



# HERITAGE & CULTURAL MASTER PLAN



**PREPARED BY**

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*September 2021*



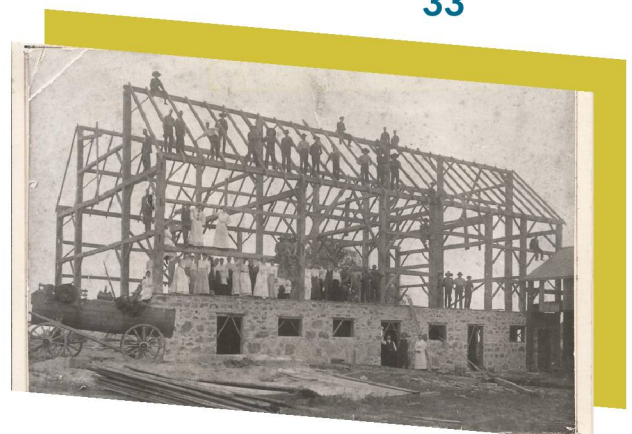
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# TABLE OF CONTENTS

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<b>Executive Summary</b>	<b>1</b>
<b>Current State</b>	<b>2</b>
<b>Current Context</b>	<b>3</b>
<b>About the King Heritage &amp; Cultural Centre</b>	<b>5</b>
<b>Vision and Mission Statement</b>	<b>6</b>
<b>History of the King Heritage &amp; Cultural Centre</b>	<b>7</b>
<b>Goals:</b>	
Engagement & Accessibility	<b>9</b>
Collections Management	<b>10</b>
Awareness	<b>11</b>
Stewardship	<b>12</b>
<b>Indicators of Success</b>	<b>13</b>
<b>Objectives:</b>	
Exhibitions	<b>14</b>
Collections	<b>17</b>
Programs & Outreach	<b>19</b>
Visitor Experience	<b>22</b>
Marketing & Fundraising	<b>24</b>
Partnerships	<b>26</b>
<b>Action Plan:</b>	
Short Term	<b>27</b>
Medium Term	<b>30</b>
On-Going	<b>32</b>
Resource Summary	<b>33</b>

**Barn Raising**, Nobleton, 1908





# EXECUTIVE SUMMARY

The King Township Heritage & Cultural Master Plan is a comprehensive, long-term outlook designed to support the overall vision of King Township. The Plan emphasizes partnership and collaboration while extending the boundaries of cultural activities beyond the KHCC site to the entirety of the Township. Using innovation and maximizing existing resources, the Plan will provide more opportunities to share King's history, support partner organizations, safeguard valuable heritage assets and promote community engagement. The intention of the Plan is to achieve immediate institutional needs while aligning with King Township's Official Plan and the Corporate Strategic Plan. It identifies crucial methods for tracking indicators of success and creates a guide for long-term enrichments to the cultural environment of King Township. The Plan will guide staff in maintaining King's unique identity, care for its heritage collections and celebrate the cultural assets that King has to offer.

At the conclusion of the ten years the goal of the plan is have King broadly known as a cultural destination. Residents will enjoy a wide variety of cultural programming within their community. The KHCC will be recognized as a valuable institution that maintains and shares the community's collective memories. King's heritage and culture will align with other Township efforts including socio-economic interests, programs and partners such as the King Township Public Library, Arts Society King and King Township Historical Society.

## Through the Lens of Covid-19

Work on this plan began in October 2019, prior to the Covid-19 pandemic. Since that time the world has irrevocably changed and we have had to change with it. Although there have been difficulties, there have also been valuable lessons learned. We have learned to adapt. We have learned to allow our plans to be fluid while continuing to forge ahead to reach our goals. We believe the goals and objectives outlined in this plan are still within our reach and can be supported in a pandemic and post-pandemic world. With the right attitude and willingness we can adjust and persevere in this ever-shifting reality.



**Grand Re-Opening of Laskay Hall,**  
September 2018



*Current State*

# By the Numbers

The King Heritage & Cultural Centre is home to the King Township Museum, King Township Historical Society and Arts Society King.

**2**  
*Exhibition Galleries*

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**4**  
*Historic Buildings*

**8,000+**

*Artifacts*

**260**

*Archival Fonds*

**45+**

*Annual Research Requests Fulfilled*

**1,600+**

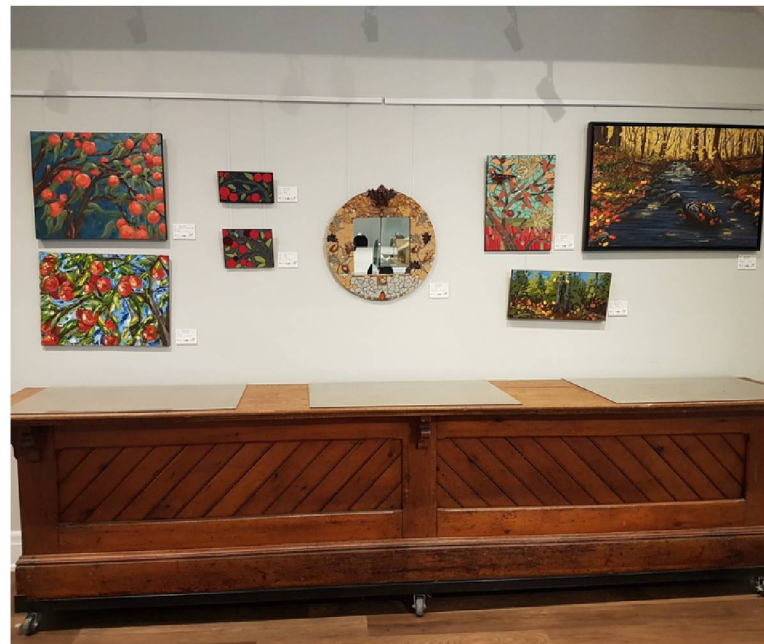
*Social Media Followers*

**200**

*Family Histories*

**2**

*Full Time Staff*



# Current Context

## Cultural Participation

A 2016 study by Hill Strategies\* on Canadians' arts, culture and heritage participation surveyed Canadians aged 15 and older and found the following:

- 99.5% participated in some type of arts, culture or heritage activity
- 50% made or performed art
- 70% attended a heritage site

The 2016-2017 study, *Arts and Heritage Access and Availability Survey*\*\* surveyed Canadians to find their cultural participation level and found the following:

- 87% attended a performance or art event in the past year
- 2/3 of Canadians engaged with arts and culture in an online environment
- 80% visited a museum or heritage institution in the past year
- **Canadians hold positive views about the role and value of heritage institutions in Canada**

\* <https://hillstrategies.com/resource/canadians-arts-culture-and-heritage-participation-in-2016/>

\*\* [https://epe.lac-bac.gc.ca/100/200/301/pwgs-c-tpsgc/por-ef/canadian\\_heritage/2017/051-16-e/report.pdf](https://epe.lac-bac.gc.ca/100/200/301/pwgs-c-tpsgc/por-ef/canadian_heritage/2017/051-16-e/report.pdf)

## Demographics\*

The population of King Township is spread across three major communities, a number of hamlet settlement areas and a large geographic rural area. As projections predict continued growth in the coming years, the Township must be ready to accommodate a more diverse offering of programs and cultural activities. As the population of King Township continues to diversify staff need to ensure that the activities of the KHCC reflect the residents of King.

Populations:

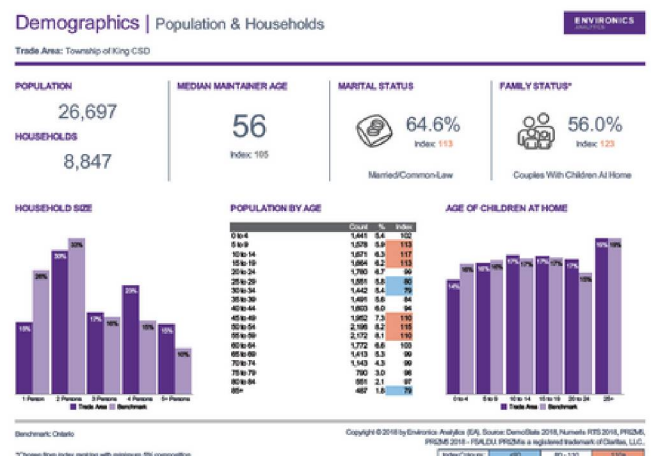
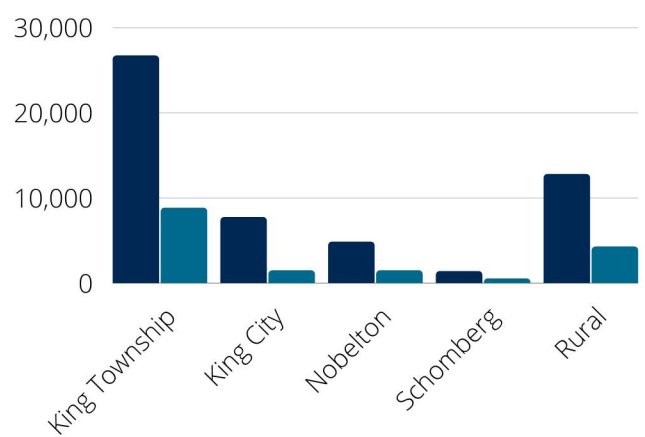
- King Township (total) - 26,697
- King City - 7,721
- Nobleton - 4,826
- Schomberg - 1,370
- Rural - 12,780

Additional Information:

- 30% have a University Degree
- 24% said their top local attractions are historical sites

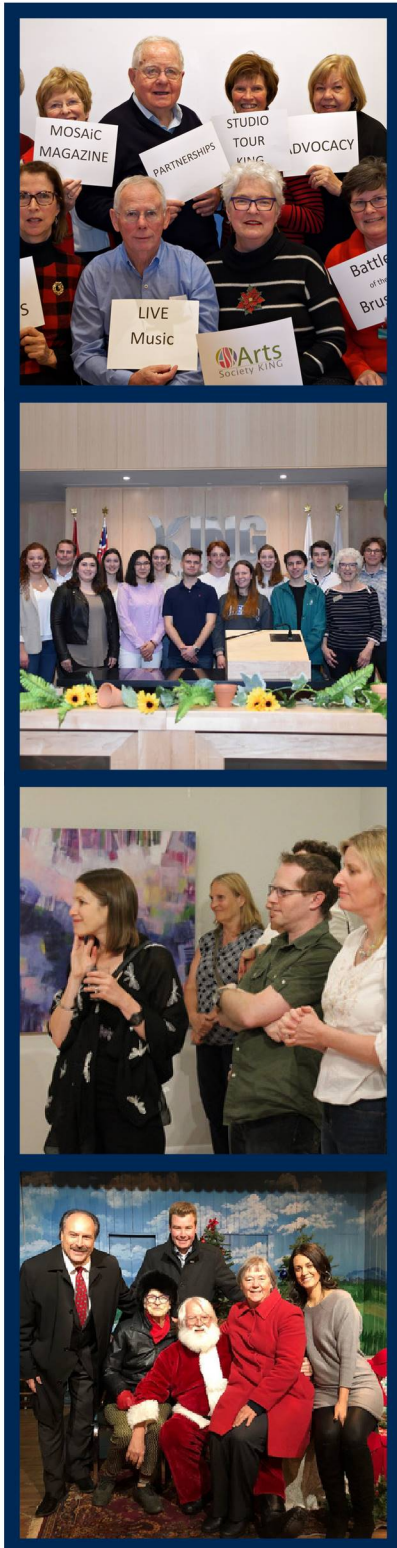
\* Data from 2018

## Population and Dwellings by Community





# Current Context



## Demographics\*

The following provides details of the four major population centres:

- King City
  - Population of 7,721
  - Median age of 54
  - 59.2% are families with children living at home, with the largest age group adult children over 25 (19%)
  - 32% identify as immigrants
  - 36% have a university degree
- Nobleton
  - Population of 4,826
  - Median age of 50
  - 64.4% are families with children living at home, with the largest age group aged 5 to 9 and 10 to 14 (20%)
  - 30.7% identify as immigrants
  - 21.5% have a university degree
- Schomberg
  - Population of 1,370
  - Median age of 58
  - 43.2% are families with children living at home, with the largest age group aged 15 to 19 (20% each)
  - 25.5% identify as immigrants
  - 35.9% have a university degree
- Rural
  - Population of 12,780
  - Median age of 58
  - 52.5% are families with children living at home, with the largest group adult children over 25 (21%)
  - 28.7% identify as immigrants
  - 30% have a university degree

\*Data from 2018

To summarize the population of King Township is 26,697 with a median age of 56. Over half of the residents are families with children living at home. 30% have university degrees and 30% identify as immigrants. This data will be used to create exhibits and programs that appeal to the majority of Township residents and ensure that the collection reflects the people who live here.

*About:*

# KING HERITAGE & CULTURAL CENTRE

The King Heritage & Cultural Centre is located at 2920 King Road, King City, Ontario and is owned and operated by King Township under the Community Services Department. The site is home to the King Township Museum, King Township Historical Society and Arts Society King.

The site contains four buildings; Kinghorn Schoolhouse, Laskay Hall, King Christian Church and the King Railway Station. The SS #23 Kinghorn School was built in 1861 and expanded in the 1960s to include two more classrooms. In 2011 an additional 750 sq ft. was added to the east classroom by a local developer and is now used as a programming and gallery space. The King Christian Church, built in 1851 by local Christians with Quaker and Loyalist backgrounds, was brought to the site from its original location at Kettleby Road and Jane Street in 1982. In 1989 the King Railway Station, Ontario's oldest surviving railway station (c.1852) was brought to the site. The most recent addition to the site came in 2017; Laskay Hall was built in 1859 as the Temperance Hall for the village of Laskay on Weston Road. Since its relocation Laskay Hall has become a popular location for programs and rentals.

The property and the Kinghorn School was first purchased by King Township in 1978 and operated by the volunteers of the King Township Historical Society (KTHS) as the King Township Museum. The KTHS ran the site for 20 years and, in that time, they collected and catalogued a wide-range of local artifacts and raised funds to bring both the King Christian Church and King Railway Station to the site. They also ran programs, exhibits and special events. In 2001, the management of the museum was transferred to King Township. In 2015, the King Township Archives was relocated to the site from the King City Library, which Township took legal ownership of in April 2019.







*About:*

# VISION & MISSION STATEMENTS

In 2020, the King Township Museum Board undertook the process of updating the KHCC Vision and Mission Statements. The previous statements were written in 2013 as part of the 2013-2018 King Museum Business Plan. As part of the planning process for this document the Board met five times in 2020 to determine the new direction for the KHCC. During these meetings feedback previously collected from community groups was considered and the following key areas were identified as being unique and important to both King Township and the KHCC:

- Environment
- First Nations
- Historic buildings (Church and Train Station)
- Diversity
- Making an impact in the community

The result was the following statements that will guide the KHCC through the duration of this plan:

## **Vision Statement**

As a leading heritage and cultural destination, we will enhance the lives of residents and visitors through impactful community programming and an expanded online presence.

## **Mission Statement**

We, as the keepers of King Township's histories, are privileged to protect the unique collections and built heritage in our care. We honour, acknowledge and share the importance of our Indigenous, geographical and diverse cultural legacies. We are committed to creating and delivering memorable community connections through collaboration and, engaging programs and exhibitions in a 21st-century global context.

## A BRIEF HISTORY OF THE KING HERITAGE & CULTURAL CENTRE

1860

**James Burns/Burney** sells a parcel of land to school trustees.

1847

A small log building with living quarters attached is used as a school on the property.

1861

A one-room schoolhouse is built by **David Johnson** to replace the squatter's school.

1914

A poll is held to determine whether a new school should be erected or the existing building enlarged. The result is in favour of improving the existing site and school building..

1915

Two-thirds of an acre of adjoining land is purchased from **James and Robert Burns** for the sum of \$381.61.

1916

A new furnace and toilet facilities are installed and the school is painted.

1928

Lightning rods are installed.

1958-1963

Additions to the building enlarged the school from a one-room to a three-room school (these extra classrooms are now the archives room and the east gallery in the KHCC).

1960s

After the expansion, the building became the King Campus of the **York County Catholic School Board**.

1978

The last year the building was used as a school.

1979

The school and almost three acre site were purchased by **King Township** to serve as a museum and placed under the care of the **King Township Historical Society**.



Kinghorn School decorated for **Walter Rolling Day**, June 1937



1982

The **King Christian Church** is moved to the site from Kettleby - future restoration is proposed so this building can once again host weddings and other ceremonies.

1989

The King City Railway Station is moved to the site as a project of the KTHS. It was built in 1852 and was in use from 1853 until 1967, King Station is known as Ontario's oldest surviving railway station.

2001

The Museum and artifacts are transferred directly to the care of **King Township**. The first Curator is hired on contract.

2003

First permanent Curator is hired.

2014

The site officially changed its name to the **King Heritage & Cultural Centre** to better reflect its intention to serve as the cultural hub of King Township.

2014

Formerly run by volunteers, the **King Township Archives** moved to the site and are placed under the management of the Township in 2019.

2015

Renovations completed to enlarge the east gallery and add a kitchen and extra office.

2017

**Laskay Hall** moved to the site from the hamlet of Laskay and has greatly expanded programming and rental space.

2019

Renovations were completed on the historic Schoolhouse and the **Walter Rolling Schoolhouse Gallery** opened with a long-term exhibit on the history of King Township.

Newly renovated **Walter Rolling Schoolhouse Gallery**, October 2019



# GOALS

This document was created in alignment with the **Township of King Official Plan** (2019) and the **Corporate Strategic Plan** (2020). The following are goals taken directly from both documents, which this plan will align with.

## **E** ENGAGEMENT & ACCESSIBILITY

*Access and Engagement is aimed at enhancing connections to King's history and culture by growing the number of ways in which it can be accessed, both online and in person, and increasing engagement levels by adding interactive elements and opening up more opportunities for community input.*

### Official Plan Alignment:

- **1.5: Goals and Objective**
  - Vibrant quality of life – a lively community where people of all ages and abilities come to live, work, shop, and engage in recreational and cultural activities. This is created, nurtured and supported by other aspects of our vision
- **1.5.3: Socio-Cultural Goals and Objectives**
  - Supporting and promoting community events and festivals.
  - Supporting the Township as a thriving arts community, where people have ample opportunity to experience, participate in, and make a living from art and culture.
- **3.5.1: Recreation, Arts and Culture Facilities**
  - To promote and continually develop King's vibrant arts, culture and heritage sector through the implementation of the Parks, Recreation & Culture Master Plan as well as considering development of an Arts, Culture and Heritage Policy to guide decision making.
- **3.7.8: Archaeological Resources**
  - To encourage the communication of appropriate archaeological discoveries or cultural narratives to residents through innovative design, public arts, community gateway features, or other appropriate means. Where archaeological resources are not conserved in situ, the publishing of any information about their location shall not be made public as appropriate.

### Strategic Plan Alignment:

- **3 (Priority) Cultivating Safe, Healthy and Resilient Communities**
  - 3.2 (Objective) Fostering Healthy, Diverse and Complete Communities
    - 3.2.1 (Key Action) Improve Accessibility
  - 2.2.2 (Key Action) Promote Active Lifestyles
- **4 (Priority) Service Delivery Excellence and Innovation**
  - 4.1 (Objective) Increasing Community Engagement
    - 4.1.1 (Key Action) Actively Communicate with Citizens
    - 4.1.2 (Key Action) Increase Outreach Initiatives



# GOALS

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## COLLECTIONS MANAGEMENT

*Objectives identified in this area relate both to the preservation of heritage artifacts as well as objectives that will be supported by the King Township Collection.*

### Official Plan Alignment:

- **1.5: Goals and Objectives**

- Heritage – the legacy of physical artifacts, built form and intangible attributes; their stories and histories that are inherited from the past and given to future generations.

- **3.7.3: Built Heritage Resources**

- That commemoration of lost historical sites is encouraged whenever a new development, redevelopment, or public work is undertaken in the vicinity of historical sites, such as sites where historical events occurred, important buildings or landscape features have disappeared, or where cultural activities have taken place.
- To require a proponent to conduct thorough archival documentation in the event that demolition, salvage, dismantling, relocation, or irrevocable damage to a built heritage resource or cultural heritage landscape, where necessary. This documentation shall be prepared by a qualified person and include the following as specified by the Township: architectural measured drawings, land use history, photographs, maps and other available material about the cultural heritage resources in its surrounding context.

### Strategic Plan Alignment:

- **4 (Priority) Service Delivery Excellence and Innovation**

- 4.2 (Objective) Developing Innovative, King-Centric Policy Frameworks
  - 4.2.1 (Key Action) Develop and Improve Master Plans
- 4.3 (Objective) Leveraging Technology to Optimize Service Delivery
  - 4.3.1 (Key Action) Modernize Service Delivery Methods

# GOALS

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## **A** AWARENESS

*Awareness refers to increasing public knowledge of the heritage and culture of the King Township, for the residents of King and beyond.*

### Official Plan Alignment:

- **3.7.2: Public Awareness**

- To promote public awareness of cultural heritage resources in the Township
- To promote heritage interpretive signage and consider opportunities for interpretive signage as part of the design of public spaces, including parks, trails, and streetscapes.
- To consider naming roads and other features of the Township in a manner that reflects and celebrates the Township's important historic persons, events and places, including underrepresented groups.

- **7.5: Culture and Tourism**

- To work with the Province and Region to identify gateway and way-finding signage which promotes the services and amenities of our communities.
- To integrate way-finding elements in streetscaping initiatives which identify and promote cultural assets in the Villages and Hamlets.
- To promote the maintenance and improvement of existing tourism and tourist destination-oriented uses in the Township.

### Strategic Plan Alignment:

- **2 (Priority) Investing in Infrastructure**

- 2.2 (Objective) Creating More Inclusive Public Spaces
  - 2.2.3 (Key Action) Design and Implement Streetscaping Initiatives

- **4 (Priority) Service Delivery Excellence and Innovation**

- 4.1 (Objective) Increasing Community Engagement
  - 4.1.1 (Key Action) Actively Communicate with Citizens



**KHCC Staff at Soup Fest,**  
October 2019



# GOALS

## **S** STEWARDSHIP

*Stewardship refers to the care and preservation of tangible items of heritage value, including but not limited to artifacts, archival materials, and historic buildings.*

### Official Plan Alignment:

- **1.5.3: Socio-Cultural Goals and Objectives**
  - Prioritizing the conservation and reuse of heritage buildings, sites and landscapes to respect the Township's cultural and built heritage.
  - Promoting the preservation and appropriate reuse of historic resources.
  - Assisting in the retention of the Township's heritage and reinforcement of cultural identity.
- **3.7.3: Built Heritage Resources**
  - To conserve built heritage resources.
  - That built heritage resources will be protected and conserved in accordance with the applicable by-law under the Ontario Heritage Act.

### Strategic Plan Alignment:

- **2 (Priority) Investing in Infrastructure**
  - 2.2 (Objective) Creating More Inclusive Public Spaces
    - 2.2.1 (Key Action) Build and Improve Facilities



**King Station,**  
1913 & 2014

# INDICATORS OF SUCCESS

In order to monitor the progress toward success of the Heritage & Cultural Master Plan, key quantitative and qualitative data will be collected and reported on annually. Data reported on will be directly related to the objectives listed. In order to accomplish this, staff will complete the following action items:

- Collect data throughout 2021 to establish a baseline for Key Performance Indicators (KPIs) for future year-over-year comparison
- Develop visitor feedback surveys both on site and online
- Develop off-site visitor surveys
- Establish a short list of questions for front desk staff to ask visitors upon arrival to determine whether they are a repeat visitor, how they heard about the site and where they have travelled from
- Train staff on observational evaluation to determine visitor patterns when on site

The data collected through the above methods will be reported on and used to evaluate the success of the plan, and monitor where changes need to be made.

## Key Performance Indicators:

The following KPIs will be collected and compared annually:

- Visitors to the KHCC
- Program participants
- Event attendees
- Website views
- Social media followers
- Artifacts donated and accessioned
- Records digitized
- Return visitors
- Visitor feedback surveys
- Staff and volunteer observations and evaluations
- Demonstrated customer satisfaction





# OBJECTIVES

## 1. EXHIBITIONS

### Current State:

Currently exhibitions are curated by the Collections & Exhibitions Coordinator and are predominately hosted at the KHCC site. Exhibits are determined by KHCC staff and mainly explore local history using the King Township Museum Collection and the King Township Museum Archives. Exhibitions for 2020 included:

- Long term exhibit in the Walter Rolling Schoolhouse Gallery, *A Place to Call Home: The History and Heritage of King Township*
- Rotating temporary exhibitions in the East Gallery
- Temporary 'Pop-Up' exhibits in the Municipal Centre lobby

### Where we want to be:

- Incorporate technology and interactive elements into exhibits to encourage engagement **E**
- Increase accessibility to exhibits and King's history and culture **E**
- Share the story of King Township with a wider audience **E A**
- Engage the community to ensure exhibits are relevant and reflect all peoples of King Township **E A**
- Make better use of the 450-piece Canadiana Wedgwood Collection **C**
- Ensure that heritage and culture reach all areas of King Township **E A**

### Indicators of Success:

- Increased attendance at exhibits, visitors spend more time on average in exhibits, positive visitor feedback
- Increased attendance at programs and activities, increased online attendance
- Visitors (both online and in person) come from a wider geographic range
- Positive qualitative feedback, increased community partners on exhibits
- Wedgwood Collection is seen by more visitors
- Exhibits are hosted in all areas of King Township, not just at the KHCC



# OBJECTIVES

## EXHIBITIONS

### Recommendations:

- 1.1 Incorporate sensory technology and interactive elements into *A Place to Call Home: The History and Heritage of King Township* for use through cell phones and other digital media at a cost of approximately \$10,000. Funds for this will be sought through the Fawcett Fund and grant opportunities.
- 1.2 Establish an Exhibitions Committee with members from KHCC staff, Arts Society King, the King Township Historical Society, and the King Township Museum Board to create a three-year exhibition plan with community consultation. Exhibits will be 50% heritage based, 40% art based, and 10% other cultural means of expression.
- 1.3 Create a schedule of 'pop-up' exhibits throughout the Township in order to 'meet people where they are at' including, but not limited to:
  - Libraries
  - Arenas
  - King Township Municipal Centre
  - Laskay Hall
  - Schomberg Community Hall

Three exhibits will be in rotation at any time and dispersed evenly throughout the Township. They will be rotated every six months by KHCC Staff at a cost of \$1000 per year for creation of exhibit materials. For future locations any new construction in a Township facility will consider exhibit space.

- 1.4 Create one travelling exhibition every five years that can be rented by other museums and cultural institutions for circulation throughout Canada as a revenue opportunity. Exhibits will have a national lens, but highlight the Township. The first exhibit will be of the Wedgwood Collection and be funded for \$5000 from the donation associated with that collection. Revenues earned by the exhibit will go directly back to funding KHCC exhibits and programs, including the next travelling exhibit. Each exhibit will involve extensive staff time for research, curation, and developing a model for loaning exhibits.



The Walter Rolling Schoolhouse Gallery,  
*A Place to Call Home*, August 2021



# OBJECTIVES

## EXHIBITIONS

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### Recommendations:



- 1.5** Install permanent exhibition cases at the KHCC to display the Wedgwood Collection, funded by the donation associated with that collection at \$5000.
- 1.6** Conduct an inventory of historical plaques throughout King Township to determine their location, condition, and content. Use this inventory to develop a plaque program to install a minimum of one new plaque per year and replace one existing plaque that is in disrepair per year at a total cost of \$2000 per year.

- 1.7** Regularly look for opportunities to partner with community members, groups, or other cultural institutions to create exhibits. This can be done through the Cultural Committee which includes Arts Society King, King Township Historical Society, Kingcrafts, Heritage King, King Township Public Library and the King Township Museum Board.
- 1.8** Build off the opportunities established during Covid-19 and enhance online exhibitions that allow the history of King to be shared with a wider audience that is accessible to all. Exhibits will take various forms and be hosted on different platforms such as *On This Spot*, *Treasured*, and the *Virtual Museum of Canada*. Each of these platforms have different costs associated with them:
  - *On This Spot*: Virtual walking tours, \$7500 per tour
  - *Treasured*: 3-D and gallery online exhibitions, \$1000 per year
  - *Virtual Museum of Canada*: Online gallery exhibitions, supported through federal grant
- 1.9** Work with Arts Society King, local artists and Township staff to develop a Public Art Program.

# OBJECTIVES

## 2. COLLECTIONS

### Current State:

- **Storage:** Renovations in the current collections storage areas have just been completed and a new rolling storage system installed. Staff are in the process of creating an inventory.
- **Archives:** The King Township Archives recently came into the ownership of the Township in April 2019. All records are on paper and are not digitally stored. Currently the archives rely on volunteers to complete research requests.
- **Digitization:** The current Collections Management Database (MARS) is dated and very limited. Not all artifacts are recorded in it, and the majority are not photographed

### Where we want to be:

- Collections physically stored safely and accessible to staff **C**
- Collections policy up to date and reflective of Museum Standards and the needs of the community **C**
- All artifacts and archival records digitized **C**
- Increased public access to the collection and archival information **C E**
- Historic buildings are restored in keeping with their historic integrity and are safe and accessible to the public **S**
- Collections data is safely stored and accessible **C E**
- Have a strong collection and collections management system to support exhibitions, programs and outreach, and visitor experience **C E S A**

### Indicators of Success:

- Collections storage and display areas at stable temperature (ideal temperature is 20° C) and humidity levels (ideal is 50%).
- Archives and artifacts stored appropriately including safe shelving and use of acid-free materials
- Train station and railway station are deemed safe by a heritage expert, reopened for regular tours to the public
- Artifact condition reports are up to date
- Collections policy is complete and approved by Council
- All accession records are digitized and up to date
- Collections records are available online
- Archival records are available online



Artifacts on display in the exhibit *In Her Own Words*, February 2020



# OBJECTIVES

## 2. COLLECTIONS

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### Recommendations

- 2.1** Update the Collections Policy to reflect the current state of the collection, including the archives, and review every five years, in line with Township policy, or as needed.
- 2.2** Deaccession artifacts that do not fit the policy criteria or are in severely poor condition following the Canadian Museum Association Ethics Guidelines. Artifacts that are deaccessioned will be either:
- A. moved to the Education Collection to be physically handled by the public for educational purposes;
  - B. offered to other museums within Ontario;
  - C. sold at auction with funds going directly back into the collection or;
  - D. disposed of in a safe and ethical manner.

This will be a one-time project that will take a large amount of staff time, but will allow for maximum space and resources in the collection.

- 2.3** Conduct a structural assessment of the King Railway Station and the King Christian Church to identify their immediate physical concerns. This assessment will be used to create a restoration plan to physically restore these buildings and ensure they are safe, accessible, and functional.

In addition, KHCC staff will conduct in-depth research into the history of each building to determine historic use and ensure that any restoration is in keeping with their heritage value.

Consulting fees will be required to start this project. There will be further financial implications to complete the project that will be determined at a later date and brought to council for approval. Grants, private public partnerships and fundraising efforts will be completed to help offset these costs.

- 2.4** Institute a new database management tool for the Artifact Collection. This will require the purchase of Collections Management software. Software and associated costs are \$10,000 - to be secured through grant funding.

This project will take a significant amount of time for KHCC staff, as well as records management and IT staff; however, it will save a significant amount of time in the future.

- 2.5** Create an online database for residents to access the collection remotely and have greater access to the artifact collection.
- 2.6** Digitize the Archival Collection catalogue records and input them into Laserfiche to be stored in the same manner as the Artifact Collection.
- 2.7** Digitize the Archival Collection by scanning the original documents and have them accessible digitally. This will allow them to be more accessible to researchers, as well as ensure conservation as they will not need to be directly handled once they are scanned.

# OBJECTIVES

## 3. PROGRAMS & OUTREACH

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### Current State:

Programs, special events, and outreach activities are currently run by the Heritage & Cultural Centre Supervisor, the Collections & Exhibitions Coordinator, and volunteers. There is no dedicated staff person to run heritage and cultural programming in King Township. Program offerings may vary from year to year. Programs currently run and will continue to run under a cost recovery model. Currently the KHCC offers the following:

- **School Programs:**

- The KHCC previously offered programs for grades 3, 5-8, and 10 covering topics such as Early Settlers, Indigenous Peoples, Black History, the 1837 Rebellion, and World War I.
- All programs were designed to have direct links to the provincial curriculums for History and Social Studies; however, the curriculum has since changed and updates need to be made.
- Programs can be conducted at the KHCC site, or brought into the classroom.

- **Outreach Opportunities:**

- Current outreach activities mainly consist of KHCC staff being present at Township run events (such as Soupfest, Canada Day, Victoria Day, etc.) either by having a booth or participating in activities (e.g. being a soup vendor).

- **Public Programs:**

- The KHCC offers several public programs throughout the year including drop in programs, workshops, performances, and classes.
- Public programs vary the most from year to year depending on staff availability.
- All public programs are currently run on the KHCC site.

- **Special Events:**

- The KHCC offers a calendar of Special Events each year in partnership with Community Services staff with attendance ranging from 80 to 270 people, including:
  - Raspberry Social (July)
  - Haunting on King Road (October)
  - One of a King Vendor Sale (November)
  - Trees & Treats (November)
  - Trees of Giving (November and December)

- **Partnerships:**

- The KHCC also assists with events and programs for our partner organizations, the King Township Historical Society and Arts Society King
- The KHCC hosts a bi-monthly meeting of the Cultural Committee. Currently the committee includes representatives from the KHCC, the King Township Museum Board, Heritage King, the King Township Historical Society, Arts Society King, the King Township Public Library, and Kingcrafts



# OBJECTIVES

## 3. PROGRAMS & OUTREACH

### Where we want to be:

- Grow attendance at the KHCC **E A**
- Host expanded programming throughout King Township **E A**
- Increase the number of school programs conducted by the KHCC **E A**
- Increase attendance at Special events **E A**
- Increase regular repeating programs **E A**
- Programs are able to be held on site, off site or virtually to accommodate shifting dynamics and needs. **E A**

### Indicators of Success:

- Attendance at KHCC grows on an annual basis above the established baseline metrics
- Programs hosted outside of the KHCC are hosted equally between the three urban centres
- Virtual programs can be offered.
- School programs booked grow on an annual basis above the established baseline
- Off-site programs are conducted more frequently
- Attendance at Special Events increase annually above the established baseline
- Number of programs run increases by 2-3 per year both as leaders and through supporting partner organizations, as staff capacity allows
- The KHCC has the necessary staff support to run these programs



Ferguson Hall Grand Opening - September 16th 2018



Engagement & Accessibility



Collections Management



Awareness



Stewardship

# OBJECTIVES

## 3. PROGRAMS & OUTREACH

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### Recommendations:

- 3.1** Expand heritage and cultural programming to reach all areas of King Township by conducting programs in each village. Alternate venues may include parks, arenas, and community halls. At least one program will be held per month.
- 3.2** Partner with Arts Society King, the King Township Historical Society and other community groups to create a wider variety of heritage and cultural programs
- 3.3** Offer a wider variety of school programs for grades 1 to 12 that cover more subjects including history, social studies, health and physical education, language, and science and technology. This will be done through KHCC staff as well as by partnering within the Community Services Department with Environmental Stewardship, Recreation, and Cold Creek Conservation Area staff.
- 3.4** Develop stronger relationships with local teachers to share program offerings through print media, digital and online sources, and personal communications.
- 3.5** Increase community outreach by pursuing more opportunities to be present at other initiatives hosted by other Township departments including Economic Development and the Special Events division; as well as those hosted by our community partners including Arts Society King, King Township Historical Society, Kingcrafts, and King Township Public Library.
- 3.6** Act as a community hub by being a location to host regular group and club meetings on site.
- 3.7** Act in an advisory capacity to assist Art Society King and King Township Historical Society in creating heritage and cultural based programming.
- 3.8** Develop and promote a group tour program for community groups such as social clubs, seniors groups, etc.
- 3.9** Actively pursue partnerships for each KHCC event and program.



**King Township Ghost Hunt,**  
October 2020



# OBJECTIVES

## 4. VISITOR EXPERIENCE

The KHCC has seen many changes over the past years, both to the physical site and to the staffing structure. These changes provide an opportunity to re-evaluate the experience of the visitor at the site. Current museum trends focus on “visitor first” experiences, that is, developing all programs and exhibits from the perspective of the visitor to ensure the greatest possible experience for them. This section will explore the visitor experience from arriving on site to exiting.

### Current State:

- Visitors are encouraged to enter through the west doors of the Kinghorn Schoolhouse building. At times they may try to enter through the east doors, however, staff try to keep this door locked with a note stating to use the other doors
- After entering west doors visitors are greeted by staff or volunteers, either at the front desk or from the Archives desk .
- Visitors are then told about current exhibits, told the layout of the site, and encouraged to come back to the staff or volunteers to ask any questions.
- In the winter months the Church and Train Station have limited access due to weather, in the summer months they are open and visitors are be able to take a self-guided tour through them.
- Staff and volunteers are encouraged to engage with visitors and ask questions such as where are they from, and how did they hear about the site.
- All visitors are tracked on the Week at a Glance sheet in the front office.
- Visitors are encouraged to sign the guest book and complete surveys.

### Where we want to be:

- Have a visible presence in King Township and be the destination for heritage and culture **E A**
- Expanded presence as a tourist destination **E A**
- Have a visitor guidebook **E A**
- Ensure visitors clearly understand how to navigate the site, and what offerings are available
- Ensure that all visitors have a positive experience that encourages them to return and to encourage others to visit **E A**
- Offer guided tours by appointment **E**

### Indicators of Success:

- Online attendance, school programs and research requests have increased above the established baseline
- Increased number of visitors from outside of King Township
- Visitor guidebook is available both digitally and in print to all visitors
- Visitor questions regarding wayfinding decrease, visitors seem to move about the site with ease and familiarity
- Average visit length is increased
- Group guided tour requests increase annually

# OBJECTIVES

## 4. VISITOR EXPERIENCE

### Recommendations:

**4.1** Develop a site interpretive plan to create a decision-making process that blends management needs and resource considerations with visitor needs and desires to determine the most effective way to communicate a message to a targeted audience.\* Ensure that all staff and volunteers are trained on this plan.

**4.2** Explore opportunities for Front Desk Administrative staff to act as a support for Township frontline customer service, including Service King and facility booking.

**4.3** Enhance the experiences on site with the installation of interpretive panels sharing the history of Kinghorn School, Laskay Hall, King Christian Church, and King Railway Station in front of each building to engage visitors even when the site is closed. This process has begun and is being funded by the Fawcett Fund for \$7000.

**4.4** Reinterpret the King Christian Church and King Railway Station to give a stronger impression of what these buildings were like when they were active and give the visitor a more enjoyable and educational experience. This will take staff time, but funded within the existing budget at a one-time cost of \$1000.

**4.5** Install wayfinding signage on site to allow for self-guided tours. Fawcett Funds will be sought for this project at a one-time cost of \$5000.

**4.6** Develop an on-site guide book to allow for self-guided tours. This guidebook will be available both digitally, through QR codes and hosted on the existing website, and in print form. Printing costs will be \$500 and funded withing the existing budget.

**4.7** Work with Parks and Facilities staff to develop a plan for the physical site including all current and planned changes (ie: paths, tree planting, etc.) to ensure that the site is developed in a holistic manner that allows for a positive visitor experience.

**4.8** Explore possibilities for visitor feedback opportunities and use this feedback for future plans to improve the site and Heritage & Cultural Services.



Senior Group Tour, February 2020

Staff are exploring potential projects to restore and enhance the use of the **King Railway Station**. It has National significance as the oldest Railway Station in Ontario, and possibly all of Canada.

\*Definition from the National Association for Interpretation (US).  
[https://interpnet.files.wordpress.com/2020/07/definitions\\_project.pdf](https://interpnet.files.wordpress.com/2020/07/definitions_project.pdf)



# OBJECTIVES

## 5. MARKETING & FUNDRAISING

### Current State:

- **Social Media (August 2021)**

- Facebook – 263 followers
- Instagram – 590 followers
- Twitter - 746 followers

- **Grants (2020)**

- Community Museum Operating Grant (Federal)
- Canada Summer Jobs (Provincial)
- Museum Assistance Program (Federal)

- **Fundraising**

- Inaugural King Township Mayor’s Cultural Gala was hosted on February 27, 2020 in partnership with Arts Society King and the King Township Historical Society and raised \$36,000



Performer at the  
**Mayor's Cultural Gala,**  
February 27, 2020

### Where we want to be:

- Optimize grants applied for to ensure maximum financial benefit **C S**
- Partner with other organizations to host mutually beneficial fundraising events **E C S**
- Increased site rentals and further engagement with renters **E C S**
- Increased Social Media reach **E A**
- Higher engagement level on website **E A C S**
- Enhanced digital presence **E A**
- Increased annual visitors to the site **E A C S**
- Increased awareness of the KHCC and its activities **E A C S**
- Create opportunities for steady revenue intake to support all KHCC activities **E A C S**

### Indicators of Success:

- Staff apply for a minimum of three grants per year
- Partner on at least one fundraising activity per year
- Number of on-site rentals increase annually and visitors report hearing of the site after attending a rental event
- Number of followers on social media increase at an average of rate 10% per year
- Website visitor increase at an average rate of 10% per year
- Attendance at KHCC grows on an annual basis above the established baseline metrics
- Decreased cost per person in line with other cultural based services such as the King Township Public Library

# OBJECTIVES

## 5. MARKETING & FUNDRAISING

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### Recommendations:

- 5.1** Create a high quality resource to promote offerings for weddings at the KHCC and Cold Creek Conservation Area. Costs would include a photographer, decorator, and printing for approximately \$1500.
- 5.2** Create a visitor engagement stand in Laskay Hall including brochure rack and area to hang posters to engage renters in the Hall with other KHCC Township, and partner initiatives. This will be funded through the existing Community Services marketing budget at a one-time cost of \$500.
- 5.3** Create marketing strategy to promote the KHCC including a marketing template for each event and program, and a social media plan aimed at increasing partnership and engagement.
- 5.4** Work to find potential partnerships for fundraising opportunities.
- 5.5** Create a monthly email list to send an e-newsletter about heritage and cultural activities in King Township.
- 5.6** Open a gift shop at the KHCC featuring local history, craft and art items from local vendors. There will be initial costs to start the shop, including purchasing stock, displays and training staff. Once in place the gift shop will recoup costs and act as a revenue opportunity for the site moving forward. A feasibility study would be needed to determine the scope and cost of this project.
- 5.7** Create a policy and procedure for Archival Research requests that will establish a cost recovery model.
- 5.8** Continuously seek and apply for grants and other funding opportunities.
- 5.9** Continue to host and enhance the Mayor's Cultural Gala on a bi-annual basis to raise funds for the KHCC and other arts and heritage organizations in King Township including Arts Society King and the King Township Historical Society.

**Mayor Pellegrini** accepting the **Museum Assistance Program Covid Relief Grant** awarded to the KHCC from **MP Deb Schulte** on behalf of Heritage Canada, September 2020





# OBJECTIVES

## PARTNERSHIPS

### Current State:

- The KHCC has several partnerships in the community, some of these have been formalized with signed agreements between organizations, while some have remained informal.
  - Formal Partners:
    - King Township Museum Board (KTMB)
    - Arts Society King (ASK)
    - Aurora Museum & Archives
  - Informal Partners:
    - King Township Historical Society (KTHS)
    - Heritage King (HK)
    - Kingcrafts
    - King Township Public Library (KTPL)
  - Activities we have partnered on include:
    - The King Township Mayor’s Cultural Gala (KTMB, KTHS, ASK)
    - Haunting on King Road (KTPL)
    - Trees of Giving (various community groups)
  - Upcoming Partnerships include:
    - Online exhibition hosted with Treasured.ca
    - Live History
    - Spanish Flu exhibition with the Aurora Museum & Archives

### Where we want to be: **E A C S**

- Utilize mutually beneficial partnerships to enhance KHCC programming
- Prevent overlap by partnering with groups attempting similar projects rather than creating unnecessary competition
- Partner with a wider variety of groups and individuals
- Expand partnerships with other museums and cultural institutions outside King Township to promote King’s message to a wider audience

### Indicators of Success:

- Each event has a community partner
- Positive qualitative feedback from partners and the community
- Increase in number of activities
- Increase in new visitor to KHCC and activities

### Recommendations:

- 6.1** Perform an annual scan of new potential members to the Cultural Committee and invite them to join.
- 6.2** Consider all offers of partnership, both formal and informal, that support the vision and mission of the Heritage and Cultural Master Plan.
- 6.3** Develop a Volunteer Engagement and Recruitment Program.
- 6.4** Formalize Heritage Advisory Committee partnership with an agreement and create procedures for guiding overlapping activities, such as performing research requests.
- 6.5** Promote local tourism through partnerships and support of Economic Development.

Action Plan

# SHORT TERM (2021-2023)

Action Item:	Resources Needed:
<b>1. Exhibitions:</b>	
<p><b>1.2</b> Establish an Exhibitions Committee with members from KHCC staff, ASK, KTHS, and KTMB to create a three-year exhibition plan with community consultation. Exhibits will be 50% heritage based, 40% art based, and 10% other cultural means of expression.</p>	<p><b>Staff Time</b> KHCC Staff</p>
<p><b>1.3</b> Create a schedule of 'pop-up' exhibits throughout the Township in order to 'meet people where they are at.' Three exhibits will be in rotation at any time and dispersed evenly throughout the Township. They will be rotated every six months by KHCC staff. For future locations, any new construction in a Township facility will consider exhibit space.</p>	<p><b>\$1,000 per year</b> <i>Requested as an increase to the KHCC budget</i></p>
<p><b>1.4</b> Create a travelling exhibition every five years that can be rented by other museums and cultural institutions throughout Canada as a revenue opportunity. Exhibits will have a national lens but highlight the Township. The first exhibit will be of the Wedgwood Collection and be funded for \$5,000 through the donation associated with that collection. Revenues earned by the exhibit will go directly back to KHCC exhibits and programs, including the next travelling exhibit. Each exhibit will involve extensive staff time for research, curation and developing a model for loaning exhibits.</p>	<p><b>\$5,000</b> <i>Secured through the Wedgwood Fund</i></p>
<p><b>1.5</b> Install permanent exhibition cases at the KHCC to display the Wedgwood Collection.</p>	<p><b>\$5,000</b> <i>Funded through Wedgwood Fund</i></p>
<p><b>1.8</b> Develop and promote online exhibitions that allow the history of King to be shared with a wider audience that is accessible to all. Exhibits will take various forms and be hosted on different platforms such as <i>On This Spot</i>, <i>Treasured</i>, and the <i>Virtual Museum of Canada</i>. Each of these platforms have different costs associated with them:</p> <ul style="list-style-type: none"> <li><i>On This Spot</i>: Virtual walking tours, \$7,500 per tour</li> <li><i>Treasured</i>: 3-D and gallery online exhibitions, \$1,000 per year</li> <li><i>Virtual Museum of Canada</i>: Online gallery exhibitions, supported through federal grant</li> </ul>	<p><b>\$7,500 per tour</b> <i>On This Spot, To be funded through grants</i></p> <p><b>\$1,000 per year</b> <i>Treasured Requested as a budget increase</i></p>
<p><b>1.9</b> Work with Arts Society King, local artists and Township staff to develop a Public Art Program.</p>	<p><b>Staff Time</b> KHCC and Community Services Staff</p>





Action Plan

# SHORT TERM (2021-2023)



**Action Item:**

**Resources Needed:**

**2. Collections:**

**2.1** Update the Collections Policy to reflect the current state of the collection, including the archives, and review every five years, in line with Township policy, or as needed.

**Staff Time**  
KHCC Staff and Legislative Services

**2.4** Institute a new database management tool for artifact and archival collection in alignment with record-keeping for the rest of the municipality.

**\$10,000**  
To be grant funded  
**Staff Time**  
KHCC, IT and Legislative Services

**3. Programming & Outreach:**

**3.1** Expand heritage and cultural programming to reach all areas of the Township by conducting programs in each village. Alternate venues may include parks, arenas and community halls. A minimum of one program will be held per month.

**Staff Time**  
New position:  
Program Staff

**3.3** Offer a wider variety of school programs for grades 1 to 12 that cover more subjects including history, social studies, health and physical education, language, and science and technology. This will be done through KHCC staff as well as by partnering within the Community Services Department.

**Staff Time**  
New position:  
Program Staff

**3.4** Develop stronger relationships with local teachers to share program offerings through print media, digital and online sources, and personal communications.

**Staff Time**  
New position:  
Program Staff

**3.5** Increase community outreach by pursuing more opportunities to be present at other initiatives hosted by other Township departments including - Economic Development and Special Events division - as well as those hosted by our community partners including Arts Society King, King Township Historical Society, Kingcrafts and King Township Public Library.

**Staff Time**  
New position:  
Program Staff

**3.6** Act as a community hub by hosting regular group and club meetings on site.

**Staff Time**  
New position:  
Program Staff

**4. Visitor Experience:**

**4.2** Explore opportunities for Front Desk Administrative staff to act as a support for Township frontline customer service including Service King and facility booking.

Funded through a combination of partnerships, existing funds and revenues

**4.3** Enhance the experiences on site with the installation of exterior interpretive panels sharing the history of each building on the KHCC site to engage visitors even when the site is closed.

**\$7,000**  
Secured through the Fawcett Fund

*Action Plan*

# SHORT TERM (2021-2023)

Action Item:	Resources Needed:
<b>4. Visitor Experience:</b>	
<p><b>4.4</b> Reinterpret the King Christian Church and King Railway Station to give a stronger impression of what these buildings were like when they were active and give the visitor a more enjoyable and educational experience.</p>	<p><b>\$1,000</b> <i>In existing budget</i></p>
<p><b>4.7</b> Work with Parks and Facilities staff to develop a plan for the physical site including all current and planned changes (i.e. paths, tree planting, etc.) to ensure that the site is developed in a holistic manner that allows for a positive visitor experience.</p>	<p><b>Staff Time</b> <i>KHCC, Parks and Facilities Staff</i></p>
<b>5. Marketing &amp; Fundraising:</b>	
<p><b>5.1</b> Create a high quality resource to promote offerings for weddings at the KHCC and Cold Creek.</p>	<p><b>\$1,500</b> <i>Cost recovery through increased rentals</i></p>
<p><b>5.2</b> Create a visitor engagement stand in Laskay Hall including brochure rack and area to hang posters to engage renters in the Hall and with other KHCC and Township initiatives.</p>	<p><b>\$500</b> <i>In existing budget</i></p>
<p><b>5.3</b> Create a marketing strategy to promote the KHCC including a marketing template for each event and program and a social media plan aimed at increasing partnership and engagement.</p>	<p><b>Staff Time</b> <i>KHCC Staff</i></p>
<p><b>5.5</b> Create a monthly email list to send an e-newsletter about heritage and cultural activities in the Township of King.</p>	<p><b>Staff Time</b> <i>KHCC Staff</i></p>
<p><b>5.7</b> Create a policy and procedure for Archival Research requests that will establish a cost recovery model.</p>	<p><b>Staff Time</b> <i>KHCC Staff</i></p>
<p><b>5.9</b> Continue to host and enhance the Mayor's Cultural Gala on a bi-annual basis to raise funds for the KHCC and other arts and heritage organizations including ASK and the KTHS.</p>	<p><b>Staff Time</b> <i>KHCC and Administrative Staff</i></p>
<b>6. Partnerships:</b>	
<p><b>6.3</b> Develop a Volunteer Engagement and Recruitment Program.</p>	<p><b>Staff Time</b> <i>KHCC Staff</i></p>
<p><b>6.4</b> Formalize Heritage Advisory Committee partnership with an agreement and create procedures for guiding overlapping activities, such as performing research requests.</p>	<p><b>Staff Time</b> <i>KHCC Staff</i></p>
<p><b>6.5</b> Promote local tourism through partnerships and support of Economic Development.</p>	<p><b>Staff Time</b> <i>KHCC Staff</i></p>



*Action Plan*

# MEDIUM TERM (2024-2030)



Action Item:	Resources Needed:
<b>1. Exhibitions:</b>	
<p><b>1.1</b> Incorporate sensory technology and interactive elements into <i>A Place to Call Home: The History and Heritage of King Township</i> for use through cell phones and other digital media.</p>	<p><b>\$10,000</b> <i>To be sourced through the Fawcett Fund</i></p>
<p><b>1.6</b> Conduct an inventory of historical plaques throughout King Township to determine their location, condition, and content. Use this inventory to develop a plaque program to install a minimum of one new plaque per year and replace one existing plaque that is in disrepair.</p>	<p><b>\$2,000 per year</b> <i>Requested as an increase to the KHCC budget</i></p>
<b>2. Collections:</b>	
<p><b>2.2</b> Deaccession those artifacts that do not fit the policy criteria or are in severely poor condition following the Canadian Museum Association Ethics Guidelines. Artifacts that are deaccessioned will be appropriately dealt with. This will be a one time project that will take a large amount of staff time, but will allow for maximum space and resources in the collection.</p>	<p><b>Staff Time</b> <i>KHCC Staff</i></p>
<p><b>2.3</b> Conduct a structural assessment of the King Railway Station and the King Christian Church to identify their immediate physical concerns. This assessment will be used to create a restoration plan to physically restore these buildings to ensure they are safe, accessible, and functional.</p> <p>In addition KHCC staff will conduct in-depth research into the history of each building to determine historic use and ensure that any restoration is in keeping with their heritage value.</p> <p>Consulting fees will be required to start this project. There will be further financial implications to complete the project that will be determined at a later date and brought to council for approval. Grants, private public partnerships and fundraising efforts will be completed to help off-set these costs.</p>	<p><b>Staff Time</b> <i>KHCC Staff, Facilities Staff</i></p> <p><b>Consultant Fees</b> <i>Grants, partnerships and fundraising will assist with these</i></p>
<p><b>2.5</b> Create an online database for residents to access the collection remotely and have greater access to the artifact collection.</p>	<p><b>Staff Time</b> <i>KHCC Staff</i></p>
<p><b>2.6</b> Digitize the Archival Collection catalogue records and input them into Laserfiche to be stored in the same manner as the Artifact Collection.</p>	<p><b>Staff Time</b> <i>KHCC Staff</i></p>
<p><b>2.7</b> Digitize the Archival Collection by scanning the original documents and have them accessible digitally. This will allow them to be more accessible to researchers, as well as ensure conservation as they will not need to be directly handled once they are scanned.</p>	<p><b>Staff Time</b> <i>KHCC Staff</i></p>

Action Plan

# MEDIUM TERM (2024-2030)

Action Item:	Resources Needed:
<b>3. Programming &amp; Outreach:</b>	
<p><b>3.3</b> Offer a wider variety of school programs for grades 1 to 12 that cover more subjects including history, social studies, health and physical education, language, and science and technology. This will be done through KHCC staff as well as by partnering within the Community Services Department.</p>	<p><b>Staff Time</b> New position: Program Staff</p>
<p><b>3.4</b> Develop stronger relationships with local teachers to share program offerings through print media, digital and online sources, and personal communications.</p>	<p><b>Staff Time</b> New position: Program Staff</p>
<p><b>3.8</b> Develop and promote a group tour program for community groups such as social clubs, seniors groups, ecetera.</p>	<p><b>Staff Time</b> New position: Program Staff</p>
<b>4. Visitor Experience:</b>	
<p><b>4.1</b> Develop a site interpretive plan to create a decision-making process that blends management needs and resource considerations with visitor needs and desires to determine the most effective way to communicate a message to a targeted audience. Ensure that all staff and volunteers are trained on this plan.</p>	<p><b>Staff Time</b> KHCC Staff</p>
<p><b>4.5</b> Install wayfinding signage on-site to allow for self-guided tours.</p>	<p><b>\$5,000</b> To be sourced through the Fawcett Fund</p>
<p><b>4.6</b> Develop an on-site guidebook to allow for self-guided tours. This guidebook will be available both digitally through QR codes and hosted on the existing website, and in print form.</p>	<p><b>\$500</b> In existing budget</p>
<b>5. Marketing &amp; Fundraising:</b>	
<p><b>5.6</b> Open a gift shop at the KHCC featuring local history, craft and art items from local vendors. There will be initial costs to start the shop including purchasing stock, displays and training staff. Once in place the gift shop will recoup costs and act as a revenue opportunity.</p>	<p><b>Starting costs pending feasibility study</b></p>

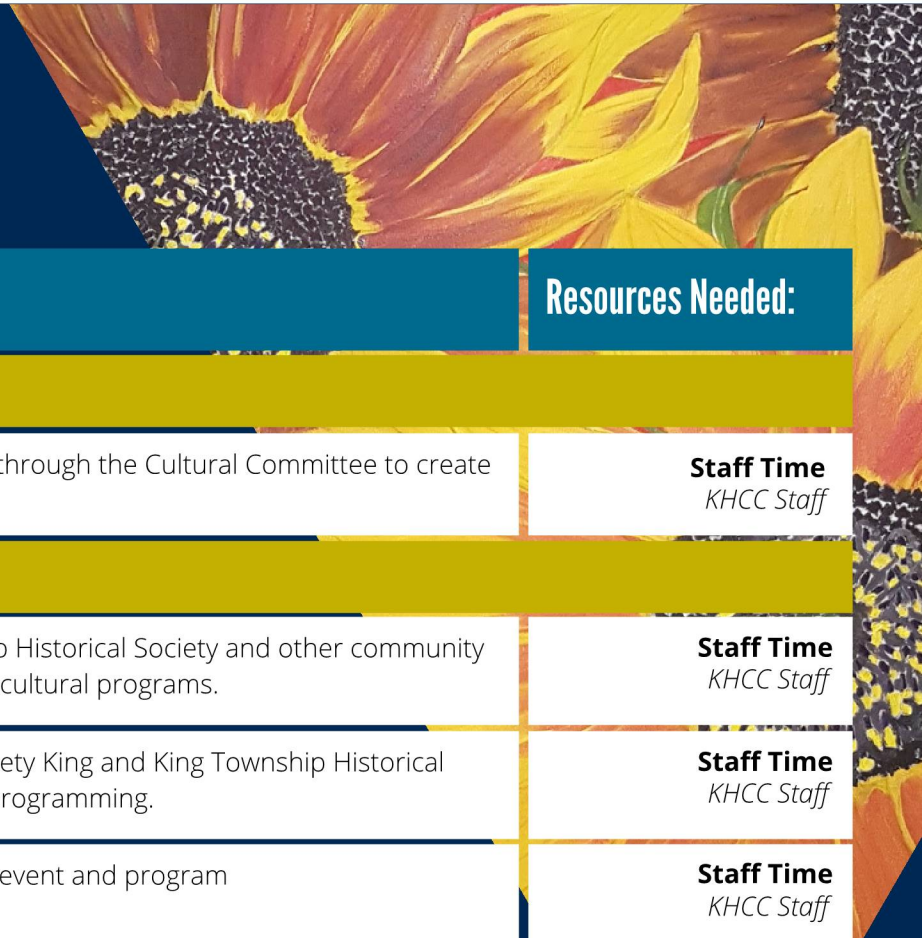


Volunteer Quilting Bee,  
March 2020

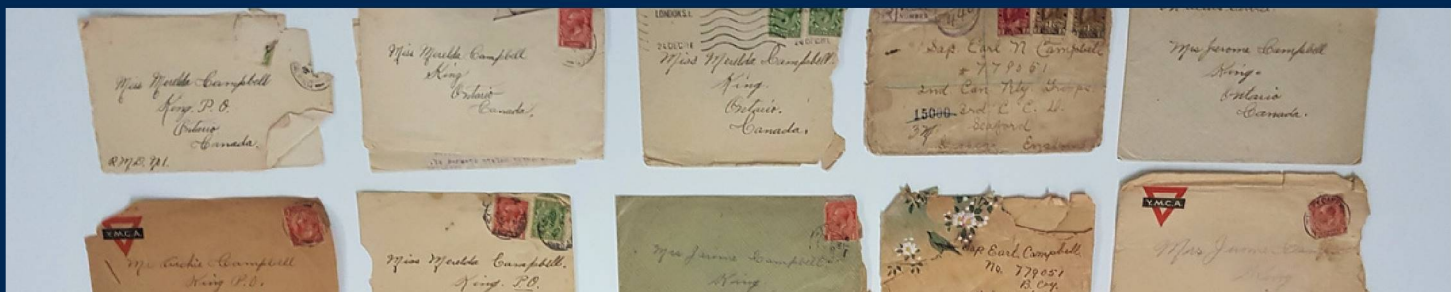


# Action Plan

## ON-GOING



Action Item:	Resources Needed:
<b>1. Exhibitions:</b>	
1.7 Regularly look for opportunities to partners through the Cultural Committee to create exhibits.	<b>Staff Time</b> KHCC Staff
<b>3. Programming &amp; Outreach:</b>	
3.2 Partner with Arts Society King, King Township Historical Society and other community groups to create a wider variety of heritage and cultural programs.	<b>Staff Time</b> KHCC Staff
3.7 Act in an advisory capacity to assist Arts Society King and King Township Historical Society in creating heritage and cultural based programming.	<b>Staff Time</b> KHCC Staff
3.9 Actively pursue partnerships for each KHCC event and program	<b>Staff Time</b> KHCC Staff
<b>4. Visitor Experience:</b>	
4.8 Explore possibilities for visitor feedback opportunities and use this feedback for future plans to improve the site and Heritage & Cultural Services.	<b>Staff Time</b> KHCC Staff
<b>5. Marketing &amp; Fundraising:</b>	
5.4 Work to find potential partnerships for fundraising opportunities.	<b>Staff Time</b> KHCC Staff
5.8 Continuously seek and apply for grants and other funding opportunities.	<b>Staff Time</b> KHCC Staff
<b>6. Partnerships:</b>	
6.1 Perform an annual scan of new potential members to the Cultural Committee and invite them to join.	<b>Staff Time</b> KHCC Staff
6.2 Consider all offers of partnership, both formal and informal, that support the vision and mission of the Heritage and Cultural Master Plan.	<b>Staff Time</b> KHCC Staff



## Resource Summary: 2021-2023

### Required:

#### Exhibitions

- \$7,500 - *to be acquired through grants*
- \$2,000 - *to be requested as an annual budget increase*

#### Collections

- \$10,000 - *to be acquired through grants*

#### Programs & Outreach

- Programming coordinator to be hired (FTE)

#### Visitor Experience

- None

#### Marketing & Fundraising

- None

#### Partnerships

- None

### Secured:

#### Exhibitions

- KHCC Staff, Community Services Staff
- \$10,000 in funds through the Wedgwood Fund

#### Collections

- KHCC Staff, Legislative Services Staff, IT Staff

#### Programs & Outreach

- None

#### Visitor Experience

- KHCC and Parks Staff
- \$7,000 through the Fawcett fund
- \$1,000 through existing budget
- Staffing costs for part-time Administrative Assistant

#### Marketing & Fundraising

- KHCC Staff, Administration Staff
- \$2,000 through existing budget

#### Partnerships

- KHCC Staff

## Resource Summary: 2023-2030

### Required:

#### Exhibitions

- \$10,000 - *to be acquired through the Fawcett Fund*
- \$2,000 - *to be requested as an annual budget increase*

#### Collections

- Consultant Fees (TBD) - *to be secured through grants and fundraising efforts*

#### Programming & Outreach

- Programming staff (see above) should be secured by this stage

#### Visitor Experience

- \$5,000 - *to be acquired through the Fawcett Fund*

#### Marketing & Fundraising

- Feasibility Study

### Secured:

#### Exhibitions

- None

#### Collections

- KHCC Staff, Facilities Staff

#### Programming & Outreach

- None

#### Visitor Experience

- KHCC Staff
- \$500 through existing budget

#### Marketing & Fundraising

- None



