Pickering Museum Village
Strategic Plan

Pickering Museum Village

City of PICKERING

Land Acknowledgement

We acknowledge that the City of Pickering resides on land within the Treaty and traditional territory of the Mississaugas of Scugog Island First Nation and Williams Treaties signatories of the Mississauga and Chippewa Nations. Pickering is also home to many Indigenous persons and communities who represent other diverse, distinct, and autonomous Indigenous nations. This acknowledgement reminds us of our responsibilities to our relationships with the First Peoples of Canada, and to the ancestral lands on which we learn, share, work, and live.

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1 Key Takeaways

Key Takeaways

The Moment

Over the past several years, the City of Pickering has invested significantly in cultural infrastructure, professional museum practices, and site renewal. Six out of nineteen historic buildings have undergone structural rehabilitation (including the Greenwood Blacksmith Shop, the Log House and Log Barn, the Combination Barn, the Redman House Program Centre, and Harvey House), new collections storage and conservation capacity has been established, and key facilities have been repositioned to meet provincial standards. These investments have strengthened the foundation of Pickering Museum Village (PMV) and positioned it for success.

At the same time, professional museum practice across Canada continues to evolve. Heritage institutions are shifting from object-centred, authority-driven models toward inclusive, community-engaged approaches grounded in shared storytelling, reconciliation, accessibility, and visitor-centred learning. Community expectations have evolved alongside these shifts. Residents increasingly seek participatory, authentic, and meaningful cultural experiences that reflect diverse histories and contemporary identities.

Within this context, PMV has experienced a productive but unresolved tension:

> **How does Pickering Museum Village balance its responsibility as a steward of collections and historic buildings with its role as an experience-driven cultural destination for families, youth, and lifelong learners?**

This strategic plan responds to that question.

It affirms that stewardship and visitor experience are not competing priorities, but must be intentionally integrated. It clarifies PMV's primary purpose within Pickering's community and establishes a framework for how collections, buildings, land, programs, and community relationships work together to strengthen place-based identity and belonging.

Pickering Museum Village also has the potential to play several complementary roles within Pickering's broader community. These roles extend PMV's impact, positioning it as a civic, social, and educational asset, supported by an evolving network of storytelling and heritage placemaking that will develop at locations throughout Pickering, enhancing community identity as well as cultural tourism destinations.

Connecting Relevance to Resilience

Museums in Canada[1] and around the world[2] are reimagining their role and voicing the important social, educational, and economic benefits they deliver to their communities.[3] Museums have long been renewing their efforts to better serve society by connecting relevance to resilience.

As part of this renewal, museum and heritage services are increasingly recognized as core infrastructure that contribute to social cohesion, wellbeing, understanding, and identity.[4] The delivery of museum and heritage services — like all core social services such as recreation, health, and education — require professional and technical competency, ongoing investment, and alignment to broader community priorities.

> **"Museums and cultural heritage sites are powerful assets for local development. They can inspire creativity, boost cultural diversity, help regenerate local economies, attract visitors and bring revenues. There is also increasing evidence that they can contribute to social cohesion, civic engagement, health and well-being."[5]**

Museums continue to evolve into vibrant hubs that substantiate community gathering, where history, thought-provoking dialogue, and education converge with creativity, understanding, and participatory activities — to not only reflect the stories of their changing community, but to foster an evolving community identity. To achieve this, museums are rethinking the scope of what a museum does and how it is perceived by those who visit — **and critically, by those who have not yet visited.**

To reach and satisfy broader audiences, museums must develop multiple gateways or "entry points"[6] for new users, inviting people to interact in a variety of ways. To reach future visitors, a renewed Pickering Museum Village operation must craft marketing and communications campaigns that generate buzz and interest, with clear calls to action that elicit visitation, support, engagement and affinity.

1 https://reconsideringmuseums.ca
2 https://icom.museum/en/resources/standards-guidelines/museum-definition
3 https://museumsontario.ca/wp-content/uploads/2024/05/Ontarios-Museums_Jan-2021_Online.pdf
4 https://www.canada.ca/en/canadian-heritage/campaigns/renewal-museum-policy/what-we-heard.html
5 ICOM Culture And Local Development: Maximising The Impact https://icom.museum/wp-content/uploads/2019/08/ICOM-OECD-GUIDE_EN_FINAL.pdf
6 https://www.gensler.com/blog/museums-cultural-spaces-engage-new-audiences

To build awareness and visibility, PMV must enhance its community presence through:

- Outreach at community events
- Community collaborations and conversations
- Local school and teacher engagement
- Hosting festivals and events
- Membership and philanthropic programs
- Building a distinct brand identity that resonates with audiences
- Communicating its purpose and value through compelling marketing efforts

Framing Pickering Museum Village's brand identity within a thorough understanding of potential visitors' expectations will develop a compelling brand story and visuals, based on the renewed Mandate, Vision, and Interpretive Strategy within the Pickering Museum Village Strategic Plan.

Operational Renewal

Heritage institutions in Canada generate, on average, a third of their revenues through earned income (admissions, venue rentals, paid programming, membership fees, and store sales) and half through government funding[7] with the remainder in the form of donations and sponsorships. Many institutions seek to balance revenue streams to increase financial and operational sustainability[8], however, the majority still rely primarily on government and philanthropic support.[9]

To build resilience and operational and financial sustainability, PMV must expand its artistic and economic relevance by:

- Increasing paid programming
- Increasing mission-aligned revenue-generating activities (i.e., shop with local products linked to PMV themes and exhibit content; membership sales)
- Developing a venue rentals program that welcomes a variety of private, corporate and community bookings
- Building philanthropic support through dedicated fund development activities
- Formalizing relationships with business, tourism, and educational organizations through strategic partnership initiatives
- Attracting travelers seeking cultural tourism (cultural tourists spend twice as much per day than the average tourist)[10] getaways tied to history, art, traditions, and way of life

7 https://www.canada.ca/en/canadian-heritage/corporate/publications/general-publications/about-survey-heritage-institutions/2019-report.html
8 https://icom.museum/wp-content/uploads/2026/07/Decrease-in-Public-Funding.pdf
9 https://www.canada.ca/en/canadian-heritage/corporate/publications/general-publications/about-survey-heritage-institutions/2019-report.html#a4a
10 https://web-assets.bcg.com/img-src/BCG_Art_and_Business_Jun_2012_tcm9-106367.pdf

Operational renewal starts with understanding and responding to changing conditions and community needs. The City of Pickering must therefore strategically invest in activities that will lead to both relevance and resilience.

Today, there is strong competition for audience and donor attention. Museums today must capture the imagination of their visitors to foster meaningful interactions and affinity. The value of the museum or the impact of a donation must be thoughtfully crafted and relevant to potential visitors and supporters. This takes time, resources, and skill. It is not enough to simply introduce more paid programming or events to develop financial resilience.

The opportunity presented in this moment is to strengthen affinity between the community and the museum. This approach requires dedicated staff and resources to professionalize all aspects of the museum's operations, such as:

- Leadership and advocacy to implement vision and strategies
- Marketing and communications efforts
- Fund development, partnerships and engagement (a curator of engagement role, shared or integrated within the Cultural Services department, benefits museum, heritage, public art, events; reallocation of existing resources; coordinated relationships)
- Venue rentals and film location program that promotes a full range of rental types within the museum context (requires events, hospitality and/or marketing experience within a cultural organization to effectively promote the range of facility rentals, including filming, while understanding the requirements and constraints of museum services, collections and facilities)
- Paid public and school programs
- Museum store offering local art and products
- Robust evaluation[11] and analysis to measure success on these activities

11 https://web-assets.bcg.com/img-src/BCG_Art_and_Business_Jun_2012_tcm9-106367.pdf

This moment also coincides with the adoption of the City of Pickering's Cultural Strategic Plan, which establishes five overarching cultural priorities:

Strategic Priority 1:
Foster placemaking and a distinct community identity

Strategic Priority 2:
Celebrate interculturalism through the arts

Strategic Priority 3:
Sustain and maintain a creative economy

Strategic Priority 4:
Be future ready

Strategic Priority 5:
Prioritize youth and young families

The Pickering Museum Village Strategic Plan is designed to advance these priorities through four focused museum objectives:

Objective 1:
Sharing identities, histories, and stories of place

Objective 2:
Future-ready, well-maintained practices

Objective 3:
Belonging, access, and lifelong creative-based engagement

Objective 4:
Ensuring sustainable action

Together, these objectives position PMV as:

- A steward of authentic material culture
- A platform for inclusive and intercultural storytelling
- A creative, welcoming destination for youth and families
- A contributor to Pickering's creative economy and cultural tourism
- A professionally-grounded, operationally sustainable, future-ready institution

This plan does not propose immediate expansion or unchecked growth. Rather, it establishes clarity of purpose, alignment with municipal priorities, and a phased path forward that balances ambition with realistic capacity.

Pickering Museum Village now has the infrastructure, partnerships, and civic mandate to evolve from a traditional living history site into a vibrant, community-anchored cultural hub — one that connects land, memory, creativity, and contemporary life in ways that are meaningful for residents and visitors alike.

Cultural Strategic Priorities & Goals

The Pickering Museum Village Strategic Plan is directly aligned with the City of Pickering's Cultural Strategic Plan. PMV functions as one of the City's core cultural institutions and plays a critical role in advancing municipal cultural priorities.

The Cultural Strategic Plan identifies five overarching priorities and associated goals.

Strategic Priority 1
Foster placemaking and a distinct community identity

GOAL: There is a pride of place and enhanced community spaces for connection in Pickering.

Creative placemaking strengthens the relationship between people and place. It integrates culture, heritage, land, and public space to foster identity, pride, and belonging. For Pickering, this includes ensuring that cultural spaces–both indoor and outdoor–reflect the city's history and evolving community.

Strategic Priority 2
Celebrate interculturalism through the arts

GOAL: Everyone feels they can participate in the cultural life of our city where diversity is welcomed.

Intercultural celebration recognizes and values the diversity of Pickering's residents. It promotes inclusive storytelling, shared experiences, and opportunities for cultural exchange, ensuring that all communities see themselves reflected in the city's cultural life.

Strategic Priority 3
Sustain and maintain a creative economy

GOAL: Pickering is recognized as an all-season cultural tourism destination and home to a thriving and sustained community of artists and creative workers.

The creative economy supports local artists, cultural producers, and creative enterprises. It contributes to economic development, tourism, and community vitality through mission-aligned cultural programming, partnerships, and revenue-generating opportunities.

Strategic Priority 4
Be future ready

GOAL: There is enhanced capacity within the City and in the community for cultural development.

Integrating strategic thinking into cultural and social planning work sets a strong foundation of responsive support for growing communities. It bolsters institutional efficiency, professional practice, internal collaboration, and operational sustainability, and ensures that cultural infrastructure and programming evolve alongside community growth and demographic change.

Strategic Priority 5
Prioritize youth and young families

GOAL: Youth are active and involved in the arts as participants and producers, and there are abundant family arts opportunities.

Youth and family engagement ensure that cultural participation begins early and continues throughout one's lifetime. It prioritizes experiential, creative, and accessible opportunities that invite young residents to shape and contribute to Pickering's cultural future.

Pickering Museum Village's Role within these Priorities

Pickering Museum Village advances each of these priorities through place-based storytelling, participatory learning, professional museum practice, and inclusive community engagement (Table 1).

Table 1: Alignment between Cultural Strategic Plan (CSP) Priorities and Pickering Museum Village Objectives

CSP STRATEGIC PRIORITIES	PMV OBJECTIVE 1: Sharing identities, histories, and stories of place	PMV OBJECTIVE 2: Future-ready, well-maintained practices	PMV OBJECTIVE 3: Belonging, access, and lifelong creative-based engagement	PMV OBJECTIVE 4: Ensuring sustainable action
Foster placemaking and a distinct community identity	✓		✓	
Celebrate interculturalism through the arts	✓		✓	
Sustain and maintain a creative economy				✓
Be future ready		✓		
Prioritize youth and young families			✓	

As a land-based heritage site connected to the new Dorsay Community & Heritage Centre, PMV functions as:

- A creative placemaking anchor within Pickering's community
- A platform for inclusive and intercultural storytelling
- A contributor to cultural tourism and the local creative economy
- A professionally grounded institution building internal and sector capacity
- A welcoming, experiential destination for youth, families, and lifelong learners

The Pickering Museum Village Strategic Plan translates priorities of the Cultural Strategic Plan into four focused museum objectives that guide implementation over the next decade.

Vision

You belong at Pickering Museum Village; a vibrant community hub where stories take root and branch throughout Pickering. Supporting an interconnected identity that respects and represents diverse voices and experiences, and fosters community connection to Pickering's past, present, and future.

Mission

Our mission is to advance the understanding and appreciation of Pickering's history and material culture through storytelling, collection stewardship, engagement, and fostering a shared community identity.

Mandate

The purpose of Pickering Museum Village is to share Pickering's histories through artifacts and immersive, participatory storytelling while delivering place-based, visitor-centered experiences within the museum and throughout the community.

Our Drivers and Values

- **Safety:** We commit to fostering culturally, physically, and psychologically safe environments where diverse voices are welcomed and respected
- **Collaboration**: We work across departments, sectors, and communities to co-create cultural initiatives that reflect shared leadership and local knowledge
- **Sustainability**: We steward cultural resources through efficient operations and sound resource management to support long term organizational, environmental and financial sustainability.
- **Learning**: We value curiosity, knowledge-sharing, and lifelong engagement through arts and heritage
- **Creativity**: We embrace innovation, experimentation, and artistic excellence in shaping Pickering's evolving identity
- **Accessibility**: We remove barriers to participation so that cultural life is inclusive, affordable, and reachable
- **Relevance**: We remain responsive to demographic change, community needs, and evolving cultural practices

Guiding Principles

Guiding Principles articulate the enduring values and operating assumptions that shape how Pickering Museum Village makes decisions, allocates resources, and engages with its community. They are not strategies or actions, but concepts that guide planning, partnerships, and daily practice.

1. **Public Trust and Civic Responsibility**
   Pickering Museum Village operates in the public trust. Stewardship and decision-making are guided by responsibility to the community, transparency, accountability, and alignment with municipal priorities.
2. **Stewardship with Purpose**
   The stewardship of collections, buildings, and landscapes is foundational to PMV's work. Preservation, care, and access are balanced through investment in infrastructure, conservation, and operational capacity, ensuring that collections serve both present and future generations.
3. **Animated and Engaging, Life-Long Learning**
   PMV is a place of lifelong learning that prioritizes curiosity, participation, and discovery. Experiences are designed to draw in and engage children, families, and learners of all ages through immersive, inquiry-based, and hands-on approaches.
4. **Belonging, Inclusion, and Welcome**
   Pickering Museum Village is a welcoming place where everyone feels seen, respected, and invited to participate. PMV actively works to connect to visitors, reduce barriers to access, and to reflect the diversity of Pickering's communities in its stories, spaces, and programs.
5. **Inclusive and Representative Storytelling**
   Pickering Museum Village's collection mandate, interpretation, and programming evolve alongside the community. PMV commits to telling layered, inclusive stories that reflect Indigenous histories, diverse cultural experiences, and the voices of historically underrepresented groups.
6. **Reconciliation and Respect for Indigenous Rights and Knowledge**
   PMV is guided by the Truth and Reconciliation Commission's Calls to Action, the United Nations Declaration on the Rights of Indigenous Peoples, and professional standards for Indigenous collections, interpretation, and collaboration. Relationships with Indigenous communities are grounded in respect and reciprocity.
7. **Professional Practice and Sector Leadership**
   Museum work at Pickering Museum Village is guided by the Ontario Standards for Community Museums. PMV contributes to sector learning and leadership while continuously strengthening internal capacity, knowledge, and skills.
8. **Sustainability and Resilience**
   Financial and operational sustainability guide PMV's planning and operations. Decisions are made with long-term resilience in mind, balancing impact, resources, and environmental responsibility.

Pickering Museum Village Key Objectives

Pickering Museum Village has long been recognized as a place where the community comes to experience the past, incorporating first-person narrative, costumed interpretation, and demonstrations of heritage skills and crafts to immerse guests in a day-in-the-life experience. With the opening of the neighbouring Dorsay Community & Heritage Centre (DCHC) which houses the Greenwood Heritage Library Branch, the John E. Anderson Exhibit Gallery, a program room, teaching kitchen, and multipurpose rooms, PMV is uniquely positioned to reinvigorate its activities: emerging as a centre of activity for the growing hamlet and inspiring new audiences to discover and contribute to the fabric of Pickering's identity.

Clustered around a collection of historic buildings, PMV has identified ways to leverage its immersive quality in order to transport visitors to an increasingly layered experience of the past. Since 2020, PMV has begun shifting its approach toward more modern museum practices and inclusive storytelling that foster discovery, reflection, and meaningful connection.

Pickering Museum Village's extensive collection primarily has represented eras from approximately 1820 to 1920 that help bring to life the site's historic buildings. With recent site expansion and renewal projects that position the museum as an active community hub, the museum has the opportunity to expand the focus of its collection to include artifacts and belongings from communities and eras that have been underrepresented, and explore compelling storytelling through oral traditions, photos, and borrowed objects, drawing throughlines to contemporary visitors, exhibits and programs. These elements, along with other approaches such as inquiry-based museum experiences and object-based learning, will continue to inform the work at the museum.

To connect to broader audiences, the following objectives and supporting actions will help build on the museum's efforts to deliver high-quality educational programs, while inviting the community to interact in new ways with the museum, organized into **Programs**, **Operations**, and **Engagement** implementation categories. The Implementation Framework in the Action Plan will help guide prioritization, with realistic and achievable timelines.

Objective 1:
Sharing identities, histories, and stories of place

PMV strengthens Pickering's sense of place by stewarding and sharing layered, inclusive, and community-informed histories.

Rationale

As Pickering grows and diversifies, heritage must expand beyond static interpretation toward community-engaged storytelling. Museums are increasingly expected to reflect multiple perspectives, foster a sense of belonging, and support dialogue.[12] Engagement findings identified strong interest in inclusive narratives, Indigenous partnership-building, and participatory interpretation. PMV is uniquely positioned to serve as a place-based storytelling anchor for the City.

To strengthen Pickering's sense of place and shared identity, the City will focus on place-based, community-engaged storytelling that connects land, history, and contemporary lived experience. These actions are intended to ensure that Pickering's histories are represented in layered, inclusive, and meaningful ways, both at Pickering Museum Village and across the city.

Advances Strategic Priorities:

- Placemaking
- Interculturalism

Outcomes

- Shared community identity is strengthened
- Pickering's history comes alive
- Diverse experiences are celebrated
- Indigenous knowledge-sharing is rooted in strong relationships

12 https://www.canada.ca/en/canadian-heritage/campaigns/renewal-museum-policy/what-we-heard.html
https://museumsontario.ca/wp-content/uploads/2024/05/Museums-and-Your-Municipality_Jan-2021.pdf

Supporting Actions

Programs

- Develop exhibits, programs and interpretive content that connect Pickering stories to broader and contemporary themes to support relevance for residents, visitors and cultural tourism audiences.
- Support digital and hybrid interpretation across Pickering neighbourhoods and public spaces using tools such as digital content, online platforms, and emerging technologies to extend access to sites and stories that contribute to Pickering's historic character and identity.
- Develop a Community Curation model and procedure that defines intent, roles, authority, and evaluation criteria for co-created content using the museum collection and curatorial expertise as vectors for increased community engagement.
- Enhance learning experiences and school engagement using technology and digital tools.
- Use technology and digital engagement strategies to support meaningful storytelling and enhance accessibility and visitor experience, including the use of multiple languages.
- Maintain costumed interpretation as a feature of select events, school programs, demonstrations, and seasonal experiences where is supports learning objectives and visitor engagement.

Operations

- Integrate community history and heritage perspectives into capital planning and urban design processes through collaboration with Parks, Planning, and Capital Projects teams.
- Strengthen partnerships with staff teams within the City the Dorsay Community & Heritage Centre to ensure alignment between indoor exhibitions, programs, and outdoor, place-based experiences at PMV.
- Periodically review and refresh interpretive themes and storytelling approaches to reflect changing community narratives and understandings of place.
- Continue to evolve the museum's collection and interpretive approaches to include underrepresented histories through objects, oral histories, images, and community-held knowledge.

Engagement

- Embed community-engaged processes into museum practices, such as collaborations and dialogue to include broad perspectives.
- Continue and strengthen Indigenous partnership work, with a focus on protocol development, relationship-building, and access to belongings.
- Create and expand opportunities for co-creation and place-based storytelling projects with Indigenous Elders, Knowledge-keepers, artists, historians, and community organizations to surface layered narratives of Pickering's land, waterways, neighbourhoods, and cultures.
- Establish sustainable models for ongoing Indigenous and community collaboration, including long-term advisory roles, knowledge-sharing agreements, and mentorship or residency opportunities.

Objective 2:
Future-ready, well-maintained practices

PMV strengthens professional capacity, collections stewardship, and operational resilience to ensure future success.

Rationale

The City has invested in cultural facilities and infrastructure and must prioritize internal and community capacity-building to realize the potential of these cultural resources. Embedding and amplifying professional training and development, sector involvement, and aligning policies and procedures to sector standards and best practices, including evaluation frameworks and communications, will help meet audience and community expectations and needs.

To support future-ready, well-maintained museum and heritage practices, the City will focus on the following strategic directions and activities. These actions are intended to strengthen organizational coherence, professional standards, and the long-term effectiveness of Pickering Museum Village and the museum programming and heritage placemaking at the Dorsay Community & Heritage Centre.

Advances Strategic Priority:

Future Ready

Outcomes

- Sustainable care and conservation of collections
- Diversified revenue sources and stronger operational sustainablity
- Increased community relevance
- Strong sector leadership

Supporting Actions

Programs

- Develop and implement a comprehensive interpretive plan that supports the Pickering Museum Village Strategic Plan and guides storytelling, programming, and exhibition development throughout the organization.
- Implement accessibility strategies across programs, interpretation, and visitor experience at PMV and DCHC.

Operations

- Build staff and organizational capacity through ongoing professional development, sector involvement, and participation in regional and national museum networks.
- Continue to update and align museum policies and procedures with Ontario and Canadian Museum Association standards, including collections, repatriation, Indigenous protocols and honoraria, governance, partnerships, philanthropy/fund development and human resources.
- Enhance the existing evaluation framework and feedback loops to include residents and tourists who are not visiting the museum to inform decision-making, increase visitation, and guide continuous improvement.
- Continue to implement a strategic collections management plan that responds to storage and resource realities in accordance with the Collections Development and Management Policy (i.e., acquisitions and deaccessions).
- Foster greater internal City integration and awareness of museum role in cultural development through cross-departmental collaboration and briefings.
- Embed evaluation findings into annual planning, reporting, and program refinement processes, including revenue-generating activities.
- Periodically review and renew professional frameworks, policies, and plans to reflect evolving best practices and community needs.
- Issue an operating plan annually to guide the operations, programs, infrastructure renewal, and capacity building initiatives of the museum.
- Continue to invest in systems, infrastructure, and practices that support collections stewardship, visitor experience, and operational sustainability.
- Strengthen succession planning and institutional knowledge transfer to ensure long-term organizational resilience.

Engagement

- Continue to engage in the Durham Region museum professional roundtable to support shared learning, collaboration, and sector resilience.

Objective 3:
Belonging, access, and life-long creative-based engagement

PMV fosters welcoming, accessible, and creative engagement opportunities for residents of all ages.

Rationale

Pickering is experiencing significant growth and must invite audiences in by developing new points of connection and relationships that offer year-round access to heritage experiences and storytelling. The City should strengthen community-based storytelling, advisory roles, relevant programming and outreach, access to heritage through distributed interpretation activities and museum site accessibility, and rebuild volunteer engagement.

To foster belonging and sustained engagement, the City will prioritize inclusive, accessible, and relationship-based approaches that invite residents of all ages and backgrounds to connect with Pickering's heritage. These actions are intended to expand access, deepen relevance, and support creative participation.

Advances Strategic Priorities:

- Placemaking
- Interculturalism
- Youth & Families

Outcomes

- Youth are integral co-creators and participants
- Increased site utilization through community events, rentals, and partnerships
- Increased and deepened volunteerism
- Everyone can access PMV and heritage experiences in Pickering

Supporting Actions

Programs

- Continue to develop low-barrier community events.
- Strengthen the volunteer program using professional volunteer management practices for recruitment, training, and retention, offering roles that strategically support museum priorities, such as programming, outreach, and fundraising.
- Develop new audience pathways, engagement, and points of connection, including heritage trades and crafts, intergenerational story-sharing events, and culturally relevant celebrations.
- Continue to adapt and evolve programs, interpretation, and engagement strategies to reflect demographic change, community feedback, and emerging access needs.
- Develop a range of experiences, including costumed interpretation and hands-on participatory activities, that span brief interactions (i.e., events) to deep learning (i.e., educational programs).

Operations

- Increase access for all by improving PMV signage and wayfinding, visitor orientation to the site, and awareness of accessible programs and interpretation
- Continue to improve transportation access to PMV through public transportation advocacy, partnership development, group tourism bus tours, and event-based shuttle services, in collaboration with relevant City departments.
- Embed accessibility considerations into all future planning, capital projects, and program development to support long-term inclusion.

Engagement

- Launch educator and community content advisory groups or focus sessions to deepen relevance of experiential, curriculum-connected learning and public programming, including bilingual programs.
- Expand youth advisory opportunities.
- Expand outreach and engagement efforts to reach residents who may not regularly access the museum, including participation in community events and partnerships with local organizations.
- Amplify community inclusion by clearly communicating the museum's collecting mandate and building relationships with communities underrepresented in the collection.
- Expand access points throughout Pickering through distributed exhibits, community-based arts and heritage projects, and interpretation in neighbourhoods, parks, and public spaces.
- Continue Indigenous partnership work and strengthen collaboration through co-curation, language revitalization initiatives, land-based interpretation, protocol development, and appropriate access to belongings.
- Develop partnerships with event operators, community organizations, tourism providers, and educational institutions to expand programming opportunities.

Objective 4:
Ensuring sustainable activity

PMV strengthens financial resilience and contributes to the broader creative community.

Rationale

The City should continue to prioritize sustainable economic and environmental practices by conducting meaningful evaluations of the collection and programs, supporting mission-aligned revenue-generating activities, and investing in environmentally sustainable choices to ensure long-term viability and resilience.

To ensure the future success of Pickering Museum Village, the City will focus on strategic approaches that strengthen financial resilience, align activities with mission and capacity, reduce environmental impact, and support informed decision-making. These actions are intended to balance ambition with realism, ensuring that PMV remains viable, relevant, and resilient over time.

Advances Strategic Priorities:

- Creative Economy
- Future Ready

Outcomes

- Mission-aligned activities provide enhanced operating and capital resources
- Increased bookings, visitation, sponsorship revenue and tourism partnerships
- Market potential maximized through increased awareness and affinity
- Mutually-beneficial cultural collaborations

Supporting Actions

Programs

- Broaden evaluation practices that include key performance analysis of new audience attraction, community awareness, program relevance, and visitor expectations to inform outreach and programming decision-making.
- Monitor and assess the increase and efficacy of new partnerships, including third-party rentals, tourism and attractions, sector trends and impact, and resource priorities, to inform marketing and business decision-making.
- Continue to implement Pickering's Community Visitor Plan by developing and evaluating cultural tourism experiences in collaboration with tourism stakeholders.
- Actively engage schools to develop stronger partnerships and to respond to evolving educational interests and needs.
- Continue to build relationships with tour operators, travel trade organizations, and regional tourism partners.
- Continue to seek partnerships to package PMV experiences with other Pickering and Durham Region attractions.

Operations

- Develop a Marketing and Communications Plan to improve awareness of PMV among residents, schools, and visitors.
- Implement a 'pull-in' strategy that meets people where they are, using outreach at libraries, community centres, seniors' centres, DCHC, and community events to encourage visitation to the PMV site.
- Engage professional branding and visual identity consultants to develop compelling brand story and visuals, based on the renewed Mandate, Vision, and Interpretive Strategy within the Pickering Museum Village Strategic Plan.
- Expand earned revenue generation through venue rental program, mission-aligned retail offerings, fundraising, sponsorship, licensed/permit opportunities for use of space, and program participation growth.
- Introduce and expand fund development opportunities, including a museum membership program, develop annual fundraising campaigns, and increased focus on securing grants, sponsorships, and fundraising.
- Venue rental program to include rental of PMV site and spaces for partner-delivered experiences.
- Pursue partnerships that create new experiences at the museum with a revenue sharing model.
- Create a museum operational plan that improves resource allocation and revenue strategies for museum service levels to align with core municipal priorities.
- Create a long-term museum infrastructure business plan that identifies funding strategies to support renewal of heritage assets, collections management priorities and site revitalization.
- Continue to develop and complete the PMV and DCHC sites by advancing key recommendations from the Lord Cultural Resources Master Site Plan, subject to capital planning and Council approval, including:
  - Enhanced accessibility between sites
  - Improved wayfinding and signage on main roads, parking areas, and trails
  - Heritage and nature interpretation along connecting pathways
  - A welcoming orientation structure at the PMV entrance
  - Enhanced site comfort amenities such as seating, food and beverage options, and hygiene facilities

Engagement

- Strengthen advocacy and strategic positioning of PMV within the City to support alignment with municipal priorities, planning processes, and tourism marketing.
- Build partnerships that generate revenue with attractions, tourism, businesses, sponsors, creative industries, universities, artists, and entrepreneurs.
- Develop relationships with school board, administrators, and teachers by participating in and presenting to trustee and administration meetings, teacher professional development opportunities and other suitable outreach.

Ongoing Actions

The following are 'evergreen actions,' based on the City's previous Pickering Museum Village Strategic Plan, to be continued beyond the horizon of this Pickering Museum Village Strategic Plan.

- Create suitable storage space for collections, improve site use, restore Harvey House for public programs as part of Capital Projects and Maintenance. **(Strategic Action 4: Site Optimization)**.
- Improve wayfinding signage and transportation access to the PMV. **(Strategic Action 4: Site Optimization)**.

2 How Did We Get Here?

How Did We Get Here?

A Period of Transition and Investment

Over the past decade, Pickering Museum Village has undergone a significant period of change, driven by the goal to improve visitor experience, and shaped by capital investment, professionalization, and evolving community expectations.

Historically, PMV operated primarily as a traditional living history site. Its 18 heritage buildings housed a combination of artifact displays, storage, and program space. Over time, operational pressures grew and community expectations of museum programming evolved.

In response, the City invested in substantial infrastructure improvements. The refurbishment of the Conservation Building, the development of upper-site storage, and rehabilitation of heritage buildings marked a shift toward improved public access and collections stewardship. Museum and collections practices aligned more closely with provincial standards.

These investments strengthened the museum's institutional foundation; however, they also required a recalibration of how heritage buildings were used. As original artifacts were removed from some structures to improve preservation conditions and increase hands-on experiences, certain spaces became more interpretive in nature. While professionally sound, this shift prompted renewed questions about authenticity, storytelling, and the visitor experience.

> Shifts in the sector have centered museums as community gathering spaces that are inclusive places for cross-cultural connection and sharing stories.
>
> **"Heritage institutions are a form of public education and a pillar of community support. They are meant to be an inclusive and accessible space for all wanting to learn, and have fun doing it. Heritage institutions are the backbone of arts and culture, and are research repositories rather than memory repositories now."**[13]

13 Canadian Museum Policy: Public Consultation Survey, 2023

Shifts in Museum Practice

This period of physical renewal coincided with broader changes in museum practice across Canada.

Across Canada, museums are increasingly positioned as inclusive community gathering spaces and core municipal cultural infrastructure. They are expected to foster cross-cultural dialogue, support reconciliation, expand access, and provide experiential learning environments alongside traditional preservation functions.

Canada's New Museum Policy emerging key areas:

- Sustainability
- Preservation, access and collections management
- Reconciliation
- Equity, diversity and inclusion

> **"Canadians look to heritage institutions as places where diverse stories and perspectives can be heard and understood. As such, they expect governments to place significant importance on supporting these institutions."**[14]

Pickering Museum Village began responding to these shifts through initiatives such as:

- Re-imagining heritage buildings as participatory spaces (e.g., hands-on exhibits and integrated programming models)
- Strengthening Indigenous advisory relationships
- Expanding school programming, including bilingual offerings
- Increasing outreach and community collaboration

These initiatives demonstrated strong potential. For example, the transformation of the Combination Barn into an interactive, layered learning environment illustrated how visitor-centred design can deepen engagement while maintaining historical integrity.

At the same time, growth in programming, partnerships, and expectations began to exceed the clarity of Pickering Museum Village's strategic framework. PMV was evolving operationally, but its overarching institutional identity had not been formally re-articulated.

> **"A museum is a not-for-profit, permanent institution in the service of society that researches, collects, conserves, interprets and exhibits tangible and intangible heritage. Open to the public, accessible and inclusive, museums foster diversity and sustainability. They operate and communicate ethically, professionally and with the participation of communities, offering varied experiences for education, enjoyment, reflection and knowledge sharing."**[15]

14 Canadian Museum Policy: Public Consultation Survey, 2023
15 https://icom.museum/en/resources/standards-guidelines/museum-definition

A Productive Tension

Through this period of renewal, a central question emerged:

> **Is Pickering Museum Village primarily a collections-anchored heritage institution that uses programs to animate artifacts, or an experience-driven cultural destination that uses collections selectively?**

In practice, Pickering Museum Village has been operating somewhere between these two models.

Collections stewardship remains foundational. PMV safeguards over 10,000 artifacts[16] and holds responsibility for their preservation and contextualization. At the same time, families, youth, and school groups represent core audiences, and participatory programming has proven to be a powerful driver of engagement and return visitation.

This dual mandate is not contradictory. It reflects the contemporary role of municipal heritage institutions: to protect material culture while ensuring it remains relevant and accessible.

What has been missing is a clearly articulated balance between stewardship and experience.

16 https://letstalkpickering.ca/dchc

Alignment with the City's Cultural Vision

The adoption of the City of Pickering's Cultural Strategic Plan provided an opportunity to situate PMV within a broader municipal cultural framework.

The Cultural Strategic Plan establishes priorities related to placemaking, intercultural celebration, creative economy development, institutional capacity, and youth engagement. PMV contributes to each of these areas, but its specific role within these areas requires clarity.

At the same time, the development of the Dorsay Community & Heritage Centre has expanded the City's cultural infrastructure and created opportunities for integration between indoor exhibitions, outdoor heritage experiences, and distributed programming.

Together, these developments mark a new phase in PMV's evolution.

Why this Plan Now

Pickering Museum Village now has:

- Stabilized and improved collections infrastructure
- Renewal of several heritage buildings
- Growing school and family audiences
- Emerging Indigenous advisory relationships
- Stronger alignment with professional museum standards
- Clear integration opportunities with DCHC and City-wide cultural priorities

PMV does not require reinvention. It requires clarity.

This strategic plan does not signal a dramatic departure from PMV's past. Rather, it consolidates recent advances, clarifies institutional identity, aligns with municipal priorities, and establishes a phased framework for sustainable growth.

The question is no longer whether Pickering Museum Village should evolve. It already has. The task now is to define how it will move forward with clarity, balance, and purpose.

3 What We Heard

What We Heard

Canada's museum and heritage sector has shifted from a traditional authority-based approach to one that is inclusive of community perspectives, fostering meaningful relationships between heritage institutions and community members. Museums and other flexible heritage spaces provide context and historical interpretation within a community, and have become vibrant gathering places for intergenerational and intercultural shared dialogue and experiences.

Museums in Canada and around the world are establishing new standards and policies, prioritizing relationships with First Nations and Indigenous communities, seeking to co-create and represent traditional knowledge, worldviews and land-based teachings. Collaboration has provided new perspectives on museum practices and working with Indigenous communities, and it demonstrates what decolonizing can look like in museum settings.

Understanding that this type of inclusive, collaborative approach to storytelling starts with connection and dialogue, multiple points of engagement were employed to gather input and perspectives from a broad range of museum and community voices.

Engagement Overview

The development of the Cultural Strategic Plan and its companion documents, including the Pickering Museum Village Strategic Plan, involved multiple phases of internal engagement, community engagement, and stakeholder dialogue.

Engagement activities included:

- Community questionnaire
- Public launch events and open houses
- Interest holder focus groups
- High school engagement sessions
- Engagement with the Indigenous Relationship Building Circle
- Engagement with the City of Pickering Anti-Black Racism Task Force
- Pickering Museum Village staff session
- Cultural Advisory Committee meeting
- Museum and Heritage focus group
- Interdepartmental staff session

The engagement process sought to gather qualitative insights from residents, youth, community leaders, cultural practitioners, Indigenous participants, and City staff. The goal was not to generate consensus on specific actions, but to identify recurring themes and priorities that should inform long-term cultural planning.

The findings reflect documented themes that emerged across these engagement activities.

Engagement at a Glance

WORKSHOPS

Senior Management
September 22, 2025
8
departments

Pickering Anti-Black Racism Taskforce
January 8, 2026
5
participants

Interdepartmental Staff
September 22, 2025
2
sessions

Pickering Museum Village Staff
January 14, 2026
10
participants

Art in Public Spaces Focus Group
November 14, 2025
8
participants

Museum and Heritage Focus Group
November 14, 2025
12
participants

INTERVIEWS

Agency and Opinion Leaders
September 25, 2025–October 9, 2025
6
Interviewees

ON-SITE SESSIONS

High School Youth
November 20, 21, 28, 2025
~845
students

COMMUNITY QUESTIONNAIRE

General Public
October 31–December 20, 2025
635
responses

OPEN HOUSE

General Public
November 12 and 13, 2025
6
open houses

RELATIONSHIP BUILDING CIRCLE

Indigenous Communities
November 25, 2025
4
attendees

Cross-Cutting Themes

Culture as a Public Good

Participants consistently emphasized that culture is a public good and a core component of livability in Pickering

Culture was described as:

- Essential to civic activity
- A contributor to well-being and belonging
- A means of strengthening community connection
- A public service rather than a discretionary amenity

There was strong support for maintaining and strengthening cultural infrastructure, including heritage institutions such as Pickering Museum Village.

> **Implication for Pickering Museum Village: PMV is viewed not only as a heritage site, but as civic infrastructure that supports education, connection, and shared identity.**

Inclusion, Representation, and Intercultural Celebration

Engagement highlighted a strong desire for cultural spaces that reflect Pickering's diversity and foster intercultural exchange.

Participants expressed the need for:

- Broader representation in storytelling and programming
- Recognition of historically underrepresented communities
- Continued efforts toward reconciliation and Indigenous relationship-building
- Cultural experiences that feel welcoming and accessible

> **Implication for Pickering Museum Village: PMV is expected to expand interpretive frameworks beyond traditional settler narratives and to create participatory opportunities that reflect diverse lived experiences.**

Youth and Young Families

Youth engagement sessions and broader community feedback emphasized the importance of engaging young people as both participants and contributors.

Themes included:

- Desire for hands-on, experiential learning opportunities
- Importance of school partnerships
- Need for accessible, family-friendly programming
- Opportunities for youth leadership and co-creation

Participants expressed interest in cultural spaces that are interactive, creative, and adaptable.

> **Implication for Pickering Museum Village: Youth and families are seen as core audiences. The museum's strengths in experiential learning are sustained by aligning resources to meet visitor expectations.**

Collaboration and Partnership

Residents identified collaboration as a priority across the cultural sector.

Participants highlighted:

- The importance of partnerships between cultural organizations
- Opportunities for cross-departmental collaboration within the City
- Interest in regional coordination across Durham Region
- The value of community co-creation and shared programming

There was recognition that cultural development cannot be achieved by single institutions operating independently.

> **Implication for Pickering Museum Village: PMV is expected to function as both a site-based institution and a collaborative partner within a distributed cultural network.**

Sustainability and Capacity

Interest holders raised concerns regarding:

- Financial sustainability
- Organizational capacity
- Staffing and operational pressures
- Long-term resilience

There was broad acknowledgement that ambition must be balanced with available resources and that phased implementation is necessary.

Participants emphasized the importance of:

- Realistic growth
- Clear governance structures
- Alignment between strategic goals and fiscal capacity

> **Implication for Pickering Museum Village:: Sustainable activity and institutional clarity are critical. Expansion without defined capacity risks undermining progress made in recent years.**

Museum-Specific Insights

The Museum and Heritage Focus Group, along with internal staff sessions, identified themes specific to Pickering Museum Village.

These included:

- Recognition of recent capital and collections improvements
- Desire for clearer interpretive coherence across the site
- Interest in strengthening storytelling related to land, migration, labour, and underrepresented histories
- Continued support for experiential programming models
- Questions regarding balance between artifact preservation and visitor engagement

Staff discussions reinforced the need for:

- Clear articulation of institutional identity
- Defined priorities to guide programming and partnerships
- Improved alignment between operations, interpretation, and municipal strategy

What this Means for Pickering Museum Village

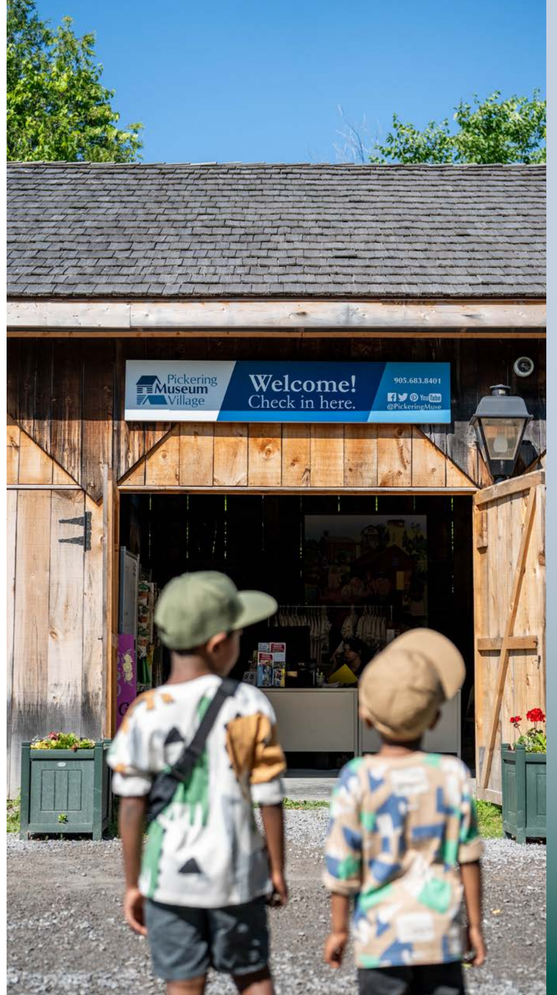
Across engagement activities, there was no call for wholesale reinvention of Pickering Museum Village.

Rather, participants consistently expressed support for:

- Strengthening the Museum's role as a place-based storytelling anchor that offers a range of experiences, including costumed interpretation (where appropriate) and hands-on, participatory activities
- Expanding inclusive and intercultural narratives
- Deepening youth and family engagement
- Building sustainable partnerships
- Aligning ambition with institutional capacity

The engagement process affirmed that PMV is valued as a cultural asset. It also highlighted the need for clearer strategic direction to guide its next phase of development.

The four objectives outlined in this strategic plan respond directly to these documented themes.



4 Pickering Museum Village's Role Moving Forward

Pickering Museum Village's Role Moving Forward

The associated Action Plan will provide guidance for essential implementation items including:

- Roles and Responsibilities
- Communications and Ongoing Engagement
- Priority-Setting and Timelines
- Metrics/KPIs
- Resource Considerations

This supporting document will be used by City of Pickering Staff, to guide the implementation of the actions listed under each objective and strategy. Identifying leading and supporting partners will help determine the resources required for the implementation of the strategy, while continued community participation will ensure the strategy may be assessed, adapted, and revised in response to changing needs of Pickering's community.

Acknowledgements

Heritage facilities such as Pickering Museum Village are essential components of cultural placemaking and collective memory for Pickering residents. As outlined in the Cultural Strategic Plan, these spaces contribute meaningfully to community identity, well-being, and a sense of belonging. The Pickering Museum Village Strategic Plan reflects a significant opportunity to deepen this impact for residents and visitors alike.

The development of this plan has been a truly community-wide endeavour, shaped by the insight, experience, and enthusiasm of many participants.

A sincere thanks to all community members who attended sessions and contributed to the making of this plan, including the leadership of City Council and staff.

We are grateful to the Indigenous Relationship Building Circle, the Anti-Black Racism Taskforce, and the Cultural Advisory Committee for the opportunity to listen and learn from them in their sharing of priorities and needs for the plan.

Thank you Mayor and Members of Council.

Thank you to City Staff: Marisa Carpino, Chief Administrative Officer; Laura Gibbs, Director of Community Services; Kyle Bentley, Director, City Development & CBO; Kevin Heathcote, Director, City Infrastructure; Jennifer Eddy, Director, Human Resources; Susan Cassel, City Clerk; Anthony Jagdeo, Senior Project Manager, Digital Services; Vince Plouffe, Division Head, Facility Management & Construction; Marilou Murray, Manager, Community Services Administration & Strategic Initiatives; Krystal Roberts, Manager, Cultural Services; Karen Coleman, Manager, Recreation Services; Richard Holborn, Director, Engineering Services.

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Finally, the Cultural Strategic Plan, alongside the Pickering Museum Village Strategic Plan and the Art in Public Spaces Plan, was guided by Patricia Huntsman, Principal of Patricia Huntsman Culture + Communication, and a multidisciplinary team of cultural development, communications, public art, and museum professionals: Justine Bochenek; Em Cussen; Laurel Lawry; Erin McDonald; Bridget MacIntosh; Sagan MacIsaac; Amanda McCulley; and Juan Tanus.
patriciahuntsman.ca

Glossary of Terms

Glossary of Terms

Arts
A subdivision of culture, composed of many expressive and creative disciplines. The term encompasses: visual and applied arts (e.g., painting, printmaking, drawing, sculpture, crafts, pottery and ceramics, photography, film and video), theatre, music, song, spoken word, literary arts and dance.

Capacity-Building
The process of developing and strengthening the skills, resources, and systems an organization needs to better achieve its purpose.

Community Activations
Fun and interactive engagement activities that use arts-based methods (e.g., drawing, colouring, making, and gamifying) to brainstorm a shared vision and strategic directions for a plan. Community Activations can be a mix of temporary and permanent installations, ranging from activities such as a family-friendly "Chalk-Party", to community bench or mural painting.

Community-Engaged
This approach refers to a commitment to consistent and reciprocal engagement with the communities served, and creating a culture where visitors, audiences and communities are at the heart of all practice.

Community Working Group
Groups that contribute to the development of a strategy and are often composed of multigenerational and multicultural members mirroring the local community and the various aspects of community life. Includes key arts and culture partners, equity-deserving groups, business owners, tourism and related sector partners.

Creative Community
Communities where the local government considers urban investment in culture and creativity significant to prosperity and quality of life. These are municipalities where creative and cultural activity is considered important to the community's quality of place, and to help reclaim and revitalize neighbourhoods. In creative communities, local government enables more innovative thinking and problem solving across all departments and sectors of the economy to shape a community's identity in the face of increasing competition for talent, investment, and recognition. Creative and cultural activity is supported as a powerful vehicle for community development and engagement, providing opportunities for economically disadvantaged neighbourhoods and social groups. These communities represent a new generation and an evolving model for community planning and culture.

Creative Economy
An economy driven by ideas, innovation, knowledge, diversity, collaboration, and creativity. It encompasses the creative industries in which ideas and intellectual property produce value and generate wealth. It represents an aggregation of a complex collection of industrial and creative service sectors including design, media, advertising, film, music, performing arts, publishing, and interactive software development.

Creative Ecosystem
The interconnection of cultural resources in a community. The arts function as a part of a larger network of industries with each cultural resource playing an important role in shaping the city's arts and culture scene. Facilities, spaces, festivals, makers, artists, designers, arts organizations, tourism, and business all interact with and rely on each other to support the well-being and vitality of a vibrant city.

Creative Placemaking
A collaborative approach to improving public spaces by using arts, culture, and creativity to reflect community identity, meet local needs, and drive positive change and growth.

Culture
The arts, multiculturalism, and heritage resources and activities as practiced and preserved in a community. These practices reflect the beliefs, experiences, and creative aspirations of people in a specific geographic and/or political area.

Cultural Development
Strategic and integrated planning that leverages a community's unique cultural resources and assets for the social, economic, environmental, and cultural benefit of the city and society. Strategies may include, but are not limited to:

- Investing in arts and cultural facilities (art galleries, museums, theatres, concert halls etc.).
- Producing public festivals and events, and programming arts and culture activities.
- Implementing public art and creative placemaking initiatives (transformed underused public spaces for creative or playful uses).
- Attracting and supporting creative industries (film, television, publishing, design, fashion, music, etc.).

Entry points
Initial gateways to interaction for a new user, with the intention of building affinity with and future use of the cultural service or facility.

Equity, Diversity, Inclusion, and Accessibility (EDIA)

- **Equity** strives to ensure fairness in how people are treated with respect to t he unique circumstances that shape their lives and access to resources and/or opportunities. This includes accounting for historical factors that have resulted in discrimination and disadvantage for various groups, such as experiences of colonialism and enslavement of Indigenous and Black communities. Equity recognizes that these forms of oppression have, over time, contributed to the marginalization of these communities in ways that have deprived them of fundamental resources and opportunities needed to thrive in the world.
- **Diversity** recognizes that a community is comprised of individuals with unique and differing identities that influence how they experience the world around them for better or for worse. These identities can be defined by such categories as age, sex, gender, race, ethnicity, ability, income, employment, and many others. Notably, the Ontario Human Rights Code enumerates 17 protected grounds that prohibit discrimination against individuals in the areas of employment, housing, services, unions and ovational association and contracts (Ontario Human Rights Commission, 2024), which signifies a legislated responsibility to protect diverse identities. It must be recognized that people have multiple and intersecting identities — the variations and combinations of which can result in power and privilege for some and disadvantage for others that can themselves change in different situations.
- **Inclusion** builds upon diversity and strives to ensure that community members feel a sense of belonging and are able to fully participate in society. Inclusion is about ensuring that individuals can bring their whole and authentic selves to a place and feel welcomed, valued and empowered.

- **Accessibility** means that everyone — with varying abilities — has the right to participate fully in society. It can also be understood as "a set of solutions that empower the greatest number of people to participate in the activities in question in the most effective ways possible" (UNESCO, 2021). In the arts and culture sector, accessibility refers to the quality in which cultural experiences and activities can be fully participated in, experienced, and enjoyed through the practice of removing physical, technological, financial, sensory, and social barriers for individuals of all abilities and backgrounds.

Heritage
Resources include artifacts and architecture, historic and prehistoric resources, and archival and interpretive material and activity. Significant objects and structures are protected by legislation distinguishing between items that are merely old and those deemed valuable according to notable public aesthetic, educational, and social significance.

Interculturalism
Support for cross-cultural dialogue.

Interpretive Plan
A document that outlines what stories and messages the museum wants to convey through a variety of media, such as exhibits, programming, and publications. It may include the institution's interpretive philosophy, educational goals, and target audiences. A museum may develop an overall comprehensive interpretive plan, or an interpretative plan for an individual component of its operation—for example, for its permanent exhibits or for one of its historic sites.

Inquiry Based Learning
A pedagogical method that uses questions, problems and/or scenarios to trigger curiosity and critical thinking.

Multiculturalism
Respects all cultural and/or racial groups in a society equally, affording all the same rights and opportunities.

Sounding Boards
An engagement tool utilized for collecting both passive and active insights from the general public and to generate excitement for the project. Interactive and suitable for participants of all ages and backgrounds. Often include a QR code or website URL for participants to learn more information about the project and other engagement opportunities.

Universal Design
The design of products and environments to be usable by all people, to the greatest extent possible, without the need for alternative measures for access, adaptation or specialized design.

Visitor-Centered
This approach refers to centering visitors in all aspects of museum work by keeping their needs and experiences as the central focus of planning and decision-making.

Visitor Experience
Visitor experience begins from first encounter with the museum, continues through the onsite experience at the museum, and includes post-visit activities such as online activities or conversations with others.
A visitor experience includes all points of contact with the museum and its facility, services and products.

City of PICKERING

Pickering Museum Village