

Meeting Notes

VCCHS Board Discussion – March 24, 2021

Olde Gaol Museum (OGM)

Prepared by Ron Taylor

Attached for reference are notes/discussion topics provided at the meeting to guide discussion. Only topic 1., "Options for Museum and Collection Sustainability", was substantively discussed.

The following is a summary of Board comments sorted by Options discussed:

Option 1 – Status Quo

- Not sustainable
- OGM is a year-round Museum with ever-changing programs/collection, a City-wide scope and focus
- Although eligible for student/seasonal staffing grants, volunteers/board members required to provide active and regular oversight of operations
- Peterborough was cited as an example where that City invests over \$670K to fund 7 FT staff to support multiple museums and archives

Option 2 – Increase Municipal funding to VCCHS

- \$132K needed immediately to fund 2 core staff at OGM for 2021 season, and to manage and oversee seasonal/staff/students funded through a pending government grant OGM is eligible for (exceeding \$180K). Oversight, supervision and training must be provided on site
- Both core positions essential and needed to function properly in 2021, and to meet legislated and accountability requirements. Would fund existing manager and a second programming/curator position
- Sample job descriptions were subsequently provided by the Board (and attached to these meeting notes).
- This cost/investment is lower for not-for-profits than building municipal staff resources
- This funding request is not in response to the pandemic impact, was needed pre-pandemic
- In order to maintain/sustain a "city-wide" collection and Museum, local government investment that is stable and predictable is necessary, and City Council and Administration need to be strong and ongoing ambassadors
- Oshawa was cited as an example of this model. The Oshawa Museum is administered by the Oshawa Historical Society (OHS) through a duly elected Board of Directors as an agent for the City of Oshawa.

- The constitution and by-laws of the OHS detail the election process and the roles and responsibilities of the Board. Currently there are four regular FT positions (Executive Director, Curator, Visitor Experience Coordinator and Archivist) and two regular PT positions (Maintenance and Interpreter). Seasonal and temporary staff additional as funds are available.

Option 3 – Increase Municipal role in Museum/Collection curation

- FT curator/operations manager needed at OGM for year-round programming, operations oversight, and managing grants and staff
- Unlike other seasonal/themed Museums, attracting students/schools to attend is difficult, City could play a role in attracting a wider range of audiences

Various models mentioned:

- Lincoln, municipally-funded Museum, manager a city employee
- Uxbridge, municipal and board operated.
- Sudbury and Clarington – previously Library Board aligned, reviewing changes to that structure
- CKL does not have an HR Plan as part of the City's Cultural Masterplan
- Seconding/providing a city staff member(s) to oversee OGM operations would be needed on a FT basis, at least in the interim (2021)

Option 4 – City own/operate/manage the Museum/Collection

- If City-run, OGM ineligible for certain government grants
- City would manage capital and operating budgets, and "assume" the collection
- Various program areas/resources of City would support – City Clerks Office (records and archives), Economic Development (programming, curation), Building & Property (facility and grounds maintenance, building operations)
- The City not as familiar with the building, processes and slower and bureaucratic

Other general comments:

- Other CKL Museums (Settlers Village and Maryboro Lodge) are different from OGM – they are seasonal, theme-focused, consistent programming and collection display, less curatorial work required. OGM is an "exhibition-based" tourism operation, youth attendance limitations due to jail history/theme.

Ron Taylor (RT) comments to Board included:

- Desire to align/expand over time city based resources/staffing in alignment with the City's Cultural masterplan. The City does not traditionally fund not-for-profit organization staff
- Pandemic "paused" cultural resource development and cultural centre workplans
- Received clarification that request is not pandemic recovery related – funding required pre and post pandemic to maintain Museum programming and advance collection maintenance.

VCHS/Olde Gaol Museum
Meeting with the Board – March 24, 2021

The following were general notes provided to guide the Board meeting discussion:

VCHS provided a deputation to Council through Committee of the Whole on March 9, 2021.

Olde Gaol Museum Funding

Jane Gregory-Gill, Victoria County Historical Society

Jane Gregory-Gill, President of the Victoria County Historical Society, requested that the City provide financial assistance in the amount of \$132,000.00 to aid in the operation of the Olde Gaol Museum. The financial assistance would allow the Victoria County Historical Society to secure two full time employees.

CW2021-047

Moved By Deputy Mayor O'Reilly

Seconded By Councillor Richardson

That the deputation of Jane Gregory Gill, President, Victoria County Historical Society, **regarding Olde Gaol Museum Funding**, be received;

That the funding request in the amount of \$132,000.00 be referred to the CAO for review and report back at April 6, 2021 Committee of the Whole Meeting on options that are available to assist the Victoria County Historical Society; and

That this recommendation be forwarded to Council for consideration at the next Regular Council Meeting.

Carried

A previous deputation and submission from VCHS was received by Council on August 20, 2020.

CR2020-225

Moved By Councillor Dunn

Seconded By Deputy Mayor O'Reilly

That the deputation of Jane Gregory-Gill and Barbara Doyle, on behalf of the Victoria County Historical Society, **regarding a Lease Agreement with the Victoria County Historical Society for the Olde Gaol Museum**, be received.

Carried

Both requests provided an update on VCHS operations, and requests to the City for funding to support staffing costs.

Following Council's direction from March 23, 2021, the CAO established an internal working group to inform the future report back to Council, and committed to a discussion with the Board, since scheduled for March 24 2021.

The intent of the meeting with the Board is to discuss:

1. Options for Museum and Collection sustainability
2. Understanding the scope of volunteer capacity at VCHS and core services
3. City assistance for specific project grant funding for 2021

1. Options for Museum and Collection Sustainability

Option 1 – Status Quo

- Continue as is with current arrangements/supports.

Option 2 – Increase municipal funding to VCHS

- Ongoing permanent operations funding?
- One-time temporary pandemic relief funding?
- Minimize 2021 expenses/programming?

Option 3 – Increase municipal role in Museum/Collection curation

- City staff investment to work with the Board/volunteers and other boards of public museums? FT museum curator, for example.
- Resources in keeping with the Cultural Master Plan and Cultural Centre considerations?
- Ownership of collection, city ownership vs. historical society

Option 4 – City own/operate manage the Museum/Collection

- All Museum and collection managed by the City?

2. Understanding the scope of volunteer capacity at VCHS and core services

3. City assistance for specific project grant funding and operations for 2021

- Pandemic relief funding?
- \$17K project grant funding – details?

CKL Policy/Plan Guidance:

3.1 Priority One: Build Cultural Sector Capacity

Objective 2. Kawartha Lakes museums & galleries have access to professional conservationist /curatorial staff expertise, training and assistance in collections management and care and now qualify for a wide range of provincial/federal cultural grants. They have established partnerships with and work effectively with Fleming College's Museum Management program.

3.2 Priority Two: Address Local Factors Inhibiting Cultural Sector Growth

Objective 3. There is effective inter-departmental consideration of the cultural dimensions of development and city operations.

3.3 Priority Three: Improve Cultural Spaces & Places

Objective 1. Climate controlled collections storage space is available to all CKL cultural organizations

Objective 3. Cultural facilities are equitably supported by the municipality

Objective 7. Heritage assets are protected and conserved and contribute to a thriving local economy

3.4 Priority Four: Expand Cultural Sector Funding Options

(from the descriptor of the priority) Rather than responding to the needs and aspirations of each cultural organization on a case by case basis, the municipality can maximize beneficial outcomes and ensure equity by offering structured support and assistance that is performance-based and can be accessed by all across the sector

3.6 Priority Six: Collaborate and Build Partnerships

Objective 1: Cultural sector organizations and businesses work in partnership with the municipality in order to foster and achieve a thriving and sustainable cultural economy

Objective 5. All CKL cultural organizations have access to professional conservationist / curatorial advice or staff assistance.

SAMPLE

Museum Manager Job Description (Board Administered, Not for Profit)

Note: In determining the conditions of the scope of the job it is important to take the following factors into consideration: • Size of budget • Authority limits • Decision-making powers • Impact of Decision-making • Number of staff directly supervised • Number of staff responsible for • Degree of Independence • Nature and impact of error • Contacts and human relations

Number of staff supervised: 1-10

Under the direction of the Board of Directors, the Museum Manager:

- manages the development and operation of the Museum
- directs and plans for the protection and use of historical resources through management plans, directives, and guidelines
- directs staff in areas of interpretation, visitor services, historic resource management, and program development and delivery
- prepares and implements operational work plans
- controls administration and management activities
- develops and maintains a public relations program

Administration and Management

With approval of the Board of Directors:

- Monitor, evaluate, and control implementation of plans, policies, directives and OMA and Museum standards.
- Establish and implement appropriate schedules to adequately monitor and audit the efficiency and effectiveness with which plans, policies, directives and standards are implemented.
- Direct allocation of money, staff and material and the accounting resources used.
- Procurement of goods and services within delegated authority at the Museum.
- Direct the monitoring and control of the delivery of the goods and services to ensure they are provided in line with the terms of contracts working in the best interest of the museum and its resources.
- Maintain effective staff/volunteer selection, training, career development, appraisal, organization and work arrangements and conditions.
- Develop criteria and qualifications for museum positions and carry out periodic reviews to ensure that they remain current.

- Establish and maintain an effective staff/volunteer orientation and training program, identifying training requirements for each function, arranging local training, and recommending regional training programs.
- Counsel staff/volunteers in career development and aid in preparing career development plans. Bring all performance issues to the attention of the Board of Directors.
- Prepare and present the Annual Report.
- Ensure all grant applications are completed on time.
- Put together annual museum operating budget, with Board Chair and the Treasurer.
 - Monetary management of Museum Fees.

Communications and Cooperative Activities Program

- Establish and maintain an internal museum communication program.
- Establish and maintain procedures to receive and assess feedback from staff/volunteers on their problems, concerns, ideas, and interests related to their work.
- Develop and implement a system that regularly and systematically delivers required information to staff/volunteers and establish means to ensure information is understood and applied as required.
- Establish and maintain support of and good working relations with local business interests, community groups, special interest groups and the public.
- Contact local community groups, mayors, M.P.s, Ministers, interest groups (Ontario Museum Association) and the public through media and visitor contacts.
- Participate in local organizations e.g., Historical Societies, Tourism, etc.
- Respond to speaking and guest appearance invitations, e.g., Service Clubs.
- Assist Museum Board, and meet regularly with the board to explain and report on museum programs; receive suggestions and complaints; decide on courses of action to be taken because of this communication.
- Provide administrative support for Museum Board: memberships; mailings; newsletters. Identify the needs and opportunities for public participation programs relative to museum development and management and in consultation with the Advisory Board; undertake such programs or have them undertaken by others.
- Liaison with local school board consultants to develop and promote interpretive programs that will ensure the most efficient use of the site by the educational community.

- Establish and maintain good working relations with levels of government (Municipal and Provincial and Federal).
- Meet with the Directors/Curators from other adjacent or nearby historic places and museums to coordinate programs of common interest. e.g.: arranging of displays and exhibits, conservation techniques, training, etc.
- Seek out new sources (local and regional) for acquiring new staff/volunteers, resources, and develop strategies to seek out additional funding.

Establish and Maintain Effective Media Relations

- Thoroughly prepared to respond to contentious issues, with a clear understanding of the position that the museum is taking with respect to the issues.
- Establish personal contact with local media leaders and personalities.
- Available to appear on local radio and TV shows or for impromptu interviews by media representatives.
- Develop and control a museum media response procedure outlining who will be the spokesperson for the museum in each situation.
 - Plan for Protection and Use of Natural and Historical Resources.
- Direct preparation of museum input into the museum management planning process.
- In partnership with the Board, update and prepare a statement of management guidelines for the museum.
- Be a part of future planning committee teams.
- Report to board on issues and pressures affecting the museum i.e., peak periods of visitation, visitor safety needs, health, building maintenance, economic, social, and political concerns.
- Review plans to ensure there has been adequate consideration of public input into preparations of any future expansion plans.
- Direct and prepare plans for visitor activities, interpretation, animation, artifact conservation, and facilities maintenance.
- From the museum goals and objectives set out in the museum management plan, in conjunction with the advisory board, establish priorities for the various elements of museum operations.
- Prepare costing of the activities set out in the various plans.
- Approve and advise on various interpretive plans.

Establish Museum Directives and Guidelines

- Identify needs for museum directives and guidelines.
- Work with the Board to develop museum directives and guidelines appropriate to the management. e.g.
 - Fire
 - Security
 - Local implementation of preventative maintenance program
 - Requisitions and purchases
 - Artifact maintenance schedule

Etc.

Set Goals and Direct Staff and Volunteers

- Direct preparation of operational work plans. These management tools provide the strategy for implementing museum management plans.
- Justify and prioritize the need for development and operational resources, establish user requirements in terms of function, size, and location of facilities, set out environmental constraints. i.e., in terms of historical, operational, and aesthetic considerations.
- Coordinate Staff and Volunteers.
- Conduct regular meetings with staff/volunteers to ensure common problems and opportunities are being identified, schedules properly coordinated, and that work is being done economically and effectively by taking advantage of joint effort and sharing of resources.

Direct Implementation of Plans and Programs for Museum Protection and Delivery of Services to People

- Identify information needs for program implementation and establish adequate systems and procedures to gather it.
- Analyze information and decide on local levels of service, consistent with guidelines, to be provided in terms of kinds, amounts and duration of service, e.g.
 - term and hours of operation
 - kinds of programs offered e.g.
 - guided tours

- animation
- presentations
- educational packages
- special events
- amount and frequency of maintenance needed e.g.
 - cleaning of artifacts (to ensure their preservation)
 - museum protection actions
 - alarm and security conditions
 - humidity and light controls
- Direct or undertake cooperating association agreements, joint programs to provide new and innovative ways of encouraging others to aid museum management in better serving visitors and operating the museum with a view to saving in money.

Direct and Administer Weekly, Monthly and Annual Maintenance

- Ensure seasonal maintenance procedures are completed, e.g.:
 - snow removal
 - flower bed planting and maintenance
 - Removal of toxic waste in a responsible manner
 - Ensure building sanitary needs are met

Administer all directives and policy related to Covid 19, including cleaning, masking, distancing, appointment schedule, to ensure the safety of staff and public and protection of the Collection. This will include reviewing all Provincial and Federal and Municipal policy to ensure compliance.

SAMPLE

Curator Local Museum Job Description (Board Administered, Not for Profit)

Major Responsibilities:

- Manages the artifact collections and historic building[s], ensuring the care and maintenance of all loaned, donated or purchased acquisitions.
- Oversees artifact documentation, cataloguing, research, and conservation.
- Oversees outgoing and incoming loans.
- Supervision of X staff & volunteers [full time, part time, contract, summer students] specifically hired for curatorial duties.
- Manages the curatorial operations of VCHS Olde Gaol Museum and its staff & volunteers within budget.
- Responsible for preparation of annual curatorial budget.
- Manages the exhibition program of the museum including the designing and installing of exhibits, liaising with community resource people, preparing exhibit catalogues, staging official openings and other promotional events.
- Coordinates the marketing and public relations activities for the site. This is done in partnership with the Museum Manager.
- Reviews and approves media releases, posters, brochures, and public announcements for events, programs, and activities.
- Manages the development and presentation of education and interpretation programs and special events for the community. Works directly with the Education Committee.
- Evaluates the effectiveness of programs and ensures continuing development by creating new programs or modifying existing ones.
- Answers public inquiries related to historic artifacts, material culture and building restoration.
- Acts as a guest speaker for special interest groups and other heritage-related agencies.
- Develops and implements plans for the living history and museum.
- Participates as a historic site resource person for capital and construction projects in partnership with the landlord.
- Maintains up-to-date information on and seeks alternative sources of funding, grants, sponsorships, and private/public sector partnerships.
- Prepares grant applications and liaises with the appropriate granting agencies.
- Assists in/supports the Board in private fundraising projects for the museum site.
- Responsibility for Material/Financial Resources: Establishes and monitors revenues and expenditures for the annual curatorial operating budget and authorizes purchase orders within their delegation of authority.
- In partnership with the Museum Manager, supervises the maintenance program for the historic buildings and grounds.

- Supervises the maintenance for the artifact collections.

Ontario Museum Association Job Specifications and Requirements Knowledge:

Comprehensive knowledge of theory and practice of museum operations, including research, collections management, artifact conservation and exhibit development; style and maintenance of historic buildings and structures; local history; decorative arts; interpretation; the identification of 19th and 20th century material culture and lifestyles; normally acquired through the attainment of a Master's level degree in History, Museum Studies, Art Administration, or related discipline, with progressively responsible experience in a museum/heritage setting. Proven skills in marketing and fundraising for arts/heritage institutions, promotion, and public relations and in organizing programs. Analytical and problem-solving skills to plan and develop objectives and determine goals of the site, including administrative, technical, operational, and financial components. Ability to organize and coordinate these components, classify work required and select staff to achieve goals and objectives. Knowledge of community needs of the museum's catchment area and/or target communities e.g., Special interest or cultural groups, and an awareness of how to use this information in the museum's programming activities. Skill in the use of a personal computer and knowledge of current business programs, as well as knowledge of the Internet and collections management software and other electronic aids for museum functions. Responsible for the guidance of a comprehensive staff/volunteer curatorial training and development program. Familiarity with Ministry Standards for Community Museums in Ontario as well as legislation impacting museum operation. Language Abilities (written and verbal) Ability to read, compile and edit artifact condition reports, letters, memos, reports, exhibit catalogues, publications, and grant applications and to prepare labels and texts for exhibits, publications, press releases and public announcements. Ability to prepare and present issues and reports for supervisor/Board/municipal committee and to respond to public inquiries and requests for information. Ability to conduct presentations, seminars and workshops for professional audiences and special interest groups concerning a variety of museum related subjects.

VCHS Financial Snapshot

Annual Funding Sources:

- Only annualized funding \$1,545 received from the Heritage Organization Development Grant program).
- City's payment of utility bills helps to reduce fixed costs.

COVID Relief

- CEBA \$60,000 Available – application submitted but deemed ineligible because VCHS didn't meet the minimum wages expense threshold.
- Ontario Small Business Grant \$10,000 received.
- Museum Assistance Program Phase 2 COVID Emergency Relief Fund \$36,548 received.
- Ontario Main Street Relief Grant for PPE up to \$1,000 – museum sector deemed ineligible.
- CKL COVID Relief – application submitted – potential for \$2,000-\$5,000 depending on City's definition of fixed costs.

Other Sources:

- Project grants and exhibit-specific donations make up most of the other revenue. Each project grant requires that funds be spent on specified project costs with little flexibility to use funds to support any non-project costs e.g. CHEST Fund, MAP Exhibit Circulation, New Horizons for Seniors program, etc.
- Employment programs such as Young Canada Works Heritage Interns, Canada Summer Jobs Program and VCCS placements, all of which require someone to be present full-time to supervise the employees. This could amount to \$50,000 to \$150,000 for 2021 but we don't have volunteers who can make that time commitment.
- Fundraising initiatives (from the museum gift shop to the Teddy Bear Picnic) that we haven't been able to do during the pandemic.

It is important to note that the COVID Relief funding, project grants and employment-related grants are all one-time grants that don't offer VCHS any funding stability.

Operating Support for Museums from Other Levels of Government:

- Provincial Community Museum Operating Grant program requires museums to meet the criteria of the Standards for Community Museums in Ontario. While VCHS has worked hard over recent years to make the changes to meet those standards, the requirement that VCHS "assign the duties of a Collections Manager (or equivalent position) to an appropriately trained staff member and provides adequate time, workspace and funding for collections management activities" cannot be met without a paid staff position.
- Federal – None. Museum Assistance Program offers several categories of project funding including a Collections Management category that would benefit VCHS except that it requires applicants to have "the equivalent of one full-time paid professional staff" in order to be eligible to apply.

