

FRIENDS OF THE MARKHAM MUSEUM BOARD MEETING
Meeting No. 54
Markham Museum, Mount Joy Boardroom
February 3, 2016, 5:00 p.m.

In Attendance:	Regrets:
Bill Crothers, Chair	Wendy Kadlovski
Doug Worsley, Vice Chair	Carolina Moretti
Councillor Colin Campbell	
Martha Mingay, Secretary	
Nicole Taylor, Treasurer	
Charlotte Schickedanz	
Ardy Reid	
Mary Brawley	
Randy Barber	
<i>Ex Officio:</i>	<i>Guests:</i>
Cathy Molloy, Museum Director	
<i>Staff</i>	
Matthew Wright (Recording Secretary)	

1. CALL TO ORDER AND OPENING REMARKS

The meeting of the Friends of the Markham Museum Board was called to order at 5:03 p.m. with B. Crothers presiding as Chair.

2. BOARD EDUCATION

Included in Director's Report.

3. REGRETS:

C. Moretti and W. Kadlovski sent their regrets.

4. ADDITIONS/CHANGES TO THE AGENDA

Moved By: D. Worsley
Seconded By: M. Brawley

THAT the agenda for the February 3, 2016 meeting be approved as distributed.

Carried. (4.1)

5. DECLARATIONS

Nil.

6. ADOPTION OF MINUTES OF MEETING

Moved By: R. Barber
Seconded By: A. Reid

THAT the minutes of the Friends of the Markham Museum meeting on January 13, 2016 be approved as distributed.

Carried. (6.1)

7. BUSINESS ARISING FROM THE MINUTES

Nil.

8. DIRECTOR'S REPORT

C. Molloy gave a brief update on the status of the Strategic Plan. She then distributed copies of the Museum's 2016 Business Plan (Attachment A) and went over the high level details.

Moved By: M. Mingay
Seconded By: M. Brawley

THAT the Board receives the Director's Report.

Carried. (8.1)

9. TREASURER'S REPORT

N. Taylor gave a brief update. The bank balance is at \$66,318.

10. COMMITTEE REPORTS

- a) Collections Committee: The next meeting will be held April 20.
- b) Development Committee:
 - i) Speaker series: "The Archaeology of Toronto's Industrial Harbour" with David Robertson on February 18, 7-9pm. Bob McDonald on Sunday, March 20 in the afternoon.
 - ii) Goodall Update: Foundation is without a director and cannot commit to a date.
 - iii) Acadia Project: R. Barber will make a presentation at a future meeting.
- c) Executive Committee: No date yet for the AGM. Volunteer Dinner on hold, Council Recognition also to be determined.

11. MARKHAM HISTORICAL SOCIETY REPORT

February 8 – the History of Barbering, Feb 15 at Winterfest doing maple toffee, March 14 George Duncan will be speaking at a meeting, then Janet Reid on April 11, followed by pie night on May 9 and the Potluck dinner in June.

12. OTHER BUSINESS

13. NEXT MEETING

The Chair informed the Board that the next meeting would be held on March 2, 2016 at 5 p.m. in the Mount Joy Board Room at Markham Museum.

14. ADJOURNMENT

Moved by: D. Worsley
Seconded by: C. Schickedanz

THAT the February 3, 2016 meeting of the Friends of the Markham Museum Board be adjourned.

Carried. (14.1)

Meeting adjourned 5:35 p.m.

Attachment A



2016 BUSINESS PLAN
MARKHAM MUSEUM

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1. MUSEUM DESCRIPTION, MISSION AND MANDATE

The Mission and Mandate of the Museum were updated in 2004 and adopted by the Council as part of the Markham Museum Master Plan.

Mission: The Markham Museum makes history relevant, accessible and enjoyable. We enrich the cultural life of our community by researching and preserving local history and by providing educational and entertaining programs and exhibits.

Mandate: The Markham Museum studies and collects the documentary and material heritage of the geographical area now known as the City of Markham from the earliest times to the present. Markham Museum takes an interdisciplinary approach to its subject matter, with exhibitions and programmes that include archaeology, history and science. The Museum presents exhibitions and programmes reflecting the experiences of all citizens, from the earliest humans that made this area their home to the most recent arrivals. Its archival resources similarly offer the potential for research into the heritage of all City residents.

In 2009 the Friends of the Markham Museum was initiated by Council with the purpose of supporting the Museum by raising funds for exhibits and programs and providing advice to Museum staff.

The Friends memorandum of understanding and terms were endorsed by Council in late 2011.

The Friends develop an annual business plan that is guided by that of the Museum.

2. STRATEGIC PLANNING

Markham Museum embarked on a strategic review in 2009, which involved a careful analysis of the overall business program and a refinement of the public program. Over the years 2009 to 2010 we began to see public reaction to programming around three core themes; settlement, industry, the natural environment and the interaction of these elements in daily life. All three themes are well supported in the existing collections and have been proven to effectively engage our traditional audiences and the newest members of the community.

From 2011 to 2013 we test marketed and developed program related to the shared human experiences of textiles, metal working, food and farming, and recently completed the long planned for pottery. These things are common to all human cultures. We also began to see very positive reaction to programming related to the natural environment and sustainability.

Museum staff have spent the past five years developing programs and strategies related to attendance and revenues to support growth. Positive engagement of staff, the Friends of

Markham Museum, Council, and the community have contributed to exponential growth and program development.

In 2014 the Museum prepared a draft of a strategic plan. The draft plan has been endorsed by staff and reviewed by the Friends. In 2015 Capital funds were set aside to engage a consulting company to review the draft, seek public opinion, review larger City planning documents within the Museum context and engage City senior staff and Council in dialogue about the future of the Museum. In late 2015, a consulting company was engaged and the formal strategic planning process will begin in January 2016

Currently the key museological priorities of Markham Museum are as follows:

- Creating community engagement and a centre for leisure and life-long learning through events, public programs, and by making the collections and site resources accessible for research for personal and public purposes
- Developing and maintaining a collection of artifacts and documents pertaining to the history of Markham and holding that collection in public trust
- Preserving the collection through proper storage and display conditions
- Researching and documenting the collections and the community's history through exhibitions, programs and publications

These priorities will remain in place while the plan is being finalized.

Jeff Weatherston and Jon Linton have been engaged to jointly prepare and produce the Museum strategic plan in response to the following proposal:

Markham Museum Strategic Plan Request for Proposal

Background

Markham Museum is owned and operated by the City of Markham. It is a part of the Community Services Commission, Department of Culture. The Friends of the Markham Museum are a separate not-for-profit. They are appointed by Council. Funds are managed by the City of Markham.

Groups / Stakeholders with whom the Museum has on-going relationships:

City departments; recreation, libraries, heritage, public realm, sustainability, corp. communications, asset management,

Markham Historical Society, Markham Arts Council / York Region Arts Council, Ontario Museums Association, Canadian Museums Association, Association of Science and Technology Centres, Archives Association of Ontario

Essential objective

The essential objective of this study is to examine the Museum current operations and prepare a strategic and recommendations for future planning.

Community Description

Markham, a municipality of more than 345,000 residents centrally located in the Greater Toronto area, is Canada's most diverse community and home to many of Canada's leading life science and technology businesses. Recipient of a 2010 Canada Award for Excellence – Silver for outstanding achievements in quality, customer service, and a healthy workplace, Markham is renowned for its rich heritage, vibrant neighbourhoods and leadership on the environment and urban design.

Need for Study and Strategic Plan

As a part of the strategic planning process a study of the Museum operational and related planning documents is required. The Museum needs to develop the most optimal physical plant as well as the associated organizational structure to sustain and grow the operation. The Museum needs to continue to plan programs relevant to the Community to ensure continued success.

Purpose of Study and Strategic Plan

The purpose of the strategic plan is to ensure that the museum prudently plans for future operations. As the Museum is located on a 25 acre site with over 30 structures, reference to the physical plant is essential. It is understood that this study process will not allow for an in-depth plant study, but should make reference to essential projects that need further examination. Programmatically, the Museum needs to better understand future community needs and what our role will be within the community.

3. 2016 KEY PRIORITIES

- a) Complete strategic plan for the Museum.
- b) Continue to incorporate Museum structural review into the Strategic Plan and Capital Planning
- c) Continue to incorporate Museum safety review and plan into the Strategic Plan.
- d) In partnership with Toronto Region Conservation Authority, develop a comprehensive tour of the Museum partnered gardens with the theme “Creating Habitat in the Winter”. This will be a two hour education program. TRCA received MESF grant for this initiative.
- e) With the Forestry Department develop an education program around the Emerald Ash Borer, using the Museum site evidence of treated and untreated trees.
- f) With Asset Management, finalize the design and space use to convert Strickler Barn into an event space.
- g) Support the activities of the Friends of the Markham Museum by keeping them informed of museum budget, exhibition and program developments. Work with the Friends to help build awareness of and support of the Museum. The Friends have developed a Lecture Series and will actively take part in the strategic planning process.
- h) Keep in involved with and attend conferences and workshops provided by professional organizations such as OMA, CMA, ASTC, CCI, OAA, etc. Cathy Molloy is a member of the OMA Council and Janet Reid is an active member of YDAMA. Andrea Carpenter is an active member of MAGEC-DY. (Museum and Art Gallery Educators Collective of Durham/York.)
- i) Successfully maintain regular operation and staffing of Markham Museum in order to provide the framework to deliver 2016 objectives. Andrea Carpenter will be on parental leave for most of 2016, a temporary Program Coordinator will be placed in Q1. The Museum will also hire a permanent Rental and Events Coordinator in Q1, this position was not posted in 2015 as the review took some months to review.
- j) Ensure that all staff are involved in on-going training as Municipal employees. Matthew Wright continues to pursue Level One CGA designation, outside of the City-offered educational opportunities.

4. 2015 GOALS AND OBJECTIVES

Curatorial

- a) Continue to work with Program staff to update building exhibits as guided by the strategic planning process.
- b) Continue to produce temporary small exhibitions for outreach purposes.
- c) Continue to maintain high standards of collections management and complete inventory backlog. Undertake a project to update storage of Crown Patents. Cataloguing will be a priority for 2016, primarily to link a substantial number of collections images in 2016 (1000+). The Curator will commission the conservation of the Peter Reesor painting, and complete a review of the agricultural implement collections and storage opportunities.
- d) Continue to offer research services to citizens and other civic departments. Explore, with volunteer assistance, the publication of a research project on Markham Photography collections. Support external research and begin to identify resources for genealogical services at Museum.
- e) For 2016 as a requirement of CMOG, develop a rolling 3+ year exhibition schedule (including potential virtual and touring projects as well as the program of temporary and semi-permanent displays) by June 2016.
- f) In 2016, through YDAMA executive, facilitate discussions on collaborating on collections issues and opportunities.
- g) Temporary Exhibition Program 2016
Main Gallery:
February - April 2016: SNOW, (Canadian Museum of History)
September - January 2016: Echoes in the Ice: The Franklin Expedition (National Science and Tech.)
Mezzanine:
January - April 2016: Keva Planks
May 2016: Installation of Museum curated/designed/installed exhibition about the pottery history of the site

Site Maintenance and Safety

- a) With Human Resources continue to develop a site safety combination site inspection manual.
- b) Continue to work with Nancy Myles to develop site safety and operation procedures.
- c) Continue to maintain a volunteer work manual with individual training records.
- d) As a part of site security improvements; work with Asset Management for the on-going implementation of the Museum security assessment.
- e) Primary on-site contact for major Asset Management supported projects.
- f) Support Museum rentals, camps and other programs by maintaining site safety and cleanliness.
- g) Primary contact for site maintenance contracts related to systems maintenance, site maintenance, waste/recycling services, alarm system maintenance and inspection, etc.

Programs

- a) Continue to develop program to build audience, specifically outreach programs, guide and scout programs, and other structured programs.

- b) Continue to develop a two hour education program with TRCA (age 6 and up and ESL) which will be adapted to a tour option for drop-in visitors. TRCA received funds from MESF to produce this program with the Museum and it will be available to the Museum audience in mid-2016.
- c) Work with Forestry Dept of the City to develop a program about the Emerald Ash borer.
- d) Work with Museum Manager to continue to develop the Pottery Program. The Program grew faster than originally anticipated. As is usual for the Museum, the pottery programs for parents with small children are the first to sell. There were requests for more advanced level classes, these are being developed and will be offered in the spring.
- e) Continue to develop programs for pre-schoolers, birthday parties and other specialized program. Mini mornings and weekend birthday parties are booking extremely well. As business in these areas has grown, more options for themes will be examined in 2016.
- f) Continue to maintain the volunteer management program and assess in light of progress made with larger City volunteer initiative.
- g) Continue to develop and support the Museum marketing and communications efforts cooperating with the City of Markham Corporate Communications Department.
- h) Take an active role in exhibit selection and installation to ensure successful programming of exhibitions. Continue to create programs that can be used the public and education programs. Science components will be emphasized.
- i) Camp will continue to be a primary program business. The site is at capacity in terms of attendance. Staff will continue to develop and refine the unique educational components of the program. Creative program will be meshed with science program in order to continue to attract older campers. Staff majoring in science programs will be highly considered.
- j) Continue to work with other City departments, e.g. Sustainability, Library, Emergency Preparedness, Recreation, other culture venues.
- k) Program Coordinator will be on Mat leave from Q2, reviewed JD will be posted Q1.

Private and Public Events

- a) Develop and present four major Museum events: Winterfest, March Break, Applefest, Scaryfest. In 2016, there will be an increase in hours and price for Scaryfest.
- b) Work with program staff to develop a detailed program to present to Friends for sponsorship potential.
- c) Work with private and public partners to present several events that may or may not be open to the general public.
- d) Attend wedding shows and other marketing opportunities to promote the Museum facilities.
- e) Maintain and develop knowledge about current trends in the wedding industry.
- f) Work with commercial and filming companies to negotiate contracts and develop plans in order that film contracts so not interfere with regular Museum business.
- g) Continue to assess rental fees against competition.
- h) Develop a City-wide program to wrap all rental facilities into a Museum-like business.

- i) Take an active role in the design and development of a plan to develop Strickler Barn as an event space.
- j) With the Friends of the Markham Museum, support fundraising events such as the lecture series.
- k) Continue to support the volunteer program.

Visitor Experience

- a) Improve directional signs at the front of, and on site.
- b) With City Staff develop a calling tree and messaging system.
- c) Continue to train front-line staff, for on-going day to day service, for current programming and any changes to regular programming. (Museum part time staff program is currently under review.)
- d) Continue to be the staff conduit for service with/from the Information Technology Department.
- e) Continue development of the small gift and book shop.
- f) Continue to develop and support the Museum marketing and communications efforts cooperating with the City of Markham Corporate Communications Department.
- g) Continue to develop visitor feedback surveys, monitor on-line comment pages, e.g. trip advisor. Matthew will investigate using the current survey sheets on-line.
- h) Maintain the part staff schedule and the “ezLabor” payroll process for Museum staff.
- i) As a part of the strategic planning process, develop an ‘outcomes based’ survey system to evaluate our community impact.

5. FINANCIAL PLANNING

The Museum capital and operational budgets are approved annually by Council and are available on the City website once approved. Continue to work within the \$100,000 subsidy reduction to the Museum budget in 2015.

Museum staff will work within the Town budgets to fulfill the Museum mandate. The Museum will incorporate the strategies of the new Museum plan into business planning and development