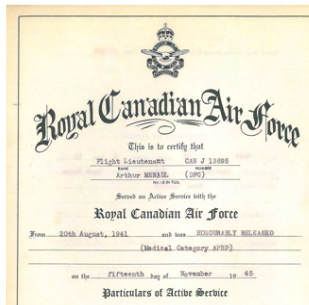
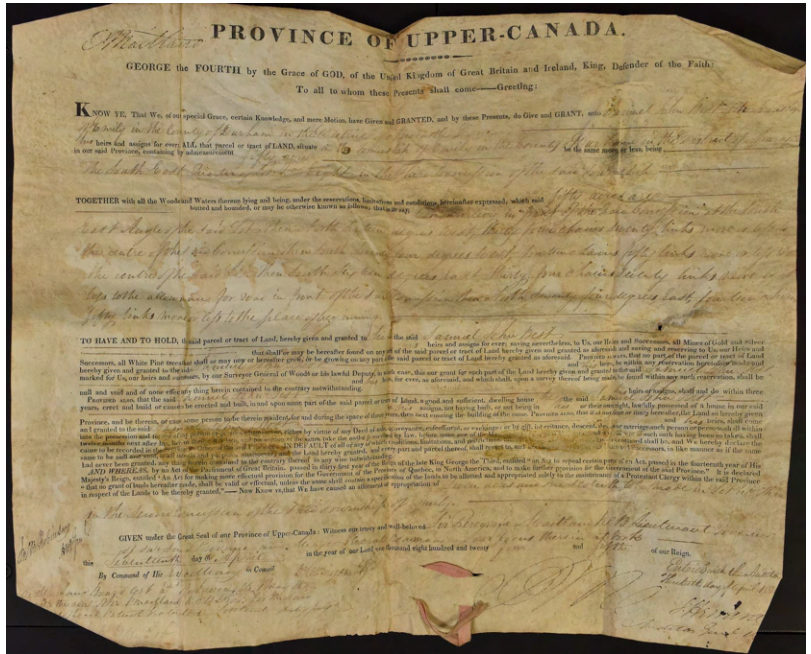
- Ernest & Lionel Fosbery Collection
- W. A. Goodwin Collection
- John McCrea Model Collection
- Staffordshire pieces and Currier & Ives prints from the Jean Shields Collection
- Bruce Windsor Collection
- Painting by William A. Sherwood
- Original Art by George Beall in the Beall Scrapbooks
- Painting by George Weldon





The **Archival Facilities** are closed to the public, but staff members are available to assist with research requests. Here is a list of the types of materials we archive:

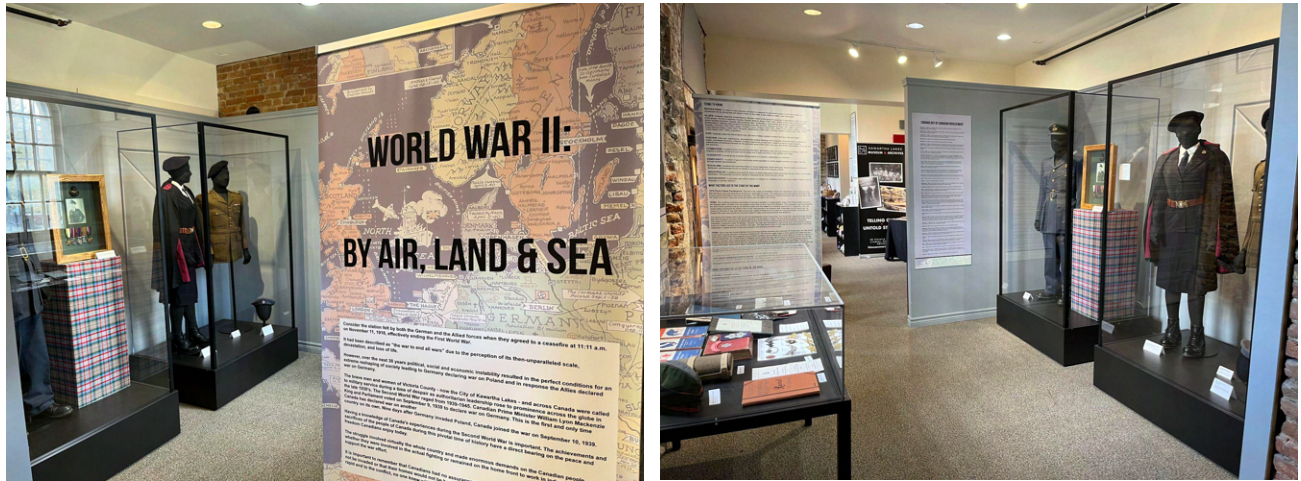
- Local church histories
- Local schools
- Family genealogies and early settlers
- Diaries and oral histories
- Detailed local history publications
- Local politicians
- Local industries, factories, mills, and professions
- Railways and Shipping
- An extensive photograph collection
- Local agriculture
- The Lindsay Daily Post Newspapers (1861-2014)
- Wilson & Wilson funds
- Relevant architectural drawings and schematics
- Area Maps
- Francis Fee Brooks fonds
- Charles H. Heels fonds
- Hunt family fonds
- O'Loughlin's Dry Goods Store fonds
- Fosbery family fonds
- The Thursday Club fonds
- John Carew fonds
- Alan Capon fonds
- Charles Lamb fonds
- Lindsay Army Cadets fonds
- D'Arcy Dolan fonds
- Kawartha Lakes Police Services fonds
- Raymond Peel fonds
- Canadian National Railway Pensioners' Association, Lindsay Branch fonds
- Stewart family fonds
- Lindsay Community Lawn Bowling Club fonds



# Exhibitions

Curation of new and relevant exhibitions continues in accordance with our multi-year Exhibition Plan. This encompasses both physical and digital offerings. Recent physical exhibitions include:

**WWII: By Air, Land & Sea** - An overview of the Canadian involvement in World War II, with specific focus on local residents that served in the different branches of the military. Content includes personal uniforms, objects and archival materials.



**Brothers in Art: Ernest & Lionel Fosbery** - Ernest (1874-1960) and his brother Lionel (1879-1956) became giants in the Canadian art world within their lifetimes. With the family splitting their time between Lindsay and Ottawa, the brothers were the favourites of parliamentarians and monarchy alike which is reflected in their respective works.

**Mighty Fortress** - History of the jail including the prisoners, the workers, and the families that lived on site, as well as the architecture and operations of the building.

**Laundry: The Never Ending Story** - From garments pounded with rocks down by the river to the most technologically advanced machines of the modern age, laundry is the never ending story. A retrospective of the history of laundry and associated equipment, interspersed with selected art pieces.

**McCrea Bridges of the Kawarthas** - John McCrea's models continue to shine and connect the audience to the local rural





landscape. Bridge models from the Omeme area, crafted to scale, combined with photographs of the bridges as they were, and perhaps as they still stand today.

**Art of Collecting** - A thought-provoking as well as visually exciting display of the collections from Jean Laidlaw Shields and Peggy Laidlaw Woodrow. China, glass, art and more showcase this generationally representative display, while asking the questions “What do you collect and why?”

**The Art of Fancywork** - Featuring the work of five different local women from different areas of the Kawarthas, this display honours the skill and dedication of these artists in their wreath renderings. Made from different materials, each highlights the skill of the individual artists. Cared for and protected for more than 100 years, these wreaths reflect the Victorian-era and all that it stood for.

**Industry of Lindsay** - Focusing on historic local industries from Lindsay, both large and small, the visitor will understand some of the industrial revolution on a local level. Businesses that played their part in the growth of the area, whether it was bricks, lumber or steel, or even textiles and foodstuffs, these industries supported the local economy and helped Lindsay to flourish.

**The Railroading Heels** - A third generation local railway man, Charles H. Heels documented his and his family’s working life surrounded by trains. His extensive photographic collection is projected for the viewer to immerse themselves in, to experience this man’s love of the rails.

**Lest We Forget Hall: WWI** - Sharing the stories of local military from the First World War, the communications, the homefront, the Dominion Arsenal involvement and our local nursing sisters, this exhibit continues our ongoing honour to the memories of all of those that have served.

**The Laird of Lindsay & The Mayor of Galtown** - This compare and contrast exhibit tells the stories of two men born in the same year, more than 125 years ago, and how they grew to be “museum-worthy” men of our local community. Leslie Frost grew up in privilege in Lindsay, becoming a local defence attorney and Premier of Ontario. While Stanley Dayton, had less means during





his childhood in Little Britain, he became a news correspondent for the Lindsay Daily Post, sharing the news of his community. Both men were well-known in the local area, both highlighted for their individual contributions.



**Giants of Lindsay: J. D. & William Flavelle** - It is worth highlighting the business and civic achievements of William (1853-1943) and John Dundas (J. D.) Flavelle (1850-1925), who together helped develop the Town of Lindsay and Victoria County in the nineteenth and twentieth centuries. Both William and J. D. knew that there was no infallible way towards success and that one must create energy and a determination to overcome any obstacles that besieges life's path. This sentiment was used to establish and expand their many businesses which included a milling company, dry goods department store, and a cold storage and creamery.



**Old Mill: 14-18 Kent St. E. Lindsay** - The Old Mill property on Kent St E in Lindsay has a long storied history. Learn more of who ran some of Lindsay's most important industries through the grist mill years, the Lindsay Distilleries and the Henderson's

Chick Hatchery. Find out what types of products were produced from 1869-1974 when the building was consumed by fire, never to be rebuilt.



**All the Small Things** - Explore these different sets of miniatures crafted by local artisans, including the detailed dioramas from Ron Clark, the dollhouse creation of Ralph Griffin, and Grace Keegstra's porcelain doll creations. Wonder and nostalgia detailed in every piece.






# Virtual Exhibits

The virtual platform offers an opportunity for many to visit our museum's exhibits from a distance, as well as from an accessibility standpoint. As physical exhibits retire, they may find new audiences in this format. Other larger virtual exhibits are designed with purpose to share our stories in more detail and depth. This content also supports our outreach and educational programming initiatives. These are a few of the currently available titles:

- W. A. Goodwin (*presented with Digital Museums Canada*). *Bilingual*.
- Giants of Lindsay: J. D. & William Flavelle (*presented with Digital Museums Canada*). *Bilingual*.
- Our History Through the Lindsay Post *Bilingual (fully completed March 2024)*
- The Art of Collecting. *Bilingual*.
- Precious Memories: Our Seniors Speak (*presented through New Horizons for Seniors Project*) *Bilingual*.
- The History of Our Museum
- The Ghost of Cambridge Street United Church
- The Social Importance of Railway Stations in Kawartha Lakes

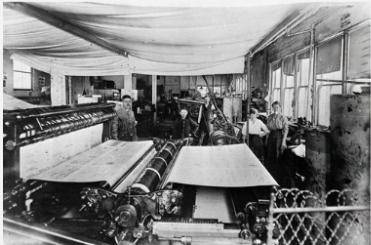
## Virtual Exhibits



**f The Giants of Lindsay: William and J. D. Flavelle**

William and J. D. Flavelle contributed greatly to the development of Lindsay and Victoria County through their many businesses and volunteer work. Read more by clicking below.


[View this Exhibit](#)



**Our History Through the Lindsay Post**

Access our digital catalogue of the Lindsay Post newspaper and learn more about one of its longest serving contemporary Editors, Alan Capon, through his photograph collection.


[View this Exhibit](#)



**Precious Memories: Our Seniors Speak**

Empowering local seniors and encouraging them to share their knowledge by recording their memories of this community for future generations.

[View this Exhibit](#)



**W.A.**

The life and...  
Museum of...  
for all the wo

[View the](#)

# Travelling Exhibits

## Incoming

Wonderful opportunities exist for KLMA to bring content to our community that would be difficult for us to develop ourselves. Respecting and promoting subject matter experts and independent creators, opens worlds of inspiration and pathways to knowledge and understanding for our visitors. Here are a few of the recent exhibitions that we were able to showcase as temporary installations.

From left to right:

### **Beyond Words** from the Canadian Language Museum

*This exhibit related the path of creation for translation between English and Indigenous languages with reference to the first set of translation “dictionaries”. Offered with interactive touch-points and educational handouts to engage all ages of visitors. Bilingual.*

### **Space to Spoon** from Ingenium - Canada Agriculture and Food Museum

*An engaging use of technology to share how satellite technology assists Canadian farmers on the ground. Each of four “pod” units have interactive screens, touch-points, and textural elements for exploration and engagement. Bilingual.*

### **Miskwaa Ziibi Man** by Daniel Marlatt

*Created by local artist Daniel Marlatt, the Miskwaa Ziibi Man (or Red River Man) was born of more than 500 lbs of pine, sculpted into the soulful and comforting inukshuk. A digital companion piece was created to showcase through photographs, Miskwaa’s adventures along the riverbank and interaction with visitors out in his natural surroundings. Video content of his creation was included as well.*





## Off-Site

Although the COVID-19 global pandemic certainly impacted our ability to participate in many off-site exhibition opportunities, KLMA was able to still provide large scale exhibits for the Lindsay Exhibition in 2021 (Their Votes Counted), 2022 (Space to Spoon) and 2023 (The Old Mill: 14-18 Kent St E, *shown below*).



Additionally, to provide a COVID-safe cultural opportunity during the pandemic, KLMA created a 21 day First World War Drive Thru Immersive Exhibit at the Lindsay Exhibition Commonwell building. It featured over 700 artifacts and prop display items telling the stories of our local military history. It ran 500 linear feet, in a series of dioramic set ups, and was guided by a bespoke audio docent on iPads with a take home commemorative booklet. Visitors would stay in their cars, guided to each stop, as they received the information while viewing the displays.



## Available for Loan

KLMA makes available a variety of travelling exhibits, pop-up displays and educational programming kits for use by other organizations and schools. Sharing our stories beyond the City of Kawartha Lakes, as well as to those within our community that may not be able to visit our building, is very important. Examples of these types of exhibits:

**Travelling: *Their Votes Counted*** - In Canada in 1917, for the first time women had the right to vote in a federal election with the conviction their vote counted. The nursing sisters serving in the First World War were the first women to vote and this exhibit shares that story. This exhibit is available for rent by outside institutions, but also provided on loan, free of charge for organizations within Kawartha Lakes. Example, at the Ross Memorial Hospital.

**Pop-Up Display: *The Art of Fancywork*** - This small pop-up exhibit consisting of a framed wreath, a banner-stand for didactic text, an interactive touch board and support printable materials was designed to travel to senior residences and nursing homes. Discussing the influence of Queen Victoria and her impact on style, art and demeanour, this exhibit provides a nostalgic look at the homespun art of the wreaths created by Victoria ladies, often with human hair intertwined. This exhibit references works made by ladies within Kawartha Lakes over 100 years ago. This exhibit is provided on loan, free of charge to locations within Kawartha Lakes.

**Educational Programming Kits: *Colouring with Currier & Ives*** - A curriculum supportive kit for Grades 1-2, this art based education kit is a hands on lesson and collaborative art activity, that encourages students to express themselves creatively while also working as part of a team to complete a version of the Four Seasons prints by Currier & Ives. This kit comes with enlarged reproductions of the four pieces, a teacher lesson guide and both print and digital copies of the Four Seasons colouring pages. This kit is provided on loan, free of charge to all schools with Kawartha Lakes. This is also supported with our digital Museum At Home initiative.



## 1.4 Visitor & Operational Metrics

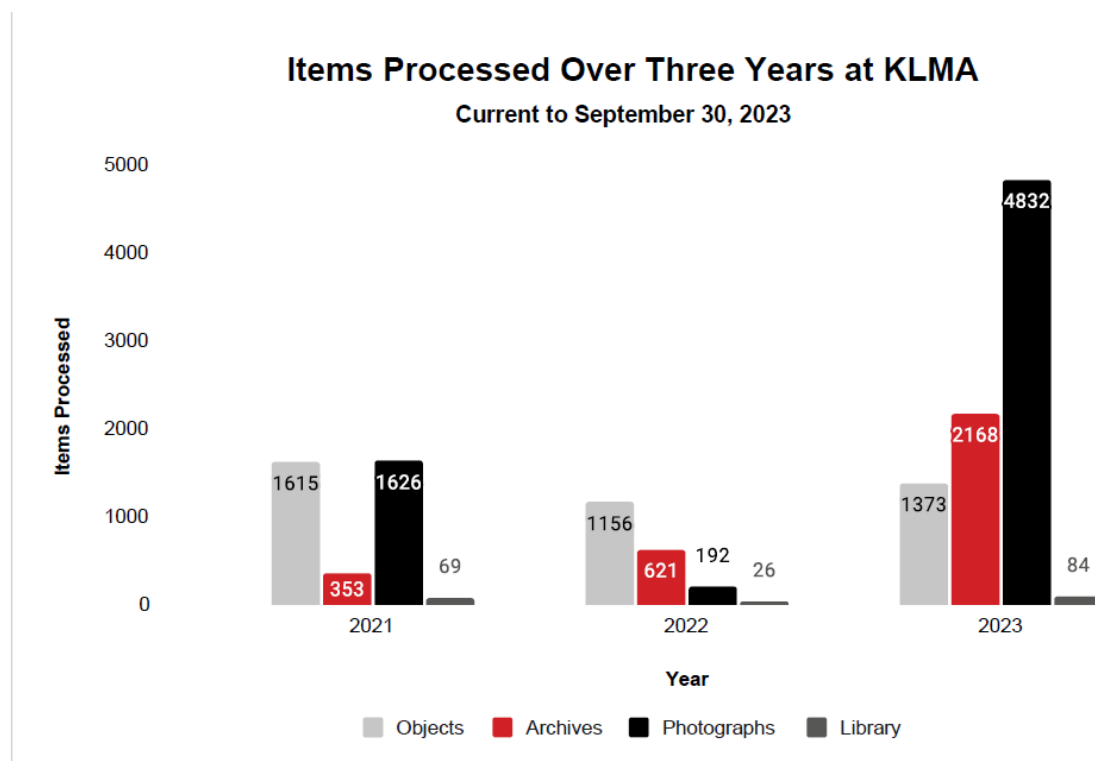
### 1.4.1 Visitor Statistics

Year	Adults	Child 6-17	Child under 5	Complimentary	Events	School Tours	LEX
<b>2021</b>	524	88	16	151	1	0 Covid	978
<b>2022</b>	647	92	16	182	4	1 Covid/Strike	1911
<b>2023</b>	817	238	33	332	20	3	1515

*\*2023 figures are Jan-Sept 2023 only.*

### 1.4.2 Collection Statistics

In addition to completing reviews of previously accessioned collection items, the new objects or records that were received over the last three years are being processed into the collection. Several large collection intakes (thousands of items per fonds) have not been included in this graph as they are in the midst of being completed from this time period. This will give a sense of the sheer volume of items being added to the collection on an increasing basis, for example 3.68 linear metres of textual records have been processed from January-September 2023.



## Grant Projects

Our major grants over the last few years have been a vital part of our current position. Successful grant applications at all levels of government support ensured a stable platform for completing necessary improvements and core operational activities.

**Staffing grants** from Canada Summer Jobs, Young Canada Works and Victoria County Career Services have provided funds for youth-focused employment opportunities in the roles of museum interpreters, collection assistants, and digital content curator. From 2020-2023, we have been able to offer contracts for a total of 44 positions. Several of these students have gone on to further their education or careers in the sector.

**Collections management, exhibition and capital grants** have provided for contract staff funding as well as funds for capital expenditures such as exhibition display cases, mannequins, shelving, archival storage supplies and supports as well as much needed computers, photographic and scanning equipment. Over the last few years we have undertaken major collection reviews and storage area renovations. This included our glass and china collections, medical, military, garment textiles, home textiles, personal accessories collections, film review, Lindsay Daily Post collection, the McCrea Model collection and more. Funding support for these initiatives has been realised through grants from Canadian Heritage, Ontario Trillium Foundation, Lindsay Legacy CHEST fund, Museum Assistance Program, Digital Museums Canada and more.

**Programming grants** provided for dedicated staff for outreach projects, educational programming development and delivery, as well as community engagement and survey projects. These grants often included amounts for marketing and print materials. Funders from all levels included Ontario Trillium Foundation, New Horizons for Seniors Project, Community Services Recovery Fund, and Tourism Relief Fund.

## Operational Achievements

### Governance & Management

- Rebranding to Kawartha Lakes Museum & Archives
- Meeting legislative requirements for both charitable and not-for-profit organizations
- Achieving the Standards for Community Museums in Ontario



- Full-time operational staff of Managing Director and Archivist, supplemented with high-skill contracted workers
- Developing and implementing a curatorial and collection management plan
- Undertaking several community surveys, including a direct-mail campaign to every household in the City of Kawartha Lakes, as well as a directed survey to every teacher/educator at schools within City of Kawartha Lakes
- Expanded learning opportunities for high school co-op students, post-secondary placements/internships and employment skills support placements
- Requests to consult for other museum organizations

### **Financial**

- Operational funding support from the City of Kawartha Lakes for the 2023 budget year
- Expansion of gift shop with corresponding increase in revenue
- Successful grant management and oversight
- Increasing revenues from \$32,000 in 2018 to a budget of \$750,000 in 2023
- Improved donor confidence is demonstrated through the increase in individual donations year over year since 2020, both in # of donations and average amount of donation
- Zero debt

### **Digital Capacity**

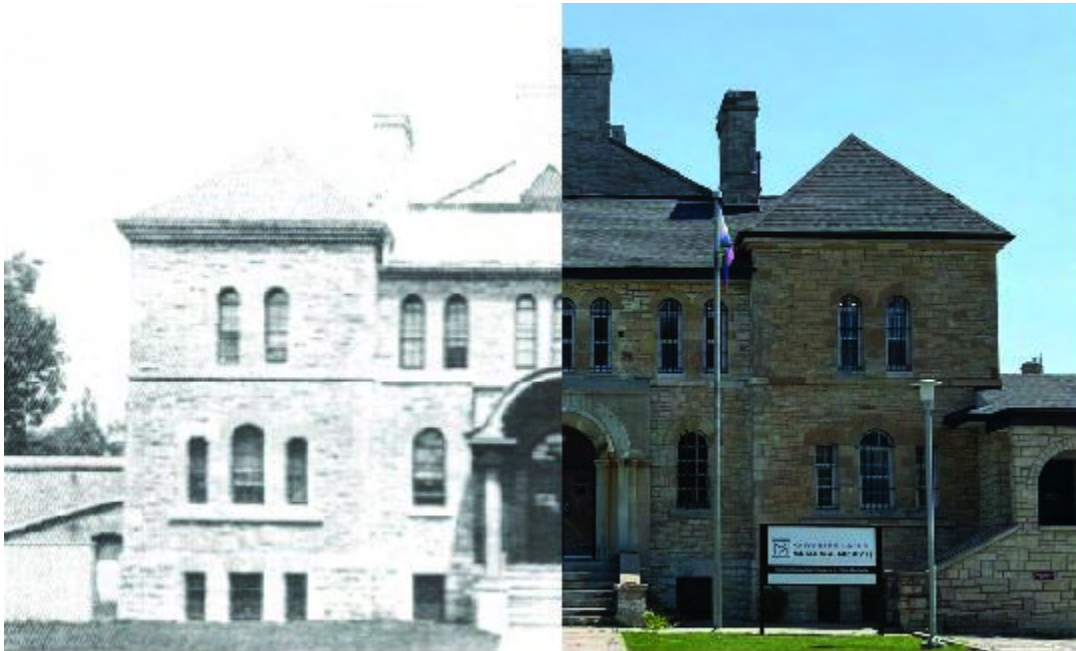
- Updated website and social media platforms to support marketing and media strategies
- Installation of a network server with 14 new computer station hubs and Smart Board
- Expanding to a cloud-based collection management software system and achieving a 95% digital catalogue completion
- Obtaining new planetary and negative scanners, a microfilm scanner/reader and additional equipment to aid in the preservation, digitization and access to the archival collection

### **Facilities**

- Open to the public year round with increase in visitor attendance
- Removing all outdoor storage sheds and temporary storage areas, undergoing a review and determination process for retention and storage
- Initiatives for facility repairs and renovation projects

## 1.5 Our Future

We have made exceptional strides over the decades, from our beginnings as the Victoria County Historical Society in 1957 to our current vibrant and engaging multi-story institution. Our recent rebranding as the Kawartha Lakes Museum and Archives in the summer of 2022 reflects how we have grown in size, scope, and quality – a feat we could not have accomplished without the contributions of our generous community members, dedicated volunteers, employees, and directors. It is with their ongoing support that we will carry the momentum we have worked so hard to build, into the future for our organization’s continued growth and resiliency.



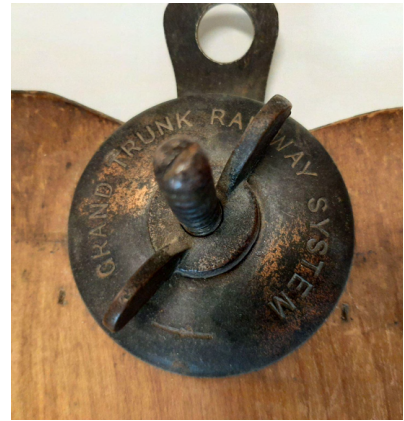
However, as much as things may change, our purpose remains the same. Our community has been impacted on a global scale with the technological advances that we have been witness to - computers and the Internet have changed our daily lives at home and at work. Never before has information been able to be more accessible to so many people. Entertainment can be held in your hand in remote locations and yet, our community members have responded so positively to our deliberate and strategic improvements over the last five years which have laid the foundation for the strategic goals for the next 5-10 years.

Through community engagement and survey initiatives, stakeholder consultations and ongoing assessment reviews, we understand that the residents in the City of Kawartha Lakes are interested in visiting and engaging with our museum’s



exhibitions and programming in a progressive and increasingly interactive and technological manner, whether via an in-person or virtual experience.

Keeping our mission and mandate in mind, while also adhering to the Standards for Community Museums in Ontario, we have identified a priority of strategically responsive goals that must be accomplished in order to achieve our long term objectives for our organization's service to the community.



# Section 2: Our Purpose

## 2.1 Our Vision

### *Telling our Untold Stories*

Each day, our actions, decisions and inspiration will be driven by our vision statement.

## 2.2 Our Mission

Our mission is to operate a community museum for the purpose of preserving and presenting the diverse history and culture of the City of Kawartha Lakes, in the larger context of the Province and Country in which we live. Our Museum is composed of several collections that support our mission and vision: archives, library, artifacts, digital content, and human contacts. We are a charitable organization dedicated to inspiring interest, involvement and investment in heritage and culture. We work to fulfil our mission in partnerships with community stakeholders through:

- Collection, preservation and exhibition of items that reflect the history of the City of Kawartha Lakes and provide a foundation for research and education
- Outreach initiatives that feature, celebrate and share local stories and how they connect to Canada's history and our role in the global community

## 2.3 Our Values

The KLMA will be guided by the following values in all its work:

### **Innovation**

The KLMA is forward-thinking, welcomes new ideas and is open to new ways of engaging with our stakeholders and collaborating with non-traditional partners.

### **Responsibility & Integrity**

The KLMA is a responsible repository for the collection of items and stories that represent our community's history. We are aware of and uphold the highest ethical



and fiduciary standards for collections and are transparent in our operations to our members and the public by implementing current professional museum standards and tools as they emerge to preserve and display our collections. We recognize our duty to future generations, preserving their past through contemporary acquisitions.

## Inclusion & Responsiveness

The KLMA embraces the diversity of our community and strives to respond to the changing needs and expectations of our diverse audience. We are patron and community focused and committed to providing an accessible, educational and entertaining experience for them both in the museum and through our presence in the community.

## Respect

KLMA acknowledges the roles of Indigenous peoples in our history, our present and our future. We value the contributions of KLMA members, staff, volunteers and stakeholders and treat them with respect and sensitivity.

## Excellence

KLMA promotes and recognizes excellence. We are committed to continuous learning and improvement. We demonstrate ongoing excellence in our leadership and operations, locally, provincially, nationally and globally.

## Effective Governance

The KLMA board is composed of individuals with the skills and knowledge required to effectively govern the organization. We are aware of and compliant with all legislation pertaining to non-profit organizations. We maintain a broad base of revenue sources that are critical to our financial sustainability.



*Image: KLMA exhibit “From Housing Inmates to Housing History” on display at the Legislative Assembly of Ontario at Queen’s Park, May-Dec 2023.  
Curator, Barbara Doyle*

# Section 3: The Groundwork

## 3.1 SWOT Analysis

A SWOT analysis is a tool used in developing strategic plans, to assess the current state of the institution, and to recognize what could happen in the future.

Each of the focus groups that took place during the development of this Strategic Plan were asked to go through a SWOT analysis, identifying the strengths and weaknesses of the Museum, as well as potential opportunities for development and threats to the current service. A summary of the points repeated in multiple focus groups is provided below.

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>● Unique story and history of heritage building</li> <li>● Museum location - relative proximity to downtown</li> <li>● Variety of artifacts</li> <li>● People – staff and volunteers with high skills and desire to grow the organizational capacity</li> <li>● Community historical knowledge and desire to learn more</li> <li>● Positive track record in securing and executing grants</li> <li>● Zero debt</li> </ul>	<ul style="list-style-type: none"> <li>● Building limitations, including access to parking, not fully accessible, no elevator</li> <li>● Budget and staffing resources</li> <li>● Storage limitations archival information access</li> <li>● Limited archival information access at this time</li> <li>● Ability to sustain volunteers</li> <li>● Archives lacks desired diversity in material holdings</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>● Gather more information on local history from residents and community groups</li> <li>● Increased partnerships</li> <li>● More events, tours, education opportunities</li> <li>● Improved representation of wider municipality</li> <li>● Creation of new travelling exhibits</li> <li>● Continuing to expand our hours of operation</li> <li>● Available for film location bookings</li> <li>● Dedicated educational programming to increase school/youth engagement</li> </ul>	<ul style="list-style-type: none"> <li>● Funding sources</li> <li>● Fragility of artifacts, and storage issues</li> <li>● We do not own our building facilities outright</li> <li>● Contract/term funded staff is never a long term solution</li> </ul>



## 3.2 Planning For Our Future

If we could fast-forward 10 years and envision what the Kawartha Lakes Museum & Archives will be in the year 2033, we would see beyond the current imposing stone facade of the “mighty fortress” to the expansive, vibrant, accessible, relevant and inclusive community space into which it has evolved. The museum is more than a holding space for historical objects; it is an opportunity to continue **telling our Untold Stories**, as each day our actions, decisions and inspiration will be driven by our vision for our involvement and investment in our heritage and cultural offerings.

Through a capital build extension into the former south courtyard space, we will add approximately 17,700 sq ft over three floors designed to include exciting exhibition halls, accessible community meeting spaces, an archival reading room and more. Engaging exhibits and robust programming await local residents and tourists of all ages.

Two below grade floors will provide ample storage and preservation spaces within almost 12,000 sq ft of space designed specifically with the conservation process, optimum environmental controls and ease of access to our ever-growing archival and object collections in mind. This will ensure that the tangible items representing the history of Kawartha Lakes will be preserved and accessible for many generations to come.

Our core operations shall ensure the skilled collection, preservation and exhibition of items that reflect the rich history and culture of the City of Kawartha Lakes, while also providing a foundation for research and education. We shall continue to engage our diverse community with outreach initiatives that feature, celebrate and share local stories by welcoming visitors to our physical and virtual exhibits and programming events.

While we will continue to operate the largest community museum & archives in the City of Kawartha Lakes, we have identified basic goals and action items in six different areas of focus as priority objectives to help us reach our full potential.



## 3.3 Rationalization for Facility Expansion

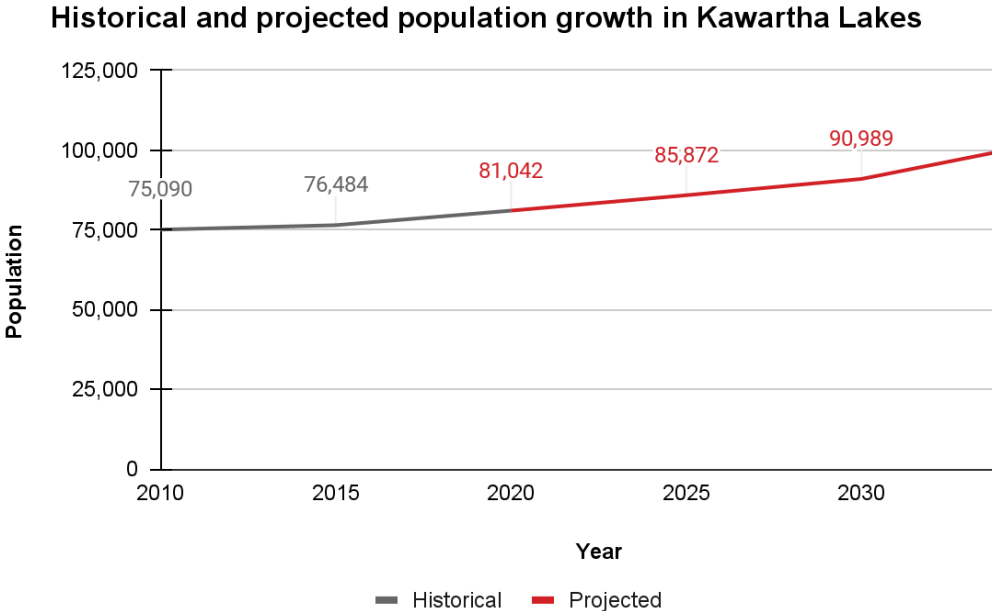
### 3.3.1 Maximum Capacity for Collection Storage

- The museum's collection, both object and archival holdings, are growing at an exponential rate.
- The building has finite space available for collection storage and processing spaces.
- As we receive more donations over the next 3-5 years, it is likely that some current exhibit or programming spaces will need to be redirected towards the collection's needs.
- There are instances currently that we have had to decline donations from the community due to lack of space or ability to receive and store items (no loading dock or elevator, low headroom in some spatial transitions, narrow door frames impact ability to receive larger or bulky items, etc.).
- The current spaces were repurposed from the use as a former jail. Walls are 40 cm/18" thick and spaces are tight. There are challenges with accommodating and affixing shelving and other wall-mounted storage solutions. Most storage areas are within former prisoner cells which means that the cell bars are often an impediment.
- We also utilize the rabbit-warren of basement spaces including the former industrial kitchen. Optimizing the individual spaces for collection storage was a daunting multi-year task that was undertaken always looking forward to a future space.
- While the current building is going through a multi-year repair schedule, creating environmentally controlled and thoughtfully sized collection and archives spaces would be most beneficial to the collection long term.



### 3.3.2 Population Growth Projections

As displayed in the chart below, Kawartha Lakes' population is projected to reach 90,989 by 2030, up 12% from 2020. With the unprecedented growth explosion in Lindsay post 2020 figures, it is reasonable to anticipate that this projection is very conservative. The population of the area is growing and we must grow with it.



### 3.3.3 Lack of Event and Programming Space

The current facilities are not conducive to medium or large event planning and programming initiatives. Spaces are set and hard to reconfigure. Current planning includes small groups, staggered entrance times, and less than ideal conditions.

Our expansion of educational programming requires larger, open spaces designed for a variety of age groups. Flexible seating options, movable walls and different opportunities for touch points and digital content screen access is preferred.

Designed workshops or creative spaces would enable a wider range of inspiring and fun projects for our community members. Spaces designed to handle a little mess or groups of small children safely would be very beneficial. These programs would be offered in all age groups.

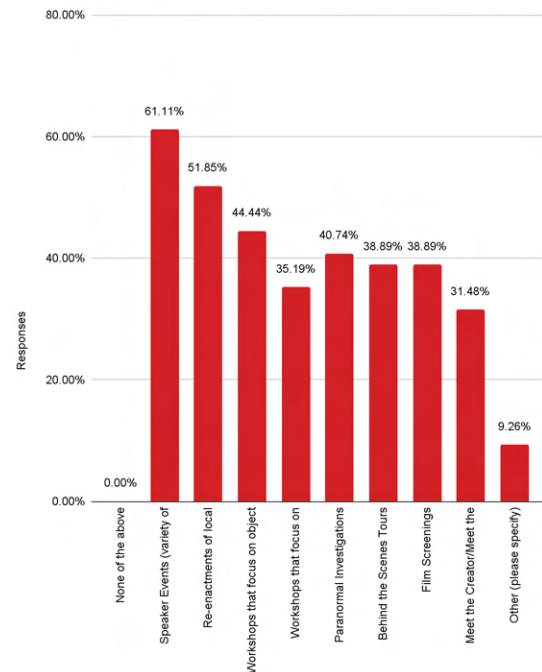
Additionally, there are requests for more adult programming with a variety of topics or interests. Flexible and open spaces would facilitate this as a great opportunity for more community engagement.



Data from our recent surveys have indicated that community members are interested in attending the following types of events:

- None of the above
- Speaker events with a variety of topics relevant to the local area
- Re-enactments of local historical events
- Workshops that focus on object and archival preservation
- Workshops that focus on storytelling and memory preservation
- Paranormal investigations
- Behind the scenes tours
- Film Screenings
- Meet the Creator/Meet the Author Events
- Other (please specify).

What types of programs or events would you most likely attend? Check all that apply.

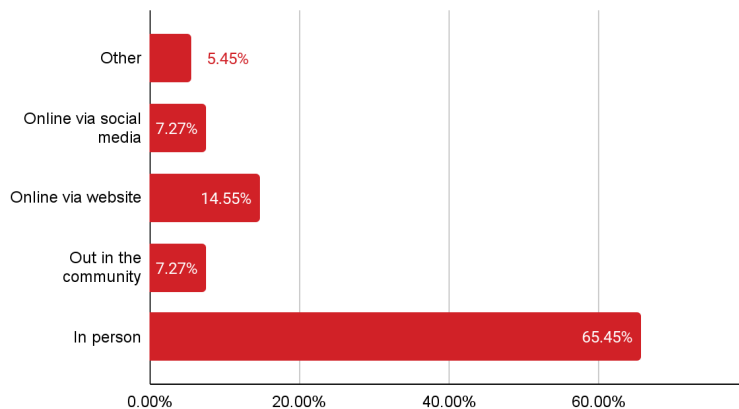


### 3.3.4 Larger Exhibition Halls

The stories of Kawartha Lakes (and the former Victoria County) range in size and scope, encompassing centuries of people, organizations, businesses, development, objects, artistic/creative works and more. We preserve the tangible as well as the intangible history of our community. In order to make that history accessible to the public, we may offer a variety of ways to view or experience the collection. This may

include virtual/digital access or exhibits, outreach or travelling exhibits, or in-person exhibits that may encompass physical and digital elements. The most preferred way (65.45% of survey respondents) is for in-person visits to the museum building itself.

Preferred Method To Engage with Museum



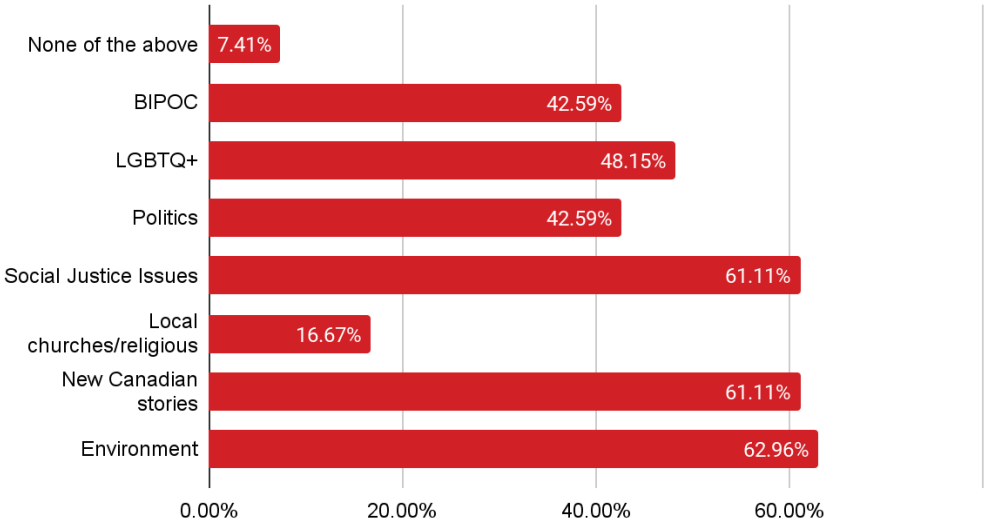
Creating a welcoming, inclusive and diverse community space is very

important and we wanted to know if museum visitors would be interested in exhibits

about the following topics: BIPOC, LGBTQ+, Politics, Social Justice Issues, Local Churches/Religious Topics, New Canadian stories, and the Environment.

Alongside the history of Indigenous Peoples, many of these topics may be perceived as challenging to present/exhibit in a former jail building. Creating safe, inclusive and accessible spaces would be a preference to have so that we can showcase these types of stories more comfortably or in a more appropriate setting. Working through a lens of empathy and sympathy is a must when presenting materials in a former jail building.

### Inclusive and Diverse Topics for Development



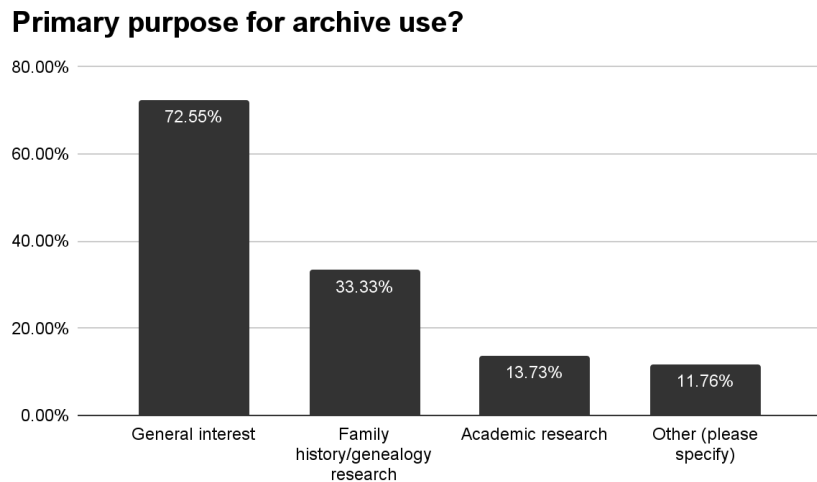
The education/teacher survey results were quite similar in response.

The physical requirements for the desired types of exhibits we intend to share with our community may exceed our current physical spatial limitations. Opportunities for travelling exhibits are restricted for this same reason. We may simply not have enough space to host them, or they are physically too large to get through our door frames, or too heavy to move without a loading dock or elevator.

Thoughtfully designed spaces to encourage the maximum amount of space for exhibits, as well as events, is what the priority is for the new addition.

### 3.3.5 Archival Reading Room and Research Space

Based on our recent community engagement survey, 77.78% of respondents indicated that they would utilize our archival collection with their primary focus to be general interest at 72.55%. The results are in the accompanying chart.



Creating space for a publicly accessible archival reading room will ensure that the community can access the records on site in a safe manner with adequate space and assistance. Having a reading room will allow for complex research and on-site visits rather than relying on digital or scanned copies. Our knowledgeable archivist will be available to aid in research and answering inquiries.

### 3.3.6 Accessibility

Included in the plans for the addition and renovations to the current space, ensuring accessibility is a must-have. Currently, only the first floor of the building is accessible as there is no elevator to other floors. Some spaces are challenging to retrofit due to the 1863 building construction designed for the original use of the building as a jail.

It is our utmost responsibility to create fully accessible spaces that can be enjoyed by all visitors. The plans will include an elevator that will access both the new spaces and the existing spaces to create accessibility for the entire building.

### 3.3.7 Net Zero Building - Environmentally Responsible

As we preserve our local history and care for our heritage building, it follows that environmental responsibility would be a core value in the assessments and design for new spaces and operational supports. We will strive to be part of the new generation net zero energy museums with a three-point commitment to ensure financial stability and sustainable building practices in a way that simultaneously enhances the community space.



# Section 4: Plan Focus Areas

## 4.1 Collection Access

The items we keep represent our community's heritage, be they documents, art, recordings, etc. Their historical and cultural value to those who would study them relies on ease of access through accurate record-keeping, rigorous conservation and storage practices, and thoughtful, educational exhibitions.

We will ensure that our collection, in all its forms, be accessible to researchers and visitors alike. Projects will focus on the digital cataloguing of accession records for existing collections and new acquisitions, and the digitization of artifacts and documents themselves for use in online exhibitions, educational programming, and public digital archives and collections.

### Action: Improve Ease-of-Access to Collections

Improve access to our collections by visitors, researchers, and staff, through digitization, indexing, and physical accessibility improvements.

#### Performance Measures:

- Remaining undigitized accession records entered into PastPerfect
- Finding aids created for all existing archival collections
- Accessibility Audit completed and multi-year Accessibility plan developed
- Alternate (e.g. virtual or outreach) exhibits provided when physical exhibits are located in areas of the building which are not yet fully accessible
- # of outreach programs delivered
- # of research requests fulfilled



## 4.2 Sustaining Financial Stability

Our future as an organization depends largely on our current fiscal responsibility and planning. While grants and donations are a key factor in our ability to do our work, it will be sustained financial support that allows us to grow as an organization that fully meets the needs of our community.

With ongoing financial support from the City of Kawartha Lakes, we will be able to hire permanent staff for more positions, greatly reducing the amount of time that must be spent training short term hires. Retaining long-term staff allows us to have a knowledgeable and highly-skilled workforce, and this translates into a reliably higher standard of care for both our collection and our visitors.

In addition to recurring funding, we must continue to seek out other funding opportunities, through grants and donations, to be used for specific projects and purposes.

### Action: Sustained Financial Support

Ensure a consistent annual income stream to be directed towards hiring and retaining core operational staff.

#### Performance Measures:

- Renewed and increased commitment from the City of Kawartha Lakes to fund core operational staff positions
- Additional core staff positions created and filled (e.g. Collections Manager/Curator).

### Action: Special Project Funding

Ensure consistent funding of projects through the acquisition of grants and fundraising efforts.

- \$ total received from financial donations
- \$ total received from grant opportunities
- \$ total received from fundraising campaigns

## 4.3 Interpretation & Education

In line with our vision – *telling our Untold Stories* – we will continue to curate exhibits that showcase local history in a variety of engaging physical and virtual exhibits. We will continue to expand our existing educational programming and develop new programming that is curriculum-based for students, as well as inspiring interest-based content for visitors of all ages.

Our exhibitions and programs - be they on-site, virtual, or outreach - will be designed to cater to age groups ranging from our youngest to most senior, and where possible, will be tied to Ontario Curriculum concepts and expectations.

In alignment with the Truth and Reconciliation Commission's 94 Calls to Action and in response to requests from educators, we will ensure that, where appropriate, this programming reflects Indigenous Peoples' historical and contemporary contributions to our region, and does so with empathy and respect.

### Action: Develop Educational Programming

Through our recent hire of an Educational Programmer, we will develop educational programming around key Ontario Curriculum concepts and expectations for Primary/Junior, Intermediate and Senior students, as well as for adult learners.

#### Performance Measures:

- Developed 2 different types of program deliverables for each age group, some of which are outreach-based
- At least 2 deliverables addressed Indigenous Peoples' history and cultural contributions to our community
- # of school tours and outreach materials booked

### Action: Curation and Exhibition Plan

Curation and exhibit development must be carefully planned, while also allowing some flexibility for opportunities or additions to the collection that may enhance or inspire new work as well as the ability to be responsive to facilities challenges, legislated closures or staffing changes.

Research and curation of some exhibits planned may take months or perhaps up to two years of planning in order to present a detailed exhibit plan and supporting didactic text and image/object recommendations for the installation.



Budgets, spatial requirements and security must also be assessed and approved. Do we need to request additional materials on loan from other institutions or individuals? Fundraising or sponsorship may need to occur to enable the installation.

Special exhibition projects, such as the yearly display at the Lindsay Exhibition Commonwell Building (LEX) must also be planned for.

A well-considered exhibition plan also supports our educational programming goals. Currently we have determined that we wish to highlight the following types of exhibits as a baseline framework for planning: the jail/building history, local artists/creators, military history, industry, the John McCrea Model collection reflecting agricultural/rural settlement, Indigenous People's history, prominent people or organizations in the City of Kawartha Lakes.

Digital or virtual exhibits must be included in this planning process to round out our ability for *Telling our Untold Stories* for topics that we either have no physical objects to support an installation, or that we would like to present in a more timely fashion than the current spatial limitations would allow for.

This plan should also provide for exhibits on loan or rented from other institutions where our internal capacity limits would make it necessary, or where it would be financially beneficial to do so.

#### **Performance Measures:**

- Maintained and executed Curation and Exhibition Plan
- Digital exhibit metrics
- # of temporary exhibitions borrowed/rented

### **Action: Commitment to Truth and Reconciliation**

The KLMA has an ethical responsibility to foster national Reconciliation.

The Truth & Reconciliation Commission Canada: Calls To Action (2015) holds 94 recommendations. Recommendations #67 to #70 are specific to museums and archives. The Summary of the Truth & Reconciliation Commission of Canada's Final Report states:

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

(Honouring the Truth, Reconciling the Future: Summary of the Final Report of the Truth and Reconciliation Commission of Canada, page 251.)

## Performance Measures:

- A Truth and Reconciliation Policy that will guide engagement and collaboration with Indigenous Peoples and reflection on our national histories.
- A Repatriation Policy that will guide the museum through inventorying the Indigenous collection, publishing that collection, and repatriating items as required.
- Relationships with the Indigenous Peoples of Kawartha Lakes' past, present and future.
- Advocate for the collaboration between museums, archives, libraries and galleries within the City of Kawartha Lakes to link related descriptions and material holdings of Indigenous content by each institution in a publicly accessible format.



## 4.4 Marketing & Communications

Building on our successful 2022 rebrand, we will continue to improve our active web presence, with additional, exciting online exhibitions, news, updates, and features. Engaging with any of our digital platforms will provide the visitor with the basics of information about hours, location and exhibits, but the platforms will also welcome, inspire, educate, and connect each other in our community. Using opportunities for humour, glimpses of behind-the-scenes action, intriguing stories and a visually engaging content of photos, video reels and graphics to appeal to a wider audience, we will share the whispers of the *Untold Stories* that will motivate the public to attend our museum, book tickets for our events and participate in our programming so that they can enjoy the whole story.

In 2023, we engaged in a community marketing survey to undertake the serious process of understanding our community's needs and desires for our services. We sent out information and online survey cards to every single household in the City of Kawartha Lakes. We followed up with multiple months of print advertising the survey link, as well as other online promotions and in-person opportunities to complete the survey. Through this process, some clear themes and trends were identified. Opinions and congratulations were shared.

Additionally, we canvassed hundreds of teachers and education workers, in CKL schools including online and adult learning institutions. This was undertaken as part of our commitment to improve our educational programming.

Not only were there clear indications of the types of support requested, many of the responses echoed the responses collected from the community at large. This goal encompasses the “*what*” we are communicating to the public, the “*how*” of the different communication channel options including in person within our building, virtually/digitally via online platforms and through outreach engagement off-site events or directed engagement, and the “*who*” being the staff member(s) that will be directly responsible for content creation and distribution.

### Action: Expand Community Outreach and Engagement Initiatives

Community museums must be responsive to the changing needs and desires of their visitors, while still maintaining the utmost care of the collection and professional standards. Being aware of trends and utilizing digital platforms consistently, intentionally and progressively will support this goal. Meeting people where they are, connecting with previously underserved communities and organizations, while also



creating demographic-specifically targeted events and programming shall broaden our community reach and impact.

A dedicated and consistent effort shall be undertaken to engage with education professionals/schools in support of our educational programming/school tour offerings.

This may encompass the efforts of multiple staff, including museum management, the Board of Directors, education/outreach programmer and digital content curator. Positions not currently permanent staff should be prioritized under this goal aspect.

### Performance Measures:

- # of community members, stakeholder agencies and collaborative partner interactions
- Customer Outreach Strategy created, based on responses from community feedback
- Review of digital platform metrics
- Hiring of dedicated staff including a Digital Content Curator and Education/Outreach Programmer
- # of school tours or outreach materials booked



## 4.5 Expanding Tourism Initiatives

Located in the densest population area of the City of Kawartha Lakes – a rapidly growing community and a tourism destination in its own right, in close proximity to the GTA and less than 150 km from downtown Toronto – the KLMA is ideally situated to grow as a tourism hub and preferred tourism destination for both local and out-of-town visitors alike. In order to succeed as a tourism destination, we must dedicate ourselves to marketing tourism and entering into partnership opportunities with the Regional Tourism Organization network (RTO8). Becoming a preferred tourism destination benefits not only the museum but also our entire community. For every \$ invested in heritage organizations like ours, it results in \$11.70 in increased revenues for surrounding businesses. This can be supported by the conclusions in the City of Kawartha Lakes Cultural Master Plan 2020-2030.

Furthermore, approximately 7% of the RTO8 visitors participated in culture activities including attending museums as per the 2019 data from the National Travel Survey and the Visitor Travel Survey. Note that 68.7% of those specific museum goers staying overnight and 31.3% are same day visits according to the same surveys.

### Action: Increase Tourism Funding

We will increase external funding through tourism grant programs and sponsorships.

#### Performance Measures:

- \$ raised through tourism grant programs
- \$ raised through sponsorships

### Action: Develop Signature Events

We will develop at least two annual Signature Events, which will showcase our collections and celebrate our community, local history and culture.

#### Performance Measures:

- 2 Signature Events developed and executed annually
- # visitors for Signature Events

### Action: Partnerships

We will develop and leverage partnerships with the City of Kawartha Lakes and RTO8 to become a preferred tourism destination. We will partner with local and external organizations for cross-promotional efforts.

**Performance Measures:**

- # of RTO8 and City tourism initiatives in which we participated
- # of local/external partnerships/events and # of visitors

## 4.6 Capital Expansion

Perhaps our most ambitious goal for the coming decade is to expand our institution's capacity, both conceptually and physically. As our collection grows, so must we - we are very much in need of additional and improved intake, processing and storage facilities, as well as larger community-focused event spaces and exhibition areas.

The launch of a Capital Build Fund will provide the resources to design and build an extension to our existing building; one that will house the modern equipment and climate controls necessary for the preservation of our collection. Upgrades will include an elevator to provide accessibility to all floors of our building and to facilitate the relocation and exhibition of large objects. Large exhibition halls, event spaces, multi-purpose rooms and publicly-accessible research facilities will significantly increase our value to visitors from within and outside of our community.

This will allow us to use the existing building – constructed in 1863 as the Victoria County Gaol and functioning as a correctional facility until 2003 – more comprehensively in the context of showcasing corrections-related exhibits. Areas of the building that have been used for storage, processing, administration and research may be made available as additional exhibition space to share artifacts and archival materials that tell the stories of the history of the jail and related information about the prisoners, correctional workers,, and their families, as well as related topics or institutions.

### Action: Design

To launch our Capital Build Fund, we need architectural drawings and renderings to present to our donors and investors, to illustrate our intentions and to justify our financial goals.

**Performance Measures:**

- Architectural renderings completed
- Floorplans completed



## Action: Capital Build Fund

Through consultation with professionals, we will determine the financial requirements of our planned build, and will launch our Capital Build Fund.

### Performance Measures:

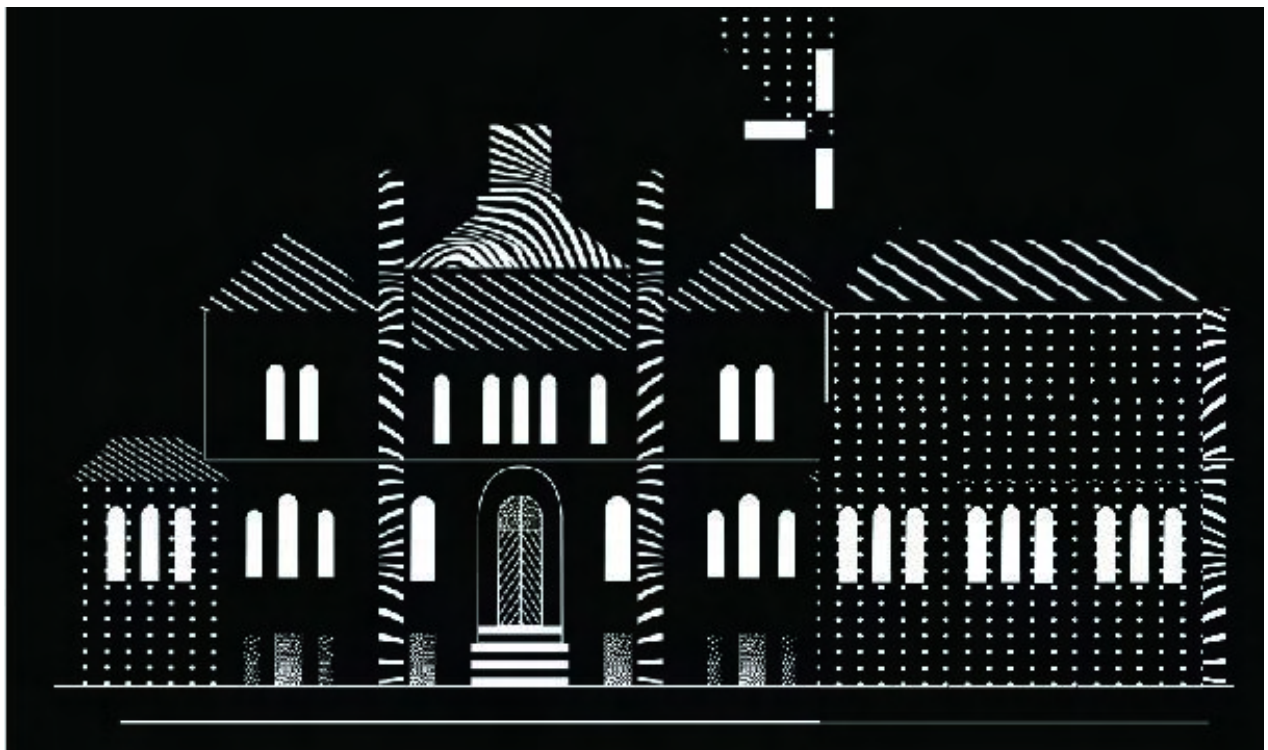
- Financial requirements determined
- Promotional materials designed and printed/published
- Capital Build Fund publicly launched
- Capital Build Fund successfully raised required funds

## Action: Construction of New Facilities

By 2033, we shall have completed construction of our new facilities, and shall be open to the public, welcoming visitors to a vibrant and engaging community space.

### Performance Measures:

- Construction complete by \_\_\_\_
- Collections moved to new storage facilities within build by \_\_\_\_
- Grand re-opening by \_\_\_\_



## Section 5: Review & Evaluation

Successful strategic plans are monitored on a regular basis, including providing a summary of the status of action items. The Kawartha Lakes Museum & Archives management team will monitor the progress and report results in three ways:

### 5.1 Annual Report for AGM

As part of our ongoing yearly reports for the Kawartha Lakes Museum & Archives' Annual Meeting, a report will be provided to the membership which will include specific feedback and statistics relevant to the daily operations of the organization as well as detailed updates regarding the Strategic Plan Action Items.

### 5.2 Annual Report to CKL Council

A Kawartha Lakes Museum & Archives Annual Report will be generated and presented to the City of Kawartha Lakes Council each year of this Strategic Plan. The report will include statistics, such as number of visitors, donations, and number of items catalogued. The report will also provide detailed analysis of progress on Strategic Plan Action Items, and a summary of the work plan for the upcoming year.

### 5.3 Newsletters and Web Updates

Progress reports on Strategic Plan Action Items, or information about ongoing initiatives will be included in the eNewsletter developed by the Kawartha Lakes Museum & Archives team, as well as posted on the Museum website.

