



CITY OF BRANTFORD  
MUSEUM SUSTAINABILITY PLAN  
DECEMBER 2007

## City of Brantford Museum Sustainability Plan - 2007

### **Executive Summary**

Brantford's museums are uniquely positioned to have a tremendous impact on the lives of Brantford's citizens. Through socially responsible programming and civic engagement, museums generate social capital – creating healthy, vibrant and livable communities.

Museums play an important role in sustainable communities by

- preserving the collective memory of our community.
- helping shape our unique local identity
- promoting tolerance and understanding.
- protecting collections
- furthering lifelong learning and an appreciation of our heritage.
- supporting the development of youth through education programs
- illuminating social issues
- generating civic pride
- providing public programs and volunteer opportunities
- facilitating understanding among diverse groups in the community

What Brantford's museums currently lack is the capacity to adequately carry out these activities. The Museum Sustainability Plan (MSP) is about creating that capacity. By addressing long term sustainability issues, our museums will be able to stop focusing on day to day survival and focus on how they can make a difference in the day to day lives of the people living in Brantford.

Heritage stewardship is a dynamic process that acknowledges that each generation has a responsibility to care for non-renewable heritage resources and hand them on intact to future generations. Regardless of whether a museum is publicly or privately owned, this stewardship is a core municipal responsibility, which the City fulfills by

- fostering the development of the local heritage sector through the creation of policy and legislation, provision of advice, funding and facilities, protections of resources, demonstration of best practices, and program delivery;
- working on behalf of the people of Brantford in partnership with individuals, local heritage organizations, and businesses to facilitate and enable the development of community-based initiatives.

The Museum Sustainability Plan includes a review of the current state of the five local museums presently funded in part by the City of Brantford. These include the Bell Homestead National Historic Site, the Brant Museum & Archives, the Brantford & Area Sports Hall of Recognition, Glenhyrst Art Gallery of Brant, and Myrtleville House Museum. The scope of the Museum Sustainability Plan is to:

- identify and create a plan to tell the overall story of Brantford.
- review the existing City and community operated museums to determine their mandates, governance structures and sustainability options.
- determine the role of each museum in telling the Brantford story and develop a service delivery model to minimize gaps and overlaps.
- develop an implementation plan including financial impacts and timelines for the proposed options.

Discussions with and assessment of the five museums currently in receipt of some form of municipal funding and consultation with the local community identified a number of barriers to sustainability facing local museums.

1. Existing local museums each tell a portion of the story of Brantford and area, but currently there are significant gaps and some overlaps in the telling of that story.
2. Many of the museums in the study have limited or no access to the staff resources required for proper documentation, restoration, exhibit planning, preservation, research, and program development.
3. Only one museum in Brantford has the appropriate climate controlled storage areas to ensure its collections are appropriately preserved.
4. Most of the museums lack adequate marketing resources to develop enhanced revenue opportunities to tell the community what they have to offer.
5. Most of the museums have limited capacity to identify and respond to community needs.
6. All museums lack stable operating funding, which limits long-term planning, development, and growth.

This report presents a series of recommendations for action to improve the sustainability of local museums and increase their capacity to engage with the community and tell Brantford's story. This report recommends adoption of a five (5) year plan to deal with existing barriers to sustainability.

Implementation of the recommendations outlined in this plan will increase the capacity of local museums to:

- contribute to the telling of the Brantford story in a more holistic and comprehensive way
- deliver core museum services to the community (i.e. preservation, research, education)
- continue meeting provincial museum standards required for Community Museums Operating Grant (CMOG) funding
- leverage non-municipal sources of funding, sponsorships and partnerships individually and as part of a museum community
- realize economies of scale through the sharing of resources
- meet public trust obligations with respect to the management of collections
- attract new and repeat visitors (local residents and visitors) through site specific and joint marketing initiatives, improved and new public programming, school programming, exhibits, site interpretation, and outreach activities
- offer more opportunities for community involvement and support through volunteer and partnership development.

Museum Sustainability Task Force  
November 2007

## **Background**

In February 2007 Brantford City Council approved a recommendation that a Museum Sustainability Plan (MSP) be developed to ensure the long-term, ongoing financial viability of the Brantford museum community (CD2007-054).

The scope and process for developing a sustainability plan were developed at an initial meeting of community museums to address the issue of sustainability in March 2007. It was determined that those museums with permanent collections, that are currently receiving operating funds from the City of Brantford, and that comply with the International Council Of Museums' definition of a museum<sup>1</sup> would be included in the Museum Sustainability Plan.

Based on this definition, Bell Homestead National Historic Site, Brant Museum & Archives, Glenhyrst Art Gallery of Brant, Myrtleville House Museum, and the Brantford & Area Sports Hall of Recognition were included in the MSP. The City directly operates two of these museums: Bell Homestead National Historic Site and the Brantford & Area Sports Hall of Recognition. The City also provides funding support at various levels to the remaining three community museums.

A Museum Sustainability Task Force was established that included representatives from the Bell Homestead National Historic Site/Brantford & Area Sports Hall of Recognition, Myrtleville House Museum, the Brant Museum & Archives, Glenhyrst Art Gallery of Brant, two representatives of Brantford City Council, and the Brantford Cultural Network Coordinator.

## **Challenges Faced by Local Museums**

Over the past five years, local museums have reported significant increases in both visitation and collection sizes; however, local museums have also been facing growing challenges including increased competition for local corporate funding due to local hospital and university campaigns, increased insurance costs, and greater demand for educational programming. As well, increased utility costs and capital costs associated with maintaining heritage buildings have had an impact on their financial health.

Our community museums exist to provide services, but expenses define the level of service delivery. Locally, core operating funding from provincial and municipal governments makes up 15-60% of our museums' operating revenues. The remainder is self-generated through a wide range of activities including gift shops, room rentals, program fees, donations, project funding, and endowments. Although core funding tends to be relatively stable, self-generated revenues are always uncertain in both timing and amount. In general, since 90% of museum spending falls within the areas of staffing, programming, overhead, and maintenance, financial instability results in a cyclical weakening of the organization and its ability to deliver programs and services. Insufficient operating revenues result in insufficient staffing, which leads to an inability to provide strong exhibitions and programs, to attract and retain volunteers, board members and funders, and ultimately to generate revenue.

---

<sup>1</sup> "A museum is a non-profit making, permanent institution in the service of society and of its development, and open to the public, which acquires, conserves, researches, communicates and exhibits, for purposes of study, education and enjoyment, material evidence of people and their environment." – International Council of Museums

## **Aims**

The Museum Sustainability Plan focuses on enabling museums to meet their mandates by providing sufficient funds and resources to:

- Recruit and maintain a core of professional museum staff to provide ongoing leadership and expertise
- Build on museum best practices to ensure museums remain CMOG compliant to leverage other sources of funding
- Properly house and manage museum collections to meet public trust obligations and provide a legacy for future generations
- Conduct research on the museum collections, local history and museum audiences to improve museum programming and visitor services
- Educate museum visitors through site interpretation, exhibits, public and school programming, and publications
- Interpret aspects of the Brantford story in support of the telling of the overall story
- Enhance the capacity for site-specific promotion to draw visitors to special heritage events and programming in support of the education mandate
- Meet the museum's priority capital and maintenance needs to preserve heritage buildings and enhance public access
- Enable each museum to participate actively as members of the Brant Museums & Galleries Association which will strengthen the capacity of the museums through partnerships in key areas such as fundraising and marketing
- Develop new sources of revenue and community partnerships both individually and through the network
- Participate in City-wide marketing and promotion of the museums to increase awareness of the museums and attract more visitation from residents and tourists
- Encourage greater community involvement in museum operations through volunteer recruitment, development and recognition

## **Methodology**

To develop the Museum Sustainability Plan:

- Each museum's CCIP grant application for the past three years as well as the individual assessments done as part of the MSP process were reviewed with museum staff and/or boards
- A list of questions with respect to mandates, strengths of the collections and programs, and the current and future needs of each museum were discussed as well as each one's capacity to deliver on the core museum functions of preservation, education and research.
- Staff researched examples of best practices
- The task force consulted with other municipalities and the Ontario Museum Association
- Community input was encouraged through an on-line survey (August to October 2007) and through a community public forum on museums and sustainability (September 2007). Over 125 people responded to the on-line survey and 18 members of the general public attended the public forum. Overall feedback indicated that museums are highly valued by the community, but there is a need for improved exhibitions and programs and a need for increased community involvement.
- The information compiled from the consultation process led to recommendations with respect to the funding requirements for individual museums, the role that individual museums would play in telling a part of Brantford's story, and the development of shared strategies in the areas of community engagement, marketing, and program planning.
- The individual museum strategies and funding requests were developed in consultation with each museum staff and/or board of directors and were tailored to the expressed need of each museum.

- Subsequently, an overall review of the local museum sector was conducted with the aim to address individual priorities of each museum.
- The Museum Sustainability Task Force developed a five-year plan, which reflects the priorities of the local museum sector in Brantford.

**Community Museums: Shared Priorities**

**1.0 Service Delivery Model**

The five museums included in this report have collections totaling more than 33,000 artifacts ranging from photographs and fine art to wagons and farm machinery. Each contributes to telling Brantford's story by

- collecting and preserving material evidence of our history;
- researching our material heritage stories; and
- telling Brantford stories through education programs, exhibits and interpretation.

The Museum Sustainability Task Force identified a number of key themes that make up the Brantford story. These themes include: Natural History, Aboriginal Settlement, Early European Settlement, Brantford's Industrial History, Labour History, Military History, Agricultural History, Immigration and the Changing Face of Brantford, Technology, Local Sports History, and Contemporary Culture.

One of the purposes of this report is to further examine the mandates<sup>2</sup>, governance structures, collections, research and interpretation of each of the five municipally funded museums in light of the themes cited above, to:

- Identify the essential element of the greater Brantford story told by each museum
- Assess how well the story is being told through community museums
- Identify elements of the Brantford story that are not well represented in the existing material collections and educational initiatives delivered through community museums.

Each of the museums included in this study is uniquely situated to address different portions of the story<sup>3</sup>.

Brant Museum & Archives	Brantford's Industrial History, Labour History, Agricultural History, Immigration and the Changing Face of Brantford
Myrtleville	Early European Settlement, Agricultural History
Bell Homestead National Historic Site	Communication Technology
Glenhyrst Art Gallery of Brant	Contemporary Culture
Brantford & Area Sports Hall of Recognition	Local Sports History

While not all of the themes identified by the Task Force as important elements of the Brantford story are addressed by the five museums included in this report, there are other local museums that fill these gaps. A broader examination of the role of these other museums and community organizations in the telling of the Brantford story needs to be done.

The Task Force determined that there is currently a significant degree of duplication among three of the sites (Bell Homestead National Historic Site, Myrtleville House Museum, and Brant Museum & Archives) in the area of Brantford's history during the Victorian Period (1837-1901) both in terms of exhibits and programs.

The Task Force also noted that although each site has the capacity to address the themes cited above in terms of mandates and collections, in some cases, staffing levels and governance

<sup>2</sup> Each museum's Board of Directors will be responsible for determining the mandate of their individual site.

<sup>3</sup> Recommended themes reflect existing collection strengths and are intended to facilitate coordination of exhibits and programs.

issues currently prevent the museums from reaching their full potential. These barriers have been addressed in this report on a site-by-site basis.

**Recommendations:**

- 1.1 THAT the museums included in the Museum Sustainability Plan focus both exhibits and programs on the thematic areas identified in this plan to avoid duplication and to ensure that a broader range of community stories is told.
- 1.2 THAT City staff, in partnership with the Brant Museums & Galleries Association, coordinate a second phase of the Museum Sustainability Plan study to include other museums and heritage organizations in Brantford and area.

**2.0 Community Engagement**

One of the challenges faced by all of the participating museums is the need for increased community engagement. In this context, community engagement refers to members of the local community playing an active role in the development and delivery of services in their community. For museums, community engagement also refers to the organization's ability to relate and respond to community needs, as well as reflect the diversity of the community through exhibitions and programs.

A high level of community engagement is essential for the sustainability of our community museums. Visitation, quality and variety of exhibitions, number of volunteers, and fundraising are all dependent on the involvement of local citizens.

The MSP Task Force identified a need for greater community input in order to identify the community's interests, priorities, and needs. Although an on-line survey and a public forum were used to encourage public input into the MSP process, participants were primarily already museums users. A strategy needs to be developed to encourage input from those members of the community that do not currently participate in our community museums.

It was also recognized that the question of whose stories are being told is an issue that needs to be addressed. With the exception of Glenhyrst Art Gallery of Brant and the Brantford & Area Sports Hall of Recognition, museum exhibitions and programs have, for the most part, traditionally focused on white European history and experiences. Additional effort needs to be made to incorporate the experiences of other ethno-cultural groups, particularly by the Brant Museum & Archives, and Myrtleville House Museum. Inclusion of these other voices needs to be reflected not only in exhibits and programs, but also in the planning and implementation processes.

The community engagement strategy will be developed in partnership with other community organizations/agencies such as the YMCA and Immigrant and Settlement Services.

**Recommendations:**

- 2.1 THAT a Community Engagement Strategy be developed to maximize public participation in local museums by the citizens of Brantford and area and to ensure the participation and representation of the Brantford area's diverse ethno-cultural communities.



### **3.0 Marketing**

Marketing is an essential component of sustainability that enhances awareness and attracts visitors and volunteers.

Because marketing budgets are limited, the five museums have an inadequate capacity to promote their own museum and their portion of the Brantford story. Some city-wide promotional efforts (such as Museum Month, joint museum brochures, cooperative advertisements, etc.) undertaken by the City have yielded benefits by raising awareness of local museums; however, to generate increased community interest, the Task Force determined that there is a need for a coordination of programming and exhibits and the development of multi-site community events in conjunction with increased marketing.

In addition, a joint marketing strategy needs to be developed to increase local awareness of activities and resources available to the community. An umbrella marketing plan, joint promotional materials, tourism packages, and cooperative events will not only lead to increased attendance and awareness, but also will allow for the benefits of economies of scale.

#### **Recommendations:**

- 3.1 THAT City staff support the development of a coordinated programming and exhibit partnership.
- 3.2 THAT City staff support the development and implementation of a joint museum marketing plan and action plans.

### **4.0 Volunteers**

Volunteers play an essential role in the operations of community museums. Volunteers may be involved in a variety of activities including program delivery (school programs, tours, special events), research, fundraising, and governance (as members of boards of directors). Currently, volunteers contribute more than 17,200 hours per year to the five museums included in this study. At minimum wage, this represents \$137,600 that would be needed to deliver the same level of programs and services.

The Task Force determined that there is a need for a shared strategy for volunteer recruitment, retention, training, and management. This strategy would identify new volunteers, would ensure a consistently high level of training, and would facilitate the sharing of volunteer resources, particularly those with specialized skills.

#### **Recommendation:**

- 4.1 THAT City staff assist in the development of a shared volunteer management strategy, to be managed and implemented by the museum community.

### **5.0 Professional Development**

During the needs assessment stage of the MSP a number of the museums indicated that there is a shortage of resources available for professional development for museum staff and volunteers, including boards of directors. In 2007, this need was in part met by a series of capacity building workshops for not-for-profit organizations coordinated by the Brantford Cultural Network. The availability of quality training opportunities that result in good management practices, strong governance, and excellent service delivery is essential for sustainability. In addition, museum staffs need to provide summer students with training in First Aid, WHMIS, and general museum operating practices.

**Recommendation:**

- 5.1 THAT City staff continue to coordinate professional development and training opportunities for museum staff and volunteers in response to needs identified by the museum community, on a cost-recovery basis.

**6.0 Care of Collections**

With the exception of the collections storage area at Glenhyrst Art Gallery of Brant, current museum collection storage areas are poorly equipped and the museums have difficulty meeting industry standards for preservation conditions. As a result, many of the collections are at risk. Although an appropriate preservation environment exists at Glenhyrst, there is little capacity to house a growing collection and no room to accommodate artifacts from other sites.

The difficulty of most of the museums included in this report to consistently meet collection standards for community museums outlined by the Ontario Ministry of Culture not only puts current and future collections at risk but also carries the risk of jeopardizing existing provincial funding.

A short-term solution to this issue has been incorporated into the site-by-site analysis later in this document, but a longer term solution is required. Rather than attempt to address the long-term challenges through the use of multiple facilities, the current best practice is to build, buy or lease one city-wide facility that is properly equipped, meets the required environmental standards for the preservation of the collections, and has room to accommodate future acquisitions. In addition to economies of scale, one central facility would:

- Provide a secure and climate-controlled environment for the safety and preservation of the collections
- Provide conservation facilities not currently available in the community
- Provide for the common use of space for preparatory work on artifacts and exhibits
- Enable the sharing of staff resources for conservation work

Examples of such facilities were identified and investigated to varying degrees in Waterloo Region (Doon Heritage Crossroads), Montréal (Museum Collection Centre), Québec City (Réserve muséale de la capitale nationale) and New Brunswick (New Brunswick Heritage Collection Centre). Typically, these are industrial buildings, ranging in size from 30,000 square feet to 220,000 square feet. Most of these centres were partly funded through a federal capital grant, and in the case of the Waterloo Region facility, received provincial infrastructure funding as well.

Based on the estimates of the Museum Sustainability Task Force, a local shared facility approximately 20,000 square feet in size would be required to meet existing and future needs.

**Recommendation:**

- 6.1 THAT City staff investigate opportunities for the development of a shared collections storage facility.

**7.0 Museum Funding**

Perhaps the greatest shared need of the museums included in this report is the need for stable operational funding.

With the exception of the Brantford & Area Sports Hall of Recognition, which receives 100% of its operating funds from the municipality, the museums included in this report rely on a variety of sources for their operating funds.

Currently, core operating funding from various levels of government make up 37.8% of the Brantford museums' operating needs. Based on a July 2006 report from Statistics Canada (The Daily – "Heritage Institutions, 2004"), this compares to a national average in 2004 of 72% for heritage organizations.

The remainder of operating revenues are self-generated through a wide range of activities (see page 3 of this report). Although core funding tends to be relatively stable, self-generated revenues are always uncertain in both timing and amount due to each museum's situation (e.g. location of the museum, available space in the facility, staffing levels, etc.)

Because approximately 90% of museum spending falls within the areas of staffing, programming, overhead and maintenance, financial instability can result in a cyclical weakening of the organization.

Since the largest proportion of the core funding for community museums comes from the municipal government level, the Museum Sustainability Task Force identified a strategy to address this need.

Funding from the City of Brantford contributes a portion of the operating funds for each of the museums either through direct budget allocations (Bell Homestead NHS and Sports Hall of Recognition) or through the Community Cultural Investment Program (CCIP).

Although the CCIP is an effective tool for the funding of many community cultural organizations, the funding of museums through the CCIP is problematic for a number of reasons:

- The operating needs of the city-owned museums are assessed on an annual basis as part of the municipal budget process and reflect the changing needs of the museums. Community-owned museums, funded through the CCIP do not currently have this opportunity. Increases to the CCIP funding envelope are made incrementally and do not reflect the changing needs of applicant organizations.
- The program does not adequately differentiate between museums, which have a legal and ethical responsibility to maintain their collections, and other cultural organizations.
- The program does not recognize that as public institutions, museums have additional responsibilities in terms of staffing levels and facility maintenance.

The separation of museum funding from the CCIP funding envelope would allow any increases in funding to reflect the needs of individual museums and would provide museums with the opportunity for advocacy and priority setting not present in the current process.

The Task Force recommends that three year Museum Agreements should be developed with the community museums included in this plan, Brant Museum & Archives, Glenhyrst Art Gallery of Brant, and Myrtleville House Museum. These Agreements would replace funding currently provided to museums through the CCIP. The Museum Agreement program will formally identify and address the partnership relationship that currently exists between the City and each of the three community-operated museums, creating greater links in communication, accountability and cooperation in moving towards the long-term City objectives outlined in the Community Strategic Plan.

Individual museum agreements defining obligations agreed to by both parties, along with schedules clearly outlining services and activities to be provided as well as the amount of City funding to be provided will be developed. The framework will be structured as a stand-alone three-year sustaining funding program with its own guidelines, assessment criteria, assessment process, required documents, reporting mechanism and budget.

Annual progress reporting, such as that currently used in the CCIP process, would be required prior to the annual allocation of funds. City staff will consolidate results and report annually to

City Council as part of the annual budget process. Funding availability and amounts would still be subject to the corporate budget approval process.

**Recommendations:**

- 7.1 THAT Brantford City Council advocate for additional funding to local museums and galleries from the Province of Ontario.
- 7.2 THAT Brantford City Council develop three year Museum Agreements with the Brant Museum & Archives, Glenhyrst Art Gallery of Brant, and Myrtleville House Museum.

## **Current Situation: City-Owned Museums**

The City owns and operates two museums: Bell Homestead National Historic Site and the Sports Hall of Recognition. These museums are managed by the Parks and Recreation Department, and share one full time Curator. The Bell Homestead also has a full-time Education Coordinator and site-dedicated seasonal staff.

### **Bell Homestead National Historic Site**

The Bell Homestead, owned and operated by the City of Brantford, boasts a unique history. After providing an inspirational setting for the invention of the telephone in 1874, the home saw six owners after the Bell family sold the farm in 1881. In 1909, the house and surrounding lands were purchased from the last private owner by the Bell Telephone Memorial Association and deeded to the Board of Park Management of the City of Brantford. A year later, the home opened its doors to the general public. Since that time, extensive restoration and the recovery of a significant collection of original Bell family furnishings and household trappings have revived the home's 1870s appearance, affording guests the opportunity to spend a welcome visit at "Melville House".

Tours provided by staff in 19th century costume, demonstrations of various household activities, and audio-visual presentations provide an entertaining and educational experience.

The City contributes 42.6% (\$103,151.00 in 2006) of the site's operating budget through the Parks & Recreation Department. Additional funding for the site is provided by the County of Brant, Bell Canada, the Province of Ontario and through earned revenues. As owner of the property, the City of Brantford is responsible for the museum's buildings and grounds. Additional costs are reflected within other areas of the Parks & Recreation budget. The Homestead also receives some benefit from being part of a large municipal department that can provide staff resources otherwise not available to the museum without additional costs.

The Bell Homestead is one of the community's flagship sites, as Brantford is known as the Telephone City. As a result, there is an expectation within the community in terms of the services that will be available at the Homestead. As general visitation increases and as the demand for off-site (in-school) programming increases, there are greater demands on the existing staff. In addition, because the Curator shares his time between two sites, he is periodically required to be off-site to attend to the needs of the other museum. As a result, the ability of site staff to meet the community's service demands is further challenged. Limited staffing resources have resulted in occasional reductions in open hours.

The addition of one part-time staff position would increase the museum's ability to meet current service demands and would allow for growth over the next five years.

Artifact storage is another issues identified by the Bell Homestead staff. The site currently has little dedicated storage space. Artifacts are currently housed on the upper floor of the site's Henderson House. Storage areas are reached via a steep, narrow staircase and currently have no mechanisms to allow for environmental control. The existing space does not allow for growth of the existing collection and will limit the types of artifacts that can be collected. Staff predicts increasing pressure in the next five years for the site to expand its collection to include examples of changing telecommunications technology.

Current building use limits the opportunity for the addition of designated collection storage space on site. Off-site storage could be used to meet the current storage needs and the space needs projected for the next five years.

The Bell Homestead does not have any significant capital needs that require immediate attention. The existing municipal budget process allows sufficient opportunity for capital needs to be addressed as they arise.

### **Brantford & Area Sports Hall of Recognition**

Opened in 1990, this city owned and operated museum, housed at the Wayne Gretzky Sports Centre, recognizes and interprets those local athletes who have achieved the highest standards of excellence in their sport, and those individuals in supporting roles whose contributions have been exemplary and significant.

The municipality contributes 100% of the museum's total operating budget (\$14,132.00 in 2006). The Parks & Recreation Department provides additional staff resources when required.

The site does not currently offer public or school programs or tours.

The current shared Curator position has allowed for a regular rotating exhibit schedule at the Sports Hall. Exhibits showcase artifacts from and information about the various inductees. Since the site currently has only one shared staff position, there is little or no opportunity for programming at the museum. Because the exhibit area is monitored on a day-to-day basis by the Wayne Gretzky Sports Centre front counter staff, it is not possible to maintain accurate statistics on attendance. It is also not possible to monitor the collection on a daily basis, which is a particular concern given the lack of environmental controls at the museum.

The addition of a shared part-time permanent Museum Interpreter staff position would allow for more frequent inspection of exhibits and would allow for the development of some interpretive and educational programming at the site.

The location of museum exhibits between a swimming pool and a hockey rink and adjacent to a building entrance is problematic. Because the museum area is not physically separated from the rest of the facility, maintaining a consistent environment, especially one consistent with museum standards, is not possible.

In the short term, this threat to the stability of artifacts can be minimized by the regular rotation of exhibits. As the collection continues to grow and the number of individuals celebrated by the site increases, it may be necessary to consider relocating the museum.

As noted above, the number of inductees to the Sports Hall increases annually. Since no on-site collection storage is available, the ever-growing collection is currently housed at the Bell Homestead National Historic Site. This facility is now inadequate for both the space and environmental needs of the collection. Appropriate off-site storage is needed to ensure adequate care of the collection.

#### **Recommendation:**

- 8.1 THAT the addition of a permanent part-time Museum Interpreter staff position, to be shared by the Bell Homestead National Historic Site and the Brantford & Area Sports Hall of Recognition, be considered as an unmet need as part of the 2009 municipal budget process.

## **Current Situation: Community-Owned Museums**

In addition to the two museums that the City owns and operates, the City also provides funding to three non-profit museums in Brantford through the Community Cultural Investment Program. Their mandates, programs and facilities complement those of the City of Brantford. Other museums in the community are eligible for funding, but do not currently apply. The museums have different facility arrangements, and there is no consistency among museums in governance structures or funding structures.

### **Glenhyrst Art Gallery of Brant**

Operating since 1986, Glenhyrst Art Gallery of Brant is a non-profit public art centre that provides services to all citizens of the Brant region. The art gallery offers a rotating schedule of art exhibitions, an art rental and sales showroom, a gift shop, and a variety of classes and programs.

The gallery is housed in the former estate home of Edmund Cockshutt, which was donated to the City of Brantford in 1956 as an arts centre. As a result, although the gallery is operated as an independent non-profit organization, the municipality's Parks & Recreation Department maintains the building and grounds.

The gallery receives 15.7% (\$50,000.00 in 2007) of its annual operating budget through the city's Community Cultural Investment Program. Operating funds are also provided by the Federal and Provincial governments and generated through fundraising initiatives, community partnerships, and earned revenues.

In addition to the operating funding received through the Community Cultural Investment Program, some of the Gallery's costs are offset by in-kind services provided by the City of Brantford's Parks and Recreation Department. These services are negotiated periodically as part of the lease agreement between the Gallery and the City.

Although the Gallery may have a long-term need for additional storage, at current funding and staffing levels the site is sustainable. Collaborative programming in partnership with other community museums and organizations and increased marketing support will help to ensure that current levels of self-generated revenues are maintained.

#### **Recommendation:**

N/A

### **Brant Museum & Archives**

Owned and operated by the Brant Historical Society since 1910, the Brant Museum & Archives exists to collect, preserve, research, exhibit and interpret collections that may be of interest to the residents of Brantford, as well as illustrating the founding, settlement, diversity and development of Brant County and surrounding areas.

In 2007, the City of Brantford contributed 19.8% (\$25,500.00) of the museum's total annual operating budget. Operating funds are also provided by the County of Brant, the Provincial government and generated through fundraising initiatives, community partnerships, project grants, and earned revenues (program fees, memberships, admissions, rentals, etc.).

Over the past five years, the staff complement at the museum has decreased from five full time equivalent positions to three full time equivalent positions due to budget

cutbacks. Current staffing levels limit the amount of public and school programming the museum can offer and the number of exhibitions that can be presented. Both of these activities impact the museum's ability to self-generate revenue.

In addition, the museum needs to increase the percentage of revenues generated through fundraising initiatives to help address increasing operating costs.

The museum's staff and board have identified the hiring of a fundraiser staff position and a part-time educator staff position as priorities. Due to the museum's current budget limitations, funding opportunities, available through provincial and community funding agencies need to be explored to allow the museum to hire these necessary staff on a temporary basis.

The Brant Museum has a significant collection of artifacts, but has limited storage space. Current storage conditions are below the industry standard identified by the Ontario Ministry of Culture and puts the site's provincial funding at risk. The museum is undergoing a de-accessioning process to eliminate those artifacts that do not directly relate to the museum's mandate. This process, combined with the acquisition of rolling storage shelving will improve storage conditions for the short term (1-5 years), but off site storage is still needed to address environmental condition requirements and allow for the growth of the collection.

The museum's current permanent location imposes limitations on future growth. In addition to collection storage concerns, the building offers limited exhibition space, limited office/work space, inadequate washroom facilities, and limited accessibility. Some of these issues can be addressed in the short-term through a more secure rental agreement for the exhibition space currently occupied in Market Square. Relocation may need to be considered in the longer term (10-15 years).

#### **Recommendations:**

- 9.1 THAT funding opportunities available through provincial and community funding agencies be explored and that funding be obtained by the Brant Historical Society to hire a fund developer staff position for a two year contract.
- 9.2 THAT funding opportunities available through provincial and community funding agencies be explored and that funding be obtained by the Brant Historical Society to hire a part-time educator staff position.
- 9.3 THAT short-term measures, such as the installation of rolling shelving, be taken by the Brant Museum & Archives to improve collection storage conditions, to ensure continued compliance with the provincial Standards for Community Museums.
- 9.4 THAT a secure rental agreement be negotiated by the Brant Historical Society with the facility manager of Market Square to ensure accessible short-term exhibition space.

#### **Myrtleville House Museum**

Myrtleville House is owned by the Heritage Canada Foundation, a national, membership-based organization and registered charity. The Foundation maintains the property and buildings and has responsibility for the care of the collections. The house has been operated as a museum since 1981 by the Friends of Myrtleville House Museum. The



Friends are responsible for the site's day-to-day operations and programming. Myrtleville House Museum educates the community through its collections, programs and events that preserve and celebrate the history of the Good family, renowned for their contributions to Canadian farming, education and public life in the 19<sup>th</sup> and 20<sup>th</sup> century.

In 2007, the museum received \$18,500.00 (12.4% of the total operating budget) from the City of Brantford. The museum also received emergency funding of \$10,000.00 from the City in 2007. Operating funds are also provided by the Heritage Canada Foundation, the Province of Ontario, and generated through fundraising initiatives, community partnerships, and earned revenues (program fees, memberships, admissions, rentals, etc.).

Myrtleville House Museum faces a number of barriers to sustainability. In particular, current governance challenges in the areas of fundraising and strategic planning present a major barrier. Until this issue is resolved, no other changes, either capital or operational, will result in a sustainable organization.

**Recommendation:**

- 10.1 THAT the Friends of Myrtleville Museum Board of Directors and the Heritage Canada Foundation seek another community organization to assume operations of the site.

**Measuring Success**

To measure the progress of the museums it is proposed that all museums report annually on accomplishments in key areas such as:

- New research initiatives
- Increased general attendance
- Development of additional education (school) and interpretive programs
- Number of student participants in school programs
- Number of public participants in interpretive programs
- Development of new exhibitions
- Number of museums memberships and/or volunteers
- Attracting funding/donations/sponsorships/partnerships for museum activities

City staff will consolidate results and report annually to City Council on the status of the implementation of the Museum Sustainability Plan recommendations. A summary of the recommendations and timelines for implementation has been included below.

The Museum Sustainability Plan should be subject to a comprehensive review by City Staff and the staff and boards of directors of the five museums included in the plan after five years.

**Summary of Recommendations & Critical Path**

**Community Museums: Shared Priorities**

<b>Recommendation</b>	<b>Timeline</b>	<b>Estimated Cost</b>	<b>Funding Source</b>	<b>Lead</b>
<b>Service Delivery Model</b>				
1.1 THAT the museums included in the Museum Sustainability Plan focus both exhibits and programs on the thematic areas identified in this plan to avoid duplication and to ensure that a broader range of community stories is told.	2008 - 2012	N/A	N/A	Bell Homestead NHS, Brant Museum & Archives, Brantford & Area Sports Hall of Recognition, Glenhyrst Art Gallery of Brant, Myrtleville House Museum
1.2 THAT City staff, in partnership with the Brant Museums & Galleries Association, coordinate a second phase of the Museum Sustainability Plan study to include other museums and heritage organizations in Brantford and area.	2008	N/A	N/A	City Staff, Brant Museums & Galleries Association
<b>Community Engagement</b>				
2.1 THAT a Community Engagement Strategy be developed to maximize public participation in local museums by the citizens of Brantford and area and to ensure the participation and representation of the Brantford area's diverse ethno-cultural communities.	2008 – 2010	\$40,000.00	Dept. of Canadian Heritage, City of Brantford	City Staff, Bell Homestead NHS, Brant Museum & Archives, Brantford & Area Sports Hall of Recognition, Glenhyrst Art Gallery of Brant, Myrtleville House Museum

Recommendation	Timeline	Estimated Cost	Funding Source	Lead
<b>Marketing</b>				
3.1 THAT City staff support the development of a coordinated programming and exhibit partnership	2008-2012	N/A	N/A	City Staff, Bell Homestead NHS, Brant Museum & Archives, Brantford & Area Sports Hall of Recognition, Glenhyrst Art Gallery of Brant, Myrtleville House Museum
3.2 THAT City staff support the development and implementation of a joint museum marketing plan and action plans.	2008-2012	N/A	N/A	City Staff, Bell Homestead NHS, Brant Museum & Archives, Brantford & Area Sports Hall of Recognition, Glenhyrst Art Gallery of Brant, Myrtleville House Museum
<b>Volunteers</b>				
4.1 THAT City staff assist in the development of a shared volunteer management strategy, to be managed and implemented by the museum community.	2008-2012	N/A	N/A	City Staff, Bell Homestead NHS, Brant Museum & Archives, Brantford & Area Sports Hall of Recognition, Glenhyrst Art Gallery of Brant, Myrtleville House Museum
<b>Professional Development</b>				
5.1 THAT City staff continue to coordinate professional development and training opportunities for museum staff and volunteers in response to needs identified by the museum community, on a cost-recovery basis.	2008-2012	N/A	N/A	City Staff, Bell Homestead NHS, Brant Museum & Archives, Brantford & Area Sports Hall of Recognition, Glenhyrst Art Gallery of Brant, Myrtleville House Museum
<b>Care of Collections</b>				
6.1 THAT City staff investigate opportunities for the development of a shared collections storage facility.	2009-2010	N/A	N/A	City Staff
<b>Museum Funding</b>				
7.1 THAT Brantford City Council advocate for additional funding to local museums and galleries from the Province of Ontario.	2008-2009	N/A	N/A	City Council, Brant MPP
7.2 THAT Brantford City Council develop three year Museum Agreements with the	2008-2009	N/A	N/A	City Staff

Brant Museum & Archives, Glenhyrst Art Gallery of Brant, and Myrtleville House Museum.				
---	--	--	--	--

**City-Owned Museums**

<b>Recommendation</b>	<b>Timeline</b>	<b>Estimated Cost</b>	<b>Funding Source</b>	<b>Lead</b>
8.1 THAT the addition of a permanent part-time Museum Interpreter staff position, to be shared by the Bell Homestead National Historic Site and the Brantford & Area Sports Hall of Recognition, be considered as an unmet need as part of the 2009 municipal budget process.	2009	\$18,500.00	City of Brantford	City Council

**Community-Owned Museums**

<b>Recommendation</b>	<b>Timeline</b>	<b>Estimated Cost</b>	<b>Funding Source</b>	<b>Lead</b>
9.1 THAT funding opportunities available through provincial and community funding agencies be explored and that funding be obtained by the Brant Historical Society to hire a fund developer staff position for a two year contract.	2008 – 2009	\$103,200.00	Ontario Trillium Foundation	Brant Historical Society
9.2 THAT funding opportunities available through provincial and community funding agencies be explored and that funding be obtained by the Brant Historical Society to hire a part-time educator staff position.	2009	\$20,000.00	Dept. of Canadian Heritage	Brant Historical Society
9.3 THAT short-term measures, such as the installation of rolling shelving, be taken by the Brant Museum & Archives to improve collection storage conditions, to ensure continued compliance with the provincial Standards for Community Museums.	2008 – 2009	\$40,000.00	Private Sector Partners, Community Foundations	Brant Historical Society

<p>9.4 THAT a secure rental agreement be negotiated by the Brant Historical Society with the facility manager of Market Square to ensure accessible short-term exhibition space.</p>	<p>2008 - 2012</p>	<p>\$62,000.00 (in-kind)</p>	<p>GK York</p>	<p>Brant Historical Society</p>
<p>10.1 THAT the Friends of Myrtleville Museum Board of Directors and the Heritage Canada Foundation seek another community organization to assume operations of the site.</p>	<p>2007 – 2008</p>	<p>N/A</p>	<p>N/A</p>	<p>Friends of Myrtleville Museum, Heritage Canada</p>

Appendix 1. **Museum Sustainability Task Force**

Brian Wood, Bell Homestead National Historic Site/Brantford & Area Sport Hall of Recognition  
Joan Kanigan-Fairen, Brant Museum & Archives  
Mary-Ellen Heiman, Glenhyrst Art Gallery of Brant  
Karen Rennie, Myrtleville House Museum  
Councillor Dan McCreary, City of Brantford  
Astero Kalogeropoulos, City of Brantford

Appendix 2. **Brant Museums & Galleries Association**

The Brant Museums & Galleries Association (BMGA) is an informal organization, first started in 1985. The association is comprised of museum and art gallery professionals from Brantford, County of Brant, Six Nations, and New Credit. The mandate of the association is to give the cultural community an opportunity to network, advocate, and collaborate on projects and issues.

Current Member Organizations:

Adelaide Hunter Hoodless National Historic Site  
Bell Homestead National Historic Site  
Brant Museum & Archives  
Brantford & Area Sports Hall of Recognitions  
Canadian Industrial Heritage Museum  
Canadian Military Heritage Museum  
Chiefswood National Historic Site  
Glenhyrst Art Gallery of Brant  
Her Majesty's Royal Chapel of the Mohawks National Historic Site  
Heritage Mount Pleasant  
Myrtleville House Museum  
Ontario Genealogical Society – Brant County Branch  
Paris Museum  
Personal Computer Museum  
Princeton Museum  
St. Jude National Historic Site  
South Dumfries Historical Society/St. George Museum  
Woodland Cultural Centre

## Appendix 3. Ontario Ministry of Culture – Standards for Community Museums

(August 2000)

- Introduction
- Governance Standard
- Finance Standard
- Collections Standard
- Exhibition Standard
- Interpretation and Education Standard
- Research Standard
- Conservation Standard
- Physical Plant Standard
- Community Standard
- Human Resources Standard
- Glossary and References

---

### INTRODUCTION

The Ontario Ministry of Citizenship, Culture and Recreation is pleased to introduce a new, revised edition of the *Standards for Community Museums in Ontario*. In 1981, the original document was created in response to the museum community's need for basic museological standards. Standards were set out for six core areas of museum operations: research, collections records management, staff training, exhibition, interpretation and education, and conservation.

For many years these standards played an important role in improving the professionalism of museums throughout Ontario.<sup>1</sup> Eventually it became clear that the standards required updating. Museums have developed new and expanded knowledge and responsibilities. In addition, many core museum functions - including important ones such as governance and collecting -- were not covered by the six original standards. The museum community expressed a desire for updated standards that would both reflect current museum practice and provide a more comprehensive picture of museum functions.

The ministry embarked on a revision of the *Standards for Community Museums in Ontario*. In order to ensure that the new standards would meet the needs of the museum community, the ministry invited comments and suggestions from individual museums, the Ontario Museums Association and the Ontario Historical Society.

The ten standards in the following pages represent the minimum requirements for the operation of a good community museum. Regardless of a museum's size or scope, whether it is in a new building or a heritage structure, or whether it is a seasonal or year-round operation, there are certain functions, responsibilities, and activities common to all. These are the areas highlighted by the standards, all of which are of equal importance.

All of the original standards have been incorporated into the new document. Some remain as individual standards (**Research, Exhibition, Interpretation and Education, and Conservation**) while others have been incorporated into new, broader categories (**Staff Training** is found under **Human Resources**, and **Collection Records Management** under **Collections**). New sections are **Governance, Finance, Physical Plant and Community**.

The implementation of museum standards is challenging. To assist museums in meeting the revised standards, the ministry will continue to provide advisory services, resource materials and museological information pertinent to the standards.

Museum standards must continue to evolve as museums find new ways to serve their communities and fulfil their mandate. In due course, revision of this edition of standards will be necessary to reflect these changes.

The province has a fundamental commitment to the preservation and presentation of the material culture of Ontario, through the community museums of the province. In achieving these new standards, Ontario's museums will continue along the path to excellence and remain an asset to the communities they serve.

### GOVERNANCE STANDARD

#### Objective of the Governance Standard

Good governance and demonstrated public accountability are necessary for the museum to operate as a viable not-for-profit organisation. The museum is governed by a publicly accountable body that follows a clearly defined mission and goals, and maintains openness in its decisions and operations.

#### Requirements

1. The museum is governed by a publicly accountable body.
2. The museum is established by a written document(s) which includes:
  - a. The authority for the museum
  - b. The museum's statement of purpose and objectives
  - c. Provisions for the dissolution of the museum's assets and liabilities should it cease to operate.



3. The museum's governing body is established by a written document which outlines:
  - a. Its composition and structure, including selection of members and terms of office
  - b. Its obligation to ethical behaviour and the avoidance of conflict of interest, as a body and as individuals
  - c. Its obligation to meet municipal, provincial and federal legislative requirements that have an impact on its decisions or activities
  - d. Its responsibilities and duties, including:
    - i. Recruiting, supervising and evaluating the museum's curator or director (i.e. the museum's chief manager)<sup>2</sup>
    - ii. Formulating the museum's statement of purpose
    - iii. Formulating written policy governing operations and defining programs
    - iv. Securing funding necessary to carry out the museum's programs
    - v. Preparing or approving an annual budget and monitoring it to ensure public accountability
    - vi. Ensuring that the purposes for which the museum exists are being fulfilled
    - vii. Ensuring that the collection is being cared for under proper conditions
4. The museum's governing body meets regularly and as often as necessary to conduct its business effectively. The meetings follow a written agenda and a written record is kept of all discussions and decisions.
5. The museum's operation and administration meets municipal, provincial and federal legislative requirements that have a bearing on its operations and activities.
6. The museum and its staff demonstrate a commitment to ethical behaviour as an institution and as individuals.
7. The museum's operations and activities are directed by short and long-term written plans (e.g. business plan, strategic plan, visioning plan or master plan) approved by the governing body and containing goals and objectives relevant to the museum's statement of purpose.

#### **FINANCE STANDARD**

##### **Objective of the Finance Standard**

The museum demonstrates that it is a fiscally responsible public institution. The governing body and the museum follow predetermined policies and procedures to achieve this.

##### **Requirements**

1. The governing body carries out its responsibility to secure funding necessary for the operation and maintenance of the museum and its activities, and for capital projects.
2. The museum demonstrates a commitment to ethical behaviour in the pursuit of funding.
3. The museum seeks diverse sources of funding, both public and private.
4. Financial resources related to the museum's operation and administration are allocated and controlled through an annual budget approved by the governing body.
5. The museum makes public an annual financial report.

#### **COLLECTIONS STANDARD**

##### **Objective of the Collections Standard**

The artifacts in the museum's collection are a tangible representation of the community's heritage, and to retain their informational and historical value they must be properly cared for and documented. The museum will demonstrate its stewardship and facilitate access to collections and the information they hold by maintaining a well organized, managed and documented collection.

##### **Requirements**

1. The museum has a written collection development policy stating that it will:
  - a. Ensure that the scope of collection is consistent with the museum's statement of purpose
  - b. Establish priorities for collection development
  - c. Demonstrate a commitment to ethical behaviour in collection development (e.g. repatriation, human remains)
  - d. Meet municipal, provincial and federal legislative requirements that have an impact on collecting activities (e.g. illicit materials)
2. The museum has a written collections management policy stating that it will:
  - a. Ensure appropriate procedures and documentation for the acquisition, use and deaccessioning of artifacts in the collection
  - b. Ensure appropriate procedures and documentation for incoming and outgoing loans
  - c. Ensure appropriate procedures for the management of collections records
  - d. Demonstrate a commitment to conservation standards in the labelling, care and handling of artifacts
  - e. Distinguish between artifacts in a research (or study) collection and artifacts in an education (or hands-on) collection

- f. Meet municipal, provincial and federal legislative requirements that have an impact on collections management and documentation (e.g. firearms, hazardous materials).
3. The museum assigns the duties of a registrar to an appropriately trained staff member and provides adequate time, workspace and funding for collections management activities.
4. The museum uses an effective collection documentation system, which may be paper-based, electronic, or a combination. The system will include a standardized numbering system, an accession register, a master catalogue file, and signed donor and loan forms.
5. The museum keeps a periodically updated paper or electronic copy of the collection records off-site in a secure location.
6. The museum's collection records are current.

## **EXHIBITION STANDARD**

### **Objective of the Exhibition Standard**

The museum's exhibits provide an important link between the community and its heritage. In the planning and presentation of exhibitions, the museum will strive for accuracy of information, relevance to the community, effective communication, opportunities for learning, and the safe display of artifacts.

### **Requirements**

1. The museum has a written exhibition policy stating that it will:
  - a. Ensure that the themes and number of exhibits are consistent with the museum's statement of purpose and the needs and interests of the communities it serves
  - b. Demonstrate a commitment to accuracy and objectivity in exhibit presentation
  - c. Demonstrate a commitment to ethical behaviour in exhibit presentation
  - d. Meet conservation standards in exhibit design, materials and use of artifacts
  - e. Meet municipal, provincial and federal legislative requirements that have an impact on exhibit presentation (e.g. safety codes, copyright, disability legislation).
2. All exhibits are consistent with the museum's exhibition policy.
3. The museum has an exhibition schedule comprising a mix of permanent and temporary exhibits.
4. The museum ensures the relevance, accuracy and effective communication of each exhibit by:
  - a. Establishing clearly defined objectives and evaluating exhibits against their objectives
  - b. Using appropriate expertise, including staff, volunteers, community groups, or consultants
  - c. Carrying out sufficient research.
5. The museum ensures that all staff (including volunteers) involved in the planning, preparation and installation of exhibits have the necessary skills and training.
6. The museum ensures that exhibits are safe for visitors and staff by:
  - a. Placing hazardous materials in display cases
  - b. Adequately supporting, securing or providing barriers against heavy objects or moving parts that could cause injury
  - c. Training staff in the safe operation of exhibits (e.g. machinery)
  - d. Meeting legislated requirements in the handling and display of firearms.
7. The museum endeavours to ensure that exhibits are accessible and capable of being used and enjoyed by visitors of all ages and abilities.
8. The museum ensures that exhibits effectively promote learning and enjoyment through:
  - a. Providing a variety of interpretation methods to meet a range of visitor needs
  - b. Regularly replacing artifacts in permanent exhibits with other examples from storage, to refresh the exhibits for the community's enjoyment as well as for conservation purposes.
9. A portion of the museum's budget is allocated annually for exhibit development, design, construction, maintenance and evaluation expenses.
10. The museum ensures that exhibit preparation activities that are harmful to artifacts are carried out in a workshop that is isolated from collection areas (i.e. display and storage). Such activities would include those that produce dust, excessive heat or vibrations, and those that involve the use of aerosols and solvents (e.g. paints and varnishes).

## **INTERPRETATION AND EDUCATION STANDARD**

### **Objective of the Interpretation and Education Standard**

Interpretation and education programs provide an opportunity for the community to interact more closely with the museum's collections and information. They also complement other sources of learning in the community, both formal and informal. Through its education programs, the museum reaches audiences of all ages, interests and abilities, and serves as a resource for its communities.

### **Requirements**

1. The museum has a written interpretation and education policy stating that it will:
  - a. Ensure that the themes, content and formats of interpretation and education programs are consistent with the museum's statement of purpose and meet the needs and interests of the communities it serves
  - b. Establish priorities for the development of interpretation and education programs

- c. Ensure that responsibility for interpretation and education programming is delegated to appropriately trained staff
- d. Demonstrate a commitment to accuracy and objectivity in interpretation and education programs
- e. Demonstrate a commitment to ethical behaviour in interpretation and education programs
- f. Demonstrate a commitment to meet conservation standards in use of artifacts
- g. Meet municipal, provincial and federal legislative requirements that have an impact on interpretation and education programs (e.g. copyright, disability legislation).
2. The museum has an interpretation and education program comprising a mix of school programs, public programs, and special events:
  - a. All interpretation and education programs are consistent with the museum's statement of purpose and meet the needs and interests of the communities it serves
  - b. All interpretation and education programs promote learning and enjoyment.
3. The museum ensures the relevance, accuracy and effective communication of its interpretation and education programs by:
  - a. Establishing clearly defined and measurable learning objectives and outcomes, and undertaking a process of program evaluation
  - b. Using appropriate expertise, including staff, volunteers, community groups, or consultants
  - c. Carrying out research.
4. The museum ensures that all staff involved in the development and delivery of interpretation and education programs have the appropriate skills and training.
5. The museum provides sufficient space and a safe and secure environment for interpretation and education programs.
6. A portion of the museum's budget is allocated annually for interpretation and education program expenses.

## **RESEARCH STANDARD**

### **Objective of the Research Standard**

Research is an ongoing activity in the museum. Through well-researched exhibits, interpretation, publications and educational programming the museum continually adds to the knowledge, self-discovery and enjoyment of the community. In addition to accommodating staff researchers, the museum has a responsibility to assist outside researchers.

### **Requirements**

1. The museum has a written research policy stating that it will:
  - a. Demonstrate a commitment to the pursuit of research by staff and outside researchers
  - b. Ensure that the scope of research is consistent with the museum's statement of purpose
  - c. Establish priorities for research activities
  - d. Demonstrate a commitment to accuracy and objectivity in the results of research
  - e. Demonstrate a commitment to ethical behaviour in research (e.g. confidentiality of records, ownership of information)
  - f. Meet municipal, provincial and federal legislative requirements that have an impact on research activities and products (e.g. copyright legislation).
2. The museum has a research program that is consistent with its statement of purpose, and reflects the needs of its communities, site, collections and public programs.
3. Time is scheduled for staff to carry out the museum's research program.
4. A portion of the museum's budget is allocated annually for research expenses such as reference material, photocopying and staff travel.
5. The museum provides a clean, well-lit, separate space for staff and external researchers to carry out research.
6. The museum ensures that researchers who have access to the collection have training in handling artifacts.

## **CONSERVATION STANDARD**

### **Objective of the Conservation Standard**

The museum has a responsibility to protect and preserve the collection entrusted to its care, so that future generations will have the opportunity to enjoy and learn from it. The museum will demonstrate its stewardship of the collection by following procedures that ensure the long-term preservation of the collection.

### **Requirements**

1. The museum has a written conservation policy that sets out how it will:
  - a. Demonstrate its understanding of the distinction between preventive care and conservation treatment
  - b. Demonstrate its commitment to the preventive conservation of the collection
  - c. Establish priorities for making decisions regarding conservation treatment
  - d. Ensure that responsibility for collections care is delegated to appropriately trained staff
  - e. Demonstrate a commitment to consult with and be guided by the advice of qualified experts in conservation

- f. Demonstrate a commitment to ethical behaviour in the care of collections
      - g. Meet municipal, provincial and federal legislative requirements that have an impact on the conservation of collections.
  2. The museum demonstrates a commitment to protecting the collection through proper care and handling by:
    - a. Implementing a program of staff instruction in the safe handling of artifacts
    - b. Ensuring that artifacts are durable enough to withstand their proposed use (for example, displays, interpretation, loans, hands-on activities)
    - c. Implementing safe packing, unpacking, and transportation procedures.
  3. The museum provides one or more separate spaces for the storage of the collection. These areas will be:
    - a. Used for collection storage only
    - b. Large enough to store existing artifacts without crowding and to accommodate projected future acquisitions
    - c. Organized by type of object or material (for example, textiles, metals, wood)
    - d. Kept clean through the implementation of a regular housekeeping schedule performed by staff or volunteers with the necessary training
    - e. Kept dark except when staff are present
    - f. Restricted to access only by curator or designate(s)
    - g. Equipped with suitable and safe shelves, cabinets and artifact supports.
  4. The museum maintains the safety and preservation of artifacts on exhibit by:
    - a. Ensuring that cases and floor spaces are large enough to hold artifacts without crowding or distortion
    - b. Ensuring that artifacts on display are adequately supported with safe materials
    - c. Using display materials (such as case materials, backgrounds, adhesives, labels) that are not harmful to artifacts
    - d. Ensuring that exhibits are kept clean and maintained by staff trained in the handling of artifacts
    - e. Ensuring that light-sensitive artifacts are displayed only for short periods of time
    - f. Implementing a program of regular inspections of artifacts on exhibit to check for losses and damage.
  5. The museum ensures the security of the collection by the following measures:
    - a. Protecting artifacts from water damage
    - b. Protecting artifacts from theft and vandalism, including restricting access to artifacts
    - c. The establishment of written standard procedures to deal with emergencies and disasters, and training of all staff in these procedures.
  6. The museum provides an appropriate environment for artifacts in all storage and exhibit areas by:
    - a. Reducing visible light levels to accepted standards<sup>3</sup>
    - b. Removing all ultraviolet radiation
    - c. Maintaining relative humidity and temperature levels within an appropriate range for museum artifacts<sup>4</sup>
    - d. Reducing dust and pollution through a combination of physical plant (e.g. use of vestibule, appropriate air filtration) and preventive procedures (e.g. use of door mats, no smoking rules)
    - e. Implementing a regular cleaning and maintenance schedule performed by staff or volunteers with the necessary training
    - f. Implementing preventive pest management procedures, including regular inspections for pests in the museum and inspection of all incoming collection and non-collection material
    - g. Implementing a program of regular checking and recording of environmental conditions, with follow up procedures to correct deficiencies.
  7. The museum ensures that conservation treatment procedures will not damage artifacts and are carried out in accordance with professional standards of practice by:
    - a. Ensuring that individuals treating artifacts have an appropriate level of training in conservation
    - b. Ensuring that all conservation treatments are properly documented and the documentation is retained on file
    - c. Ensuring that conservation treatment carried out in the museum takes place in a separate space that is appropriately equipped and ventilated according to health and safety standards.

## **PHYSICAL PLANT STANDARD**

### **Objective of the Physical Plant Standard**

The museum's buildings and grounds must provide a safe and functional environment for visitors, staff, the collection and associated activities. The achievement of this objective will be balanced with the need to preserve the integrity of heritage buildings as artifacts themselves, as well as archaeological resources present on the property.

### **Requirements**

1. The design and layout of the museum's building(s) and grounds:
  - a. Accommodate the physical and functional needs of its users, staff, collections and activities
  - b. Are appropriate to the museum's statement of purpose, and to its community role and image.

2. The museum meets its obligation to federal, provincial and municipal requirements that apply to physical safety of staff, visitors and property.
3. The museum ensures that each of its buildings meets environmental norms appropriate to its functions.<sup>5</sup>
4. The museum ensures the security of its users, staff, collections and information by:
  - a. Identifying potential threats (for example, personal threat, fire, water or vandalism)
  - b. Taking steps to minimize the level of individual risks (e.g. by installing sufficient security lighting)
  - c. Developing written procedures to respond to threats, emergencies and disasters
  - d. Training staff (including volunteers) to implement emergency and disaster response procedures
  - e. Establishing a system of periodic testing and assessment of the effectiveness of emergency procedures
  - f. Ensuring that any preventive or security systems installed are assessed for their potential impact on collections and the museum's character and functions.
5. The museum has a written maintenance manual that sets out how it will:
  - a. Conduct regularly scheduled inspections and maintenance of building(s) and grounds
  - b. Set priorities and schedules for ongoing repairs and capital upgrades
  - c. Ensure that health and safety codes are met in the maintenance and repair of the physical plant
  - d. Conduct daily, weekly and monthly housekeeping routines.
6. The museum strives to be environmentally responsible in its use of energy and materials, including the handling, storage and disposal of hazardous materials.
7. A museum located in a heritage building, on a historic site, or on grounds containing an archaeological site maintains the historical integrity of these resources in its use, maintenance, repair and modification, and follows conservation standards and procedures.
8. Museum buildings that are open on a seasonal basis -- and in which artifacts are located - are monitored for temperature and humidity, and measures are taken to decrease the risk of environmental damage during the off-season.

#### **COMMUNITY STANDARD**

##### **Objective of the Community Standard**

A community's heritage is part of its identity. As a steward of the community's heritage, the museum is actively engaged in the community and responsive to its needs. The museum is accessible and relevant, and draws support from its community.

##### **Requirements**

1. The museum has a written policy that defines its relationship with the community, and that will:
  - a. Ensure that it performs its role as a steward of the collection
  - b. Ensure that it provides services and programs consistent with its statement of purpose that meet the needs and interests of the community
  - c. Endeavour to allow all sectors of the community to participate in the museum's decisions, goals and directions that may affect them or reflect on them
  - d. Include members of the community in museum activities
  - e. Identify and pursue appropriate community partnerships
  - f. Endeavour to provide equality of access to information about the museum's collections, services and programs through adequate promotion
  - g. Endeavour to provide equal access to all members of the community, both physically and intellectually, to the museum's collections, information, services and programs.
2. The museum has regular, posted, and advertised hours, during which it is open to the public, and which meet the needs of the community. A museum that is not open for long periods due to staffing considerations or weather will assess the needs of the community and make its services available by appointment and/or outreach activities.
3. The museum has a volunteer program to encourage community participation in its activities, which should include:
  - a. Identification and development of volunteer opportunities
  - b. Procedures for recruitment of volunteers
  - c. Matching the needs and interests of volunteers to those of the museum
  - d. Provision of appropriate training and supervision for volunteers
  - e. Provision of a safe and secure working environment for volunteers
  - f. Volunteer evaluation
  - g. Public and private recognition of volunteers' contributions.

#### **HUMAN RESOURCES STANDARD**

##### **Objective of the Human Resources Standard**

A museum's ability to fulfil its purpose depends to a large degree on the professionalism and capabilities of its staff.<sup>6</sup> The museum is better able to meet its mandate and carry out its activities by recruiting qualified staff and

providing ongoing training opportunities. As an employer, the museum is concerned with the safety, security, well being and continued motivation of the people working for it.

#### Requirements

1. The museum has a written human resources management policy stating that it will:
  - a. Ensure that staff responsible for administering the museum and its collections have appropriate professional training
  - b. Ensure that all museum activities are carried out by appropriately trained staff
  - c. Ensure that each staff member has a written job description
  - d. Ensure that human resource management, including recruitment, performance assessment, and termination is conducted in an ethical manner and is consistent with accepted practice and applicable legislation
  - e. Ensure that staff are provided with information on health and safety hazards in the workplace and are trained in their management or mitigation
  - f. Ensure that at least one person on staff has current First Aid training
  - g. Endeavour to provide equal access to the workplace by staff of all abilities
  - h. Ensure that staff are familiar with and adhere to a museological code of ethics
  - i. Meet municipal, provincial and federal legislative requirements relating to people in the workplace.
2. The museum has a written staff training policy that sets out how it will:
  - a. Assist staff to maintain or upgrade their skills
  - b. Set priorities for staff training
  - c. Determine appropriate levels of support (financial, time) for individual staff training
  - d. Ensure the development of an ongoing in-house training program (for staff and volunteers) and its delivery by qualified persons
  - e. Provide staff with access to professional development opportunities and interchange with museum colleagues, including communication with other museums in the region
  - f. Ensure the development and regular delivery of an orientation program for members of the governing body.
3. A portion of the museum's budget is allocated annually for:
  - a. Development, delivery and assessment of an in-house training program
  - b. Staff access to professional development (seminars, workshops, conferences)
  - c. Purchase and maintenance of a collection of current reference material.

#### GLOSSARY

The following glossary refers to terms used by the Ministry of Culture in the document *Standards for Community Museums in Ontario* and is intended only to assist readers of this document. Definitions and descriptions from other sources have been included to enhance the reader's understanding of these terms.

##### **A publicly accountable body**

The museum describes, in an annual report or some other publicly available format, its system of organizational governance and stewardship.

"Accountability is the requirement to explain and accept responsibility for carrying out an assigned mandate in light of agreed upon expectations. It is particularly important in situations that involve public trust." *Building on Strength: Improving Governance and Accountability in Canada's Voluntary Sector*

"Voluntary sector organizations are accountable to clients, members, volunteers, staff, partners, donors, funders, governments and the general public. At a minimum, they are accountable for establishing appropriate missions and policy priorities; setting goals to measure how well objectives are met; sound management of funds received; effective organizational governance; and outcomes." *Building on Strength: Improving Governance and Accountability in Canada's Voluntary Sector*

##### **The authority for the museum**

In the case of municipal museums, the establishment of the museum in the form of a by-law. In the case of not-for-profit corporations, the letters patent for the museum and the proof of incorporation. In all cases, the museum's legal ownership of the collection must be established in writing.

"Each museum should have a written constitution or other document setting out clearly its legal status and permanent, non-profit nature . . ." *ICOM Code of Professional Ethics*

"Every museum requires a written mandate, which may take the form of a constitution with by-laws, an act, a municipal charter, etc.; this public document establishes its legal, non-profit status and purpose, and its objectives." *CMA Ethics Guidelines*

##### **The museum's governing body**

An appointed or elected body that is responsible *only* for the operation of the museum, such as a Board of Directors, a Management Committee, or an Advisory Committee. This body cannot have a mandate that includes other municipal entities (e.g. libraries, tourist offices, or recreation centres). Please refer to *Changing Times Bulletins* nos. 5 and 6 for guidelines regarding municipal museums.

"The superior authority concerned with the policy, finance and administration of the museum." *ICOM Code of Professional Ethics*

"The governing body of a museum may be an elected or appointed Board of Trustees or Directors, or a Management or Advisory Board or Committee of municipal officials. Whatever its formation, it is the legal entity that is accountable to the public and to the museum community for the policy, financing and administration of the museum." *CMA Ethics Guidelines*

#### **Ethical behaviour**

A commonly accepted standard of behaviour for board members, staff and volunteers, outlined in publications such as the Canadian Museums Association's *CMA Ethics Guidelines* and the International Council of Museum's *ICOM Code of Professional Ethics*.

"Ethics are based upon the underlying values of honesty, fairness, respect, excellence and accountability which the larger community applies to the rational evaluation of moral issues. Since the application of such values change over time, museum ethics must reflect an ongoing dialogue between the museum community and the society it serves." *CMA Ethics Guidelines*

#### **Community**

The community served by the museum. This can be a community distinguished by geographic boundaries (e.g. Lambton County), by common interest (e.g. Museum of Textiles), or by ethnicity (e.g. Ukrainian Museum of Canada). A museum may also serve a number of different communities (e.g. special interest and local community).

#### **Appropriate research space**

A designated space where staff and outside researchers may sit at a desk or table to consult reference books, archival material, and other documents. The space should be neither in the exhibit area - where it might interfere with public enjoyment of displays - nor in collection storage. The space should be well lit, and large enough to accommodate one or two researchers and their papers.

#### **REFERENCES**

Canadian Museums Association. *CMA Ethics Guidelines*, Ottawa: 1999.

International Council of Museums. *ICOM Code of Professional Ethics*, Paris: 1986.

Panel on Accountability and Governance in the Voluntary Sector. *Building on Strength: Improving Governance and Accountability in Canada's Voluntary Sector (Final Report)*, distributed by Canadian Centre for Philanthropy, Toronto: February 1999.

- 
1. While the principal goal of the standards is to serve museums as a guide to good practice, the *Standards for Community Museums in Ontario* are also referenced in *Regulation 877 - Grants for Museums*, the provincial regulation that governs the allocation of operating grants to Ontario's community museums. Eligibility for these operating grants is contingent on museums meeting both the requirements in the regulation as well as the standards.
  2. Municipal museums may be governed by a committee or board of management that advises council.
  3. Acceptable light levels for artifacts are 50 lux for highly light sensitive materials (e.g. most dyed textiles), 150 lux for moderately light sensitive materials (e.g. most varnished paintings), and 300 lux for materials that are not light sensitive (e.g. stone and ceramics). A maximum of 75 : Watts/lumen of ultraviolet light is recommended for all but the last category.
  4. An acceptable range is normally 40% to 60%. This condition applies to all buildings physically capable of maintaining these standards and to all additions to existing buildings or sites. Some buildings, because of structural or historical considerations, may require that this range be adjusted. Such adjustments must be based on individual assessments carried out in consultation with Ministry technical staff.
  5. Where a museum has yet to fully meet these requirements, the Ministry will accept an implementation schedule outlining the work to be done.
  6. In this context, "staff" includes both paid and unpaid staff.

Appendix 4. **Museum Sustainability Plan Public Forum – September 25, 2007  
Feedback Summary**

**What do you like about our community museums?**

- Educational
- Reflect local flavour & history
- Area specific to Brantford, Brant, SNNC
- Our community museums each tell a very important story of our past, and where we came from.
- Each museum showcases a very unique collection and spin on how to tell their story.
- Frequent special exhibits
- Welcoming staff
- Working with each other, city & county
- They provide a layer of “richness”. There is more to a city than buses and sidewalks. The city hold a vast history and they are the catalysts to this knowledge.
- Programming for children. With dwindling/affordable childcare available, museum’s programming helps alleviate this pressure.
- I like their tenacity and perseverance in spite of limited funding! It’s amazing they survive!

**What changes would you like to see at/to our community museums?**

- Some museums/sites could have more professional display/exhibit areas.
- I would like to see additional funding from the City of Brantford. A beautiful parking lot has been completed at City Hall and no doubt will be beautifully landscaped. Across the street sits the “poor relation” the Brant Museum. It needs help from the City!!!
- A facility worthy of our heritage!
- Proper environment for artifacts
- More public funding support from municipality
- Higher profile in community
- More partnerships with other related organizations
- More joint projects. They have been moving in this direction, and should continue in this direction.
- Open longer hours – later at night
- Decent facilities
- Adequate funding by municipality
- More uniform programs and agenda coordinated by the City. The City should have a larger role in the local museums.
- Programming tends to skew towards either children or seniors. There isn’t enough targeted towards young adults/adults/parents looking for a day out.

**What would make you want to visit our community museums more often?**

- More change in displays
- Better and safer buildings
- Creative & interactive events
- Space for business community events
- Admission fees are a barrier to attendance
- Broader awareness of what is being offered
- Unique programs
- Special events
- If the City coordinated the events, to stop any overlaps, then each museum could do more unique programs without competing with other sites.
- Better funding and long term funding so each site could do better programming



- Longer hours
- Continuing the passport system
- More advertising
- Joint events
- I would visit a museum if it were open different hours (9-5 doesn't work) as I'm always working.
- Display changes more often!
- Better hours for some – open on weekends when visitors are in town!
- More displays of local interest!
- Centralized museum information with up to date events/promotions. Trying to track down information without having to call each site is time consuming.
- One major event. Several small events throughout the year waters down its appeal. No time to do them all.

Appendix 5. **Response Summary – Museum Sustainability Plan On-Line Survey 2007**

Number of respondents – 127

**1. Have you visited a museum or gallery during the past 6 months?**

Yes – 88.1%

No – 11.9%

**2. Have you visited a museum or gallery during the past year?**

Yes – 94.8%

No – 4.3%

**3. Have you ever visited any of the following sites?**

Adelaide Hunter Hoodless National Historic Site	44.4%
Bell Homestead National Historic Site	88.0%
Brant Museum & Archives	70.1%
Canadian Military Heritage Museum	45.3%
Chiefswood National Historic Site	38.5%
Glenhyrst Art Gallery of Brant	70.9%
Her Majesty's Royal Chapel of the Mohawks	62.4%
Myrtleville House Museum	58.1%
Paris Historical Museum	17.1%
Personal Computer Museum	3.4%
St. George Museum	12.0%
Brantford & Area Sports Hall of Recognition	43.6%
Woodland Cultural Centre	62.4%

**If yes, please describe the purpose of your visit.**

School program/day camp	22.0%
Visiting friends or relatives	37.0%
Workshop	16.0%
Special event	67.0%
Research	34.0%
Special exhibition	42.0%

**If no, please list some of your reasons.**

- No open when I have a free day.
- Haven't had time for the others, but will get there.
- Simply haven't got to others yet.

**4. I believe local museums:**

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
Play an important educational role	79.7%	18.6%	1.7%	0%	0%
Enhance quality of life	62.7%	31.4%	5.1%	0.8%	0%
Contribute to tourism	69.2%	23.9%	3.4%	3.4%	0%
Are important to our community	81.4%	16.9%	1.7%	0%	0%
Have no value	1.9%	1.0%	1.0%	7.6%	88.6%

**5. What level of involvement would you like to have in museums?**

Visitor	71.3%
Board member	30.4%
Volunteer	48.7%
Donor	23.5%
Staff	16.5%
No involvement	7.0%