

STAFF REPORT: RECREATION

REPORT TO: Infrastructure and Recreation Committee
MEETING DATE: April 12, 2011
REPORT NO.: DOR 11 21 Craigleith Heritage Depot
Strategic Plan 2011 - 2014
SUBJECT: Craigleith Heritage Depot - Strategic Plan
Report
PREPARED BY: Suzanne Purdy, Curator

A. Recommendations

THAT Council accept Staff Report DOR 11 21 entitled "Craigleith Heritage Depot Strategic Plan 2011 – 2014" for information purposes.

B. Background

On June 9th 2009, the Craigleith Heritage Depot Museum Advisory Committee met to discuss steps toward the implementation of a three year strategic plan for the immediate and long term sustainability of the Craigleith Heritage Depot.

This document references and builds upon to the original Craigleith Heritage Depot business plan of January 3, 2008 which was previously adopted by Council February 21st, 2008.

The final draft of the Craigleith Heritage Depot Strategic Plan was adopted by the Museum Advisory Committee on January 26th, 2010.

C. The Blue Mountains' Strategic Plan

Supporting the development of social and recreational programs to meet the broad range of needs in the community.

Preserving and enhancing natural and environmental features, and cultural heritage of the community.

D. Budget Impact

The Craigleith Heritage Depot Strategic Plan 2011 – 2014 aims to focus on strategic planning activities and goals to increase revenue.

E. Environmental Impacts

None at this time

F. Attached

A - Craigleith Heritage Depot Strategic Plan 2011 - 2014

Respectfully submitted,

Signature

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Craigleith Heritage Depot Strategic Plan 2011 - 2014



March 2011

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Recommendation

The Museum Advisory Committee recommends that Council accept the Craigleith Heritage Depot Strategic Plan 2011 and the information contained within, for information purposes.

Acknowledgements

This document was produced as a result of the Museum Advisory Committee 'brainstorming' strategic planning session held at the Waind residence on June 9th, 2009.

Contributing Museum Advisory Committee members and staff included:

Robert Waind – Chair

Rob Potter – Vice Chair

Eleanor Pask – Committee Member

Robert Gamble - Committee Member

Bud McCannell - Committee Member

Suzanne Purdy – Staff (Curator)

Document Goal

To outline the objectives and strategies determined by the Museum Advisory Committee as key to the ongoing operations of the Craigleith Heritage Depot. During the strategic planning session held on June 9, 2009, members of the Museum Advisory Committee met to lay the groundwork for planning the direction for the Craigleith Heritage Depot for the next three

years. These strategies were reviewed and approved in the Museum Advisory Committee minutes of January 26th, 2010.

This document references and builds upon to the original Craigleith Heritage Depot business plan of January 3, 2008 which was previously adopted by Council February 21st, 2008.

The three year strategic plan was developed to optimize opportunities, increase visitation, profile, hours of operation, community involvement and viability of Craigleith Heritage Depot to ensure ongoing sustainability.

The living document will become a guideline for operations for the next three years, at which time, a follow-up review of measurable outcomes shall take place.

Mission Statement

The Craigleith Heritage Depot community interpretation centre highlights the Town of The Blue Mountains unique cultural, natural and industrial history. The Depot conscientiously collects, curates, researches, protects, exhibits and interprets a wide range of objects and archival materials, relating to the history of the Town of The Blue Mountains, for the continued enjoyment and enrichment of the public. By engaging all sectors of the community in our activities, services and programs, The Depot is a key partner in community development.

Through its programs and services, the Craigleith Heritage Depot aims to support the Corporate Mission of The Town of the Blue Mountains by “preserving and enhancing natural and environmental features and cultural heritage of the community.”ⁱ

Background and Summary of Operations

The Craigleith Heritage Depot museum and community interpretation centre is owned and operated by the The Corporation of the Town of The Blue Mountains and opened its doors to the public on September 21st, 2009. The strategic planning process was undertaken by the Museum Advisory Committee and staff to address the need for the museum to continually enhance the quality of its product, practice and communications to attract increased number of visitors, resources, community stakeholders and maintain professional standing.

The Craigleith Heritage Committee and Blue Mountain Watershed Trust Foundation donated \$329, 000 toward the renovation of the Craigleith Heritage Depot. Donations were collected from over 250 members of the public and from local business organizations. A donor plaque was created to thank individual supporters. It hangs in a prominent location at the Depot. The Craigleith Heritage Depot restoration project also received \$175,000 from SuperBuild funding and \$55,000 from the Trillium Foundation. Since 2001, The Corporation of the Town of The Blue Mountains, has agreed to an ongoing commitment to overseeing the operational and capital plans.

During the first year of operations, the Craigleith Heritage Depot had on average, 169 visitors per month to the museum exhibits and programmes. The museum has collected over 3000 artifacts and archival documents relating to the history of our Town. The first year of operations also saw the launch of the first children's programs by way of a children's summer camp and a curriculum-based classroom visit program on Rocks and Minerals. The monthly lecture series hosted by the Craigleith Heritage Depot continues to be a popular attraction. The Depot has been host to many researchers, some having travelled from as far away as Sheffield, England and Michigan, USA. Both researchers were Phd candidates researching our First Nation post-contact material. The Depot is looking forward to receiving copies of, and being cited in, the two pending academic publications resulting from this research. The Craigleith Heritage Depot

has received official accreditation from the Ministry of Culture as a Community Museum, having met all the criteria outlined in *Standards for Community Museums in Ontario*. This first year of operations has allowed the Museum Advisory Committee to pinpoint emerging trends within the community and to plan future operations accordingly.

The Craigleith Heritage Depot is open to the public Wednesday to Friday from 9:30 am – 4:00 pm. The facility is open weekends (Saturday and Sunday 9:00 – 5:00) from June until Thanksgiving. The Craigleith Heritage Depot Business Plan outlines that “...hours of operation may increase or decrease seasonally according to public demand, and staff and financial resources.” Many community members have expressed their desire to have The Depot open on weekends throughout the year and the Town has received one letter that was subsequently printed as a letter to the editor in the local newspaper entitled, “Craigleith Depot Needs Better Hours”ⁱⁱ. The Museum Advisory Committee wishes to address this community desire by way of the current document.

The Craigleith Heritage Depot owes much of its successful first year of operations to its volunteers. The Depot boasts a wonderful and knowledgeable group of 26 volunteers. Many of these volunteers are seasonal community members and the summer season seems to be a peak season for volunteer involvement. A volunteer manual is being created for 2010, giving the volunteers a take-home handout highlighting volunteer opportunities and explaining health and safety and Depot policies and procedures. A volunteer recruitment campaign will take place in 2011 in coordination with the Human Resources department.

The Museum Advisory Committee has noted that volunteer involvement should be ‘voluntary’ and the Depot should not rely on volunteers to perform operational tasks such as opening and closing of the building, school group interpretation and cash deposits. It was agreed that volunteers are welcome to assist with all programs and services, provided there is at least one staff member on hand at all times for health and safety reasons and for service delivery continuity.ⁱⁱⁱ

The Craigleith Heritage Depot Advisory Committee has identified the following key roles for cultural heritage preservation:

- Identify, protect and maintain the cultural heritage features of the TBM and reveal through education the long term use of this area.
- Protect, restore and enhance the natural heritage systems of the area.
- Create a series of heritage/tourism site destinations.
- Build an active approach to heritage interpretation and appreciation.
- Establish an implementation/ management approach for the heritage master plan that allows for flexibility and a staged approach to realization.
- Create a partnership arrangement with the public and private sectors for plan implementation.

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Strategic Priorities and Objectives

Five key strategic directions for the Craigleith Heritage Depot were identified through the Craigleith Heritage Depot strategic planning process:

1. Increase Visitorship and Revenue Generating Activities
2. Marketing, Public Relations and Community Involvement
3. Educational Programs and Outreach
4. Collection Development and Management
5. Research

| Priority | Planned Actions | Measurable Outcomes |
|-----------------------------------|--|--|
| Educational Programs and Outreach | <ul style="list-style-type: none"> • Maintain monthly public lecture series • Develop annual summer camp for school-age children • Develop on-site children's educational programs • Develop outreach kits for teachers to use in class • Determine interest in seniors community • Submit articles to peer reviewed publication | <p>Continued attendance and growth in lecture series to 2013</p> <p>Implementation of annual children's camp</p> <p>Implementation of two curriculum based programs by 2012</p> <p>Implement five outreach kits by 2013</p> <p>Engage Errinrung retirement home in one program by 2012</p> <p>Publish annually</p> |

| Priority | Planned Actions | Measurable Outcomes |
|---------------------------------------|---|--|
| Collection development and management | <ul style="list-style-type: none"> • Adhere to ethical guidelines and standards as prepared by the Ministry of Culture • Reinstate the Artifact Reserve Fund • Develop new, innovative, interactive, rotating displays | <p>Become accredited by Ministry of Culture and receive recognition annually</p> <p>Have reserve fund reinstated</p> <p>Have a minimum of two large display changes per year as well as additional drawer displays</p> |

| Priority | Planned Actions | Measurable Outcomes |
|-----------------|---|---|
| Research | <ul style="list-style-type: none"> • Continue research on accessions, both archival and three dimensional objects • Facilitate graduate and undergraduate research • Implement and disseminate research findings | <p>Past Perfect museum collections database updated to include all accessions and related research and documentation by 2012</p> <p>Obtain copies of, and make available any research papers generated at the graduate and post-graduate levels</p> |

| Priority | Planned Actions | Measurable Outcomes |
|--------------------------------|---|--|
| Marketing and public relations | <ul style="list-style-type: none"> • Assess feasibility of increasing hours open to the public to cover seven days per week • Prepare media and press releases concerning Depot activities • Increase website content and ensure information is current • Arrange for quarterly newsletter focusing on current and upcoming events • Enhance and maintain community presence • Volunteer recruitment campaign | <p>Have museum open five days/week (including weekends) by 2012</p> <p>Continue and build upon member newsletter and occasional Depot publications</p> <p>Establish a yearly community event (Lilac Festival)</p> <p>Build upon local partnerships and have a presence at local cultural/heritage events</p> <p>Increased volunteer pool</p> |

| Priority | Planned Actions | Measurable Outcomes |
|----------------------|---|---|
| Resource development | <ul style="list-style-type: none"> • Generate funds that support programming including grants, in-kind gifts, saleable items, memberships, donations, TBM support, admission fees, programming and outreach revenue • Identify and develop a corporate partnership • Explore the feasibility of bulk mailing as a fundraising endeavor | <p>Showed a marked increase in revenue yearly</p> <p>Have a major corporate sponsor onboard by 2012</p> <p>Increase membership annually</p> |

Appendix A

Sources of Funding

Public grants and contributions, both multi-year and short term project-based are available from levels of government and their agencies. The Depot's objectives are compatible with the objectives of the following funding sources and programs. The success of obtaining funding also depends on the availability of dollars and program priorities at the time and confirmation of eligibility.

The Craighleith Heritage Depot was successful in the Young Canada Works application in 2009, allowing for a second staff member to be hired and additional programs and services to be offered to the public.

The Depot will continue to apply for all available grants for additional staffing so as to continue to provide these programs and services to the public in future.

GRANTING ORGANIZATIONS

Government of Canada

Museums Assistance Program

Provides financial assistance to Canadian museums and related institutions for activities that: facilitate Canadians' access to their heritage; foster professionalism in museological activities and operations; and foster the preservation, protection, and management of representative collections of Aboriginal cultures.

Community Memories Program

The objective is to create a national online portrait of Canada's history by connecting individual local histories, to stimulate community-museum partnerships in the development of online local history exhibits, and to strengthen the capacity of smaller

museums to create digital content for use on the World Wide Web and in local programming. A call for proposals is issued on an annual basis.

Partnerships Fund

The Partnerships Fund is designed to assist partnership initiatives between not-for-profit, public and private organizations and institutions to connect all Canadians with the riches of Canada's heritage by making Canadian cultural collections held by provincial, municipal, and local cultural organizations available via the Internet in both official languages.

Funding under the Partnerships Fund is available to Canadian registered or incorporated not-for-profit institutions active in the cultural heritage sector; public educational institutions; Aboriginal, municipal, or regional governments; or agencies of a provincial or territorial government.

Virtual Museum of Canada Investment Program

Provides project based funding for museums to develop engaging content that takes advantage of the digital medium to create experiences that are not feasible in physical space or analogue media.

Calls for proposals take place in summer and winter.

Canadian Arts and Heritage Sustainability Program (CAHSP)

The Canadian Arts and Heritage Sustainability Program aims to strengthen the organizational effectiveness of arts and heritage organizations. It is composed of four program components: Stabilization Projects, Business Development, Endowment Incentives, and Networking Initiatives.

Young Canada Works Summer Student and Graduate Internship Program -

The Canadian Museums Association (CMA) in partnership with the department of Canadian Heritage delivers the Young Canada Works (YCW) summer student and graduate internship programs.

Service Canada – Skills Link and Career Focus Programs – wage subsidies for various short term market re-entry positions and youth positions.

Government of Ontario

Community Museum Operating Grant – Ministry of Culture

Client museums are required to meet the criteria established in Regulation 877, "Grants for Museums," under the Ontario Heritage Act and the Ministry of Culture's "Standards for Community Museums in Ontario."

Currently there is a moratorium on new clients being accepted into this program.

Ontario Trillium Foundation – Triennial grants allocated for cultural heritage and environmental heritage projects. As a municipal museum, the Museum is not eligible.

However, the museum may explore a partnership grant application.

Community Partnerships & Sponsorship

Community partnerships can bring in new audiences and enhance Museum's activities in such areas as marketing, special events, education programs and research. Several key new partners, and existing partners prepared to explore a stronger relationship, include, Parks Canada, BlueWater District school board, Elephant Thoughts, heritage organizations and other museums.

Museum activities resulting from the marketing, special events, and programming have the potential to attract sponsorships from private sector businesses which target the same audiences, such as tourism businesses, media and retailers.

Fundraising

The diversification of sources of financial funding and in kind contributions will be key to sustainability in a changing political, cultural and economic environment.

Appendix B

Craigleith Heritage Depot Operational Costs 2010 - 2012

| Operating Depot | Town of The Blue Mountains 2010-11-12 Proposed Budget Summary by Category | | | | | | | | | | | | | |
|----------------------------------|--|----------------|-----------------|----------------|----------------|----------------|----------------|----------------|---------------|----------------|----------------------|----------------|---------------|-------|
| | 2007 | | 2008 | | 2009 | | 2009 | | 2010 | | Proposed Budget 2011 | | 2012 | |
| | Actual | Budget | Actual | Budget | YTD | Budget | Budget | % Ch | Budget | % Ch | Budget | % Chg | Budget | % Chg |
| EXPENSES | | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | 17,718 | 52,300 | 62,398 | 59,456 | 43,618 | 48,391 | 48,391 | 55,541 | 14.8% | 56,373 | 1.5% | 57,500 | 2.0% | |
| Total Compensation | 17,718 | 52,300 | 62,398 | 59,456 | 43,618 | 48,391 | 48,391 | 55,541 | 14.8% | 56,373 | 1.5% | 57,500 | 2.0% | |
| Administrative Expenses | 2,656 | 2,300 | 6,148 | 3,933 | 5,787 | 4,800 | 4,800 | 4,450 | -7.3% | 4,450 | 0.0% | 5,200 | 16.9% | |
| Operating Expenses | 283 | 1,000 | 6,856 | 15,300 | 3,415 | 9,000 | 9,000 | 2,500 | -72.2% | 3,000 | 20.0% | 3,000 | 0.0% | |
| Communications | 1,354 | 2,700 | 6,167 | 3,900 | 5,793 | 4,010 | 4,010 | 3,454 | -13.9% | 3,668 | 6.2% | 3,672 | 0.1% | |
| Training Related | 266 | 0 | 5,050 | 806 | 4,086 | 2,050 | 2,050 | 1,250 | -38.0% | 1,325 | 6.0% | 1,402 | 5.8% | |
| Personnel | 0 | 0 | 135 | 0 | 74 | 0 | 0 | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | |
| Utilities | 3,745 | 5,000 | 3,539 | 4,692 | 3,172 | 3,400 | 3,400 | 3,250 | -4.4% | 3,950 | 21.5% | 4,053 | 2.8% | |
| Equipment Related | 164 | 200 | 1,385 | 402 | 639 | 756 | 756 | 651 | -13.9% | 700 | 7.5% | 700 | 0.0% | |
| Vehicle Related | 0 | 0 | 0 | 0 | 369 | 0 | 0 | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | |
| Professional Fees | 4,500 | 7,000 | 698 | 1,500 | 4,102 | 4,224 | 4,224 | 0 | 0.0% | 0 | 0.0% | 5,361 | 0.0% | |
| Financial Expenses | 334 | 2,200 | 3,641 | 2,266 | 4,023 | 4,224 | 4,224 | 4,547 | 7.6% | 4,935 | 8.5% | 5,361 | 8.6% | |
| Premises and Site | 1,961 | 4,500 | 9,874 | 5,115 | 4,808 | 4,000 | 4,000 | 4,000 | 0.0% | 4,000 | 0.0% | 4,000 | 0.0% | |
| TOTAL EXPENSES | 32,962 | 77,200 | 105,893 | 97,370 | 79,686 | 80,631 | 80,631 | 79,643 | -1.2% | 82,401 | 3.5% | 84,888 | 3.0% | |
| TRANSFERS | | | | | | | | | | | | | | |
| Transfers to Capital | 0 | 0 | 4,831 | 5,000 | 0 | 4,500 | 4,500 | 0 | -100.0% | 0 | 0.0% | 0 | 0.0% | |
| Transfers to Reserves | 1,866 | 0 | 0 | 0 | 2,000 | 2,000 | 2,000 | 5,000 | 150.0% | 5,000 | 0.0% | 5,000 | 0.0% | |
| Interfunctional Transfer - Admin | 0 | 0 | -2,500 | -2,500 | -641 | 370 | 370 | 477 | 28.9% | 586 | 22.9% | 697 | 18.9% | |
| TOTAL TRANSFERS | 1,866 | 0 | 2,331 | 2,500 | 1,359 | 6,870 | 6,870 | 5,477 | -20.3% | 5,586 | 2.0% | 5,697 | 2.0% | |
| TOTAL TRANSFERS & EXP | 34,829 | 77,200 | 108,224 | 99,870 | 81,046 | 87,501 | 87,501 | 85,120 | -2.7% | 87,987 | 3.4% | 90,585 | 3.0% | |
| REVENUE | | | | | | | | | | | | | | |
| Grants | 0 | 0 | 128 | 7,900 | 2,830 | 11,950 | 11,950 | 21,171 | 77.2% | 22,242 | 5.1% | 22,534 | 1.3% | |
| Reserve Revenue | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | |
| Sales | 0 | 0 | 489 | 4,250 | 1,000 | 4,350 | 4,350 | 3,000 | -31.0% | 4,000 | 33.3% | 4,000 | 0.0% | |
| Fee and Charges | 0 | 0 | 288 | 20,685 | 5,679 | 25,465 | 25,465 | 30,692 | 20.5% | 32,618 | 6.3% | 37,800 | 15.9% | |
| Facilities Rental | 0 | 0 | 0 | 3,600 | 0 | 375 | 375 | 403 | 7.5% | 433 | 7.4% | 450 | 3.9% | |
| TOTAL REVENUE | 100 | 0 | 885 | 36,435 | 9,509 | 42,140 | 42,140 | 55,266 | 31.1% | 59,293 | 7.3% | 64,784 | 9.3% | |
| NET POSITION | -34,729 | -77,200 | -107,339 | -63,435 | -71,536 | -45,361 | -45,361 | -29,854 | -34.2% | -28,694 | -3.9% | -25,801 | -10.1% | |

Endnotes

- ⁱ Town of The Blue Mountains Strategic Plan, November 14th, 2005
- ⁱⁱ *Courier Herald* July 8th, 2009
- ⁱⁱⁱ Museum Advisory Committee minutes 10_13_09
- ^{iv} Craigeleith Heritage Master Plan 1999

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