

Museum Sustainability Plan Implementation Progress

#	Programs	Lead	Timeline	Recommended Actions	Notes
1. TRIPARTITE COORDINATION					
1a	Memorandum of Coordination	Tourism Division	Year 1	<ul style="list-style-type: none"> Develop a memorandum of coordination between the City of Brantford, County of Brant and Six Nations of the Grand River Identify clear roles and contributions from each municipality 	<p>In progress</p> <p>The County is working on their Arts, Culture & Heritage Masterplan (ACHMP) in 2021 and would like to complete that before discussing entering an agreement with the City. Discussions in early 2022 are agreeable to Six Nations Tourism as well.</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 	<p>In progress</p> <p>This will be rolled into the updated Municipal Cultural Plan in 2022.</p>

				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 	<p>In progress</p> <p>The City is providing the BMGA with a 2 hour virtual workshop hosted in May 2021. A representative from Imagine Canada will be teaching the standards to the BMGA. The Core Standards for Museums and Volunteer Standards will be shared electronically with BMGA members. Standards from those handbooks will be included in grant applications in order to track progress year over year.</p>

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"> • 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 	Not yet started
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 	Not yet started

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 	<p>In progress</p> <p>Applications for the Community Cultural Investment Program (CCIP) were revised in 2020 to include assessments of these standards.</p> <p>The City is providing the BMGA with a 2 hour virtual workshop hosted in May 2021. A representative from Imagine Canada will be teaching the standards to the BMGA. The Core Standards for Museums and Volunteer Standards will be shared electronically with BMGA members. Standards from those handbooks will be included in grant applications in order to track progress year over year.</p>
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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 	Not yet started
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 	<p>In progress</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</p>

				engage in a joint and coordinated manner with the BMGA	
2h	Myrtleville Farmstead	Planning Department, Tourism Division	Year 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 	Not yet started
2i	Industrial Heritage Gap	Tourism Division, Legal & Real Estate Department	Year 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 	<p>In Progress</p> <p>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)</p>

				to investigate strategies and options	
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 (2022) 	Not yet started
3. COLLECTIVE MUSEUM CAPACITY SUPPORT					
3a	Support the Development of the BMGA	BMGA	Year 1-5	<ul style="list-style-type: none"> Acknowledge receipt of the Mission and Vision Statements developed by BMGA 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 	<p>In progress</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>

				<ul style="list-style-type: none"> • 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) 	Not yet started

4. BRANT MUSEUMS & GALLERIES ASSOCIATION					
4a	Formally develop the BMGA	BMGA	Year 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 relationship 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 	<p>In progress</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>

				<ul style="list-style-type: none"> • Develop a two-year work plan for the part-time staff person and BMGA members collectively 	
4b	Sector Commitment	BMGA	Year 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 	Not yet started
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 relevant City staff, as soon as possible 	Not yet started

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 	<p>In Progress</p> <p>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)</p>
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 of Canada 	Not yet started