

## Sources for Government Grants

This Strategic Plan has made several recommendations that will dovetail effectively with government grant criteria. With good guardianship and strategic leadership of the King Township Museum, grant possibilities can enable some of the goals to be met reasonably quickly, and without additional Township funding.

For example, the KTM receives an annual **Community Museum Operating Grant** from the Ontario Ministry of Tourism, Culture and Sport.

The Museum is also eligible for other provincial grants. In 2013 the Ministry merged earlier granting programs into one program called the **Cultural Development Fund**. These new provincial priorities provide an excellent opportunity for the KTM to align its strategic growth with the overall direction provided by the Ministry, business and the sustainability plan. The priorities for this funding are:

- Develop stronger boards and advisory committees (Goal 6- build Board capabilities)
- Create more effective collaborations and partnerships (Goal 5- volunteer engagement)
- Improve planning, financial and digital capabilities (Goal 1: increase revenue stream)
- Make strategic use of emerging new media and social media (Goals 3,4- functionality of site and marketing)

Further, Heritage Canada provides grants that KTM may be able to access to further future growth:

*Strategic Initiatives:* provides financial assistance for projects involving multiple arts and heritage partners working collaboratively (Goal 5)

*Canada Cultural Spaces Fund:* The Fund supports the improvement, renovation and construction of arts and heritage facilities, and the acquisition of specialized equipment as well as conducting feasibility studies. (Goal 2)

*Museums Assistance Plan:*

Access to Heritage: Funds the development and circulation of travelling exhibitions; (aligned to Goal 3)

Exhibition Circulation Fund: for the hosting of out of province travelling exhibitions or in province exhibitions that received funding from MAP (through Access to Heritage or Aboriginal Heritage) (aligned to Goal 3)

Aboriginal Heritage: for projects related to the preservation, management and presentation of Aboriginal cultural heritage (aligned to Goal 3)

Collections Management: for projects to improve knowledge, skills and practices related to key museum functions; (aligned to Goal 3)

Beginning in 2014, **Heritage Canada** will start a new program to support museums, including small museums, to borrow artifacts from the future Canadian Museum of History. (aligned to Goal 3)

The Canadian Heritage Information Network (**CHIN**) offers two funding programs:

*Virtual Exhibits Investment Program*, provides grants to develop online exhibits, interactive resources and other educational resources that engage online audiences in Canada's history and heritage. (aligned to Goal 3)

*Community Memories Program* is targeted to museums with five full time paid employees or less to create online exhibits about the events and people that shaped a community. (aligned to Goal 3)

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## Comparable Museums

August 2013

At the outset of the strategic planning process, three museums were selected in discussion with the King Museum as comparable institutions: the Orillia Museum of Art and History, the Whitchurch Stouffville Museum and Community Centre, Vandorf; York Heritage Schoolhouse, Markham; Enoch Turner School House, Toronto; and Georgina pioneer Village and Archives, Keswick. Information about these comparable museums was collected via internet research, visits to sites, and through telephone interviews, using standard questions and categories. The results across categories of information are shown on the next pages.

When examining the comparable data, is it important to bear in mind the differing financial capacities of the municipalities in which the museums are located. The chart below indicates these differences clearly.

	<b>King</b>	<b>Orillia</b>	<b>Whitchurch-Stouffville</b>	<b>Georgina</b>
Financial position per capita (2011)	\$(1,349)	Does not participate in BMA study	(\$599)	\$10
Population (2011)	19,899		37,628	43,517

Source: BMA Management Consulting Inc. Municipal Study, 2012.

When evaluating attendance data, is interesting to see the resources in terms of operating budget and staff size that are needed to drive foot traffic.

	<b>King Township Museum, King City</b>	<b>Orillia Museum of Art and History</b>	<b>Whitchurch Stouffville Museum and Community Centre</b>	<b>Georgina Pioneer Village and Archives, Keswick</b>
<b>Operating Budget</b>	\$169,139	\$277,000	\$420,000	\$300,000
<b>Annual Attendance</b>	3,351 (2011)	11,000 (2012)	6,000 (2012)	6,000 (average annual)
<b>Staff</b>	One curator One casual programmer Summer students	Four full time Summer students	Two full time staff Five part time education staff on as needed basis Two part-time clerks for rentals Summer students	-one full time site supervisor -one part time staff -five to six seasonal staff

## Comparable Museums

King Township Museum, King City	Orillia Museum of Art and History	Whitchurch Stouffville Museum and Community Centre	York Heritage Schoolhouse, Markham	Enoch Turner School House, Toronto	Georgina Pioneer Village and Archives, Keswick
<b>Mission</b>					
The King Township Museum is dedicated to preserve, promote, display, acquire artifacts and interpret the history and culture of the Township of King for the education and enjoyment of its residents and visitors.	The Orillia Museum of Art and History's mission is to inspire creativity and celebrate local history by expanding the awareness and appreciation of arts, history and culture in the Orillia community and surrounding area	The Whitchurch-Stouffville Museum & Community Centre is committed to being a dynamic focal point of community interaction through public programming, heritage conservation, research & education initiatives in a welcoming, authentic, and sustainable way.	The Heritage Schoolhouse will provide the setting and resources to inspire and encourage learners to develop their potential through active and interactive learning opportunities.	The Ontario Heritage Trust - the province's lead heritage agency - is dedicated to identifying, protecting, renewing and promoting Ontario's rich and diverse built, cultural and natural heritage that has influenced and continues to shape our society for the benefit of present and future generations. [the School House does not have its own mission statement]	To collect, preserve, promote and interpret the rich history and heritage of all communities now known as The Town of Georgina and to utilize the Georgina Pioneer Village & Archives as an educational mechanism to encourage public discussion on the historical significance of the area.
<b>King Township Museum, King City</b>	<b>Orillia Museum of Art and History</b>	<b>Whitchurch Stouffville Museum and Community Centre</b>	<b>York Heritage Schoolhouse, Markham</b>	<b>Enoch Turner School House, Toronto</b>	<b>Georgina Pioneer Village and Archives, Keswick</b>
<b>Facilities</b>					
-a 2.5 acre site with: -administrative building, which incorporates a one room schoolhouse, exhibit room, and	Late 19 <sup>th</sup> century building in downtown Orillia, with three stories of public space: -1 <sup>st</sup> floor: research	Bogarttown School House Vandorf Public School (not currently in use as a School. Potential	Historic School House, with staff offices and storage in the basement. Very limited outdoor space	One-room school house built in 1848	Ten-acre site with 16 buildings, including a school house, store, station, blacksmith shop and

## Comparable Museums

<p>future programming room, office space for curator and staff member of the Nature Conservancy</p> <ul style="list-style-type: none"> <li>-historic church</li> <li>-historic rail way station</li> <li>-temporary collections storage in trailer</li> <li>-small off-site storage for large artifacts</li> </ul>	<p>room, gift shop, temporary exhibit gallery for history exhibits</p> <ul style="list-style-type: none"> <li>-2<sup>nd</sup> floor: climate controlled temporary exhibit space for art exhibits (650 sq ft)</li> <li>-3<sup>rd</sup> floor: education room (sub dividable), may also develop Members' lounge here</li> <li>-kitchens on 2<sup>nd</sup> and 3<sup>rd</sup> floors to facilitate rentals</li> <li>-basement not open to public, used for storage (some compact storage)</li> <li>-all spaces fully accessible</li> </ul>	<p>for future use as space for permanent exhibit on the history of WS)</p> <ul style="list-style-type: none"> <li>Log Cabin</li> <li>Victorian farmhouse</li> <li>Historic Barn</li> <li>Community Centre (Research Room, Exhibition Gallery, Discovery Room, two rental spaces)</li> </ul>			<p>apothecary.</p> <p>The site also includes Archives with material related to local community history.</p>
<b>King Township Museum, King City</b>	<b>Orillia Museum of Art and History</b>	<b>Whitchurch Stouffville Museum and Community Centre</b>	<b>York Heritage Schoolhouse, Markham</b>	<b>Enoch Turner School House, Toronto</b>	<b>Georgina Pioneer Village and Archives, Keswick</b>
<b>Governance</b>					
<p>Report to the Parks, Recreation and Culture Department, who report to Town Council. Informal Advisory Board.</p>	<p>Advisory Board with ten members, most of whom chair a sub-committee</p> <ul style="list-style-type: none"> <li>-sub-committees are History and Exhibitions</li> <li>-History Committee runs bus tours and speakers events</li> <li>-committees are very active</li> </ul>	<p>An eleven-member Board is appointed by Council. It meets five times per year and acts in an advisory capacity. Several subcommittees e.g. for the annual car show, the steam engine, policy review. Subcommittees are very active.</p>	<p>Report to York Region District School Board. Have an Advisory Board of key School Board officials to ensure the Museum can access Board resources.</p>	<p>Transferred in 2008 from the Enoch Turner Schoolhouse Foundation to the Ontario Heritage Trust.</p> <p>The Foundation continues to support the Schoolhouse</p>	<p>Run by the Town of Georgina Recreation and Culture department (until the early 2000s was run by the Historical Society).</p> <p>Advisory Board from the Historical Society, with 9 to 11 members who meet regularly.</p>

## Comparable Museums

Collections					
About 3,000+ artifacts relating to the history of the Township of King	About 10,000 -500 art items -remainder are historical artifacts and archival materials related to the history of Orillia -some gaps in the collection (e.g. do not have anything about Gordon Lightfoot) -want to be more strategic about future collecting, are turning down potential donations more regularly	To be added.	Have about 10,000 items, stored on-site and in a small off-site storage facility. Receive collections when schools in the Board close. Collect up to the present day. Also advise schools on how to store their own collections. Currently digitising collection with M3online from Minist Inc. Chose this version so that collections can be mounted on their website.	About 300 objects -period lesson books -toys -furnishings -modern replicas	Significant collection of James Anderson, a Hudson Bay factor. Other collections include the furnishings of the historic buildings and donated materials from local residents. The Archival collection includes materials such as minutes of Council meetings.  Use Filemaker Pro for collections management.
<b>King Township Museum</b>	<b>Orillia Museum of Art and History</b>	<b>Whitchurch Stouffville Museum and Community Centre</b>	<b>York Heritage School House, Markham</b>	<b>Enoch Turner School House, Toronto</b>	<b>Georgina Pioneer Village and Archives, Markham</b>
Permanent Galleries					
General store in the administrative building -school room, railway station, church	None - advises against permanent exhibits, as they perpetuate the idea that the museum never changes	See Facilities	The School House, plus display cases in two other places.	The Schoolhouse	James Anderson Gallery, a small gallery in one of the rooms of the 1857 Noble House
Temporary exhibits					
<b>2011 <i>Voices of the Town</i> (Vaudeville) exhibit from Peterborough County Museum; Kingcrafts and Lady</b>	-Annual juried exhibition "Carmichael Canadian Landscape Exhibition"	500 square foot temporary exhibition gallery. One exhibit curated in-house per year. In 2013	Help schools to mount displays for special events such as the 100 <sup>th</sup> anniversary of Deer Park School.	No temporary exhibits.	No temporary exhibit space, which is considered a disadvantage, as changing exhibits can attract repeat



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<p>Flavelle anniversary celebration; <i>Salute</i> (military)  <b>2012</b> <i>Gifts of the North</i> combined with Garry Conway nature photography  <b>2013</b> <i>A Golden Age of Boat Building</i> with demonstrations of boat building; 100 Years of Guiding in King</p>	<p>-The Art of Retro-Futurism (juried Steampunk show)  -17<sup>th</sup> Annual International Women's Day show "Reflections"  -"Charles Pachter Landmarks"  -intend to program two exhibits per year about Orillia history - will often be tied to anniversaries in the town's development</p>	<p>exhibit is <i>With this Ring...A Heritage Wedding Album</i>. Also host touring exhibits.   Discovery Room exhibits (in vertical and horizontal drawers) also change quite frequently</p>	<p>Worked with Markham Museum to produce a travelling exhibit about the Rwandan Genocide.</p>		<p>visits. Also, the history interpreted at the site stops at 1920 (the date of the most recent building) and cannot include the interesting history of Georgina in the beyond the 1920s.</p>
<b>King Township Museum</b>	<b>Orillia Museum of Art and History</b>	<b>Whitchurch Stouffville Museum and Community Centre</b>	<b>York Heritage Schoolhouse</b>	<b>Enoch Turner School House, Toronto</b>	<b>Georgina Pioneer Village and Archives, Keswick</b>
<b>Programming</b>					
<p>-Kidsfest - now Humber River Day  -Doors Open King Township (not 2013)  -Annual events  -Workshops  -annual Summer Camps and March Break camps  -specialty programs such as <i>Celebrating Black Heritage in York Region</i></p>	<p>Charles Pachter live auction   Summer Arts Day Camps in July and August   -fall programming for adults and children</p>	<p>Annual programs:  -pancake brunch  -Victorian tea  -Car Show  -Candlelight Christmas Tour  -Doors Open (the Museum is the Organizer for Whitchurch-Stouffville)  Kids Tour (offered four times in July &amp; August)  Family Discovery Days (twice in August)  Five weeks of summer camps.</p>	<p>The School House is not open to the public except during Doors Open.</p>	<p>In 2011  -Doors Open  -film screening "Death or Canada" about Irish immigration to Canada  -Annual Founders' Dinner</p>	<p>-free on Canada Day  -participate in Doors Open  -Harvest Festival in September  -two-day March Break Camp (\$35/day, \$65 for two days)  -summer camps in July and August  -community groups, Girl Guides etc can book their meetings at the facility  -craft-based weekend workshops for youth and adults in the fall (ticketed)</p>

## Comparable Museums

School Programs					
<p>Education Program offered in house and outreach, linked to Ontario curriculum for grades 3 to 8</p> <ul style="list-style-type: none"> <li>-Township Children at Home</li> <li>-Festivals and celebrations</li> <li>-Who are the Mississauga? European Explorers</li> <li>-A Township Family and the Rebellion of 1837</li> <li>-Walter Rolling</li> <li>-Artifact interpretation</li> </ul>	<p>Education Program for grades 2 through 8, art-based</p> <p>-2136 student visits in 2012</p> <p>-also providing in-school programming</p>	<p>Full Day Program (\$10.00 per student)</p> <p>Half Day Program (\$6.00 per student)</p>	<p>A grade 3 and 4 program, with role play (some students come in costumes they bring from home - information is provided to parents to help with this). Grades 7 and 8 program is based on critical examination of artifacts.</p>	<p>School tours for \$5 per student</p> <ul style="list-style-type: none"> <li>-Mrs Henderson's Class</li> <li>-Dancing and Decorum in 19<sup>th</sup> century Ontario</li> <li>-Immigrants in early modern Ontario</li> <li>-walking tour of Corktown neighbourhood</li> <li>-full-day joint programs with Toronto's First Post Office and Redpath Sugar Museum (both within walking distance) - use the City's Market Gallery lunch room facilities</li> </ul> <p>-tours for the general public can be pre-booked for adult visitors (20 to 30 minutes, \$5 per participant)</p>	<p>Programs for Grade 3 classes (\$6 to \$9 per student, depending on length of program)</p> <p>A newer Rise to Rebellion 1837 program is run with re-enactors and attracts 400 to 600 students over two days</p>
Staff					
<ul style="list-style-type: none"> <li>-one curator</li> <li>-one casual programmer</li> </ul>	<p>Four full time staff:</p> <ul style="list-style-type: none"> <li>-Executive Director</li> <li>-Exhibitions Manager</li> <li>-Programs Manager</li> <li>-Collections Manger</li> <li>-several summer students federal and provincial grants and grant from local YMCA</li> </ul>	<p>Two full time staff.</p> <p>Five part-time education staff called in on an as-needed basis.</p> <p>Two part-time clerks responsible for rental bookings and marketing.</p> <p>Grant-funded summer students.</p>	<p>Three full-time staff: Curator, Education Programmer, and Administrative Assistant -- and co-op students from the Board</p>	<ul style="list-style-type: none"> <li>-one full time</li> <li>-two part time</li> </ul>	<ul style="list-style-type: none"> <li>-one full time site supervisor</li> <li>-one part time staff</li> <li>-five to six seasonal staff</li> </ul>

## Comparable Museums

Township of King Museum	Orillia Museum of Art and History	Whitchurch Stouffville Museum and Community Centre	York Heritage Schoolhouse	Enoch Turner School House, Toronto	Georgina Pioneer Village and Archives, Keswick
<b>Volunteers</b>					
-four regular volunteers who work on collections management -12 to 15 for special events (as needed) -Board volunteers	About 80 volunteers (including the Board and subcommittees) -would like to build these numbers up and have more help at front desk and gift shop	92 volunteers in 2012 Assist mainly with collections management (digital photography, inventories, accession records, data entry); also garden and building maintenance, and special events.	No	-no regular volunteers, sometimes volunteers help with special events	About 50 to 60 active volunteers.
<b>Members</b>					
Currently no memberships – shared with the Historical Society	500 in 2011 650 in 2012	Currently about 60 members; target is 150 for next year	No	80 members of Enoch Turner Schoolhouse Foundation	About 50 or 60 (most volunteers are members)
<b>Attendance</b>					
3,351 in 2011	11,000 in 2012	6,000 for 2012 (higher than usual because of opening of new facilities)	All attendance is from schools in York Region District School Board – about 2,500 to 3000 students per year. Are over capacity – can accommodate only half the schools in the Board annually. Numbers using school kits not recorded.	2,000 per year through school visits; 5 – 10 people per day as regular visitors	About 6,000 annually.

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King Township Museum	Orillia Museum of Art and History	Whitchurch Museum and Community Centre	York Heritage Schoolhouse	Enoch Turner School House, Toronto	Georgina Pioneer Village and Archives, Keswick
<b>Admission Prices and Opening Hours</b>					
Tuesday to Friday: 10:00 to 4:00 pm Every other Wednesday to 7:00 pm -open on weekends for special events only  No charge for general admission.	Winter Hours: Tuesday to Saturday 10:00 am to 4:00 pm  Summer Hours: Monday to Saturday 10:00 am to 4:00 pm	Winter Hours Monday to Friday, 1:00 to 5:00 pm  Summer Hours: Wednesday to Sunday, 10:00 am to 5:00 pm Adults \$5.00 Children \$3.00 Seniors \$4.00 Family \$12.00 Child under 6, free	All programs are free (the schools pay for bussing). Open only during the school year, on week days.	Admission by donation.	September to May, office hours only; open to the public by appointment.  Summer hours: Wednesday to Sunday, 10:00 am to 5:00 pm  Admission by donation.
<b>Operating Budget</b>					
\$169,139 (2013)  <b>Revenues:</b> -township -CMOG -fees and charges -donations and fundraising -grant support for summer students	\$277,000 (2013)  <b>Revenues:</b> -municipality -CMOG -fundraising -donations -grants -membership fees	\$420,000 (2013)  <b>Revenues:</b> -municipality -CMOG -school programs -special events -rentals -grant support for summer students -memberships -sponsorship for Car Show	Salaries are paid by the Board. Small operating budget.  Grants such as Young Canada Works "Building Careers" to fund training for students and teachers to learn how to collect oral histories about school experiences.	Under \$100,000	Annual budget about \$300,000  <b>Revenues:</b> -township of Georgina -seasonal staff funded through Young Canada Works -grants from time to time from Trillium (provincial) -Historical Society receives \$1500 to \$2000 annually (from Heritage Organizational Development funding, federal)  Permanent gallery

## Comparable Museums

					sponsored by Hudson Bay Company and South Lake Community Futures Development Corporation
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<b>Marketing</b>					
-part of Township of King website -Museum has its own brochure	-articles and reviews in three local newspapers -Rogers cable coverage "Arts Orillia" -print brochures -website -partners' networks -2012 marketing expenditures were \$6,400	-press releases -print materials (general brochure with seasonal inserts) -information in community calendar of local newspaper -2013 budget for advertising is \$5,000	Market the School House to teachers via the Board's intranet.	-majority of marketing is via the Ontario Heritage Trust through its publications (e.g. Heritage Matters magazine) and OHT website -the Schoolhouse itself spends about \$400.00 per year	Seasonal newsletter posted on Village website  -advertising budget \$4,500
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<b>Gift Shop/ecommerce</b>					
-minimal (books, maps, some toys)	Yes - would like to grow revenue with more merchandise from local artists	Gift shop with entrance desk	No	No	-small gift shop (candies, crafts); not a significant revenue stream
<b>Food Services</b>					
No	Only as part of rentals. No café.	No	No. Students bring their own lunch.	No (except for special events).	-the Historical Society has a kitchen and provides food for some events (such as a Victorian tea 2 to 3 times a year)

## Comparable Museums

Rental Spaces					
Meeting space in administrative building, historical buildings, and grounds available for rent	Yes, two (see Facilities above) -	Main Hall (can be subdivided into two spaces) Community Room Warming kitchen, sound system	The School House has been used as for two movie shoots. It is not used for weddings.	The Schoolhouse is rented for special events such as weddings.	Church, bandstand, and grounds rented for weddings and wedding photography -church is rented 3 to 5 times annually, with the receptions held at the adjacent community centre
Off-site programming					
-in-school programs	-in-school programs  Participate in city events annually such as: -Starry Night -Mariposa -Arts for Peace	Participate in several local events including: -Blantyre Fall Fair -Strawberry Festival -Winter Festival -school events such as Spring Fling -some visits to seniors' homes Education kits (five topics) Visits to schools (\$5 to \$6, plus mileage)	Have two school kits that are booked through the Board's media library. Attend school reunions in costume and provide programming for the event.	See School Visits program.	Off-site programs are provided for schools and retirement homes, on request. Staff resources for off-site programming are limited.
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Community Programs					
Part of the York Region Association of Museums and Archives. -partner with the King Township Historical Society, Art Society King, King Township	-partnership with Zephyr, an artists' run centre (help teenagers with portfolio development and semi-professional artists with marketing)	-participate in York Region Association of Museums and Archives	Part of the York Region Association of Museums and Archives. Attend the Ontario Museums Association Conference and SLATE conference	ETSF participates in local organizations including the West DonLands Committee, the Gooderham and Worts Neighbourhood	Main affiliation is with the Historical Society.

Comparable Museums

Public Library, Horticultural Society, Toronto Region Conservation Authority, York Region District School Board and NCC	-has Trillium funding Doors Open -Simcoe Watershed Art Project -Orillia Youth Program		(So Let's All Talk Education)	Association, Heritage Toronto, the Toronto Historical Association, and the Ontario Museum Association.	
Facebook	Facebook and Twitter	Museum Facebook and Twitter accounts to be discontinued (Town is creating new accounts)	Do not use Facebook or Twitter - not a priority given limited resources. Will be purchases a few tablets for use in the Grade 7/8 program.	OHT has Facebook and Twitter accounts	Facebook, Twitter, and Flickr
<b>Other initiatives</b>					
	Currently considering whether or not to charge an admission fee or have admission by donation  -best advice is to keep refreshing programming so that there is always something new and the facility looks fresh  -working on having the neighbourhood in which the Museum is located designated as Orillia's arts district		See the School House as ideally placed to advise teachers on using primary sources in research (the importance of inquiry-based learning using primary sources is mandated in upcoming provincial curriculum)	The Enoch Turner Schoolhouse Foundation helps the OHT to preserve the Schoolhouse. The Foundation also offers a program of public events including the annual fall auction, lecture series, walking tours, and the annual Founder's Dinner (traditionally the first Friday in December). These events are open to everyone.	-it is all about programming and finding tie-ins with the community -the content is historical but need to "think outside the box" to find links to modern life -social media can expand virtual visitation -it is important to try and get youth involved