



CITY OF
BRANTFORD

CITY OF BRANTFORD
MUSEUM SUSTAINABILITY
PLAN **2020**



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Executive Summary

The City of Brantford has a rich history and many cultural and built heritage assets that contribute significantly to civic pride, quality of life, and tourism potential within the local community. Through socially-responsible programming and civic engagement, museums generate social capital, creating healthy, vibrant and liveable 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 arts, culture and 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

Brantford's museums currently lack the capacity to adequately carry out these activities. The Museum Sustainability Plan (MSP) is concentrated on 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 preserve them intact to future generations. Regardless of whether a museum is publicly or privately owned, this stewardship is a core municipal responsibility, which the City of Brantford fulfills by:

- fostering the development of the local heritage sector through the creation of policy and legislation, provision of advice, funding and facilities, protection of resources, demonstration of best practices, and program delivery; and/or
- 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 nine of Brantford's museums that are funded by the City of Brantford in some capacity, and that meet the International Council of Museums (ICOM)'s definition of "museum." These nine museums are:

1. Bell Homestead National Historic Site
2. Brantford & Area Sports Hall of Recognition
3. Brant Museum & Archives
4. Canadian Industrial Heritage Centre
5. Canadian Military Heritage Museum
6. Glenhyrst Art Gallery of Brant
7. Her Majesty's Royal Chapel of the Mohawks National Historic Site
8. Myrtleville House Museum
9. Woodland Cultural Centre

The scope of the Museum Sustainability Plan is to provide an independent review of the individual and collective findings related to:

- a review of the current situation to determine mandates, governance structures, and sustainability options
- determining collective and individuals strengths, weaknesses, opportunities and threats
- proposed recommendations and timelines for implementation
- performance measurement standards
- financial impact

Through third-party private and confidential interviews, as well as group discussions, the Museum Sustainability Consultation & Findings Report researched the following aspects of each museum to determine the current situation and make individual recommendations for each museum. The third-party review considered the following when consulting with each organization:

- Service delivery models
- Community engagement
- Volunteerism
- Staffing
- Marketing and communications
- Care of collections
- Research and professional development
- Board governance
- Succession planning
- Infrastructure and capital planning
- Programming, including duplication and gaps
- Funding, including revenue generation, and funding from municipal, provincial and federal levels of government

Through the Brant Museums & Galleries Association (BMGA), and ongoing communication with Brantford's museum community, there are a number of barriers to sustainability facing local museums. The gaps that impede the museum community's development in Brantford include:



- More leadership is needed from the City of Brantford
- Collective action needs to be taken by the museum community
- Tripartite coordination with the County of Brant and Six Nations of the Grand River to set common goals and communicate a borderless story
- The development of a common narrative
- A lack of industrial heritage presence and related leadership despite previous efforts

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

Implementation of the recommendations outlined in the Museum Sustainability Plan will increase the capacity of Brantford's 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, if applicable
- 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/exhibitions, site interpretation, and outreach activities
- offer more opportunities for community involvement and support through volunteer and partnership development

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, would be included in the Museum Sustainability Plan. Based on this definition, in 2007 only five (5) museums qualified to be part of the study: Bell Homestead National Historic Site, Brant Museum & Archives, Brantford & Area Sports Hall of Recognition, Glenhyrst Art Gallery of Brant, and Myrtleville House Museum.

Since 2007, the number of local heritage organizations that meet ICOM's definition of a "museum" and receive some level of funding from the City, has increased to 9 museums, which includes the previous five (5) museums, as well as: Canadian Military Heritage Museum, Canadian Industrial Heritage Centre, Woodland Cultural Centre, and Her Majesty's Royal Chapel of the Mohawks. The 2014 Municipal Cultural Plan includes the recommendation to revisit and update the Museum Sustainability Plan.

On September 24, 2019, Brantford City Council adopted a resolution to update the 2007 Museum Sustainability Plan to include all collections-based heritage organizations located in the City of Brantford. The research and findings were completed by a third-party cultural consultant, Novita Interpares, with the final Museum Sustainability Plan prepared by City staff.



Methodology

To develop the Museum Sustainability Plan, all City of Brantford documents that were relevant to arts, culture and heritage were reviewed, including the: Official Plan, Museum Sustainability Plan (2007), Downtown Master Plan (2008), Waterfront Master Plan (2010), former Community Strategic Plan (2011), Municipal Cultural Plan (2014), Economic Development Strategy (2016), and Parks and Recreation Master Plan. Documents specific to each museum were also reviewed, including strategic plans, funding history, financial statements, and background information.

Novita Interpares conducted in-person site visits to all participating museums, with the exception of a drive-by only of the Canadian Industrial Heritage proposed physical site, in November 2019. Throughout November and December 2019, the consultant held in-person, confidential interviews with staff and/or volunteers representing each museum, as well as other key heritage advocates and professionals in the community. An overall review of the local museum sector was conducted with the aim to address individual priorities of each museum.

In January 2020, twelve (12) stakeholders came together for a Narrative Workshop, where they discussed a common historical narrative for Brantford. A subsequent Visioning Workshop was held in February 2020 with eighteen (18) stakeholders present to consider the following:

- What should our common goals be as a sector?
- How could we be better organized as a sector?
- What is required to be recognized as a sector?
- What do we commit to do as a sector in the next year, and what do we expect from the City of Brantford?

A Vision and Mission Statement Workshop was held in March to produce the draft Vision and Mission statements included in the Museums Sustainability Plan Consultation and Findings Report (June 2020).

Finally, staff completed a budget and five (5) year implementation plan, which reflects the priorities of the local museum sector in Brantford.

General Assessment

To assess the sustainability of Brantford's nine participating museums, the following indicators were reviewed and compared against best practices:

1 / GOVERNANCE STANDARDS

Governance standards across the museums vary greatly. Every organization would benefit greatly from adhering to the Imagine Canada Standards Program, or an equivalent model developed by the City of Brantford.

2 / ANNUAL REVENUES

All of the participating nine museums are operating with budgets that are less than required to deliver their full-service potential. Some museums also have limited numbers of revenue sources. Corporate fundraising in the museum community is poor.

3 / ASSET BASE

The participating museums' unreserved/reserved cash and hard assets is low. On the whole, the asset base of the majority of the museums is in its collections, which are only saleable under exceptional circumstances. There are some reserved funds, but these funds are limited. The Brant Historical Society is the only non-City-owned museum that has marketable real estate.

4 / STAFFING

Overall, the museums do not have staffing (paid or volunteer) sufficient to their purpose and scale, and most are not professionally trained. Too few of the museums have professional or in-service training, though there are many very competent people who are working at the museums and have learned skills through networking and on-the-job training.

5 / VOLUNTEERS

Although all nine (9) museums have volunteers, there is no collective training program for the museums. These museums could adhere to the Canadian Code for Volunteer Involvement through Volunteer Canada.

6 / COLLECTIONS MANAGEMENT STANDARDS

Brantford's museums should adhere to the Canadian Heritage Information Network (CHIN)'s Core Standards for Canadian Museums. Collections management standards vary widely across the museums and all museums would benefit from achieving CHIN's standards.

7 / PUBLIC SERVICE

The Brantford Sports Hall of Recognition, Bell Homestead National Historic Site, Glenhyrst Art Gallery of Brant, Woodland Cultural Centre, and Her Majesty's Royal Chapel of the Mohawks National Historic Site all have good levels of participation and attendance. There are a variety of programs offered at these sites. Participation and attendance at the Canadian Military Heritage Museum, Myrtleville House Museum, and Brant Museum and Archives are well below expectations.

8 / FACILITIES

Facilities owned by the City of Brantford, Mohawk Chapel, and Woodland Cultural Centre are well-maintained and in a good state of repair. The Brant Historical Society is fully responsible for the upkeep of the Brant Museum & Archives, and they are unable to maintain a good state of repair, resulting in a negative impact on service capacity and overall drain on the operating budget. The Brant Museum & Archives is in need of substantial work.

Near-future conservation work is required at the Bell Homestead, Myrtleville House Museum, and Her Majesty's Royal Chapel of the Mohawks.

9 / HERITAGE BUILDING(S) REPAIR AND MAINTENANCE STANDARDS

The Standards and Guidelines for the Conservation of Historic Places in Canada, through Parks Canada, should apply to all heritage buildings owned by the City of Brantford. The City should also encourage the adoption of these standards and guidelines for every project that has City participation. In conjunction with this standard, the City of Brantford should ensure that all building conservation work is carried out under the direction of a member of the Canadian Association of Heritage Professionals.

Sustainability Assessment: Collective

In all of its policy statements, the City of Brantford has affirmed the civic value of museums. In discussions with individuals and groups, the value of the story of Brantford and area as a civic asset was clear:

- Brantford and area's history is long, rich and unique in Ontario and Canada
- The best way to experience history is through stories
- Brantford and area's history has hundreds of stories of people and achievements
- Brantford has an image/identity/brand problem
- Brantford and area's history contains much positive brand value

- Brantford's history has a role to play in greater Brantford's future
- The City recognizes how culture and heritage contribute to civic identity, education, tourism and economic development
- Arts, culture and heritage is a proven economic development strategy

Despite the agreed civic value of museums and the potential of the story of Brantford and area, growth in the Brantford museums is limited by numerous factors:

- The museums are widely distributed in individual buildings and have no singular presence (unlike sport that has the iconic Wayne Gretzky Sports Centre), and the Brantford and Area Sports Hall of Recognition
- The museums have no sectoral identity and are therefore hard to see as a civic asset
- Without sectoral identity, collective marketing is not possible
- As a group, the museums have no existing capacity to work together as a sector
- There is insufficient structure and lack of coherence and consistency in public policy and protocol
- The museums are widely divergent in operating styles, capacities and resources
- The museums do not participate in the furtherance of a common narrative tying their individual stories to the overall story of Brantford and area
- The jurisdictional lines are not clear (committees, municipalities)

Deficiency Assessment

Upon consultation with each museum, as well as a review of all of the museums' submitted documents, there were a number of critical issues revealed (see Table 1).



Table 1: Deficiency Assessment

Museum	Service Delivery	Community Engagement	Volunteerism	Staffing	Marketing and Communications	Care of Collections	Research	Professional Development	Board Governance & Succession Planning	Infrastructure & Capital Planning	Programming	Fundraising
Bell Homestead	●	●	●	●	●	●	●	●	●	●	●	●
Brant Museum & Archives	●	●	●	●	●	●	●	●	●	●	●	●
Brantford & Area Sports Hall of Recognition	●	●	●	●	●	●	●	●	●	●	●	●
Canadian Industrial Heritage Centre	●	●	●	N/A	●	●	●	●	●	N/A	●	●
Canadian Military Heritage Museum	●	●	●	●	●	●	●	●	●	●	●	●
Glenhyrst Art Gallery of Brant	●	●	●	●	●	●	●	●	●	●	●	●
Her Majesty's Royal Chapel of the Mohawks	●	●	●	●	●	●	●	●	●	●	●	●
Myrtleville House Museum	●	●	●	●	●	●	●	●	●	●	●	●
Woodland Cultural Centre	●	●	●	●	●	●	●	●	●	●	●	●

● Critical Concern ● Moderate Concern ● Green – No Immediate Concern

Although the City of Brantford has no direct authority in the majority of these issues, the City should be aware of the following critical conditions that currently exist in Brantford's museum community:

1 / SERVICE DELIVERY MODELS

With the exception of the Canadian Industrial Heritage Centre, which was unable to provide service delivery documentation to the third-party consultant, all the independent museums in this study have appropriate service delivery models in that

they collect, curate, conserve and interpret historical and cultural artifacts. No change in any service model is anticipated.

2 / COMMUNITY ENGAGEMENT

The level of community engagement at Brant Museum and Archives (including Myrtleville House Museum), Canadian Military Heritage Museum and Canadian Industrial Heritage Centre is insufficient.

10 / VOLUNTEERISM

While most of the independent museums have volunteers that support programming, none of them appeared to have a properly structured volunteer program. Volunteer involvement at Brant Museum and Archives (including Myrtleville), Canadian Military Heritage Museum and Canadian Industrial Heritage Centre is insufficient.

3 / STAFFING

Staffing levels are below industry norms at all independent museums (excluding Brantford and Area Sports Hall of Recognition), critically low at Brant Museum and Archives (including Myrtleville), and non-existent with the Canadian Industrial Heritage Centre.

4 / MARKETING AND COMMUNICATIONS

As noted elsewhere in this report and in the recommendations, the key marketing and communications issues are sectoral identity and relationship to a common narrative. The coordination of marketing is, as a matter of necessity, a sectoral issue.

5 / CARE OF COLLECTIONS

Collection management at the independent museums appeared to be adequate except for the Brant Museum and Archives where it is insufficient. Environmental control and collections handling conditions at Brant Museums and Archives are insufficient.

6 / RESEARCH

While historical knowledge of narratives and collections appeared to be good across all museums, none reported having a dedicated researcher.

7 / PROFESSIONAL DEVELOPMENT

In relation to sustainability, the critical areas of professional development across the museums are organizational management, marketing and revenue generation. The recommendations of this report address these issues.

8 / BOARD GOVERNANCE AND SUCCESSION PLANNING

The capacity to run a non-profit corporation is the highest priority for sustainability. Across the museums, there is a low level of recognition of the roles and responsibilities of the volunteers who serve in a governance capacity.

None of the independent museums are accredited under the Imagine Canada Standards Program; the Findings and Recommendations Report recommends that all museums should explore, and become more familiar with, this program, and that the City of Brantford should encourage and support this initiative.

Governance issues appear to be the cause of the crisis conditions at the Brant Historical Society, in both the Brant Museum and Archives and Myrtleville House Museum's operations.

9 / INFRASTRUCTURE AND CAPITAL PLANNING

In regard to properties owned by the City, the Glenhyrst Art Gallery of Brant's facilities are too small for its current level of programming which is inhibiting program growth.

The exterior of the building occupied by the Canadian Military Heritage Museum discourages visitation and gives no positive indicators of the quality of the exhibits and artifacts inside.

In regard to the independent museums, the building occupied by the Brant Museum and Archives is in very poor condition.

10 / PROGRAMMING (INCLUDING DUPLICATION AND GAPS)

Programming for all the museums would benefit from a common narrative. There is a huge gap caused by the absence of any programming related to Brantford's extraordinary industrial history.

11 / FUNDRAISING

There are two critical issues related to fundraising; first, coordination of fundraising is, as a matter of necessity, a sectoral issue; second, there is a low level of awareness across the independent museums of the underlying principles of earned revenue generation in the non-profit sector.

Sustainability Assessment: Individual Museums

A third party consultant conducted sustainability assessments of all nine of Brantford's museums that meet ICOM's definition of "museum." The assessment included a review of all relevant museum documents, in-person interviews, and site visits. The following assessments were made that include factors to support the sustainability of each of the museums – and should be maintained – and issues that are affecting the museums' sustainability.

Bell Homestead National Historic Site

The Bell Homestead buildings and artefacts are owned, operated and maintained by the City of Brantford. The museum is professionally run in keeping with best practices in all areas of management and is well-attended. It has unfunded liabilities in the mid-term range related to the conservation of its heritage buildings, and in the longer term related to ongoing riverbank erosion. Overall, the principle sustainability issues for the Bell Homestead are building and land conservation.

Factors Supporting Sustainability

- Structure of reporting to the City of Brantford
- Annual financial support from the City of Brantford
- Asset base of heritage buildings and artefacts
- Facilities are maintained by the City of Brantford
- Strong management of the museum's assets and its programs
- Strong attendance of 15,000 annually
- Strong local story with international significance
- Designated as a National Historic Site

Factors Affecting Sustainability

- Risk related to eroding land at the edge of the Grand River
- Revenue potential is under-developed
- Wear and tear from visitation affects operating expenses
- Location is difficult to find for visitors and residents

Brant Museum & Archives

The land and the building is owned, operated and programmed by the Brant Historical Society, a charitable organization that owns a substantial collection of local artefacts.

The Brant Historical Society has been in serious decline for some time and is on the verge of financial collapse apparently due to poor governance. There are also significant unfunded liabilities related to the condition of the building and collections management.

The Brant Museum and Archives does not appear to be sustainable under its current owner, the Brant Historical Society. The principle sustainability issue is the need for a contingency plan to be in place that could wind down business while protecting the collection for the citizens of Brantford.

Factors Supporting Sustainability

- Museum owns the building and property in a key downtown location
- Large permanent collection of artefacts and records
- Cash reserve
- Centennial era permanent exhibits

Factors Affecting Sustainability

- Stand-alone organization
- Board is unable to manage decline of the organization and its related risks
- Operating budget shortfall and deficit is growing year-over-year
- Very poor income performance
- Operating budget is well below minimal
- Staffing has continued to decline year-over-year
- Very low levels of attendance
- Building is in a poor state of repair
- Building is used mostly for collections management, with minimal programming space
- Very poor visitor experience



Brantford & Area Sports Hall of Recognition

The Brantford & Area Sports Hall of Recognition is located at the Wayne Gretzky Sports Centre, a recreational centre that is owned and operated by the City of Brantford. The museum is managed and operated by City staff that work out of the Gretzky Centre. There is no programming, as the professionally designed exhibits are self-guided and interactive. Visitation is very high as the museum is in a high traffic area – the Gretzky Centre welcomes thousands of visitors each year. An unincorporated committee operates under Terms of Reference approved by the City of Brantford, and is responsible for fundraising and inductions. There are no major sustainability issues for the Brantford & Area Sports Hall of Recognition based on current operations.

Factors Supporting Sustainability

- Structure of reporting to the City of Brantford
- Staffing and maintenance performed by the City of Brantford
- Strong asset base of artefacts
- Support of volunteer committee for inductions and fundraising
- Operating budget support from the City of Brantford
- Facility owned and maintained by the City of Brantford
- High traffic location with a very high attendance

Factors Affecting Sustainability

- Reliance on the volunteer committee for fundraising efforts

Canadian Industrial Heritage Centre

The Canadian Industrial Heritage Centre is a registered charity that has been in existence for about 20 years. It has a small collection of farm equipment, currently stored at the Waterford Heritage and Agricultural Museum in Waterford, Norfolk County. The organization has no physical location at this time. Note that the museum did not provide the necessary documentation for a comprehensive review after multiple attempts. The principle issue of sustainability for this organization is a lack of a formal development plan and business plan to start up operations if/when the City of Brantford grants a lease to 66 Mohawk Street.

Factors Supporting Sustainability

- Represents a major story in Brantford's narrative
- Farm equipment collection

Factors Affecting Sustainability

- Lack of substantive progress after 20 years
- No physical presence
- No development plan or business plan
- Questionable concept for 66 Mohawk Street

Canadian Military Heritage Museum

The building that houses the Canadian Military Heritage Museum is owned by the City of Brantford. The building is programmed by the Canadian Military Heritage Museum, a charitable organization that also owns a significant collection of artefacts. The museum is run entirely by volunteers to a high standard of collections management and interpretation. The museum's reliance on volunteers, its weakness in revenue generation, its weak attendance, and its lack of community support make it highly vulnerable. The principle sustainability issue for the Canadian Military Heritage Museum is making connections with the community to increase its service delivery and potential for revenue generation.

Factors Supporting Sustainability

- Lease agreement with the City of Brantford
- Strong asset base, including its permanent collection
- Strong collections management
- Facilities are maintained by the City of Brantford
- Dedicated volunteers provide all functions that paid staff normally would
- A Board of Directors that works effectively together
- Museum has the ability to tell many important stories

Factors Affecting Sustainability

- Poor income performance
- Operating budget is well below minimal
- Very low level of attendance
- Over-reliance on volunteers, who are aging out, with little succession planning in place
- Underperforming in making connections to the community
- Location is difficult to find and exterior/façade is poor

Glenhyrst Art Gallery of Brant

The buildings and land at Glenhyrst Art Gallery of Brant are owned and maintained by the City of Brantford. The buildings and the site overall is programmed by Glenhyrst Art Gallery of Brant, a charitable organization that owns a substantial collection of works of art that are housed onsite. Glenhyrst Art Gallery of Brant is professionally run in keeping with best practices in all areas of management, and is very well attended. Both the site



and the buildings at Glenhyrst are heavily scheduled; as such, the principal sustainability issue for Glenhyrst is the need for additional physical space to grow its programs and increase its revenue potential.

Factors Supporting Sustainability

- Lease agreement with the City of Brantford
- Good income performance
- Outstanding physical building; facilities are maintained by the City of Brantford
- Strong asset base including permanent collection
- Strong management of the gallery's assets and its programs
- Strong attendance of 39,000 annually

Factors Affecting Sustainability

- Operating budget is under-scaled for sustaining current levels of activity
- Physical space restrictions limit growth of programs and revenue potential

Her Majesty's Royal Chapel of the Mohawks

Her Majesty's Royal Chapel of the Mohawks, the graveyard, and the associated land is owned by Six Nations of the Grand River and is operated by the Six Nations of the Grand River Development Corporation/Six Nations Tourism. The museum is professionally run to a high standard of interpretation, is managed in keeping with best practices, and is very well attended. There are short- and mid-term unfunded liabilities related to the conservation of the Chapel and the graveyard.

Factors Supporting Sustainability

- Oversight by Six Nations of the Grand River Development Corporation
- Facilities are maintained by Six Nations of the Grand River Development

- Corporation
- Designated as a National Historic Site with an internationally significant heritage graveyard
- Strong asset base including the museum's permanent collection
- Strong collections management
- Regular and diverse programming (both civil and religious)
- Strong annual attendance of 5,000 annually

Factors Affecting Sustainability

- Heritage building conservation is costly
- Ongoing wear and tear from strong visitation
- Security of the unoccupied building during off-season
- Graveyard conservation is needed
- Flood plain location could be hazardous

Myrtleville House Museum

The buildings and land of the Myrtleville Farmstead are owned and maintained by the National Trust for Canada, which has limited funds for maintenance and conservation. Interpretive programming and collections management is provided through an agreement with the Brant Historical Society. Should the Brant Historical Society fail, educational programming at Myrtleville would likely cease, as there is no other apparent operating entity. The principle sustainability issue for Myrtleville House Museum is finding a qualified organization to manage and program the site.

Factors Supporting Sustainability

- Owned and maintained by the National Trust for Canada
- Provincially-significant building and site
- Strong asset base including a permanent collection
- School programs have potential to expand
- Municipal designation as a Specialized Park and Open Space

Factors Affecting Sustainability

- Reliance on Brant Historical Society for programming and collections management
- Reliance on National Trust for Canada on maintenance
- Operating budget is well below minimal
- Absence of local advocacy
- Low visitor attendance
- Poor interior maintenance and housekeeping
- Location is difficult to find

Woodland Cultural Centre

The land and buildings at the Woodland Cultural Centre is owned by Six Nations of the Grand River and is operated by a board of directors. Woodland Cultural Centre is professionally run with best practices in all areas of management. The museum has a significant collection of artefacts and works of art, and is very well attended. The opening of the Mohawk Institute Residential School interpretive centre will add an important chapter in the First Nations story and broaden Woodland Cultural Centre's public appeal. The principle sustainability issue for Woodland Cultural Centre is the integration of the museum and the art gallery, and sufficient funding to complete the Save the Evidence project.

Factors Supporting Sustainability

- Diversified annual financial support
- Strong asset base of heritage buildings and artefacts
- Strong management of the museum's assets and its programs
- Strong attendance of 7,000 annually
- New significant attraction of the former Mohawk Institute Residential School

Factors Affecting Sustainability

- Repairs to existing buildings
- Completion of the Save the Evidence Project
- Poor integration of the museum and the art gallery in the main building

Gap Analysis

Taken collectively, the Brantford museums are a significant cultural asset but have the following gaps impeding their development:

1 / MORE LEADERSHIP FROM THE CITY OF BRANTFORD

In various policies, the City of Brantford recognizes the value of museums. In practice, the City operates one museum and provides facilities for three others. The City also provides a grant program through its share of casino revenues. While the City's contributions help maintain the status quo, leadership by the City will be required to make effective change.

2 / COLLECTIVE ACTION BY THE MUSEUM COMMUNITY

There is a compelling case that collective action by the museums can make effective

change but the Brant Museums and Galleries Association lacks purpose and structure. BMGA needs to become an effective organization.

3 / TRIPARTITE COORDINATION

The history of Brant County, Brantford and Six Nations comprises a single narrative within which there are many inter-related stories. While there are lines separating the City, County and Six Nations, these lines are only jurisdictional and therefore invisible to the greater narrative. The collective action on the part of the museum community needs to be reinforced by a set of common goals established cooperatively by the City, the County and Six Nations.

4 / COMMON NARRATIVE

One of the challenges identified in the City's Economic Development Strategy was the need to answer the question, "What is Brantford?"

Nowhere in the documents that were reviewed for this present work was the corresponding question posed, "What is the story of Brantford?" and, by extension, "How does each of the participating museums fit into Brantford's narrative?"

5 / INDUSTRIAL HERITAGE

For nearly a century, Brantford was one of the most important manufacturing centres in Canada. Today, there is almost no evidence of this in Brantford's built form. Having been in existence for 20 years, the Canadian Industrial Heritage Centre has almost nothing to show for its efforts to address this missing link. A new agency is required to take up this task.

Recommendations to the City of Brantford

The City of Brantford has a leadership role to play in the development of the museum sector. The municipality's ability to amend and elaborate on existing City policies and administrative frameworks, as well as its leadership role as the coordinating body for the BMGA, puts the City of Brantford in a unique position to ensure the ongoing development of the museum sector in Brantford and area.

1 / TRIPARTITE COORDINATION

The BMGA includes member museums from the City of Brantford, County of Brant and Six Nations of the Grand River. Given the larger local stories to tell, as well as

residents and visitors' desire for borderless experiences, the Museum Sustainability Plan recommends that a formal tripartite relationship be developed in order to support the museum sector as a whole.

a / Memorandum of Coordination

- Develop a memorandum of coordination between the City of Brantford, County of Brant, and Six Nations of the Grand River, in the context of the common narrative of the area, to further community-wide participation and the development of tourism and visitor experience
 - Identify clear roles and contributions for each municipality

2 / CITY OF BRANTFORD POLICY & ADMINISTRATIVE FRAMEWORK

Existing City policies support the impactful role of the museum sector on Brantford and area's residents and visitors, from both quality of life and economic impact benefits. Adopting professional standards, encouraging best practices across the museum sector, and including heritage in economic development efforts are areas where Brantford can take a leadership role in the development of the sector.

a / Create Heritage Policy Statement

- Create and adopt a Heritage Policy Statement containing definitions, values, goals, an outline of the Brantford "story," etc.
- Ensure all heritage interests are included in the Policy Statement: archaeology, oral history, natural heritage; built heritage and urban districts, material history, archives (all media), etc.

b / Adopt Performance Standards for Operations

- Encourage and support all non-profits and registered charities to explore accreditation under the Imagine Canada Standards Program
- Encourage museums to demonstrate knowledge of and adoption of Core Standards for Canadian Museums within one year
- Encourage museums to demonstrate knowledge of and adoption of volunteer standards and practices as per Volunteer Canada within one year

c / Adopt Standards for Repair and Maintenance

- Ensure all work on City owned heritage properties is carried out in accordance with Standards and Guidelines for the Conservation of Historic Places in Canada.
- Ensure all work on City owned heritage properties is carried out with significant involvement of relevant consultants who are members in good standing of the Canadian Association of Heritage Professionals.

d / Adopt Assessment Standards for Operational Funding Applications

- Advise museums that, beginning immediately, considerations for City funding will include assessments of (1) corporate management, (2) collections management, (3) public service and (4) facilities.
- Adjust operational funding to reinforce achievement and improvement.

e / Granting Programs

- Maintain existing grant programs – Community Cultural Investment Program (CCIP), Cultural and Built Heritage Funding Program, and City of Brantford Grants, with funding from existing sources
- Make additional one-time operations funding available for adoption of performance standards
- Make additional one-time funds available for training and professional development by outside experts
 - Participation in training by City-funded museums should be mandatory
- Revise the criteria and assessment process for the existing grant programs

f / Bell Homestead National Historic Site

- Develop coordinated long-term plan for new external advocacy and outreach in relation to generational change
- Develop long-term plan for operations
- Re-confirm Recommendations of the Parks and Recreation Master Plan
 - Recommendation 35: Complete a comprehensive condition assessment for the building and grounds of the Bell Homestead National Historic Site



- Recommendation 36: Complete and implement an Integrated Conservation Plan for the Bell Homestead including the buildings, the grounds and artifacts.
- Recommendation 37: Implement mitigation measures required to address slope/soil instability as well as a concept plan for site preservation and enhancements. This may include consideration for land acquisition to facilitate movement of the Homestead on-site”
- Recommendation 38: Create a capital reserve fund for the Bell Homestead
- Recommendation 39: Develop a marketing plan that promotes the Bell Homestead as a local and tourist attraction.

g / Directives to Economic Development & Tourism Department

- Direct Economic Development and Tourism Department to set goals for the use of heritage in the attraction of businesses and new residents
- Direct Tourism Division to set goals for the use of heritage in attraction of visitors
- Direct Tourism Division to set goals for the use of heritage in local education related to telling the Brantford “story”
- Direct Tourism Division staff to continue to actively engage in a joint and coordinated manner with the BMGA

h / Myrtleville Farmstead

- Work with the National Trust for Canada to undertake a professional plan to investigate contingencies and options for the next three years

i / Recognize the Need to Fill the Industrial Heritage Gap

- Direct Staff to assist in filling the big gap in the story of Brantford and area – its century of industrial supremacy
- 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
 - If the Canadian Industrial Heritage Centre fails to show substantial results, commission a study to investigate strategies and options

j / Create a Single Committee for Arts, Culture and Heritage

- Consider the City’s oversight of arts, culture and heritage through a single advisory body
- Refer this recommendation to the Municipal Cultural Plan Update (~2021)

3 / COLLECTIVE MUSEUM CAPACITY SUPPORT

The Findings and Recommendations Report outlines that, through consultation with museum representatives, heritage professionals, and the BMGA as a collective, the

need to formalize the BMGA is a key step in developing the sector. The BMGA created vision and mission statements, as well as general terms and core areas of activity to start this process:

Vision Statement

The Brant Museums and Galleries Association seeks to entertain, engage, educate and inspire people through the collective power of arts, culture and heritage to tell the stories of Brantford and area.

Mission Statement

The members of the Brant Museums and Galleries Association will support the Brantford and area story by their stated commitment to:

- Develop sustainable business practices
- Represent and promote the collective interests of museums in Brantford, County of Brant, and Six Nations of the Grand River
- Advocate with the City of Brantford, County of Brant, and Six Nations of the Grand River, and other levels of government
- Create a marketing strategy for Brantford and area museums
- Adhere to best professional practices in organization and museum management

General Terms of the BMGA

- The mandate and main goal will be collective benefit
- Advocacy will always be with one voice for collectively-agreed objectives
- There will be no direct competition with any other member organizations
- The organizational structure will be a federated model
- Members will commit to exploring Imagine Canada Standards

Core Areas of Activity

- Collective promotion and marketing
- Training and professional development
- Coordination of shared knowledge and resources
- Peer-to-peer communication

Recommendations directly related to the City of Brantford's support in the development of the BMGA as a formal entity include:

a / Accept Vision and Mission of Museums

- Acknowledge receipt of the Mission and Vision Statements developed by BGMA

b / Support the Development of the BMGA

- Take an active role in making the BMGA an effective coordinating entity

Collective Action Planning Session

- 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

c / Professional Development Workshops

- Host daylong workshops delivered by recognized experts in the fields of:
 - non-profit corporate management
 - museum management
 - marketing
 - fundraising

d / Assign Staff to Develop Museums Advancement Plan (Year 1)

- Provide dedicated 0.5 full-time employee to strengthen all BMGA members through:
 - adhering to performance standards
 - assisting in developing sectoral identity through coordinated marketing
 - facilitating sharing of knowledge, skills and resources
 - identifying the needs for external expert advice and coordinate delivery



- Ensure that contract staff has demonstrated experience at the middle management level in non-profit operations and in arts administration and have exceptional leadership and organizational skills.

e / Assign Staff to Develop Museums Advancement Plan (Year 2)

- Provide dedicated staff (half time) to give active support to individual museums specifically for governance, revenue generation, development and management of volunteer programs.
- Ensure that contract staff has demonstrated experience at the middle management level in non-profit operations and in arts administration and has exceptional leadership and organizational skills.

Recommendations to Museums

If Brantford's museums collectively play a role in the life of the community by serving their intended purposes and by meeting the City's expectations and policy goals, their capacity for collective effort will need to be developed and this developmental assistance will need to come from new and external sources.

The first goal will be to establish the BMGA as a coordinating entity (incorporated with terms of reference well-defined) and to resolve to develop administrative capacity within two years.

In the absence of other agents, the City of Brantford will need to take the lead. In this regard, it is recognized that other jurisdictions (County of Brant and Six Nations of the Grand River) will also need to be formally engaged.

1 / BRANT MUSEUMS AND GALLERIES ASSOCIATION (BMGA)

- Become a non-profit corporation
- Develop a statement of purpose
- Adopt the new vision and mission statements
- Develop sectoral goals for the next five years
- Develop a terms of reference for relationships with member organizations (consider federated model)
- Develop a terms of reference for relationship with City of Brantford, County of Brant and Six Nations of the Grand River
- Each museum will make a stated commitment to the goals, methods and terms identified in this report as a pre-requisite to membership in the incorporated BMGA
- Immediately develop a two-year work plan

2 / COLLECTIVE AND GENERAL COMMITMENT

- Support the need to behave like a sector and make sectoral growth a priority
- Help develop and participate in the common narrative
- Support the civic goals and actively work to ensure all parties participate
- Create the outline for a two-year Advancement Plan

3 / IMMINENT THREATS: INDIVIDUAL MUSEUM SUSTAINABILITY

In its relations with individual museums, the City of Brantford needs to ensure that it has an appropriate overall policy context for heritage as well as clearly articulated expectations and assessment protocols to be used equally in its relations with all museums.

This plan recognizes that the City's relationship to the Bell Homestead National Historic Site is unique among the nine museums in that the Bell Homestead and the Brantford and Area Sports Hall of Recognition are the only two of the nine that are wholly owned and directly operated by the City.

a / Brant Historical Society

- Develop a contingency plan to address the imminent organizational crisis using an arm's length, professional cultural management expert acceptable to the relevant City staff, as soon as possible

b / Canadian Industrial Heritage Centre

- 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

c / Canadian Military Heritage Museum

- Consider using the name “Brantford and Brant Museum of Canadian Military Heritage” or “The Military Museum” for short – to avoid the confusion with the larger issue of the military history of all Canada

Financial Implications

The estimated budget for the delivery of the recommendations of this report is approximately \$103,500 with an ongoing annual cost of \$10,000. While this report assumes that the City of Brantford would take the lead, it also assumes that the City would seek financial participation from the County of Brant and Six Nations of the

Grand River as part of the Tripartite Coordination given the collective benefit. This would offset the cost of the Development and Implementation of Advancement Plan for the BMGA as well as the professional development workshops.

Museum Sustainability Plan Budget

Item	Estimated Budget
New Grant Program	\$5,000
Future of Myrtleville Planning	\$10,000
Industrial Heritage Gap Planning	\$20,000
Development of the BMGA	\$10,000
Action Planning Workshop	\$2,500
Professional Development Workshops	\$10,000/annually
Development and Implementation of Advancement Plan (Staffing)	Approximately \$56,000* (over 2 years)
Total One-Time Costs	\$103,500
Total Ongoing Annual Costs	\$10,000

*Note: Salary and benefits for the position could vary based on Human Resources review of a new staff position. This estimate is based on Level C, Step 4 of the APAE grid.

The following recommendations can be completed with existing City of Brantford staff resources:

Item	Estimated Budget
Tripartite Coordination	In-Kind
Heritage Policy Statement	In-Kind
Performance Standards for Operations	In-Kind
Standards for Repair and Maintenance	In-Kind
Assessment Standards for Funding	In-Kind
Directives to Other City Departments	In-Kind
Single Oversight Committee	In-Kind
Vision and Mission	In-Kind

Implementation Plan

#	Programs	Lead	Timeline	Recommended Actions
1. TRIPARTITE COORDINATION				
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>
2. POLICY & ADMINISTRATIVE FRAMEWORK				
2a)	Create Heritage Policy Statement	Planning Department; Brantford Heritage Committee	Year 1	<ul style="list-style-type: none"> • Create and adopt a Heritage Policy Statement containing definitions, values, goals, an outline of the Brantford “story,” etc. • Ensure all heritage interests are included in the Policy Statement: archaeology, oral history, natural heritage; built heritage and urban districts, material history, archives (all media), etc.
2b)	Adopt Performance Standards for Operations	Tourism Division	Year 1-2	<ul style="list-style-type: none"> • Encourage and support all non-profits and registered charities to explore accreditation under the Imagine Canada Standards Program • Encourage museums to demonstrate knowledge of and adoption of Core Standards for Canadian Museums within one year • Encourage museums to demonstrate knowledge of and adoption of volunteer standards and practices as per Volunteer Canada within one year

#	Programs	Lead	Timeline	Recommended Actions
2c)	Adopt Standards for Repair and Maintenance	Facilities Department, Parks Services, Sanderson Centre for the Performing Arts, Bell Homestead, BHS	Year 2-3	<ul style="list-style-type: none"> • Ensure all work on City owned heritage properties is carried out in accordance with Standards and Guidelines for the Conservation of Historic Places in Canada • Ensure all work on City owned heritage properties is carried out with significant involvement of relevant consultants who are members in good standing of the Canadian Association of Heritage Professionals
2d)	Adopt Assessment Standards for Operational Funding Applications	Tourism Division	Year 1-2	<ul style="list-style-type: none"> • 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.
2e)	Granting Programs	Tourism Division, Clerks Department	Year 1	<ul style="list-style-type: none"> • Maintain existing grant programs – Community Cultural Investment Program (CCIP), Cultural and Built Heritage Funding Program, and City of Brantford Grants, with funding from existing sources • Make additional one-time operations funding available for adoption of performance standards • Make additional one-time funds available for training and professional development by outside experts. Participation in training by City-funded museums should be mandatory • Revise the criteria and assessment process for the existing grant programs

#	Programs	Lead	Timeline	Recommended Actions
2f)	Bell Homestead NHS Sustainability Planning	Bell Homestead, NHS, Parks Services	Year 2-3	<ul style="list-style-type: none"> • Develop coordinated long-term plan for new external advocacy and outreach in relation to generational change • Develop long-term plan for operations • Re-confirm Recommendations 35, 36, 37, 38 and 39 of the Parks and Recreation Master Plan
2g)	Economic Development & Tourism	Economic Development & Tourism Department	Year 1-5	<ul style="list-style-type: none"> • attraction of businesses and new residents • Direct Tourism Division to set goals for the use of heritage in attraction of visitors • Direct Tourism Division to set goals for the use of heritage in local education related to telling the Brantford “story” • Direct Tourism Division staff to continue actively engage in a joint and coordinated manner with the BMGA
2h)	Myrtleville Farmstead	Planning Department, Tourism Division	Years 2-4	<ul style="list-style-type: none"> • Work with National Trust for Canada to undertake a professional plan to investigate contingencies and options for the next three years
2i)	Industrial Heritage Gap	Tourism Division, Legal & Real Estate Department	Years 1-3	<ul style="list-style-type: none"> • Direct Staff to assist in filling the big gap in the story of Brantford and area – its century of industrial supremacy • 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 • If the Canadian Industrial Heritage Centre fails to show substantial results, commission a study to investigate strategies and options

#	Programs	Lead	Timeline	Recommended Actions
2j)	Create a Single Committee for Arts, Culture and Heritage	Brantford City Council	Year 2	<ul style="list-style-type: none"> Consider the City's oversight of arts, culture and heritage through a single advisory body Refer this recommendation to the Municipal Cultural Plan Update (~2021)

3. COLLECTIVE MUSEUM CAPACITY SUPPORT

3a)	Support the Development of the BMGA	BMGA	Years 1-5	<ul style="list-style-type: none"> Acknowledge receipt of the Mission and Vision Statements developed by BGMA Take an active role in making the BMGA an effective coordinating entity 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 Host daylong workshops delivered by recognized experts in the fields of: non-profit corporate management; museum management; marketing; and fundraising-
3b)	Develop a part-time contract position to support the development of the BMGA	Economic Development & Tourism Department, Human Resources Department, Finance Department, Brantford City Council	Year 3	<ul style="list-style-type: none"> Assign Staff to Develop Museums Advancement Plan (Year 1) Assign Staff to Implement Museums Advancement Plan (Year 2)

#	Programs	Lead	Timeline	Recommended Actions
4. BRANT MUSEUMS & GALLERIES ASSOCIATION				
4a)	Formally develop the BMGA	BMGA	Years 3-5	<ul style="list-style-type: none"> • Become a non-profit corporation • Develop a statement of purpose • Adopt the new vision and mission statements • Develop sectoral goals for the next five years • Develop a terms of reference for relationships with member organizations (consider federated model) • Develop a terms of reference for relationship with City of Brantford, County of Brant and Six Nations • Each museum will make a stated commitment to the goals, methods and terms identified in this report as a pre-requisite to membership in the incorporated BMGA • Develop a two-year work plan for the part-time staff person and BMGA members collectively
4b)	Sector Commitment	BMGA	Years 1-5	<ul style="list-style-type: none"> • Support the need to behave like a sector and make sectoral growth a priority • Help develop and participate in the common narrative • Support the civic goals and actively work to ensure all parties participate • Create the outline for a two-year Advancement Plan
5. INDIVIDUAL MUSEUM RECOMMENDATIONS				
5a)	Brant Historical Society	Brant Historical Society, Tourism Division	Year 2	<ul style="list-style-type: none"> • Develop a contingency plan to address the immanent organizational crisis using an arm's length, professional cultural management expert acceptable to the relevant City staff, as soon as possible

#	Programs	Lead	Timeline	Recommended Actions
5b)	Canadian Industrial Heritage Centre	Canadian Industrial Heritage Centre, Tourism Division, Legal & Real Estate Department	Year 1	<ul style="list-style-type: none"> 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
5c)	Canadian Military Heritage Museum	Canadian Military Heritage Museum	Year 2	<ul style="list-style-type: none"> Consider using the name “Brantford and Brant Museum of Canadian Military Heritage” or “The Military Museum” for short – to avoid the confusion with the larger issue of the military history of all Canada





CITY OF BRANTFORD
Economic Development and Tourism Department
399 Wayne Gretzky Parkway
Brantford, Ontario
519-751-9900 | www.discoverbrantford.ca

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