



GREATER
SUDBURY
MUSEUMS

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DU GRAND
SUDBURY



DRAFT MUSEUMS REVITALIZATION PLAN

October 26, 2022



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1. Introduction

1.1 Purpose of Report

Greater Sudbury Museums (GSM) welcome thousands of visitors to its four sites each year. The Museums Section of the City of Greater Sudbury is committed to conserving and promoting the heritage and history of Greater Sudbury as a means of sharing the community's cultural identity for residents and visitors by providing opportunities for education, interpretation and participation in heritage activities and programs.

In February 2022, City Council received a staff report which provided a status report on municipal museums and their associated challenges. As part of the February report, Council was provided with an option to permanently discontinue museum services and simply maintain the sites as passive park space. Instead, Council directed that staff produce a Museum Revitalization Plan and describe the investments and steps required to ensure that GSM can reliably deliver on its service level commitments and meet the recommended requirements for a community museum in Ontario.

The purpose of this report is to provide Council and the public with a draft plan for comment. It also provides the basis for the business case that Council could consider as part of the 2023 Municipal Budget. In order to achieve the goals for this plan, staff are bringing three main recommendations to Council:

- An increase in the Museums Section Operating Budget to provide for the addition of two full-time permanent staff to address the shortfall of skilled resources required to meet community expectations, industry standards and perceived service levels.
- An increase in the operating budget to address increased costs in maintenance and provide financial support for the required external storage for a portion of the artifact collection
- The appointment of an Advisory Panel will provide advice and contribute to the creation of short and long-term plans, formulate the museums' statement of purpose, assist with creating written policies specific to operating standards, and recommend programming to be delivered to the community.

These recommendations are outlined in the main Council report that accompanies this draft plan.

1.2 Overview of Current Museum Services and Challenges

Museums Services have been operating four museum sites across CGS since amalgamation without a consistent, coordinated strategy and with minimal investments in staff resources and budget. These factors have contributed to the challenges identified in this and previous reports regarding governance, facility renewal and infrastructure needs, artifact conservation and program resources.

With the current complement of one permanent full-time staff member, GSM has been unable to meet its objectives of proper heritage conservation, public programming and meeting industry best practices for community museums.

The single Curator position is responsible for all duties with respect to operating the museum sites, with the majority of their time dedicated to administrative duties. This leaves minimal time to create high quality and engaging exhibits and programming that educate, inform and entertain visitors for all of the museum sites.

At present, the Greater Sudbury Public Library (GSPL) Board serves as a proxy advisory body for GSM. The absence of an advisory body that is dedicated solely to museum business also contributes to the challenges Museum Services have in providing relevant programming that includes the under-represented cultures and histories of the Francophone and Indigenous peoples. This challenge was noted by the CGS Auditor General during his review of GSPL Governance in 2019. The process to develop a renewed vision for the Museum Services with the shared efforts of an Advisory Panel, museum staff and public engagement will provide a clear vision for the role museums play within the community.

GSM has a significant number of artifacts that it is responsible for. Maintaining the standards regarding curation and conservation is not possible with the current staff complement. A clear collections policy is needed to guide staff in future collecting and deaccessioning efforts.

The challenge of properly documenting the collection is amplified by not having sufficient storage facilities and work space to complete the required task and to store the collection in an appropriate manner that is easy to access. The collection needs to be relocated into a more appropriate facility and continued work is required on cataloguing and sorting through the collection.

Many of the Museum facilities are heritage structures that require significant maintenance and asset renewal requirements. CGS have been investing into the maintenance of the heritage structures to ensure the safe use of the buildings and to continue to preserve the heritage structures.

In this phase of the plan, staff contacted the community partners that rely on the GSM to help host events and provide facilities for their success. We wanted to obtain a deeper understanding of the services the GSM offer these community groups and how we can improve to continue to support their needs. Their main recommendations including the need for additional resourcing an appointment of a Museums Advisory Panel Museums, the creation of a strategic plan and creating an awareness for the importance and value for heritage by working closely with Council to demonstrate the significance for preservation, promotion and animation of heritage services to the community.

The City recognizes the value museums bring to the community and believes that with the right supports in place, Museum Services will be better equipped to preserve our diverse heritage and offer meaningful services. This may be accomplished by reviewing the challenges Museum Services have been working with for the past several years and identifying the opportunities that may be achieved through short- and long-term goals.

1.3 Benefits Museums Bring to Communities

Community museums are created in the public interest. They inspire and educate visitors, foster deeper understanding of the community and promote the enjoyment and sharing of authentic cultural and natural heritage. Museums do this through the preservation and interpretation of heritage facilities and collections of artifacts.

According to the Ontario Museum Association, municipalities create value in their communities through the work of their museums. They do this by helping to create a sense of place,

preserving and promoting local stories, supplementing school curriculum, attracting cultural tourists, supporting healthy active seniors and promoting skill-building and learning.

A 2019 study working to quantify the benefits of Galleries, Libraries, Archives and Museums (GLAMs) determined that investing in museums is cost effective for the community; “for every dollar invested in non-profit GLAMs, society gets nearly four dollars in return. GLAMs perform very favorably when compared to other major social investments, such as transportation infrastructure.”¹

2 GSM Sites and Services

2.1 Summary of Museum Sites

Anderson Farm Museum is the largest and most visited museum in the GSM network. It consists of 4 historic structures and 1 multipurpose structure located on a 14-acre site with walking paths, a small playground and the Walden Community Garden. The exhibits reflect the history and heritage of the former town of Walden with emphasis on the agriculture life of Finnish immigrants “The Andersons”. The site also interprets northern Ontario immigration and pioneer life more generally, as well as the mining culture of Creighton and other histories from the surrounding communities. GSM staff work closely with community partners to host special community events such as Rock the Farm, the Fall Fair and Christmas Tree Lighting, which attract many visitors to the site.

Copper Cliff Museum consists of a historic monument and a small 1½ story historic log cabin originally built in 1885 and later relocated to a small parcel of land on the site of Copper Cliff’s first dwelling. The cabin is adjacent to Copper Cliff Memorial Park and across the street from the Copper Cliff Public Library which is often used for joint programming. The museum displays a collection of artifacts, some original to the house, which depict the interior setup of a miner’s cottage, as well as other aspects of local history.

Flour Mill Museum consists of a 2-storey clapboard house built in the early 1900’s and a replica log cabin that was built in 1983 for the Sudbury Centennial celebration. In 2019, these structures were relocated to from St. Charles Street to O’Connor Park to allow for the expansion and redevelopment of a sewage lift station. Prior to the move, a third building on the St. Charles Street site was condemned and not relocated. The potential replacement of this structure remains an outstanding item from the relocation project.

At present both buildings at the Flour Mill Museum are vacant and all artifacts are being stored off-site at a rental storage facility. Prior to the move, the museum exhibits and programming focused on the community’s Working Class Francophone culture.

Rayside-Balfour Museum is located in the Azilda branch of the Greater Sudbury Public Library and is comprised of a one room exhibit which contains five display cases as well as a large display cabinet for artifacts and interpretative information. This location was established in the mid 2000’s to accommodate artifacts that were previously displayed in an ad hoc space at the Lionel E Lalonde Centre. The intent of the site is to commemorate the shared histories of the communities of Azilda and Chelmsford.

¹ Ibid

2.2 Current Approach to Museum Services

Though not formalized in a strategy document, GSM staff have adopted the following principles in carrying out their mandate:

- Collect items from the later 19th century onward that reflect the community of Greater Sudbury and its history;
 - Demonstrate commitment to researching and collecting the history of the original communities and rural township areas which now lay within the current geographical and political boundaries of the City of Greater Sudbury;
- Create accessible opportunities for education in the history and culture of the Greater Sudbury area at physical museum sites and online through:
 - The exhibition and interpretation of museum artifacts and historical information;
 - Public programs and museum events
- Act as a repository for knowledge relating to heritage skills practiced in Greater Sudbury and work in partnership with local organizations to preserve, promote and teach those skills;
- In partnership with the Greater Sudbury Library, act as a resource for members of the general public with questions pertaining to local history;
- Protect and preserve, according to best practice, the assets entrusted to the Museum's care for future generations;
- Ensure the effective operation of the museum sites; and
- Deliver services to the public in both official languages, in keeping with the City of Greater Sudbury's French Language Services Policy

GSM offers public programming with a goal to preserve and promote local heritage. Current programming themes encompass education and sustainable living. These programs are delivered with the help of community volunteer partners. There are four main strategies in program delivery:

- Keeping heritage skills alive, especially those with strong ties to our museum collections and the themes of focus of our museum sites. An example of the heritage skill that visitors are able to learn about and try is the 8-bit cross stitch.
- Practically demonstrate and promote practices of sustainable living, especially practices that were used in the past. These programs highlight and teach skills/practices such as food preservation, survival-related skills, gardening and making use of recycled materials.
- Create awareness of the Museums by offering programs which provide a window into what museums are for, how they work and what they do. They also host community programs and events at the museum sites to create awareness of and promote the use of the sites.
- Create accessible entry points to Greater Sudbury's history by delivering programs that teach local history tied to the physical museum locations as well as the history of the City of Greater Sudbury. These programs are delivered through school tours and asynchronous school programs and accompanying resources.

2.3 Services Offered to the Community

The Museums Section offers many services to the community each year. Most programs are delivered in the summer months between May and August when seasonal student employees are available. The current year-round staff complement of one employee does not allow for sufficient resources to deliver many programs in the September to April period. In addition to staffing, most GSM facilities are not equipped with heat and snow removal which also limits their use to warmer months.

Many museum programs are only possible with the help of the community volunteers and partnerships that Museums Services have acquired. The following paragraphs provide a summary of services and activities at GSM sites in a typical year prior to the Covid pandemic and the relocation of the Flour Mill Museum. Further information on each service may be viewed in Section 11.1.

Anderson Farm Museum is the largest and most utilized GSM site with many active partnerships supporting the Museums operations. The museum provides guided tours of the permanent exhibitions to visitors and hosts school visits. These visits may include demonstrations provided by the museum's partners. March Break and Summer programming are offered to the community in partnership with the Greater Sudbury Public Library and typically include a heritage craft to teach the importance of sustainable living. When additional staff resources and partnerships permit, the museum has also hosted large events such as the successful "Frightening Friday at the Farm"; a large outdoor haunted maze based on local history events.

GSM staff support the Anderson Farm Museum Heritage Society in planning, organizing and operating three annual large events, Rock the Farm, Fall Fair and Christmas Tree Lighting. These events are well received by the community and often attract thousands of visitors each year. Further to the museum use, Anderson Farm Museum also offers their site for recurring partner events at no cost such as the Walden Winter Carnival and Walden Lions Easter Egg Hunt. The Stable and grounds are offered to the public for booking and are often used for birthday parties, baby showers, weddings and reunions.

During the summer months, Copper Cliff Museum offers guided tours for visitors of the museum's permanent exhibition and provides a weekly Story Time program for young children at the Copper Cliff Library. The museum welcomes LU Architecture students each fall to learn about creating drawings based on an actual heritage structure. There are occasional onetime events held at the museum as well as the annual Christmas Tree Lighting event that is organized and operated by Copper Cliff CAN with support from Museum staff.

Flour Mill Museum offers guided tours of the museum's permanent exhibition and offers a Story time program for younger children with a different theme and accompanying craft each week of the summer months. Museum Staff host a free community blueberry pancake breakfast for the community to celebrate the annual Blueberry Festival.

Rayside Balfour Museum is located in the Azilda library and offers display cases for permanent exhibitions. This space hosted a long-term fully bilingual temporary exhibition with interactive elements in partnership with the Centre Franco-Ontarien de Folklore and installation of new temporary exhibition on Whitewater Lake is in progress. Programs are occasionally held in this space in partnership with the GSPL.

2.4 Greater Sudbury Museums Attendance Statistics: 2013-2021

	2013	2014	2015	2016	2017	2018	2019	2020	2021
Anderson Farm Museum	11,637	13,573	12,757	18,339	16,359	21,529	18,808	4,224*	1,614*
Copper Cliff Museum	191	253	338	334	463	452	519	Closed	Closed
Flour Mill Museum	189	181	248	242	Closed	Closed	Closed	Closed	Closed
Rayside-Balfour Museum	---	---	---	---	---	---	---	---	---
Outreach	---	---	2,236	1,174	626	1,730	979	100	None
School Groups	9	18	26	14	13	12	18	0	0
Students	2,070	1,759	937	1,438	1,278	1,440	1,190	0	0
Social Media Followers	122	191	273	492	1,145	2,113	2,433	3,065	3,484

Figure 1

Attendance numbers include regular visitation as well as program and event attendance.

--- : Numbers not available

*Includes attendees of virtual programs and views of digital exhibitions

2.5 Limitations on Services to the Community

The complement of 1 full-time staff member and summer students is not adequate to provide a full range of programming at four museum sites. A focus on events and programming also means that attention can't be paid to updating exhibitions or curating artifacts. Many of the exhibitions are outdated and current resources limit the potential to complete new modern exhibitions and programming that reflect the vast culture of Greater Sudbury.

GSM sites and facilities also have limitations in terms of seasonal use, accessibility and capital deficiencies. The absence of a current strategic plan means it is difficult to set appropriate service levels for the sites and provide a clear direction on what role the museums play in the community.

2.6 Opportunities to Enhance Services to the Community

The museums require additional staff to operate and effectively manage the sites, collections, exhibits, programs and events offered to the community.

With additional staff, new exhibits and programs can be developed that align with community expectations and new outreach educational programs can be developed. Furthermore, additional time can be spent with existing volunteers and community groups to help assist in the success of their events and better promote the museums sites.

As recommended by the CGS Auditor General. Greater Sudbury Museums require a Museums Advisory Panel to better connect with the community and provide strategic vision for the operations. A GSM Advisory Panel can assist with the development of a new strategic plan for recommendation to Council. This plan should recommend service levels which align with the community's needs and are supported by the City's ability to resource the service.

2.7 Renewal of Exhibition Development

The exhibitions at all the museum sites require renewal. Exhibitions should have innovative, well researched, and engaging displays and programs that balance the community's desire to see the collection with topics that appeal to broader and more diverse audiences. The topics of the exhibitions should represent the diverse heritage of CGS including the Indigenous peoples within our region and public education in relation to truth and reconciliation. The exhibits would benefit by utilizing current industry trends that are interactive and dynamic using a range of technology features. New related programming could be developed for each new exhibition. The use of social media and websites would extend and enhance access to programs and exhibits.

In order to achieve high-quality and engaging exhibits and programs that educate, inform and entertain visitors, many steps need to be considered and many hours of staff time will be required. Artifacts for the use of the exhibits need to be determined. This involves sorting, cataloguing and documenting the artifacts to determine what is in the collection to support the selected themes. Digitizing the collection also allows the exhibition to also be available in a digital format.

It takes a trained full-time staff person approximately six months to research, develop, fabricate and install a new permanent exhibition.

2.8 Renewal of Educational Materials

The existing Museum in a Suitcase program which was developed in 2002 is an outreach program facilitated in the classroom in partnership by GSM and GSPL for elementary school teachers. The program includes a number of modules with accompanying presentations and activities on topics of the history of Canada and Greater Sudbury including mining, farming, logging, railroads and money. The school curriculum has now changed enough that these modules no longer match up with the learning objectives for various elementary schools and the program requires to be updated.

An updated version of Museum in a Suitcase program may be developed that could be requested by elementary and secondary school teachers in both English and French that coincides with the school curriculum and would include all necessary tools for teachers to deliver the program in the classroom.

An investment into the renewal of the Museum in the Suitcase program would benefit the community. Many local teachers have contacted Museum Staff to inquire when a renewed program would be available indicating that the Museum in a Suitcase program helps fill an important gap in local education. The renewal of the program will also improve broader community awareness of the GS Museums and their services and could be shared with communities outside of Greater Sudbury.

2.9 Re-Opening Flour Mill Museum

The Flour Mill Museum was relocated from its Charles Street location to O'Connor Park to allow for the expansion and redevelopment of the sewage lift station at the Charles Street location. In 2017, the City retained R.V. Anderson Associates Limited to design the new St. Charles lift station including the relocation of the Flour Mill Museum. RVA conducted an inspection of the Flour Mill Museum buildings and it was determined that the office building was in disrepair and the City decided not to relocate the office building and instead reserve capital budget to construct a new office and storage building at O'Connor Park.

In 2018, a public meeting was held to advise the public of the plans to relocate the Flour Mill Museum. The meeting was well attended and there were discussions on the site layout as well the need for community space. In return, concept building plans were prepared for the proposed Office and Storage building providing two layouts that both are approximately 225 sq.m in area and equipped with office and storage spaces, washroom facilities and space for community use. These proposed building options are close to double the size of the original Office Building located at the St. Charles site. RVA also prepared a site plan for the site that includes the future Office and Storage building.

The heritage house and log cabin were relocated to the O'Connor Park site as detailed in the site plan drawings. There are concerns the heritage house may have been damaged due to the move. In July 2022, a consultant, Accent Building Sciences, conducted a building assessment for both the heritage house and log cabin. It was determined that a structural engineer is required to complete a review of the structural integrity of the heritage house structure from identified water damage. The City is currently arranging for this review to be completed to determine what repairs will be required to ensure a safe building for public and staff use. A permanent fence has been constructed on the site as shown on the site plan drawings.

An estimate was completed in 2022 for the proposed 225 sq.m Office and Storage building. It was determined that the cost of construction of the new build would be in the range of approximately \$600,000 to \$750,000. Additional costs for the site development in the amount of approximately \$380,000 would also be required to complete the project as shown on the site plan drawings.

There currently is approximately \$407,000 in capital funds allocated to complete the development of the Flour Mill Museum site. These funds are insufficient to have the site developed as per the original concept plans. To reduce the cost of development, options of constructing a new smaller office and storage building, possible module build or renovations to the existing community building may be considered.

In the short term, it is recommended that the City complete any repairs required to the heritage structure and log cabin to ensure public safety for the use of the buildings.

In the medium term, through the work of the Advisory Panel, further public engagement should take place to determine the needs of the community and the best use of the buildings and existing capital funds allocated for this project

2.10 Marketing and Website Development

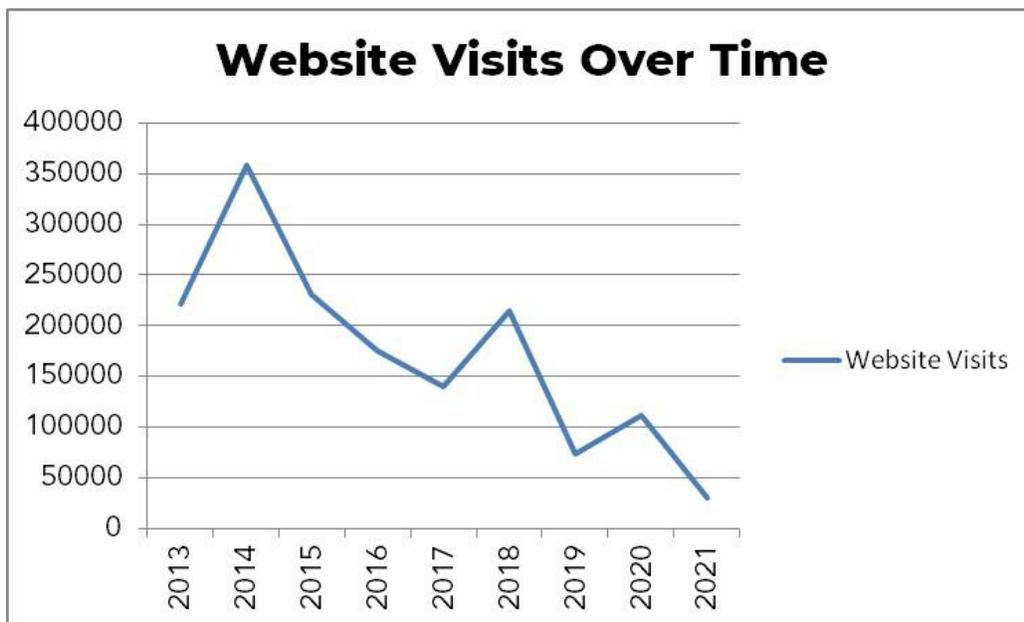
For a modern museum of any size, an effective website is an important tool to help increase awareness of the facility, market to attract visitors and provide online programs for users.

Studies indicate that tourists visiting museums is a popular activity for visitors to any community so it is vital that the GSM website clearly communicate what our museums have to offer through compelling images and graphics and engaging content.

Advances in technology have made museums more accessible than ever. For those who might struggle to attend an institution in person, museums are increasingly sharing their collection online. Virtual reality, digital guides, downloads, apps and digital trails are all becoming increasingly available and popular.

The GSM website contains a vast amount of detailed information, from previews of collections and exhibits, to visitor guides, event calendars, and research documentation. With the use of digital collections and exhibitions, visiting a museum can be done from home making it more accessible to more visitors.

The current CGS Museums website is outdated and requires a complete renewal to meet current regulations for accessibility and to encourage increased visitation. Over the past several years, user visits have declined as the site has aged and perhaps been seen as less functional.



During 2023, staff will work to develop a new, stand-alone website which will deliver increased value to users and meet all accessibility requirements. In the interim, the CGS IT Division will work with museum staff on the creation of a temporary website housed on the CGS website. It will contain only the core information and will be replaced by the new stand-alone website once it has been completed.

The investment required to build and maintain the new website is contained within the request for a modest increase in the GSM operational budget in the recommended business case.

3 Staff Resources

3.1 Current Staff Resourcing Model

As indicated previously, CGS museums have one full time Curator position that operates the museum sites. Multiple students are hired during the summer months to assist with program delivery at the museum sites and their work is overseen by the Curator. Recently it has been difficult to attract students for these positions.

3.2 Summary of Current Duties of the Curator

Since amalgamation, the one full time Curator position has taken on the duties for all museum operations with non-dedicated managerial support provided by the GSPL staff. The Curator has led Administrative, Planning and Organizational efforts required to operate the museums, while also coordinating Customer and Volunteer Services, and maintaining partnerships. The position is also responsible for exhibition and programming development, asset management for the heritage structures, sites and artifact collection, marketing and website maintenance.

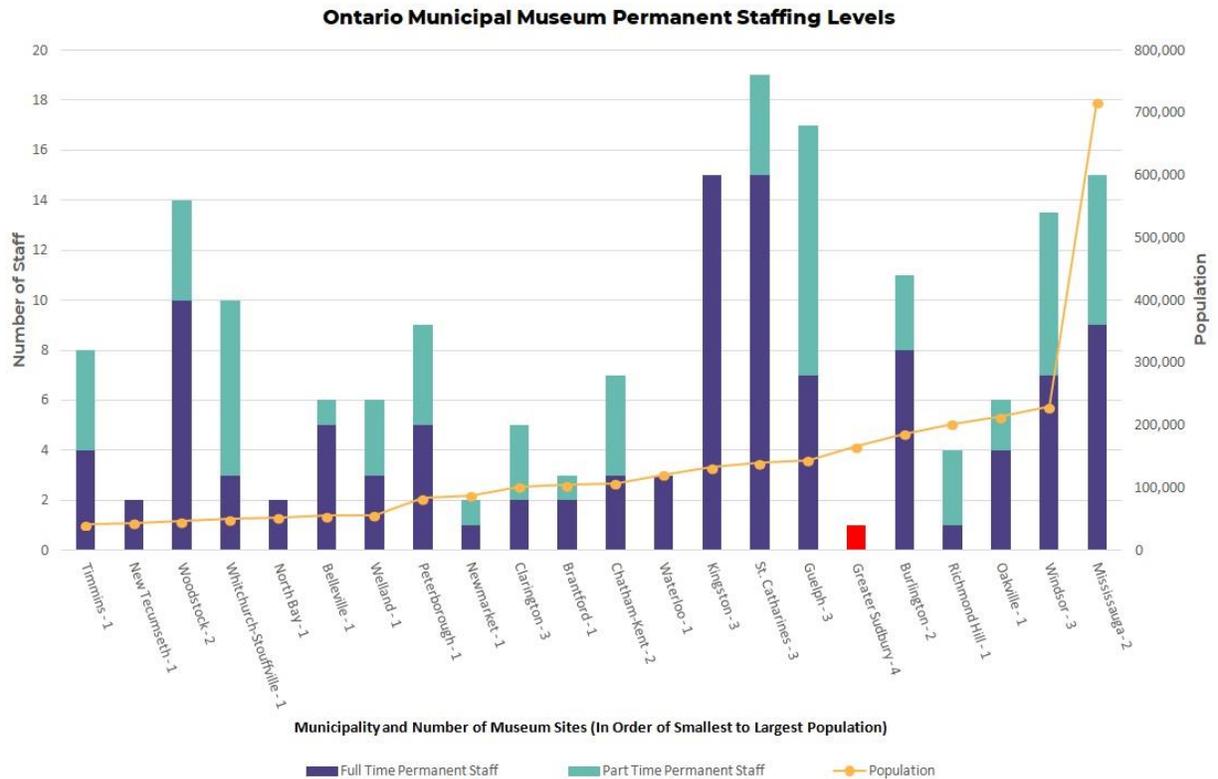
Most of the incumbent's time has been dedicated to Administrative/Planning and Organizational duties. It is estimated that 5% of her time is dedicated to tasks of collections, programming and exhibition development that specifically require curatorial expertise. This results in a mismatch between staff resources and service level expectations. These duties have been summarized in greater detail in Section 11.2

3.3 Comparisons with Other Ontario Municipality Community Museums

Museum staff conducted a survey to gain an understanding of the number of human resources that are provided by community museums in Ontario. The data gathered indicates that Greater Sudbury is an outlier when compared to other municipalities.

The average level of human resources commitment for municipal community museums in Ontario with a population over 40,000 was 5 full-time Permanent staff and 3 part-time Permanent staff. The average for communities with 2 or more municipally operated museums sites is 8 full-time permanent staff and 4.5 part-time permanent staff. As previously indicated, Greater Sudbury Museums have one full-time permanent position, approximately 0.2 FTE managerial commitment and 3,220 part-time hours which are generally used to employ summer students or to leverage government funding for temporary contract staff.

It is recommended that permanent staffing levels be brought more closely in line with other Ontario municipally operated museums.



3.4 Recommendation for Staff Resourcing

It is recommended that in addition to the Curator position, an Assistant Curator be added to the complement of museum human resources. This position would be filled with a candidate that has expertise in the field and can provide assistance to the Curator in duties related to exhibition development, collection management, program delivery and customer service.

It is also recommended that a Non-Union Coordinator position be added to the staff complement. This position would be responsible for the overall management of GSM operations with a focus on Facility Maintenance, Staff Supervision, Volunteer Management, Event Coordination and Marketing.

With the creation of the Assistant Curator and Coordinator positions, the number of summer students is recommended to be decreased from the average number of 7 students to 3 students each year. The students would continue to assist Museum Services with the delivery of programming to the community in the summer months and would focus on programs and events with demonstrated public demand.

3.5 Benefits of Additional Resources

Increased year-round staffing will stabilize GSM’s operations and bring a number of important benefits, including:

- Adequate coverage for scheduled holidays and incidental sick time
- Additional time to focus on collection conservation, exhibition and program development
- Improved and modernized exhibits offering engaging hands-on experience and improved accessibility

- Increase of services offered to the community on a year-round basis
- Ability to take part in strategic planning for the section

4 Budget for Museum Services

4.1 Current Budget for Museum Services

The current operational budget for Museums Services includes the wages and benefits for one permanent full-time employee and 3,220 part-time student hours. It also includes a modest budget for operating expenses including advertising, displays, building repairs and ground maintenance, property taxes, energy costs, and minor capital projects and annual transfer grants.

Revenues		
Provincial Grants & Subsidies	(\$16,908)	See section 4.2 below
User Fess	(\$3,700)	
Expenses		
Salaries & Benefits	\$183,268	
Materials – Operating Costs	\$59,268	
Energy Costs	\$20,463	
Grants – Transfer Payments	\$112,500	See section 4.3 below
Total Expenses	\$375,759	
Net Budget	\$355,151	

4.2 Grants that Supplement Budget

The Community Museum Operating Grant is an annual, statutory grant program administered under Regulation 877 of the Ontario Heritage Act. Its objectives are to augment and encourage local support for eligible community museums and raise the level of professionalism in the Ontario Museum sector. In order to be successful in receiving this grant, museum staff are required to apply and illustrate how they are and/or working towards meeting the Community Standards for Museums.

4.3 Transfer Grants included in Museums Budget

The Museums Section Operating Budget includes two amounts which do not directly benefit the GSM operations. The following amounts are for grants to outside organizations:

- \$110,000 annual grant to the Northern Ontario Railway Museum and Heritage Centre
- \$2,500 annual grant to the Anderson Farm Museum Historical Society

Factoring in these amounts, the Net Budget for municipal museums is approximately \$243,000.

4.4 Recommended Budget Increase

To address the mismatch of resources and service levels, staff recommend that two additional full-time positions are added so that Museum Services will operate with the following three full-time positions:

- A new Non-Union Coordinator who will take the lead in administration, supervising summer students, community partnerships, funding applications and liaison with City support services such as facilities maintenance.
- The current Curator position who will focus on public programming, exhibition development and artifact conservation.
- A new permanent Assistant Curator who will assist the Curator and make progress on recording and assessing the collection to ensure it is appropriately sized and focused for this community and Museum's mandate.

A decrease in summer student hours from 3,220 hours to 1,680 hours is also proposed. This will allow for three summer student positions a year to assist with artifact curation and program delivery. Additional students may also be secured through Provincial and Federal programs.

This change will address the shortfall of permanent skilled resources to meet community expectations, industry standards and perceived service levels.

The addition of a full-time Coordinator position and an Assistant Curator position will have a financial impact of \$198,806 in wages and benefits, however the reduction of seasonal students will decrease the budget requirement by \$30,227. Therefore, the total net financial impact of hiring two new skilled full-time employees is \$168,579.

The change in the operating budget to address increased maintenance costs and provide financial support for the new costs of required external storage and website maintenance is \$25,000.

The total required increase to the budget for these recommendations is \$193,579.

4.5 Benefits to the Community with Increased Museum Funding

Additional resources will strengthen the ability of the Museums to offer engaging and relevant local history programs to a larger segment of the public on a year-round basis. Additional staff time will allow for the development of a volunteer program, which will further increase the Museums' capacity to engage with the public in meaningful ways. This is particularly important to support the special events undertaken at Anderson Farm, Copper Cliff and the Flour Mill Museums. These events attract most visitors each year but also take staff time away from the care and maintenance of the museums. A significant amount of time is required to liaise with and coordinate these large community events. Additional staff will allow both priorities to be addressed.

5 Governance and Structure

As previously described, there is a need for the City of Greater Sudbury to better define the service levels for Museum Services and to match these with an adequate level of resources. It is the role of City Council to determine service levels and allocate resources. This provides a clear, Council-supported vision for museums and the role they will play within the community. Establishing an Advisory Panel will better connect GSM with the community and bring an outside perspective to assist Museum Services staff.

5.1 Current Governance and Structure

Greater Sudbury Library Public Library (GSPL) has managed Museum Services for the past several years which included representing GSM through the GSPL Advisory Board. In 2019 the CGS Auditor General's governance review of the GSPL recommended that, following the next

municipal election, the CGS recruit and appoint members to a Museums Advisory Panel to meet the requirements of the Ontario Heritage Act and the recommended governance standards for Community Museums in Ontario.

5.2 Council's Role in Community Museums

As with all municipal services, City Council is the governing board for the museums. They are ultimately responsible for museum operations and determine how the service will be maintained and delivered. Council provides direction and authority to staff to operate Museum Services.

5.3 Ontario Community Museums Standards

Recommended standards for Ontario Community Museums have been developed. These include a recommended that museums be governed by a publicly accountable body and have established written documents which include descriptions of the authority for the museum and the museum's mission statement. The standards also suggest that community museums have short and long-term plans that are approved by the governing body which contain goals and objectives relevant to the museum's statement of purpose. The Governance Standard for community museums in Ontario may be viewed in Section 11.3.

5.4 Museum Advisory Panel Development – Terms of Reference

In-line with both the General Auditor's 2019 governance recommendation, and the Ontario Community Museum Standards, staff are recommending that Council approve the creation of a new Museums Advisory Panel for the coming term.

The nine-member Advisory Panel will provide advice and contribute to the creation of short and long-term plans which are approved by City Council with goals and objectives relevant to the purpose of the museum consistent with the vision of the City of Greater Sudbury

The Draft Terms of Reference for a Greater Sudbury Museums Advisory Panel are below in Section 11.6.

5.5 Partnerships with City Departments

The City of Greater Sudbury has many departments within the corporation that have expertise that can support Museums Services future growth and success. Staff recommend that these City resources be utilized for the future strategic planning and continued support for Museum Services day-to-day activities.

Economic Development and Tourism

Economic Development has created Greater Sudbury Cultural Plan 2015-2020. Museum Services should continue to be engaged with any updates to this plan.

Museum Services spends the majority of their advertising budget each year to be part of the Tourism Partnership Program. It is recommended that GSM work closely with the Tourism Department to develop a Museums Marketing Plan to promote the services and programs GMS offers to the public and also to attract more tourism to the City.

Leisure Services

Leisure Services maintains the grounds and landscaping at many of the museum sites. In the past, GSM has worked with Leisure Services to provide group tours for various summer camps offered by the Playgrounds and have also done occasional programming for children at the Walden Youth Centre. There is future potential for these departments to work together to develop a Museums Summer Camp program for youth in the summer months. There is also

room for improvement in the maintenance of the museums grounds to create more attractive and inviting museum sites.

Archives

The City's archives serve the entire population of Greater Sudbury by preserving and providing access to records that include both municipal government records and private records of organizations, businesses or individuals that have made a significant contribution of the development of the City of Greater Sudbury. The City's archives support the museums by offering their collection for research and development of exhibits and programming to Museum Services.

Communications and Citizen Services

The Communications Department currently offers assistance in writing and promoting Public Service Announcements for Museum Services. There is a potential to increase the promotion of museum events and programming through 311 Citizen Call Centre

Greater Sudbury Public Library

Greater Sudbury Libraries and Museums Services have worked closely on joint programming ventures. They also work together on the care of the photographic collections and shared maintenance of the digital collections database. They have a shared responsibility for research requests from the members of the public

Capital Projects – Assets and Fleet

Capital Projects has provided coordination of major capital repairs to the museums building assets. They could further support Museum Services by assisting in the development of a Building Maintenance and Capital Project Plan. This can be achieved by working with museum staff and outside experts to identify appropriate methods and materials for the repair of heritage structures.

Corporate Services - Security

Corporate Services provides security services to the museums by coordinating Crime Prevention through Environmental Design (CPTED) reviews for the sites that help determine ways to create a safe and secure environment. They also work with museums to implement security tools on the sites to mitigate vandalism to the museum buildings and sites.

Engineering Services

Engineering Services has provided Project Management for the Flour Mill Relocation Capital Project. There is also potential for Engineering to assist Museum Services with 3-D scanning of the heritage structures and aerial photographs.

6 Public Engagement

6.1 Strategy for Public Engagement for this Plan

In the development phase of the plan, staff contacted the community groups that regularly partner with GSM and rely on museum staff to help host events and provide facilities for their success. To obtain a deeper understanding of the services the GSM offers these community groups and how it might improve to continue to support their needs, twelve community and

volunteer organizations were asked for their input on what GSM is currently doing to support their success and what other initiatives could GSM undertake to help them achieve future success.

6.2 Summary of Responses from Stakeholder Engagement

Anderson Farm Museum Heritage Society (AFMHS)

AFMHS was formed in 2007 to develop action plans to ensure that Anderson Farm is preserved and protected with plans for future growth. GSM has worked with AFMHS on identifying strategic priorities and would like to continue this practice. AFMHS hosts three annual free public events at Anderson Farm which attract thousands of visitors and they have also partnered with the GSM, Business, Corporate and Community Sponsors to complete small capital projects to enhance the Anderson Farm Museum.

In order for continued success at Anderson Farm Museum, AFMHS recommend the following:

- Additional staff at the GSM be hired including a full time Curatorial Assistant and full time Maintenance employee
- Professional Cleaners that are trained in cleaning artifacts be hired to care for Greater Sudbury Museum assets
- GSM partner with Heritage Society to deliver additional summer programming for children at the Anderson Farm Museum
- AFMHS have a member that participates as a member on the Advisory Panel
- AFMHS work with GSM staff to continue developing 5 year Strategic Plan for Anderson Farm

Azilda Community Action Network (CAN)

Representatives of the Azilda CAN shared their thoughts about the GSM. They find that the museum located in the Azilda library is limited. They feel that museums should be an attraction for tourists that tell the diverse history of Sudbury and there should be additional effort to achieve this. They also feel that in addition to Dynamic Earth, GSM should focus on the history of mining in Greater Sudbury.

Copper Cliff Community Action Network (CAN)

The Copper Cliff CAN holds the annual Christmas tree lighting event at Copper Cliff Museum which is a favorite with the local community. They feel that more programming could be provided to the community in collaboration with the Greater Sudbury Public Library located across the street. They also feel that the museums have been underfunded which has led to improper maintenance of the heritage building.

Café Heritage de Rayside Balfour

Café Heritage organizes and runs festivals to celebrate the heritage of Greater Sudbury. In the past GSM has helped contribute to the success of their events by providing students to help manage their historical displays and also help set up and tear down the event sites. Gary J. Michalak, Executive Director of Café Heritage made several comments regarding the future success of GSM and Café Heritage include:

- Creating an awareness for the importance and value for heritage by working closely with Council to demonstrate the significance for preservation, promotion and animation of heritage services to the community

- A revised administrative plan that would include the creation of an Advisory Panel and committees that were in place prior to amalgamation
- Inclusion of the outlying areas of Greater Sudbury that play a significant role in the development of heritage programs and services
- Prepare a detailed inventory of the artifacts that were donated to the City
- The creation of a mobile museum collection that could be used at their annual festivals
- Continued development of the on-line Rayside Balfour Museum

Walden Community Garden

The Walden Community Garden organization maintains a community garden at Anderson Farm that is used to teach the public/students about agriculture. To continue providing this volunteer program to the public they would like to work in partnership with the City to have access to the buildings for a teaching space and washroom facilities, construct an ecological water/irrigation system for the garden to thrive and ensure that the garden is AODA compliant for all public to enjoy.

6.3 Next Steps for Public Engagement

Based on the direction of Council, staff will finalize the Revitalization Plan document and post on Over to You Website for review and comments. Staff will consolidate all comments and share with Council in time for the review of a final business case as part of the 2023 budget process.

6.4 Importance of Volunteers and Partnerships

Greater Sudbury has many active volunteer-based community groups that have an interest in preserving local history. These community groups host a variety of events across the city that benefit the community and help attract visitors to the museum sites.

A significant amount of time is spent liaising with community groups who run events at or pertaining to the Greater Sudbury Museums, and whose activities enhance Museum services.

Whenever staffing levels permit GSM have provided support for the large community events run by the following volunteer-based groups:

- Anderson Farm Museum Heritage Society (Rock the Farm, Fall Fair, Anderson Farm Museum Christmas Tree Lighting);
- Copper Cliff Community Action Network (Copper Cliff Christmas Tree Lighting);
- Rayside-Balfour Café Heritage (Rayside-Balfour Heritage Days).

The Museums provide support to the following volunteer-based groups, who in turn provide valuable services to the community:

- Walden Seniors and Pensioners Woodworkers (low-cost woodworking and repair services);
- Sudbury Spinners and Weavers Guild (free programs for members of the public);
- Walden Community Garden (significant donations of fresh produce to the Walden Food Bank)

In a normal year, the Anderson Farm Museum hosts the following additional large event organized and operated by another City department in which Museums staff provides general support and a booth with activities:

- Children's District Water Festival (EarthCare)

Devoted volunteers with many years of knowledge and experience in their areas of expertise provide demonstrations to members of the public at city museums, greatly enhancing the available programming. These include:

- Sudbury and District Spinners and Weavers crafts demonstrations
- Tours of the Farmhouse, Milk-house and Creighton Log Cabin by community seniors

In the past, AFMHS worked with GSM and community partners and Corporate Sponsors to complete 3 projects to enhance the uses at Anderson Farm:

2012 – A custom built kitchen was installed in the Stable for the use of GSM, AFMHS for meetings and annual events and the public who rent the space.

2013 – A 12'x23' deck was constructed along the south side of the stable and two 16'x16' decks/outdoor stages were constructed.

2013/2014 – The purchase and cladding of a metal shed was added to the Anderson Farm site to provide on-site storage for equipment for AFMHS and Walden Seniors Woodworkers. There was also a 4'x8' sign with a map of the site.

It is recommended that the Advisory Panel and museum staff develop a strategy to expand the number of volunteers and community partners. This may include a program to attract volunteers and partners with defined task descriptions and training opportunities that would benefit all parties.

6.5 Community Values Museums, Culture and Heritage

“The Greater Sudbury Cultural Plan (2015-2020) found that 87% of Greater Sudbury residents agree that the City of Greater Sudbury should support local arts, culture and heritage organizations”

In 2020 when Council was reviewing options for budget reductions in response to Covid-19, and was looking at removing funding for Museum Services, citizens submitted numerous letters in objection to closing the community museums. The common theme of the public response was that culture and heritage is important to the community and removing this service would be devastating for the community.

Continued community engagement will be a key asset for future strategic planning of Museum Services.

7 Vision and Strategy

Museum Services are committed to conserving and promoting the heritage and history of Greater Sudbury as a means of enhancing cultural awareness for its residents and visitors through opportunities for education, interpretation and participation in activities and programs.

Museum operations will be strengthened through the appointment of an active Museums Advisory Panel and an increase in staff resourcing.

The development of a strategic plan is vital in setting the direction of the museums by bringing Council, the Museums Advisory Panel, Museum staff and the community together with a shared vision for the future.

While the final determination of the Museum's vision and strategy are being developed, a survey of other community museums strategic plan's themes and goals have been reviewed and may provide insight into the strategic direction Greater Sudbury Museums may want to go. Staff have adapted the following statements from these plans as a potential starting point for the development of a future strategy:

The Museum will encourage community engagement and participation through the delivery and promotion of educational and cultural programming, activities and events as well as by fostering active volunteerism and partnerships;

The museum will be valued and supported as a vital asset in the community, through community partnerships and collaboration and a committed volunteer base. They will offer quality programs for residents of all ages as well as attract visitors by promoting itself as a destination site;

The museum will be innovative, generate excitement, and take advantage of new technologies and social media. They will foster participation and interest in the community's heritage and history and contribute to the overall cultural vitality of the residents of Greater Sudbury;

The museums exhibits will be innovative, critical, well researched exhibitions with connected programming that includes a broader representative of the vast culture and history of Greater Sudbury including the diverse cultures of the Indigenous and Francophone peoples;

The plan will consider options in addressing space, program and operational needs by determining the best use of current physical space and retrofit potentials, exploring mutually beneficial community partnerships, joint initiatives and considering new ways of delivering programs and services through the use of technology;

The plan will investigate ways to strengthen the organizational, human resource and financial capacity of the Museum through increased resources for staffing, new funding opportunities, greater outreach to students, and by increasing volunteerism, donations, fundraising and community support. Organizational capacity will be strengthened through formal orientation, training and a clear understanding of the role of the Museum Advisory Panel;

The plan will identify ways to modernize, engage and increase interest, participation and support of residents, visitors and local organizations through branding and marketing

along with the use of new web-based technologies and social media to heighten awareness of the Museum's unique identity, ensuring a more visible, relevant role in the community.

Greater insight into perceptions around of the role of the museums, current environment, and circumstances, both internal and external need to be examined as part of the process of creating a strategic plan. This environmental scan should involve the Advisory Panel members, museum staff, volunteers and a cross section of individuals, community organizations and municipal staff in the areas of heritage, recreation, communications, education and tourism.

This engagement will assist the Advisory Panel and Museum Staff in developing a Vision for the future, a revitalized Mission Statement and the development of goals, objectives and program concepts to meet the need of the community.

Once the strategic plan is completed, master planning can take place to find the right balance of programs, operations, facilities, and funding. This stage will focus on exhibit and program plans, collections, educational program, service levels, space and site requirements and capital budget allocations.

8 Care and Management of Museum Assets – Sites and Facilities

8.1 Overview of Sites and Facilities

The four GSM sites are in heritage structures that have significant maintenance and asset renewal requirements. Some GSM artifacts are housed in facilities that are inadequate for the long-term preservation of the items. being stored in substandard facilities, a storage building in Lively, onsite at Anderson Farm Museum, Copper Cliff Museum and Rayside Balfour Museum and in the garage at Main Sudbury Public Library Branch on MacKenzie St.

CGS has been investing into the maintenance of the heritage structures and museum facilities to ensure the safe use of the buildings with the intent to preserve the heritage structures. In the last 10 years, the CGS has invested approximately \$2 million towards facility capital renewal, including the budget for the Flour Mill Museum relocation project.

CGS continues to invest in the maintenance of the museum facilities. There are multiple projects that are scheduled to be completed in 2022 at Anderson Farm including a new concrete floor in the granary building, stair replacement in the log cabin, exterior fire escape stairs at the milkhouse/barn and interior stair replacement from the ground floor to the upper level of the barn.

An additional investment of \$467,000 is included in the 2023 capital budget prioritization list to reinforce the barn loft floor and the adjoining milkhouse, as well as the upstairs floor in the stable building.

City Staff are currently working towards identifying any maintenance, accessibility, security, and health and safety issues at all the sites. The sites would also benefit by being more welcoming to visitors with the addition of wayfinding signage, additional seating and increased beautification to the sites.

8.2 Building Assessments 5/10 year Capital Needs for Maintenance

The CGS Facilities Section retained Accent Building Sciences to perform a Building Condition Assessment for the GSM heritage buildings and other facilities

These reports are based on the condition of the building, identifying the physical adequacy of construction, material, and equipment, and outlining the life cycle of all building components. It is a planning tool intended to facilitate the provision of adequate funds and required to address routine capital replacements.

Their report is based on visual inspections of the building envelope, exterior site elements, interior building components, mechanical systems, electrical systems, drainage, and other services.

As detailed in the table below, the estimated capital maintenance requirement for all sites and facilities over the next five years is approximately \$2.5 million. While relatively accurate, this figure may change as priorities are set and detailed projects developed for Council's consideration.

Location	5 Year Capital Maintenance	10 Year Capital Maintenance
Anderson Farm – Barn, Milkhouse and Office	\$1,169,610	\$469,328
Anderson Farm – Farm House	\$450,634	\$262,762
Anderson Farm – Log Cabin	\$196,901	\$536,121
Anderson Farm – Shed, Site	\$159,594	\$306,322
Anderson Farm – Stable	\$277,664	\$187,957
Anderson Farm – Wood Shop	\$65,486	\$218,071
Copper Cliff Museum	\$66,336	\$103,931
Flour Mill – Clapboard Heritage House	\$114,517	\$126,287
Flour Mill – Log Cabin	\$1,200	\$91,200

8.3 Special Considerations in Maintaining Heritage Buildings

In order to preserve heritage characteristics and, in some cases, maintain heritage designations, heritage structures should not be maintained the same way modern buildings are maintained. Each heritage building has distinct needs that must be researched and carefully documented. It is important, therefore, to have a detailed multiyear plan for maintenance activities and repairs for each of the Museums' heritage buildings.

Repairs to heritage buildings can be very costly. Regular inspection for damage or deterioration and quick attention to new issues can obviate the need for expensive conservation projects. Frequent, careful maintenance will also help decrease the number of large repairs required.

When repairs to the original elements of a heritage building are required, the following must be taken into account:

- Restoration and repairs based on historical documentation of the building and consistent with the original character of the building.
 - Interventions should be as minimal as possible.
 - Wherever possible, repairs should be done with like materials and methods.
 - Wherever appropriate, repairs should be reversible.
 - Replacement of original features and/or materials should be done only as a last resort. It should be done only after original materials have been thoroughly documented and only after an expert in heritage building conservation confirms there is no viable alternative.
- An expert in heritage building conservation should be consulted to determine the best materials and methods for the job at hand.
 - If repairs are considerable and will require drawn plans, architects who are members of the Canadian Association of Heritage Professionals should be used.

8.4 Accessibility for Ontarians with Disabilities Act (AODA)

Elements of the Accessibility for Ontarians with Disabilities Act pertains to the GSM sites and buildings. The Museums' heritage buildings that are municipally listed are exempt from portions of the requirements under AODA that "would erode the heritage attributes, as defined under the Ontario Heritage Act, of a property".

Many of the Museums' resources and physical spaces require alterations to adhere to AODA requirements and recommendations specific to museums. Fortunately, there are solutions to many of the Museums' accessibility issues that would not erode the heritage attributes of museum buildings.

It is recommended that an accessibility assessment of the GSM buildings and grounds should be performed, and appropriate controls implemented to meet AODA standards.

9 Care and Management of Museum Assets - Artifact Conservation and Storage

9.1 Overview of Current Storage Facilities and Artifact Collection Challenges

CGS currently has an estimate of over 10,000 artifacts in their collection that reflect the local community's population and industry. There are an additional estimated 12,500 photographs, and an unknown number of inventoried slides and negatives that form a part of the Greater Sudbury Heritage Image collections, jointly managed by CGS Museums and GSPL.

These collections are stored in multiple sites across the City. Many of these storage spaces are substandard for artifact storage and may cause a threat to the collection. Threats to the collections include damage from pests, water infiltration, mold, uncontrolled climate (RH and temperature), security and damage from human interaction. Damaged artifacts can result in significant costs for conservation and restoration.

There has been no formal strategic planning around the storage of the collection and instead, storage locations have been addressed by responding to the immediate need of space at the time without detailed consideration of industry requirements and best practices.

Artifacts have been collected for many years without a clear intent of their significance to the CGS collection. Museum Staff have been dedicating time to catalogue the collections however more time and resources are needed to complete this task. A freeze on acquisitions was implemented in 2021 and will remain in place until a collection strategy is in place

It is recommended in the short term, that additional staff resource be utilized to continue the process of cataloguing and documenting all objects in the collection to obtain accurate and up-to-date records. This will assist in determining what artifacts are in the collection that may be used in selecting themes for future exhibitions and programming.

In the longer term, a Collections Development Plan to help guide future collecting and deaccessioning efforts should be developed. Plans and policies regarding the collections can be determined by the Advisory Panel, museum staff and through public consultation.

In regard to the challenge of inadequate storage facilities, GSM should make continued efforts to identify alternative storage locations with increased security, climate control and accessibility to safely store the collection until a long term storage solution is developed.

9.2 Standards for Conservation

According to accepted provincial, national and international museum standards every artifact in the collection must have:

- **Legal documentation**
 - Deed of Gift: legally passing ownership of the artifact from the donor to the City of Greater Sudbury Museums;
 - Copyright: An artifact under copyright cannot be displayed without permission. It must be determined for each artifact whether or not the GSM has the right to display it under the Canadian Copyright Act. If not, permission to display the artifact must be sought from the copyright holder.
 - Municipal Freedom of Information and Privacy Protection Act: A photograph of a person is protected under MFIPPA. For each photograph in the GSM collections it must be determined whether or not MFIPPA applies. For photographs where MFIPPA applies, permission to display photographs of individuals must be sought.
- **A unique identifying number**: Each artifact must also be labeled with that unique identifying number. This is crucial for ensuring that the information about an artifact can always be associated with that artifact.
- **A completed catalogue record form**: A catalogue record form describes the artifact in detail and collates such important information as where an artifact was made, what it was used for, what is its significance but also information crucial to other processes such as whether or not we have permission to display the artifact under the Canadian Copyright Act and how large the artifact is.
- **A condition report**: Each artifact needs a detailed description of its condition at the time it is donated to the museum. Condition reports must periodically updated to see whether and how artifacts may be deteriorating in order catch problems before they become serious. Condition reports must also be taken any time an artifact is moved a significant distance, as this is a high risk activity and damage is more likely to result.

- **Photographs:** Photographs assist staff in identifying artifacts and also make it possible to share the GSM collection of artifacts online. Photographs are a key component of tracking the condition of artifacts over time.

It is estimated that 5% of the artifacts in the GSM collections have all required documentation and approximately 50% of the artifacts have some of the documentation they require. GSM staff do not have an estimate for the time it would take to rectify all issues with the documentation of all artifacts, as this would require a full inventory of all artifact storage spaces to have been completed. Some artifacts are very straightforward, whereas others have many parts or complex needs for storage and handling which must be taken into account. As a result, the estimated average amount of time to process one artifact is 105 minutes (1 hour and 45 minutes).

CGS Museums staff surveyed municipal museums to determine what proportion of their collections were fully documented. In this case, a fully documented artifact was defined as having a completed catalogue record form, a signed deed of gift, and at least one photograph.

Of the 21 municipalities who responded:

- 3 had less than 25% fully documented
- 5 between 25-50% fully documented
- 3 had between 50-75% fully documented
- 10 had between 75-100% fully documented

During the survey process, Museum staff received many comments from municipal museum staff across Ontario. Two comments were made with high frequency:

- Much more time goes into cataloguing than most people understand; and
- Generally, not enough resources are allocated to properly document museum collections

9.3 Storage Facility Requirements to Preserve Artifact Collection

To meet industry standards for caring for the collection, Museum Services should have one or more exclusive spaces for the storage of the collection. These areas should be large enough to store existing artifacts without crowding, have appropriate environmental and access controls, and be equipped with proper shelving and operating areas.

Staff have determined that a minimum of 5,250 ft² of storage space with appropriate environmental conditions is required to accommodate artifacts that are currently in overcrowded storage spaces that may have conditions not suitable for this type of storage. A complete list of requirements for artifact storage areas may be viewed in Section 11.4.

Roughly 1,500 ft² of additional space is required for essential collections management/care support functions.

A space for collections management and care support should include:

- General workspace for Collections Manager;
- A room for quarantine of recently arrived donations;
- A space to photograph artifacts;

- Workspaces for use of and storage for tools, equipment and materials; and
- A lab safety zone including appropriate furniture for chemical storage, a fume hood, an eyewash station and a safety shower.

An estimate was completed in 2022 for the cost of constructing a 6500 square foot storage facility. It was determined that the cost of construction of a new build would be in the range of approximately \$1,625,000 to \$2,112,500.

The City is currently renting 2000 square feet of external storage space to store a portion of the collection. This space has proper environmental conditions however, there are some concerns about the security of the collection. The cost of the storage facility rental is \$20,000 per year and is currently required until a long-term strategy can be identified.

GSM artifact storage spaces were assessed using Re-Org, a system for museum artifact storage evaluation, planning and reorganization developed by the International Centre for the Study of the Preservation and Restoration of Cultural Property. Its use is endorsed by the Canadian Conservation Institute (CCI), an agency of the federal department of Canadian Heritage. You will find a summary of GSM artifact storage deficits as determined through a Re-Org based assessment, attached as Appendix B.

10 Conclusion

The City of Greater Museums have the potential to provide an effective level of services that provides significant community value despite their current challenges. In the short term, an increased investment of human resources and the appointment of a Museums Advisory Panel would enable the museums to develop a renewed vision with clear goals, objectives and program concepts to meet the needs of the community. A continued commitment for investments in the maintenance of our sites and facilities will ensure staff and public safety and the vitality of our heritage structures.

11 Additional Support Documentation

11.1 Details of Services Offered to Community

Anderson Farm

Pre-COVID-19 Hours:

- September-April: Monday-Friday, 10:00AM-4:00PM - open for individual or small group tours by appointment only;
- May-June: Monday-Friday, 10:00AM-4:00PM - open by appointment for school and larger group tours;
- July-August, Monday-Sunday, 10:00AM-4:00PM - open for walk-in tours
- Grounds are open year round Monday-Sunday, 6:00AM-11:00PM (as per Parks by-law)

Services Available in typical year Pre-Covid:

- Guided museum tours for individuals or small groups of permanent exhibitions in the Farmhouse and Log Cabin (weather determines if unheated Barn/Milkhouse are included) provided on a by-appointment basis during the off season;

- School visits (tailored by group size, student needs and grade level) offered May and June while extra staff available (7 summer student Museum Tour Guides). Visits can include: tours of permanent exhibitions in Farmhouse, Barn/Milkhouse; spinning/weaving demonstrations (in partnership with Sudbury and District Spinners and Weavers); weaving craft; old-fashioned games; Maple the Cow workshop (offered in partnership with Northern Ontario Agrifood Education and Marketing); meet baby animals (offered in partnership with Northern Ontario Agrifood Education and Marketing and local farmers).
- Museum Programs:
 - March Break programming (offered in partnership with staff from the Greater Sudbury Public Library – GSPL).
 - 2-3 programs developed to fit with the GSPL March Break programming theme.
 - A minimum of one program is held per month during the off-season. Developed and delivered in partnership with the GSPL. Off-season programs typically feature a heritage craft with a modern twist or a craft using recycled materials (in keeping with both the pioneer ethos of making use of what you have and the modern understanding of the importance of sustainable living);
 - Summer Programs (July-August):
 - Every Wednesday from 10:00AM-2:00PM the Sudbury and District Spinners and Weavers provide hands-on demonstrations to members of the public in the Farmhouse
 - Once a week the Museums run a Story Time program for younger children with a different theme and accompanying craft each week.
 - Once a week the Museums run a program which is part of a larger series for older children/young adults featuring a different heritage craft of craft featuring recycled materials
- Larger Museum Events
 - May be offered in any given year depending on availability of GSPL staff or presence of temporary Curatorial Assistant intern.
 - Can be one-time (planned to coincide with an anniversary or specific event):
 - 2017 Eclipse Viewing Party (learn to make a pinhole camera, view an exhibition about the history of solar eclipses in Greater Sudbury)
 - 2019 Mystery Walk (guided walk at Meatbird Lake and telling of actual 100-year old story of local doctor who died under suspicious circumstances in that vicinity)
 - Or recurring:
 - I.e. 2013-2016 Frightening Friday at the Farm (large outdoor haunted maze based on real local history) – in partnership with volunteers from Lively High, various volunteer members of the public and GSPL staff;
- Anderson Farm Museum Heritage Society Events (planned, organized and operated by AFMHS with support from Museum staff):
 - Rock the Farm: July/August weekly farmer's market with free live concerts by local museums from 4:00-8:00PM. Museum staff help set up and tear down for each event and operate the Museum table with crafts, books for sale, and provide free tours of the Farmhouse.

- Fall Fair: Held in September, this event features well over 100 arts/crafts, hot food and produce vendors, community partners providing demonstrations and free activities for children, and live music over the course of the day. Tours of the Farmhouse, Milkhouse/Lower Barn, and Creighton Log Cabin are provided by staff with the assistance of many community volunteers (trained by Museum staff).
- Christmas Tree Lighting: Held every year in early December, this event features choral performances from local schools, model trains in the Woodshop, cookies and milk with Maple the Cow, hot chocolate, horse-drawn wagon rides and a visit from Santa and Mrs. Claus. Museum staff provide support for this event, and when time allows assemble a small temporary exhibition inside the Stable on a topic relating to Christmas (ie. antique toys).
- Recurring partner events:
 - Walden Winter Carnival: Museum not involved in operation, site is rented to group at no cost;
 - Walden Lions Easter Egg Hunt: Museum not involved in operation, site is rented to group at no cost;
 - Sudbury Children’s Water Festival: Organized and operated by EarthCare, this event provides a variety of hands-on activities educating 100s of local school children about topics relating to water and conservation. Museum staff run one of the many activity booths with support from GSPL staff. Use of the site for the event is provided at no cost;
 - Creighton Reunion: Museum staff are on site to provide tours of the Creighton Log Cabin. Rental of Stable and Grounds provided at no cost.
- Stable and Grounds Rentals:
 - Members of the public may book the Stable and/or Grounds for their community events. Non-profit groups may have one rental at no cost per year.
 - Events such as showers and birthday parties are often held in the Stable.
 - Wedding ceremonies, reunions, etc. are often held on the Grounds.

Copper Cliff Museum

Pre-COVID-19 Hours: July, August: Wednesday-Sunday, 10:00AM-4:00PM; September-June: Monday-Friday, by appointment only

Services Available in typical year Pre-Covid:

- During the off-season, guided museum tours for individuals or small groups on a by-appointment basis of Log Cabin permanent exhibitions (weather-dependent – building is not heated, and snow is not cleared throughout the winter).
 - Once yearly in the fall Museum staff provide access to the Log Cabin interior for LU Architecture students to learn about creating drawings based on an actual historic structure.
- July/August: Walk-in guided tours of the museum’s permanent exhibition.
- Weekly, during July/August: Museum staff run a Story Time program at the Copper Cliff Library for younger children with a different theme and accompanying craft each week.
- Occasional One-Time Events:
 - Ie. Historical walking tour of Copper Cliff Poké-Stops

- Partner events:
 - Copper Cliff Tree Lighting (organized and operated by Copper Cliff CAN with support from Museum staff). Choral performances, games, hot chocolate, horse-drawn wagon rides and a visit from Santa make up this community event.

Flour Mill Museum

Pre-COVID-19 /Pre-Move Hours: July, August: Wednesday-Sunday, 10:00AM-4:00PM;

September-June: Monday-Friday, by appointment only

Services Available in typical year Pre-Relocation and Pre-Covid:

- During the off-season, guided museum tours for individuals or small groups on a by-appointment basis of Log Cabin permanent exhibitions (weather-dependent – building is not heated, and snow is not cleared throughout the winter).
- July/August: Walk-in guided tours of the museum's permanent exhibition.
- Weekly, during July/August: Museum staff run a Story Time program for younger children with a different theme and accompanying craft each week.
- Larger Museum Events:
 - Every year, during the Blueberry Festival, museum staff host a free community blueberry pancake breakfast for members of the public.

Rayside-Balfour Museum

Pre-COVID-19 Hours: Library Hours, vary by season

Services Available in typical year Pre-Covid:

- Display space within library building with back-of-house storage and workroom areas;
- Space hosted a long-term fully-bilingual temporary exhibition with interactive elements in partnership with the Centre Franco-Ontarien de Folklore.
- Installation is in progress for a temporary exhibition about Whitewater Lake.
- Programs are occasionally held in this space in partnership with GSPL.

11.2 Summarized Duties of Museum Services

- Admin./Planning/Organization:
 - Staff direction, paperwork relating to grants supporting the hiring of summer students, HR paperwork relating to summer students, delivering training for summer student employees;
 - Applying for and fulfilling reporting responsibilities for grants
 - Statistics tracking, collection of public feedback and analysis (visitation, public programming, etc.);
 - Various financial: obtaining and comparing quotes/pricing for required tools/materials/etc., purchasing card reconciliation
- Public/Volunteers:
 - Responding to public inquiries:
 - About site rentals (weddings, and requests for permission to do specific things with the site during larger rental events);

- About the Museums; and
 - About local history and about specific local history/genealogy subjects. Directing members of the public to appropriate resources, connecting them with local history experts as required.
 - Maintaining relationships with various partners and stakeholders:
 - addressing member concerns, providing regular updates, attending meetings; coordinating and providing support for events, connecting members with other City department etc.
 - Volunteer management, including: scheduling and supervising volunteer work, developing training materials for and training volunteers.
- Exhibition:
 - Museum staff typically develop and display at least one small temporary exhibition per year;
 - Exhibition development includes: research and planning; costing of display; writing/editing of text; selection of images/artifacts from the permanent collection; preparation of artifacts for safe display; design of text panels; design/creation of interactive elements; installation of exhibition.
- Asset Management
 - Buildings/Maintenance/Security:
 - Cleaning of museum buildings as required (except Anderson Farm Museum Stable and Office);
 - Building and site inspection, documenting and reporting issues to supervisors/maintenance/security for resolution as required;
 - Coordinating/providing access to buildings for contractors for repairs/improvements as required;
 - Researching which materials and methods are appropriate for repairs/improvements to Museums' heritage structures, summarizing and communicating this information to supervisors, contractors, etc.
 - Checking site/building after public rentals, documenting and reporting resulting damage.
- Marketing/Web/Digital:
 - Developing advertising materials for Museum programs and general awareness of Museum services and resources;
 - Sharing digitally or distributing physically, whichever is most appropriate given the intended audience;
 - Developing and sharing local history/museum-related content through social media;
 - Writing copy for the Museums' website;
- Programming:
 - Fielding requests for school tours and developing an individual plan/schedule for each visit based on grade level, number of children and required accommodations for students with learning challenges/disabilities (in a typical

- year, the end of May and most of June is occupied organizing and delivering school tours);
 - Setting annual programming goals in keeping with the Museums' broad programming objectives and developing/delivering programs to support those goals;
 - Purchasing materials for programs, preparing materials as required, training summer student employees on how to perform necessary skills to deliver programs.
 - Developing and delivering small outreach programs (ie. presentations at Parkside Centre, programs at local library branches, etc.)
 - Developing/delivering large outreach displays/programs for large community events to connect with new audiences.
- Training/Professional Development:
 - Receiving internal training
 - Keeping abreast of current best practice in museums through:
 - Periodic review of related published materials;
 - Attending webinars/online training sessions;
 - Attending the annual Ontario Museums Association conference when possible.
 -

11.3 Governance Standard for Community Museums in Ontario

As a community museum, you must be governed according to the standards and be open and accountable

1. A community museum must be:
 - a. governed by a publicly accountable body.
 - b. established by a written document(s) which include(s) descriptions of:
 - authority for the museum
 - museum's mission statement that
 - defines the museum's purpose
 - makes a commitment to the museum's role in the public trust
 - identifies who the museum serves
 - identifies what the museum will collect
 - identifies the impact it will have in its community
 - c. how the museum will dissolve its assets and liabilities should it cease to operate
2. The museum's governing body must:
 - a. be established by a written document which outlines:
 - its composition and structure – including selection of members and terms of office
 - its obligation to ethical behavior and the avoidance of conflict of interest – as a body and as individuals
 - its obligation to meet municipal, provincial and federal legislative requirements that have an impact on its decisions or activities
 - its responsibilities and duties, including:
 - recruiting, supervising and evaluating the museum's curator or director (that is, the museum's chief manager)

- formulating the museum's statement of purpose
 - formulating written policy governing operations and defining programs
 - securing funding necessary to carry out the museum's programs
 - preparing or approving an annual budget and monitoring it to ensure public accountability
 - ensuring that the purposes for which the museum exists are being fulfilled
 - ensuring that the collection is being cared for under proper conditions
- b. meet regularly and as often as necessary to conduct its business effectively
- meetings must follow a written agenda and a written record must be kept of all discussions and decisions
3. The museum's operation and administration must:
- a. meet municipal, provincial and federal legislative requirements that have a bearing on its operations and activities
4. The museum and its staff must:
- a. demonstrate a commitment to ethical behavior as an institution and as individuals.
5. The museum's operations and activities must be:
- a. directed by short and long-term written plans (for example, business plan, strategic plan, visioning plan or master plan) that are:
- b. approved by the governing body contain goals and objectives relevant to the museum's statement of purpose

11.4 Draft Terms of Reference – Greater Sudbury Museums Advisory Panel

Mandate:

To provide advice and contribute to the creation of short and long-term plans which are approved by City Council with goals and objectives relevant to the purpose of the museum consistent with the vision of the City of Greater Sudbury. Provide advice to Museums staff in meeting municipal, provincial and federal policies and procedures pertaining to museum operations and activities.

Role of the Museum Advisory Panel:

As an Advisory Panel, the Greater Sudbury Museums Advisory Panel will provide advice on:

- formulating the museums' statement of purpose
- creating written policy specific to museums operating standards and recommended programs;
- securing funding, assisting with grant applications and soliciting donations;
- fulfilling the mission of the museums;
- ensuring proper care and maintenance of the collections, museums and heritage programs
- developing working relationships with relevant groups

Organization of the Advisory Panel:

The Advisory Panel will be composed of people residing within the City of Greater Sudbury who demonstrate a strong commitment to the terms of reference. A diverse cross section of people

should be chosen in order to bring the Panel relevant technical and professional expertise as well as strong advocacy, communication and organizational skills.

- Nine members comprised of a broad representation of the culture and heritage sector, ideally including representation from:
 - The Francophone community
 - The Indigenous community
 - People that demonstrate interest in local history and culture
 - Private, not-for-profit, education and public sectors
 - Youth Member (18 years-30 years)
 - One Member of Council
- Appointment opportunity will be advertised on the CGS website and through social media
- Advisory Panel members will be appointed by Council through the Nomination Committee process
- Additional members may be appointed throughout the term to fill any vacancy that occurs on the Panel
- The term of the Advisory Board will coincide with the term of Council
- The public members of the Panel shall hold office for a term of four years and may be re-appointed to one more consecutive term. Following this, the member must retire for at least one term to be eligible for re-appointment to the Panel
- One member will be appointed by vote of Advisory Panel at the first meeting of each term to serve as chair for the upcoming term. The Panel will also, at this time, select a vice-chair and secretary for the same duration
- CGS staff shall provide support to the Panel

Meetings:

The Panel will meet on a regular basis and as necessary to conduct its business effectively:

- The Panel will hold a minimum of four (4) meetings a year
- The date and time of the regular meetings will be established at the first meeting of each term
- Meetings will have a formal agenda
- Agendas and information packages, that will include the minutes from the previous meeting, will be sent (via mail or email) to the Panel Members prior to each meeting
- A majority of Council appointed Members will constitute quorum for the transaction of business
- The members may meet occasionally informally to discuss issues as required

Role of the Chair:

The Chair is responsible for ensuring the smooth and effective operation of the Panel and its roles. This will include the responsibility for:

- Calling the meeting to order
- Creating an informal atmosphere to encourage the exchange of ideas such as, using a roundtable format
- Creating an agenda in consultation with the Secretary
- Chairing the meetings
- Acting as the spokesperson when required
- Representing the Panel on other panel/committees when necessary
- The Chair shall conduct meetings in accordance with the City's procedures
- In the absence of the Chair, these responsibilities will be undertaken by the Vice-Chair

Role of the Secretary:

The Secretary is responsible for ensuring a complete up to date record for the Panel:

- In liaison with Chair, arrange date, time and venue for meetings
- In liaison with Chair, set agendas and circulate to members two business days prior to the meeting
- Circulate meeting minutes to the members
- Keep a complete up to date written record of all discussions and decisions
- At the discretion of the Advisory Panel, a City staff person may serve as Secretary

Role of Members:

Membership on the Panel is a position of responsibility and requires strong commitment to the Terms of Reference. Panel members are to:

- Attend all regular scheduled meetings. Members are required to notify the Chair, Secretary or the designated municipal staff liaison if they are unable to attend a meeting
- Review all information supplied to them
- Prepare information for the use in the development of materials for the Panel
- Promote the role of the Panel
- Offer input to the Municipal Staff reports to Council
- Attend training as required to effectively perform their role as a panel member
- Panel members are subject to the Municipal Conflict of Interest Act R.S.O, 1990, c.M50 and must disclose any direct or indirect pecuniary interest. The disclosure must be recorded in the minutes to the meeting

Role of Municipal Staff:

The Panel will provide advice to municipal staff on the operations of the museums. Municipal staff are responsible for reporting to Council for their direction. Municipal staff will also:

- Act in liaison with other municipal departments, be an information resource for the Panel
- Provide orientation of Advisory Panel members at the first meeting after Council appointment
- Provide Council with an annual report at the beginning of the year outlining the Panel's accomplishments in the previous twelve months

11.5 Requirements for Artifact Storage Areas

Recommended storage requirements exist to protect artifacts from agents of deterioration. These threats include mechanical damage (physical forces); fire; water; incorrect relative humidity; incorrect temperature; pests; disassociation; theft and vandalism; light; and pollutants. To see a break-down of these agents and how they affect collections you can visit [Agents of deterioration - Canada.ca](#) for more information.

Minimum Environmental Parameters for Storage

- Relative Humidity (RH): 45% RH \pm 5%
- Temperature: 20°C \pm 1°C
- Visible Light:
 - Storage: 0 Lux
 - Exhibit: 50 Lux at 7 hours/day, 5 days/week
- UV Light:

- Storage: 0 $\mu\text{W}/\text{lumen}$
- Exhibit: 0-75 $\mu\text{W}/\text{lumen}$

A storage space needs to be a stable and monitored environment for artifacts to protect them from deterioration. Large and rapid fluctuations in RH, temperature, and light can create stresses on artifacts which inevitably lead to deterioration and damage.

Minimum Requirements for Storage Materials, Units and Systems

- NO artifacts may be stored on the floor.
- All storage furniture must be raised a minimum of 10 cm (4 inches) off the floor. The lowest shelf should also be 10 cm off the ground.
 - Oversized or very heavy objects that cannot be placed on a storage unit must be stored on a pallet or a dolly with wheels. Under no circumstances should the artifact be placed on the floor
- Objects should not be packed closely together on shelves
- Objects should not come in direct contact with shelves or drawers
- All materials used to house artifacts should be chemically stable and pH neutral (i.e. metal powder-coated shelving; plastic sheeting and housings, etc.)
- There should be at least 10 cm of space between each storage unit and the outer walls. This will help avoid any mold or condensation problems.

General Requirements

The minimum requirements for appropriate artifact storage are as follows:

- In/out logbook should be placed within the storage area;
- Storage area should be a darkened environment where traffic is restricted to protect from pests, pollutants, theft, vandalism and light damage;
 - Artifact storage rooms must be secure and only accessible to Museum staff;
 - Contractors or non-museum staff must be supervised for the duration of their visit;
 - Visiting researchers must be supervised;
- Artifact storage rooms must not contain objects other than artifacts, storage equipment, and conservation tools and equipment;
- Storage rooms should not be located in attics or basements as these areas are at increased risk of flooding and roof leaks. These spaces are harder to environmentally control and therefore not ideal for the long-term preservation and housing of artifacts;
- Both the size of the current collection and future growth of the collection must be considered when selecting an appropriate size for a storage area;
- Storage rooms should be equipped with insulation and vapor barriers. Must be large enough to accommodate storage furniture and permit easy access to artifacts;
- Aisles should be wide enough to accommodate trolleys and other equipment used to move artifacts
- There should be a designated work area within the storage room for object examination and care. This work area should consist of a table that is always clear and only used to examine or care for objects.
 - NOTE: mount making, and other storage preparation should be done in a separate room to reduce clutter
- Artifacts containing/made of hazardous substances must be labelled and stored accordingly.
- All artifacts, enclosures, and shelving units must be labelled so that their locations can be recorded in the database.

- There needs to be a designated quarantine area to prevent pest and mold from entering the artifact storage space. Quarantine is a temporary space for new artifacts that enter the museum or to quarantine artifacts affected by mold or pests until they can be treated. The quarantine space should be a separate room from the general artifact storage. A quarantine area should include:
 - Multiple freezers to quarantine and store artifacts affected by mold or pests until they can be treated by a conservation professional.
 - Storage furniture to store newly acquired artifacts for a period of 2 weeks before they are fully accepted into the museum collection.
 - A table that serves as a workspace to properly examine and care for the artifacts.

Housekeeping Requirements

- Artifact storage areas must be part of an Integrated Pest Management Plan, which includes regular monthly monitoring of sticky traps and good housekeeping practices.
- Regular cleaning of storage area by someone trained
- Cover objects in storage with polyethylene sheets or dust covers
- No food/drink is allowed where artifacts are stored
- Light-colored storage shelves that easily show debris makes housekeeping and pest/pollutant detection easier.

11.6 Recent Trends in Museums

In the past 10 years, there has been continuous discussions about the role of museums and the best practices to remain relevant. The following topics are facets of that drive to remain relevant to the public.

Visitor Participation/Destabilizing Old Models

Many museums operate on an outdated model where people come to the museum to hear about the topics the museums choose with no opportunities for participation or feedback. It has been a model of the expert delivering information to the public in a one-directional flow.

There are many museum professionals advocating for a more equal relationship between museums and the public, and for museums to move away from their traditional role of static broadcaster of unimpeachable knowledge to:

- Open and collaborative institutions
- Holders of space
- Signal boosters for the community
- Recognition of the value of different types of knowledge (ie. stemming from lived experiences)

The push for more participatory models is being driven by the younger museum professionals, and will be considered the standard to meet moving forward.

Interactivity/Hands-on Learning

The integration of hands-on learning and interactive elements in display is one of the older trends that have become the industry gold standard that smaller/less funded institutions have struggled to meet.

An example of successful hands-on learning is Science North. They were an early proponent of hands-on, staff facilitated learning which many other science centres have since tried to replicate.

Interactive doesn't have to mean hands-on, companies are now developing new technologies that allow people to navigate through a digital experience via motion controls tracked by cameras, for example. There are also many ways to develop online experiences with interactive components.

Digitization/Digital Experiences

Museums are recognizing the importance of digitizing their collections. There has been a push from the industry for the government to provide more funding specifically for digitization. Beyond straightforward databases and virtual exhibitions seeking to replicate physical exhibitions, the industry has been pushing for complete digital experiences that take full advantage of the digital medium. More museums are looking to find ways to integrate VR and AR experiences. Younger generations have grown up with technology. This means that for up and coming museum goers, digital offerings will only become more and more crucial. And, virtual museums provide further benefits like an enhanced experience, the ability to share unseen collections, and global accessibility.

Appendix “A” - Results from Key Stakeholder Survey

Anderson Farm Museum and Heritage Society

1. What services do CGS Museum Services currently offer that help you/your organization to succeed?

Note: Unfortunately, since 2020, COVID-19, scheduled [2020-2022] repairs to the Creighton Log Cabin, Farm House, Stable, Milk House/Barn and an Archeological Assessment at the Anderson Farm Museum, have resulted in the CGS Museum being unable to provide the annual Museum Services, which have been part of the Anderson Farm Museum Heritage Society’s long-term Partnership with the CGS, GSM & Ward 2 Councilor, since 2007.

Background Information:

In October 2006, the Walden-Community Action Network’s [Walden-CAN] Heritage Committee presented a 16 Page Final Report & Recommendations to Walden-CAN - which formed a Heritage Task Force to work with the City of Greater Sudbury & the Greater Sudbury Museums to:

- Implement the Recommendations of the Heritage Task Force
- Create an AFM Site Committee
- And Develop Action Plans to ensure that the Anderson Farm Museum was preserved & protected; expanded & developed – as a vital CGS heritage site for future generations

In 2007, the Site Committee became officially incorporated as the Anderson Farm Museum Heritage Society.

At that time, the Heritage Society decided to reintroduce the three Free annual events which had been hosted at the museum, when it was owned by the Town of Walden: a summer concert series, Fall Fair & Christmas Tree-Lighting Celebration- as a perfect way to attract people from Walden & CGS- to come to the museum; enjoy our free events; tour the historic buildings (barn, Milk House, Farm House & Creighton Log Cabin) and learn to appreciate & value the Anderson Farm Museum. Our 3 Free Annual events continue to grow & expand attracting thousands to the AFM.

Since 2007, because of our special Long-Term Partnership with GSM, the AFMHS has had access to:

- Free use, annually of the Stable at the AFM for: AFMHS Board/Committee Meetings, AGM, Media Conferences & other special on-site meetings-as required [if the Stable is not already booked by the Curator or community groups/public]
- Free use of the 14-acre site to host our three Free annual events [including days for set-up/take-down of the site] - which we book a year ahead of time at Lively Citizen Service Centre

Each year, we request some extra CGS equipment for our Fall Fair:

- CGS Special Event Request Form re: 6' folding tables, chairs, barricades, picnic tables & lime Line-makers + bags of lime- to mark booths & on-site parking areas for Vendors, Community Groups, Partners/Sponsors & Volunteers
- GS Waste Management Request Form re: garbage bins & recycling units
 - a custodian on site to help clean the washrooms as needed at the Fall Fair

Every year, thousands of people of all ages- from CGS, West Nipissing & NE & Southern Ontario attend our annual 'Rock The Farm' FREE Concert & Farmers' Market summer series, on Wed [July, Aug] and our FREE Fall Fair [second Sat. in September] and hundreds attend our FREE Christmas Tree-Lighting Celebration at the AFM.

Since 2007, the Heritage Society has worked in partnership with GS Museums to develop short & long-term action plans to ensure that the Anderson Farm Museum is preserved & protected; expanded & developed.

- AFM Strategic Plan [2008-2013] - attached to email
- AFM Strategic Plan [2014-2019] - attached to email

NOTE: Unfortunately, the AFMHS was not a partner in developing
any AFM Strategic Plans for [2020-2025].

Over the years, the AFMHS has partnered with CGS [HCI Funds], GSM + Business, Corporate & Community Sponsors re: three small Capital Projects at the AFM:

2012 Special Project Partnership:

- A Custom-built kitchen in the Stable: used by Curator [museum programs], AFMHS [meetings/annual events] & the public who rent the space
- AFMHS + GSM + Ward 2 Councilor/HCI Funds + Grant from Retired teachers of Ontario

2013 Special Project Partnership:

- [12'x36'] Deck along the south side of the Stable
- Two [16'x16'] decks/outdoor Stages: one beside the Milk House and one at the south end of the Barn
- AFMHS + GSM + Ward 2 Councilor/HCI Funds + Business/Corporate Sponsors [cash/in-kind] + Walden Srs & Pensioners Woodworkers – who built the deck & 2 Stages

2013 & 2014 Special Project Partnership:

- Purchase of and cladding of Sea Can: on-site storage of equipment for AFMHS & Walden Srs Woodworkers + location of new [4'x8'] AFM Site-MAP

- AFMHS + GSM + Ward 2 Councilor/HCI Funds + Business/Corporate Sponsors [cash/in-kind] + Walden Srs Woodworkers- who clad the Sea Can

Scheduled AFM/AFMHS Information-Sharing Meetings were held with Mgr. Libraries & Museums, Curator GSM and President, Vice-President, Treasurer, CIO & 1 Director [Treasurer Walden Srs Woodworkers to update the board & discuss topics including:

For example, in 2016:

- Audit of the heritage buildings at AFM
- GSM Budget allocation for AFM
- Repairs to: Milk House, Barn, Farm House & Creighton Log Cabin & Windmill
- Renovations to upstairs of Stable: new storage space for AFMHS & Curator
- New [4'x8'] Site-MAP of AFM + bilingual signage for buildings
- New Exhibit in the Loft of the Barn
- Landscaping/roads/paths upgrades throughout 14acres
- Ways AFMHS & Woodworkers can assist/sponsor small projects at AFM
- 2017 HCI Grant Application re: possible capital projects at AFM - in partnership with AFMHS, Business, Corporate, Community Sponsors & Walden Srs Woodworkers
- Issues/problems being addressed at other GS museum sites

In 2022:

- We met with Ian Wood, Samantha Morel and Mette Kruger to discuss the future of museums and the possibility of hosting events in 2022.

NOTE: Unfortunately, since 2016 there have been no permanent Exhibits, on display for the Public to see, in the Loft of the Barn and since 2019, there have been no scheduled AFM/AFMHS Information-Sharing Meetings held.

2. What additional support would you find beneficial for Museum Services to have in place to help you/your organization continue to succeed?

- Improve communication with their long term Partner i.e. reinstate regular information-sharing meetings
- A written monthly Curator's Report and presence at a few of the Board meetings or written report if not able to attend in person.
- Improve support for annual events i.e. students, advertising for rock the farm (in the past summer students have handed out flyers at the Northern Lights Festival and assisted with the setup for Rock the Farm)

- d. Continue to partner with the Board on Capital Projects at AFM which help improve services for the use of AFM by Curator, AFMHS & Public who rent the facilities i.e. kitchen, deck behind Stable, 2 stages plus proposed Timber-Framed Pavilion
- e. Train interested Board members to help with tours during the summer season and with artifact preservation

3. *Are there any aspects of Museum Services that you feel hamper you/your organization?*

- a. AFMHS used to be part of 5 Year Strategic Planning process for the Anderson Farm Museum, we want this to continue
- b. We used to have a Board member on the Library & Museum Advisory Board ...should have one on the new Museum Advisory Board
- c. The big issue in 2022 is the closure of the museum buildings and the archaeological study that made it impossible to host our 3 fund-raising community events. (Rock the Farm, Fall Fair & Christmas Tree Lighting)
- d. The excess storage of artifacts in the Stable and loft of the Barn have a negative impact on our ability to host events or meetings.

Other

We feel that funding for a full-time Curatorial Assistant plus a full-time maintenance person at the AFM, who is capable of small repairs and professional cleaning scheduled for artifacts would be extremely beneficial for the success of preserving and protecting Greater Sudbury Museums for the future.

The professional cleaners - trained to clean artifacts & walls, floors, shelving units etc - (Like heritage sites & museums hired throughout the world) could be rotated through other museums , on a schedule determined by the Curator.

We would also like to see summer programming for kids on site at the Anderson Farm Museum and could partner with Museums to operate these programs (agriculture related).

In the big picture- we would like to see the Curator focus more on preserving the site, school tours, hosting community events, applying for grants and not so much on digitizing artifacts.

Azilda CAN

Hi Linda

here is some input from our executive members for the Museums, from the Azilda CAN, let us know if there is anything else

All I have to say is when I travel across the country here and in the US museums are tourism focal points. As a child I remember getting a tour of the Anderson Farm Museum and it was quite interesting, but that was pre amalgamation. As for the Rayside Balfour Musuem in the library, it is somewhat limited. I have no knowledge of the Flour Mill Museum and the Copper Cliff Museum. I don't find our museums are tourism focal points. I still don't understand why we don't have a mining Museum because Dynamic Earth is more of an exhibit than a museum. Eric Lachance

Agree - a mining museum - why it isn't something at dynamic earth? the other local museums are ok but mainly for local kids though Railway museum in Capreol is kind of neat Anyone travelling thru Sudbury would need a REASON to stop at any of the small sites like looking for a family item. That said

I've been in a number of small towns - Fort Frances comes to mind and happened to walk in the museum and was shocked to see how great it was. (locals had done it to attract people to an empty building) Cora

I think that having focal points for Museums should be an attraction and need a little more effort, especially in the mining industry, that is what has built Greater Sudbury to what it is today, had we not had all the immigrations from Europe, in the early 1920's we would have never built the City to where we are today, Cathy

thank you

AZILDA CAN

Copper Cliff CAN

Thank you for considering the Copper Cliff CAN on these questions.

Here is my response to your questions:

1. What services do CGS Museum Services currently offer that help you/your organization to succeed?

The museum has allowed Copper Cliff CAN to hold an annual tree lighting at the exterior of the museum. Local residents have told us it is their favourite community event. Despite COVID, the fir tree In Front of the log cabin still was lit up during Christmas in 2020 and 21.

2. What additional support would you find beneficial for Museum Services to have in place to help you/your organization continue to succeed?

The CAN hosts and markets the entire event. It would be beneficial if a Christmas display could be held inside the museum, by museum staff or couple with the library for the old time Christmas theme. Liaising with Samantha Morel has been an asset in ensuring approval and electrical ports.

3. Are there any aspects of Museum Services that you feel hamper you/your organization.

If I may, I would also make the comment that the museum in town and perhaps others, have been woefully underfunded. This then has led to improper maintenance of the building

We also notice that larger museums have more programming than our little museum. The old log cabin represents the living conditions of when mining first started in the Sudbury area. More could be done in collaboration with the local library which is across the street

Thanks for allowing us input

Margaret

Gary Michalak – Café Heritage



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July 6, 2022

Museums Revitalization Plan

To: Linda Harnish, Special Projects Coordinator

Hello Linda

Please note that these are personal comments and may or may not reflect the opinions of the President and Board of Directors of Productions Café Heritage.

BACKGROUND

Council has directed staff to develop a Museums Revitalization Plan for their review. The focus of the Plan will be to provide vision and recommendations to Council on a sustainable structure for our current heritage assets and provide an approach to developing a longer-term vision for the future of Museum Services.

Greater Sudbury Museum Services operates 4 museum sites with a level of resources which has remained almost unchanged since amalgamation in 2001. These limited resources result in many challenges in delivering relevant programming to the community in a safe and accessible manner while meeting the provincial standards for community museums.

In developing the Plan, staff will examine 6 main areas of concern, as outlined in previous reports that will aid in the future strategic planning of Museum Services:

- Current Operation Challenges and Opportunities
- Vision and Strategy
- Sites and Facilities
- Artifact conservation and Storage
- Governance and Structure
- Staff Resources

The City recognizes the value that museums bring to the community and believe that with the right supports in place, Museum Services will continue to enhance our community with the many meaningful services they offer.

Productions Café Heritage recognizes, appreciates and welcomes the opportunity to be part of the Museums Revitalization Plan.

We value our community partners and would appreciate your feedback as one part of this process. Your answers to this short survey about Museum Services will help us to understand how this service affects you and your organization.

What services do CGS Museum Services currently offer that help you/your organization to succeed?

- *Museum collection at the Gilles Pelland Library*
- *Recognition of historical properties*
- *Consultation and advice*
- *In the past has*
 - *Provided student help in managing historical displays at our festival*
 - *Provided student help in setting up and tearing down festival sites*

What additional support would you find beneficial for Museum Services to have in place to help you/your organization continue to succeed?

It is highly recommended that study considers creating an awareness for the importance and value for heritage. We must work very closely with Mayor and Council in the need to demonstrate the significance for the preservation, promotion and animation (bringing to life) of heritage services which includes Museums.

With the amalgamation of the area municipalities of the former area municipalities in 2020, the new administration did away with all of the area boards and committees and adopted a centralized staff driven development model that did not, and still does not recognize the contribution being made by community volunteers.

Members of Council and staff have to re-think and re-purpose Heritage Attractions including museums to be not only of social importance, but to adopt experiential tourism heritage opportunities that may bring substantial economic development to our welcoming City.

Serious consideration to the formation of the City of Greater Sudbury Network. The Network should include those in the outlying areas that play a significant role in the development of Heritage programs and services. Being proactive in providing secretarial and consulting on future development

To prepare a detailed inventory of the artifacts that were donated to the City. Many citizens feel that their donation has gone into a black hole.

To complete an audit of what is happening in the outlying areas. List and promote to recognize the contribution.

To prepare and staff mobile museum collections that would be used at our annual heritage festivals and events.

To work with Café Heritage in the development of its on-line Rayside Balfour Museum.

Are there any aspects of Museum Services that you feel hamper you/your organization?

As mentioned, there has to be a paradigm shift in the manner in which City administration works with all neighbourhoods in the development of its social and economic capital. The need to develop and adopt a "community engagement strategy" is paramount to support the ongoing effort to create a healthy community.

Please feel free to provide further comments or recommendations that you feel are important to be reviewed as part of the Museums Revitalization Plan.

Thank you for the opportunity to share my thoughts on your important mission. As a student and a strong advocate for community development in the creation of healthy communities, we are hopeful that the results of this study will position heritage (museum services) as a needed and welcomed service by Council and staff.

Sincere best wishes

Take care

Gary

Walden Community Garden

Please see my comments in response to the questionnaire below

Thank you for including our group of community members on this.

Leigh Anne Cecchetto

1. What services do CGS Museum Services currently offer that help you/your organization to succeed?

They offer a space for our community garden. Pre covid, our garden team was also able to access the stable at Anderson Farm for washrooms and if classes came to help, a teaching space (if weather was not agreeable). We also use Municipal water to water the garden, however we hope to have upgrades to this that 1. It is more accessible and 2. We can harness rain water

2. What additional support would you find beneficial for Museum Services to have in place to help you/your organization continue to succeed?

We would like access to the indoor washrooms at the stable and teaching area. We would like to see the city/museum agree to and act on our ecological water/irrigation system for the garden, and would like the City engineer or plumber to help us hook it up (we do have funds to contribute to make this happen!)

3. Are there any aspects of Museum Services that you feel hamper you/your organization?

Yes, the garden is not accessible to wheelchairs and we would love to have an engineered walking loop through the gardens for all of the public to participate and enjoy.

We would love to have an easier watering system too as right now seniors or anyone with mobility issues cannot help with this.

Appendix “B” – Re-Org Score Summary Results for All CGS Museum Storage Spaces

Location	Management	Building/Space	Collection	Furniture/Equipment	Total
Copper Cliff Museum: Storage Spaces	14	10	4	4	32
St. Stanislaus Cemetery Storage Building	11	15	4	3	33
Anderson Farm Museum: Log Cabin	12	15.5	4	8	39.5
Anderson Farm Museum: Creighton Basement	12	16	4	8	40
Anderson Farm Museum: Milk house and Barn	14	15	7	15	51
Anderson Farm Museum: Farmhouse	20	21	7	15	63
Main Library	20	16	13	17	66
Anderson Farm Museum: Stable	17	19	17	20	73
Anderson Farm Museum: Office	18	30	15	23	86
Rayside-Balfour Museum: Display Area and Closet	21	30	12	23	86

Legend	
	All OK!
	Only small improvements are needed
	You need a re-org project
	You need to start a re-org project now!