

## Museum Sustainability Plan Implementation Progress

Category	#	Programs	Lead	Time line	Recommended Actions	Status	Notes
<b>Tripartite Coordination</b>	1a	Memorandum of Coordination	Tourism Division	Year 1	<p>Develop a memorandum of coordination between the City of Brantford, County of Brant and Six Nations of the Grand River</p> <p>Identify clear roles and contributions from each municipality</p>	Complete – Feb 2025	The County and Six Nations met with the City in Jan 2024 to create an agreement and Memorandum of Coordination. This outlines the roles and responsibility for work and finances move forward.
<b>Policy and Administrative Framework</b>	2a	Create Heritage Policy Statement	Planning Department; Brantford Heritage Committee	Year 1	<p>Create and adopt a Heritage Policy Statement containing definitions, values, goals, an outline of the Brantford “story,” etc.</p> <p>Ensure all heritage interests are included in the Policy Statement</p>	Complete – updated Aug 21, 2024	Planning staff and heritage staff have existing policies that meet this criteria.

<b>Policy and Administrative Framework</b>	2b	Adopt Performance Standards for Operations	Tourism Division	Year 1-2	<p>Encourage and support all non-profits and registered charities to explore accreditation under the Imagine Canada Standards Program</p> <p>Encourage museums to demonstrate knowledge of and adoption of Core Standards for Canadian Museums within one year</p> <p>Encourage museums to demonstrate knowledge of and adoption of volunteer standards and practices as per Volunteer Canada within one year</p>	Complete	The City provided the BMGA with a 2 hour virtual workshop hosted in May 2021. A representative from Imagine Canada taught the standards to the BMGA. The Core Standards for Museums and Volunteer Standards were shared electronically with BMGA members. Standards from those handbooks will be included in grant applications in order to track progress year over year.
<b>Policy and Administrative Framework</b>	2c	Adopt Standards for Repair and Maintenance	Facilities Department, Parks Services, Sanderson Centre for	Year 2-3	Advise museums that considerations for City funding will include assessments of:	Complete – Updated July 19, 2023	Staff have created an internal document for Standards for Repair and Maintenance and shared with Parks & Facilities Services Staff to assist with sharing knowledge (e.g. proper care of Public Art including

			the Performing Arts, Bell Homestead, BHS		corporate management; collections management; public service; and facilities  Adjust operational funding to reinforce achievement and improvement		washing, snow removal, etc.) that will support the safe treatment of annual maintenance and inspections. Public Art Working Group has written a letter asking/advocating for increase funding for maintenance.
<b>Policy and Administrative Framework</b>	2d	Adopt Assessment Standards for Operational Funding Applications	Tourism Division	Year 1-2	Advise museums that considerations for City funding will include assessments of: corporate management; collections management; public service; and facilities  Adjust operational funding to reinforce achievement and improvement	Complete	Applications for the Community Cultural Investment Program (CCIP) were revised in 2020 to include assessments of these standards.
<b>Policy and Administrative Framework</b>	2e	Granting Programs	Tourism Division, Clerks Department	Year 1	Maintain existing grant programs – Community	Complete	Applications for the Community Cultural Investment Program (CCIP) were revised in 2020 to include assessments of these standards.

				<p>Cultural Investment Program (CCIP), Cultural and Built Heritage Funding Program, and City of Brantford Grants, with funding from existing sources</p> <p>Adjust operational funding to reinforce achievement and improvement</p> <p>Make additional one-time funds available for training and professional development by outside experts. Participation in training by City-funded museums should be mandatory</p> <p>Revise the criteria and assessment process for the existing grant</p>	<p>The City provided the BMGA with a 2 hour virtual workshop hosted in May 2021. A representative from Imagine Canada taught the standards to the BMGA. The Core Standards for Museums and Volunteer Standards were shared electronically with BMGA members. Standards from those handbooks will be included in grant applications in order to track progress year over year.</p> <p>The CCIP program went through a grant update in 2024 with all grant applications moving online to a grant software and soft update to applications.</p>
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<b>Policy and Administrative Framework</b>	2f	Bell Homestead NHS Sustainability Planning	Bell Homestead NHS, Parks Services	Year 1-4	<p>Develop coordinated long-term plan for new external advocacy and outreach in relation to generational change</p> <p>Develop long-term plan for operations</p> <p>Re-confirm Recommendations 35, 36, 37, 38 and 39 of the Parks and Recreation Master Plan</p>	Complete July 2024	<p>With change in BHNHS reporting structure from Parks Services to CPSD in 2022, work is in progress in the coordination of all areas of CPSD programs in order to attract and better serve those generations that may not be actively utilizing the museum's services. In this regard, a community survey was recently introduced to provide feedback on programming needs.</p> <p>With move of BHNHS to CPSD in 2022, attention has been placed on ensuring specific aspects of the operation are better aligned within CPSD and outside of the department (eg. rental apartment administration, grounds maintenance) in order that museum staff can better focus on programming and services. This in turn will allow for the better development of a long term programming plan for the site.</p> <p>Through events planned to celebrate the 150th anniversary of the invention of the telephone in 2024, it is hoped that a Capital Reserve Fund for BHNHS will be established.</p> <p>Anticipate the hiring of a year-round museum coordinator to assist with the expansion of programs and site services in 2023. An exhibit refresh was been completed in 2024.</p>

<p><b>Policy and Administrative Framework</b></p>	<p>2g</p>	<p>Economic Development &amp; Tourism</p>		<p>Year 1-5</p>	<p>Attraction of businesses and new residents</p> <p>Direct Tourism Division to set goals for the use of heritage in attraction of visitors</p> <p>Direct Tourism Division to set goals for the use of heritage in local education related to telling the Brantford story</p> <p>Direct Tourism Division staff to continue actively engage in a joint and coordinated manner with the BMGA</p>	<p>Complete – updated Aug 2023</p>	<p>Rack cards were added to the 55+ games welcome package, hosted a volunteer fair and will co-host a lecture and brainstorm with the BPA in October.</p> <p>Tourism staff continues to work cooperatively with the BMGA by organizing quarterly meetings, preparing agendas and taking minutes. Tourism staff is providing advisory support to a visitation-building initiative undertaken by one of the members. Tourism staff continues to offer capacity-building workshops to assist in the development of the BMGA.</p> <p>In 2024 a reprint of the BMGA rack card was done and a pop-up banner was produced to be used at events where the BMGA had a table.</p>
<p><b>Policy and Administrative Framework</b></p>	<p>2h</p>	<p>Myrtleville Farmstead</p>	<p>Planning Department, Tourism Division</p>	<p>Year 2-4</p>	<p>Work with National Trust for Canada to undertake a professional plan to investigate contingencies and options for the next three</p>	<p>Complete – updated July 25, 2023</p>	<p>Met with Robert Pajot/Sara August 2021, October 2021, December 2021.</p> <p>Conversations with the City and interested parties continue to take place and work towards creating a more sustainable future. The Trust continues to invest in the site.</p>

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Policy and Administrative Framework	2i	Industrial Heritage Gap	Tourism Division, Legal & Real Estate Department	Year 1-3	Direct Staff to assist in filling the big gap in the story of Brantford and area – its century of industrial supremacy	Complete – updated Aug 14, 2023	CIHC has been able to secure a lease on 2 Acres of land at 66 Mohawk Street on the Greenwich-Mohawk remediated Brownfield lands, and commissioned Craig Newsome from MMMC architects to produce a series of renderings of plans for a multi-use facility on the site.
					Ensure due diligence is carried out on proposals before any formal arrangements are made with respect to related land transfers or funding commitments with the Canadian Industrial Heritage Centre		As far as the CIHC institutional direction, the board has many initiatives for bolstering virtual and hybrid outreach which will endeavour to bridge community connection until the in-person space can be realized; including networking with other County of Brant heritage spaces through pop-up exhibitions, a bus tour, an academic symposium, and collaborative kids camps with the Brant Theatre Workshops.
					If the Canadian Industrial Heritage Centre fails to show substantial results, commission a study to investigate strategies and		The City has entered into a lease agreement for a ten-year term with CIHC over 2 acres at 66 Mohawk St. (November 24, 2020 City Council)  CIHC received a grant from the National Trust. It's a LaunchPad Coaching Grant to help them develop the needs of what they're doing and the order in which they are doing it. National Trust has suggested they apply for a Feasibility Study, working on a budget and zoning bylaw. John

					options		Kneale (honourary chairman and advisor) is working on writing a book, which will help fill in the gap of Brantford's industrial history. CIHC has also been directed to apply for the Digital Main Street grant to help assist with developing a more modern website.
<b>Policy and Administrative Framework</b>	2j	Create a Single Committee for Arts, Culture and Heritage	Brantford City Council	Year 2	Consider the City's oversight of arts, culture and heritage through a single advisory body	Complete	In 2022 the motion was passed to disband several advisory committees, including the Economic Development Advisory Committee (EDAC), Brantford Cultural Advisory Committee (BCAC), and the Real Estate Committee. A newly formed Economic Development, Tourism & Cultural Initiatives Advisory Committee was created to streamline these efforts, reduce impact on staff time. The new committee includes representatives from all of the above mentioned committees, as well as citizen appointees. The Heritage Committee was not included in this committee as it is provincially mandated and discussed in the Ontario Heritage Act – Section 28.
<b>Collective museum capacity support</b>	3a	Support the Development of the BMGA	BMGA	Year 1-5	Acknowledge receipt of the Mission and Vision Statements developed by BMGA  Take an active role in making	Complete – updated July 19, 2023	The BMGA approved their Mission and Vision Statements at their December 3, 2021 meeting. They also worked on goal setting for Q1 2021. Goal setting will continue to be a part of their quarterly meetings. The BMGA has successfully launched their new website and Facebook page.  In 2022, the BMGA partnered on two



					<p>the BMGA an effective coordinating entity</p> <p>Host a daylong planning meeting facilitated by an expert to establish a plan including all parties to set goals, tasks, roles, responsibilities and resources for collective action for the coming year</p> <p>Host daylong workshops delivered by recognized experts in the fields of: non-profit corporate management; museum management; marketing; and fundraising</p>		<p>joint projects including the BMGA brochure, which was written by Tourism staff and designed by the Communications team. 1,000 copies of the BMGA have been printed, distributed and displayed at the museums and galleries in the community.</p> <p>The group also released the BMGA passport, which was led by a member and received grant funding support from The Heart of Ontario. 100 passports were sold at \$5 apiece.</p> <p>Workshops: Imagine Canada Standards, Social Media, Volunteering, Introduction to MAS</p> <p>A volunteer fair was hosted for members to recruit new volunteers for the BMGA members A rack card will be included in the welcome package of the 55+ games. BMGA meeting quarterly to connect, update and plan.</p> <p>Workshop held Oct 31s with a guest lecture and a brain storm session between the BMGA and BPA.</p> <p>The BMGA and BPA had a joint workshop on Sept 7<sup>th</sup> 2024 and will be participating in Doors Open in 2025.</p>
<p><b>Collective museum capacity support</b></p>	<p>3b</p>	<p>Develop a part-time contract position to</p>	<p>Economic Development &amp; Tourism Department,</p>	<p>Year 3</p>	<p>Assign staff to develop Museums Advancement</p>	<p>Complete</p>	<p>The BMGA does not think it is practical at this time due to the decision not to officially become a NFP.</p>

		support the development of the BMGA	Human Resources Department, Finance Department, Brantford City Council		Plan (Year 1) Assign Staff to Implement Museums Advancement Plan (Year 2)		
Brant museums & galleries association	4a	Formally develop the BMGA	BMGA	Year 3-5	<p>Become a non-profit corporation</p> <p>Develop a statement of purpose</p> <p>Adopt the new vision and mission statements</p> <p>Develop sectoral goals for the next five years</p> <p>Develop a terms of reference for relationship with member organizations (consider federated model)</p> <p>Each museum will make a stated commitment to the goals,</p>	<p>Complete</p> <p>Complete – updated Aug 2023</p>	<p>Terms of Reference</p> <p>Statement of Purpose</p> <p>Vision/Mission Statements</p> <p>Brant C, City and Six nations will be coming together to creation a share MofU and financial contribution.</p> <p>Sectoral Goals</p> <p>The BMGA approved their Mission and Vision Statements at their December 3 meeting. They also worked on goal setting for Q1 2021. Goal setting will continue to be a part of their quarterly meetings. The BMGA has successfully launched their new website and Facebook page.</p>

					<p>methods and terms identified in this report as a pre-requisite to membership in the incorporated BMGA</p> <p>Develop a two-year work plan for the part-time staff person and BMGA members collectively</p>		
<p><b>Brant museums &amp; galleries association</b></p>	<p>4b</p>	<p>Sector Commitment</p>	<p>BMGA</p>	<p>Year 1-5</p>	<p>Support the need to behave like a sector and make sectoral growth a priority</p> <p>Help develop and participate in the common narrative</p> <p>Support the civic goals and actively work to ensure all parties participate</p>	<p>Complete but always on going</p>	<p>Nathan from BHS spearheaded a collaborative project called the BMGA Passport Program, designed to increase visitation overall to the arts community. This project was released in May2022 in time for May is Museum Month.</p> <p>In 2022, the BMGA also released the BMGA brochure, which was written by Tourism staff and designed by the Communications team. 1,000 copies of the BMGA have been printed, distributed and displayed at the museums and galleries in the community.</p> <p>Workshop held Oct 31s with a guest lecture and a brain storm session between the BMGA and BPA.</p> <p>Moving forward a yearly workshop will be held to for Professional</p>

							Development of BMGA members. The City, County and Six Nations are also bring back Doors Open, which will help promote and showcase our arts, culture and heritage resources.
Individual museum recommendations	5a	Brant Historical Society	Brant Historical Society, Tourism Division	Year 2	Develop a contingency plan to address the immanent organizational crisis using an arm's length, professional cultural management expert acceptable to relevant City staff, as soon as possible	- Complete	In November of 2024 the City of Brantford purchased BHS building for 1.6million dollars. In doing so the City secured the longevity of the organisation and helped take the first step towards financial stability.
Individual museum recommendations	5b	Canadian Industrial Heritage Centre	Canadian Industrial Heritage Centre, Tourism Division, Legal & Real Estate Department	Year 1	Demonstrate to the relevant City staff CIHC's organizational capacity to appropriately address the big gap in the Brantford story – a century of industrial supremacy prior to entering into a Lease Agreement with the City	Complete – updated Aug 14, 2023	The City has entered into a lease agreement for a ten-year term with CIHC over 2 acres at 66 Mohawk St. (November 24, 2020 City Council)  CIHC received a grant from the National Trust. It's a LaunchPad Coaching Grant to help them develop the needs of what they're doing and the order in which they are doing it. National Trust has suggested they apply for a Feasibility Study, working on a budget and zoning bylaw. John Kneale (honourary chairman and advisor) is working on writing a book, which will help fill in the gap of Brantford's industrial history. CIHC

							<p>has also been directed to apply for the Digital Main Street grant to help assist with developing a more modern website.</p> <p>CIHC has been able to secure a lease on 2 Acres of land at 66 Mohawk Street on the Greenwich-Mohawk remediated Brownfield lands, and commissioned Craig Newsome from MMMC architects to produce a series of renderings of plans for a multi-use facility on the site.</p> <p>As far as the CIHC institutional direction, the board has many initiatives for bolstering virtual and hybrid outreach which will endeavour to bridge community connection until the in-person space can be realized; including networking with other County of Brant heritage spaces through pop-up exhibitions, a bus tour, an academic symposium, and collaborative kids camps with the Brant Theatre Workshops.</p>
<p><b>Individual museum recommendations</b></p>	<p>5c</p>	<p>Canadian Military Heritage Museum</p>	<p>Canadian Military Heritage Museum</p>	<p>Year 2</p>	<p>Consider using the name “Brantford and Brant Museum of Canadian Military Heritage” or “The Military Museum” for short – to avoid</p>	<p>Complete</p>	<p>The CMHM board met and seriously discussed the consultant’s suggestion to change the organization’s name. However, with nearly 30 years of service, the board did not think it would be beneficial to change the name at this point. It already is referred to “The Military Museum” for short.</p>

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