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Item No. 9.1.1
Grants Committee
May 13, 2019

TO: Chair and Members of HRM Grants Committee

Original Signed

SUBMITTED BY:

Jane Fraser, CFO/Director of Finance, Asset Management & ICT

Original Signed

Jacques Dubé, Chief Administrative Officer

DATE: February 15, 2019

SUBJECT: **Interim Community Museums Grant Program: Recommended Awards
Fiscal Year 2019**

ORIGIN

June 5, 2018 – Regional Council approved Administrative Order 2014-010-ADM to provide interim funding to community museums located within the Halifax Regional Municipality.

January 31, 2019 – Application deadline for inclusion in the interim Community Grants Program or applications for a project-specific grant from organizations accepted into the program in 2018.

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter (“HRM Charter”), S.N.S 2008, c.39

79A (1) Subject to subsections (2) to (4), the Municipality may only spend money for municipal purposes if

(a) The expenditure is included in the Municipality’s operating budget or capital budget or is otherwise authorized by the Municipality;

Administrative Order 2014-010-ADM Respecting Interim Grants to Community Museums.

Recommendation on page 2.

RECOMMENDATION

It is recommended that the Grants Committee recommend that Regional Council:

- 1) approve twelve (12) Operating Grants, three (3) Project Grants, and one (1) Special Project grant as detailed in Attachment 1 and 2 of this report at a combined cost of \$125,966 subject to budget confirmation in 2019-20 from Operating Account M310-8004; and
- 2) refer the Urban Farm Museum Society of Spryfield and the Sheet Harbour & Area Heritage Society to the 2019-2020 Community Grants Program and the 2020-2021 Interim Community Museums Grant Program.

BACKGROUND

On November 13, 2018, Regional Council approved ten (10) multi-year operating grants for a combined total of \$95,000. These awards are for a 3-year term, ending March 31, 2021. Subject to Council's approval, these awards are to be renewed in 2019. Those organizations accepted into the program in 2018 are listed in **Attachment 1** of this report.

DISCUSSION

New Applications: As of the application deadline of January 31, 2019, eight (8) on-time applications were received. The distribution of applications and the combined value of requests is listed below in Table 1.

Table 1. Distribution of New Applications and Recommended Awards by Sub-Category: Fiscal Year 2019				
Sub-Category	Applications	Value of Requests	Awards Proposed	Value of Proposed Awards
Operating (2-Year) ¹	3	\$49,267	2	\$12,000
Operating (Non-Recurring)	0	0	0	\$0
Project Grant	4	\$16,216	3	\$11,966
Special Project Grant	1	\$19,892.50	1	\$7,000
TOTAL	8	\$85,375.55	5	\$30,966

Notes to Table 1.

1. Administrative Order 2014-010-ADM concludes in fiscal year 2020, therefore the maximum duration of a multi-year operating grant is two (2) years.

A narrative description of the review team's recommendations is included as **Attachment 2** of this report.

ANSM Service Contract: In the development of HRM's interim *Community Museums Grant Program* it was acknowledged that the inclusion of an incentive to encourage museum standards of practice (Tier I "accredited" museums) would exert pressure on the *Museum Evaluation Program* administered on behalf of the provincial government by the Association of Nova Scotia Museums ("ANSM"). To assist with orientation workshops and evaluations, including re-evaluations, for community museums located within HRM the municipality has entered into a 3-year service contract with ANSM. Its objective is to (a) help expedite evaluation capacity for community museums in the HRM region, and (b) to secure evidence-based

data from ANSM that will be used in HRM's evaluation of the interim grant program. See: **Attachment 3** of this report.

FINANCIAL IMPLICATIONS

Subject to budget confirmation in 2019-2020:

Interim Community Museums Grant Program Budget M310-8004	\$220,000
Less Approved 3-Year Operating Grants: 2018-2020 (10)	(\$95,000)
Less Recommended 2-Year Operating Grants: 2019-2020 (2)	(\$12,000)
Less Recommended Project Grants: 2019 (3)	(\$11,966)
Less Recommended Special Project Grant (1)	<u>(\$ 7,000)</u>
Balance	\$94,034

It is anticipated that additional organizations will apply to the 2020-21 program (deadline January 31, 2020) for an operating grant. These requests are in addition to applications for project grants from organizations in receipt of a multi-year operating grant. Several organizations have indicated an interest in participation but need time to prepare an application that meets the program's eligibility criteria¹.

If the program's budget remains unchanged in 2019-20, a balance of \$94,034 represents the program's capacity to accept additional community museums who meet the program's eligibility criteria in 2020. Of this amount, approximately \$20,000 to \$30,000 could be allocated to project-specific grants. No increase in the program's budget allocation is anticipated over the 3-year term of this *interim* grant program.

RISK CONSIDERATION

Low. The primary risk associated with cash grants are representational (accuracy and completeness of information), financial misappropriation or loss, and reputational risk to the Municipality.

COMMUNITY ENGAGEMENT

December 1, 2018 – Call for Submissions advertised and materials posted on HRM web site.

ENVIRONMENTAL IMPLICATIONS

Not applicable.

ALTERNATIVES

1. The Grants Committee could recommend that Regional Council decline approval of a specific grant or amend the value of an award. If the Grants Committee amends a staff recommendation, the rationale and any financial implications are provided in the Committee's report attached to this staff report and forwarded to Regional Council for a decision.
2. The Grants Committee could refer an application to staff for further review.

¹ For example, the Waverley Heritage Society and the Urban Farm Museum of Spryfield.

ATTACHMENTS

- Attachment 1 3-Year Operating Grants: Approved Fiscal Year 2018-2019.
- Attachment 2 Recommended Operating and Project Grants: Fiscal Year 2019-20.
- Attachment 3 Association of Nova Scotia Museums Service Contract: Overview.

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

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3-Year Operating Grants: Approved Fiscal Year 2018-19

The following organizations were awarded a 3-year operating grant, subject to annual budget approval, commencing April 1, 2018 to March 31, 2021¹:

Tier I.

Army Museum Halifax Citadel- Halifax	\$12,000
Atlantic Canada Aviation Museum Society - Goffs	\$8,000
Cole Harbour Rural Heritage Society – Cole Harbour	\$15,000
Fultz Corner Restoration Society - Lower Sackville	\$8,000
Lake Charlotte Area Heritage Society – Lake Charlotte	\$20,000
Musquodoboit Harbour Heritage Society – Musquodoboit Harbour	\$7,000
Nova Scotia Sport Hall of Fame – Halifax	\$6,000
S.S. Atlantic Heritage Park Society – Terence Bay	\$7,000

Tier II.

Africville Heritage Trust Society – Halifax	\$8,000
L'Acadie de Chezzetcook Association – West Chezzetcook	\$4,000

Total **\$95,000**

Recipients of a multi-year award must provide an annual report that includes:

- a brief summary of expenses/activities supported by HRM's grant, including a description of the impact on museum operations and the collection; and
- a financial statement within thirty (30) days of the date stated in the notification letter (Policy, Section 33).

As stated in the letter of notification issued in December 2018, progress reports for fiscal year 2018 grants are due on or before **May 31, 2019**. Failure to comply with the program's reporting requirements will result in suspension of eligibility and may result in a pro-rated deduction proportionate to the duration of default.

In addition to an operating grant, the following community museums in receipt of an operating grant also receive discretionary municipal tax relief:

Atlantic Canada Aviation Museum Society	\$39,166
Cole Harbour Rural Heritage Society	\$4,504
Fultz Corner Restoration Society	\$18,640
Lake Charlotte Area Heritage Society	\$9,865

¹ Narrative descriptions are included as Attachment 1 in the staff report to the Grants Committee meeting of November 5, 2018, "Interim Community Museums Grants Program: Recommended Awards Fiscal Year 2018", dated October 12, 2018. Regional Council approved the awards November 13, 2018.

Musquodoboit Harbour Heritage Society	\$1,301
S.S. Atlantic Heritage Park Society	\$2,761
L'Acadie de Chezzetcook Association	\$2,854
Total	\$79,091

Note: the value of tax relief in fiscal year 2019-20 is an estimate based on 2018 tax rates and 2019 assessed value. All awards are pending Regional Council's approval of renewal and the 2019 budget.

Recommended Operating and Project Grants: Fiscal Year 2019-20

Recommended Operating Grants

Tier I. Accredited Community Museums

1. Hooked Rug Museum of North America Society – Hooked Rug Museum of North America – Queensland

Rug hooking is believed to have been introduced to North America in communities located along the Eastern Seaboard including New England states, Nova Scotia, New Brunswick, Prince Edward Island, Newfoundland and Labrador. At its inception, the craft was considered a “country craft” for its association with lower-income households who could not afford to purchase woven carpets. Instead, floor coverings (“rugs” or “mats”) were made using inexpensive burlap sacking and fabric scraps. The story of this craft’s evolution and its contemporary expression is the focus of the Hooked Rug Museum of North America whose founders donated their private collection and helped finance the purchase of a former commercial building to host a museum.

Incorporated in 2006, the society is a registered non-profit and Canadian charity with a dual role in operating a hooked rug museum and a fibre art market¹. The society’s niche collection focuses on hooked rugs originating in Acadian communities in New England and the Maritime provinces. Interpretation seeks to relate the evolution of the craft and its contemporary status as a fine art by exhibiting original works and related needle-arts (braided rugs, quilting, knitting, embroidery, crewel work). The collection also includes small artefacts (tools, patterns).

Operations are seasonal: the museum is open 7 days a week from May to October with Saturday morning openings or by appointment in the off-season. Operations are sustained by volunteers with summer students as grants permit. In addition to permanent exhibit galleries, programming includes instructional workshops and educational outreach, thematic exhibitions, and “hook-ins”². The latter may be considered “intangible cultural heritage” in terms of the inter-generational transmission of knowledge and skills to produce traditional crafts. The society also selects an Artist-of-the-Year to recognize an outstanding body of work or contribution to the craft. In 2018, the society completed the provincial *Museum Evaluation Program*.

Over the 3-year period (2015-2017) revenues have been stable with a modest increase in revenues from retail sales (including consignment sales), workshop registration fees, admissions and fundraising. The society receives no government operating assistance beyond partial municipal tax relief (\$6,931 in 2019)³.

¹ The term “fibre arts” refers to works created from natural or synthetic fibres with a focus on the materials (thread, rope, yarn, wool, fabric), manual labour ie. “handmade”, and the aesthetic value of the work over its utility.

² Society members and non-members work on individual projects in a communal venue with peer mentorship. These gatherings also foster social interaction and information exchange.

³ The society was added to Schedule 29 of former By-law T-200 in 2010. The level of tax relief was conservative given the start-up nature of operations, the tax program’s budget capacity, and the unconfirmed nature of retail operations with respect to profit-sharing. In 2012, the level of tax relief was

An operating grant in the amount of \$20,000 per annum is requested. The society proposes to use municipal funding for (1) annual mortgage payments, (2) insurance, (3) general maintenance, and (4) property tax. The museum is not served by public transit and relies on vehicular traffic, primarily local fibre arts enthusiasts from across the region and seasonal tourists.

The value of recommended award recognizes a demonstrated need to reduce debt (both mortgage principal and interest), self-sustained operations, and the museum's reliance on volunteers. **A 2-year operating grant in the amount of \$7,000 per annum is recommended subject to annual budget capacity to the Hooked Rug Museum of North America commencing April 1, 2019, to March 31, 2021.**

Tier II. Non-Accredited Community Museums

2. Fort Sackville Foundation – Scott Manor House – Bedford (Registered Heritage Property)

Incorporated in 1988, the society is a registered non-profit and Canadian charity that lease the HRM-owned registered heritage property known as *Scott Manor House* (c.1770). The colonial-style two and a half storey residence was constructed by Lt. Col. Joseph Scott a member of the British military who pursued local business interests and later served as a member of the Nova Scotia government. The property is located adjacent to what remains of *Fort Sackville* a military outpost constructed circa 1749 as part of the Halifax Garrison defenses.

The society's mandate is to maintain and preserve the historic residence and to collect, preserve and promote the history and cultural heritage of Bedford. The collection includes photographs and artwork, newspaper clippings, maps, books, small artefacts (tools, household items, period clothing/costumes), and self-published monologues. The Foundation also provide stewardship of items on loan from HRM Archives that relate to the former Town of Bedford. Operations are seasonal: the museum is open 7 days a week in July and August with intermittent openings in June, September, or by appointment⁴. Admission is free with no minimum donation. The Foundation applied for and has been accepted into the *Museum Evaluation Program* for the 2021-2022 cycle.

Over the 3-year period (2015-2017) revenues were stable but rely primarily on government employment grants supplemented by fundraising (tearoom and used book sales) and investment interest. The Foundation maintains an internally restricted reserve held in investments to hire summer students should funds not be received and for unforeseen expenses. Operations are primarily volunteer with summer students as grants permit. The organization's viability is sustained by HRM through a less than market lease agreement. Municipal government assistance includes:

- a 10-year less than market value lease at a rent of \$1.00 per annum for two (2) properties;
- municipal responsibility for repairs, restoration and replacement of the lands and buildings, structures, fixtures, and equipment, including underground infrastructure (lease clause 7.01);

increased (Schedule 28) but full exemption was declined pending "confirmation of compliance with museum standards and the type and scope of commercial (retail) operations".

⁴ An eligible museum must be open to the public for three (3) months of the year: this threshold is calculated based on 5 days per week multiplied by 12 weeks to arrive at a total of 60 days. The equivalent for 2 months operation would be opening 7 days a week. Opening for individual appointments, private facility rentals/functions, or civic events is not included in the 'public access' calculation but offers additional revenue opportunities and access to the collection for researchers.

- payment of utilities and heating fuel, garbage removal, snow and ice control, grounds maintenance, and pest control by the municipality (lease clause 7.01);
- municipal insurance for the buildings including a self-insured deductible; and
- full municipal tax relief (two properties for a combined total of \$20,431 in 2019).

With the exception of liability insurance and any supplement to seasonal employee grants, the core-recurring annual operating expenses listed in Section 22(1)(a) of the program's policy are covered by HRM. Consequently, the \$9,210 per annum operating grant requested by the Foundation is for "additional expenses" listed under Section 22(1)(b) of policy: (1) seasonal summer student employees, (2) communications, (3) printing brochures, (4) janitorial and sanitary supplies, and (5) office supplies. An additional \$5,607 is requested to purchase two (2) map storage units including locking devices, shipping and HST, and a custom garment rack cover for a combined total request of \$14,817.

The value of recommended award acknowledges the Foundation's reliance on volunteers moderated to reflect the extent of core museum operating expenses provided by HRM through a less than market value lease agreement and in regard to the 80% government funding threshold [Policy Section 8]. ***A 2-year operating grant in the amount of \$5,000 per annum is recommended subject to annual budget approval to the Fort Sackville Foundation commencing April 1, 2019, to March 31, 2021.***

Note: The Foundation's request for \$5,607 to purchase equipment is not recommended: the file cabinets are not a replacement or upgrade to existing equipment and are considered a one-time expenditure more appropriately considered under a future Project Grant application.

Recommended Project Grants

3. Cole Harbour Rural Heritage Society – Cole Harbour – Equipment

Incorporated in 1978, the society is a registered non-profit and a Canadian charity that owns and operates a living museum depicting Cole Harbour's agricultural origin. The site includes twelve (12) buildings representing farm homesteading and associated trades. In 2018, the society was awarded a 3-year operating grant and receives full tax relief. A project grant in the amount of \$5,000 is requested towards the purchase and installation of Internet and Wifi service, security cameras, and electrical upgrades for the *Giles House* and *Settle Barn*. These two buildings are popular interpretive elements for the site and house most of the museum's collection and interpretive programming. Internet capability will enhance exhibit offerings with audiovisual and social media. Security cameras will improve collection security. The total cost is \$6,900 with the balance of funds from the organization (including a partial HST rebate). The submission complies with funding criteria [Policy, s.23] in terms of exhibit development and a defined museum service. ***A project grant of \$5,000 is recommended towards the purchase and installation of Internet and security equipment to enhance collection security, interpretation, and public access.***

4. Fort Sackville Foundation – Bedford – Equipment

Incorporated in 1998, the society is a registered non-profit and a Canadian charity that operate a community museum located in *Scott Manor House*. The society requests a grant of \$1,966 towards the purchase of a camera for recording artefacts and illustrating online displays. Most of the Foundation's records posted to the provincial *NovaMuse* website do not have an image to help identify and interpret the object or document. The total cost including accessories is \$2,616 (including a partial HST rebate) with the balance of funds from the organization confirmed. The submission complies with funding criteria [Policy, s.23] with respect to exhibit development. Funding is recommended to assist in enhancing public

access to the collection. ***A project grant of \$1,966 is recommended towards the purchase of a camera and accessories to enhance collection access.***

5. Lake Charlotte Area Heritage Society – Lake Charlotte – Interpretation

Incorporated in 1995, the society is a registered non-profit and Canadian charity that owns and operates a 4-acre living museum that portrays rural life in coastal communities along the Eastern Shore for the period 1940 to 1950 (Memory Lane Heritage Village). The site includes nineteen buildings and immersive programming to animate the site (eg. demonstrations, hands-on exhibits, working artefacts). In 2018, the society was awarded a 3-year operating grant and receives full tax relief. The society requests a project grant in the amount of \$5,000 towards the design and fabrication of costumes for animators located in the main attractions with direct customer contact. The aim is to foster authenticity in terms of clothing design and fabrication⁵ based on archival photographs. The total cost is \$5,500 with the balance of funds from the organization (including a partial HST rebate). Technical assistance will be provided by a graduate of the Dalhousie University costume studies program. The submission complies with funding criteria [Policy, s.23] in terms of professional fees for design and fabrication and in relation to a defined museum service. ***A project grant of \$5,000 is recommended towards the design and fabrication of period costumes for museum animation and interpretation.***

Special Project Grant

6. Fort Sackville Foundation – Bedford – Exhibition/Video

Incorporated in 1998, the Foundation is a registered non-profit and Canadian charity that operate a community museum located in *Scott Manor House* (c.1770) which will celebrate its 250th anniversary in 2020. A commemorative program, *Celebrating Scott Manor House 1770-2020*, will include a temporary exhibition featuring the work of Arthur Lismer to recognize the 100th anniversary of the founding of the Group of Seven. Both Bedford and the Fort Sackville Foundation have a unique association with Lismer: the artist resided on Cliff Street from 1916-1919 while principal of the Victoria School of Art & Design and following a visit in the mid-1980's his daughter donated four ink drawings to the Foundation which are now on permanent loan to the Art Gallery of Nova Scotia.

The exhibit will contribute to the history of the Group of Seven, a collective of Canadian landscape artists subsequently recognized as a major Canadian art movement, using correspondence recently discovered in the museum's holdings regarding an A.Y Jackson⁶ painting entitled "A Village in Nova Scotia". The artwork was purchased at auction by a Halifax buyer and local art gallery owner Robert Manuge enlisted historian Elsie Tolson's help in identifying the location as Bedford⁷. Evidently, Jackson and Lismer painted together during a visit to Lismer's home. The exhibition will also include Lismer's association with

⁵ Post-war era clothing tended to use less fabric and subdued design. Specific uniforms were also created for civilian workers supporting the war effort.

⁶ Arthur Young Jackson (1882-1974) and Arthur Lismer (1885-1969) were two of the founding members of the Group of Seven.

⁷ Tolson (1911-2000) and her husband owned Scott Manor house from 1945 and sold it to the Town of Bedford in 1990. Her memoir *The Captain, the Colonel, and Me: Bedford, N.S Since 1503* was published in 1979 and includes a photograph of the A.Y Jackson painting.

architect Arthur Cobb (early art education slide shows for children) and James Roy⁸ whose residence *Kingscote* was the subject of a Lismer work. A grant of \$19,889.50 is requested to fully fund (1) a temporary exhibition of photographic reproductions of artworks and related archival materials costing \$7,317, and (2) production of a documentary video as a permanent record of the exhibition at an estimated cost of \$12,572.50.

Although the profile afforded the Group of Seven centenary will attract attention, the proposal lacks sufficient detail to assess the project's ability to realize the program's intended outcomes as stated in policy [Section 10(1)(b)(i) and (ii)]. For example, duration of the exhibit, admission, video script outline and production schedule, marketing and outreach opportunities. However, in recognition that both the 250th anniversary of Scott Manor and the 100th anniversary of the founding of the Group of Seven are time-sensitive the review recommends funding towards the exhibition. The video could be completed in phases as time, funds, and capacity permit. Municipal funding could help leverage other funding sources and collaborative opportunities. ***A special project grant of \$7,000 is recommended towards the development and presentation of a temporary exhibition featuring Bedford's connection to the Group of Seven and the 100th anniversary of the art movement's formation.***

Not Recommended for Funding in 2019

Operating Grant

7. Urban Farm Museum Society of Spryfield – Urban Farm Museum - Spryfield

Incorporated in 1998, the society is a registered non-profit and a Canadian charity that operate 3.5 acres of private property under a license agreement. The society does not currently meet the program's eligibility requirements. Specifically, Section 12(f) which states: "To be eligible for consideration for a grant pursuant to this Administrative Order the applicant...shall own, lease or license the property that the museum occupies, with a minimum of three (3) years remaining in any lease or license as of the date of application". This eligibility requirement is also stated on page 2 of the program guidebook "Eligibility of an Organization". Although the original license agreement dated October 25, 2004, expired on January 14, 2012, documentation was provided to confirm that on October 16, 2017, the owners granted consent to use the land for a further one (1) year from October 25, 2017, to October 25, 2018. As of the date of application (January 31, 2019) the applicant does not meet the program's eligibility requirements. ***It is recommended that the application from the Urban Farm Museum Society of Spryfield be referred to the 2020 Interim Community Museums Grant Program to allow the society and property owners time to negotiate and complete the execution of a license agreement that meets the eligibility requirements as set out in sub-clause 12(f) of Administrative Order 2014-010-ADM.***

In the interim, the Urban Farm Museum Society of Spryfield⁹ remains eligible to make application to the *Community Grants Program* for a project-specific grant.

⁸ James E. Roy was manager of the Singer Sewing Machine Company in Nova Scotia, a Halifax Alderman, and a member of the Victoria School of Art & Design Board of Directors. His residence overlooking the Bedford Basin was designed by Arthur Cobb in 1913.

⁹ Elements identified in the submission eligible for consideration under the *Community Grants Program* include signage design and fabrication, replacement picnic tables, or web site upgrades.

Project Grant

8. Sheet Harbour & Area Heritage Society – Sheet Harbour - Project

Incorporated in 2008, the society maintains a small collection of artefacts that are currently housed in the HRM-owned registered heritage property known as *MacPhee House* (c.1875). A grant of \$5,000 is requested to fully fund an oral history project. In 2018 the Sheet Harbour Chamber of Commerce received \$2,100 as per Regional Council's direction pending the development of an interim municipal grants program for community museums. Under the Administrative Order subsequently adopted by Regional Council, the society does not meet the program's eligibility requirements. Specifically, Section 12(f): "To be eligible for consideration for a grant pursuant to this Administrative Order the applicant...shall own, lease or license the property that the museum occupies, with a minimum of three (3) years remaining in any lease or license as of the date of application". This eligibility requirement is also stated on page 2 of the program guidebook "Eligibility of an Organization". Ownership of the museum collection also needs to be confirmed in accordance with Section 12(c) of policy¹⁰ and the terms under which the collection is housed and maintained confirmed. ***It is recommended that the application from the Sheet Harbour & Area Heritage Society be referred to the 2020 Interim Community Museums Grant Program to allow the society time to confirm ownership of the collection and their occupancy of an HRM-owned property in accordance with the program's eligibility requirements as set out in sub-clauses 12(c) and 12(f) of Administrative Order 2014-010-ADM.***

In the interim, the Sheet Harbour & Area Heritage Society remains eligible to make application to the *Community Grants Program* for a project-specific grant.

Note: To date, *MacPhee House* has been occupied by the Sheet Harbour Chamber of Commerce and used primarily for a seasonal Visitor Information Centre. In the absence of a lease or license agreement HRM has, by default, paid some core operating costs and the property has not been assessed as taxable.

¹⁰ The applicant shall have legal title to the collection it houses in its museum on a permanent basis.

Association of Nova Scotia Museums Service Contract: Overview

In 2018, HRM entered into a 3-year service contract with the Association of Nova Scotia Museums (“ANSM”) for the provision of professional services in support of HRM’s development of a *Community Museums Grant Program*. Under the terms of the contract ANSM will provide the following:

- (i) orientation sessions located in urban, suburban or rural locations in HRM providing non-profit and charitable organizations interested in participating in the Museum Evaluation Program with information and preparation assistance;
- (ii) the selection of organizations located within HRM that in the experience and professional judgement of the ANSM management are eligible and adequately prepared to engage in an evaluation of and in accordance with ANSM’s capacity to complete within the applicable fiscal year;
- (iii) the evaluation of the organization and provision of a written report to the eligible community museum including their evaluation score and constructive feedback;
- (iv) the selection of qualified and experienced evaluation teams to conduct document evaluation and a site visit to complete an assessment;
- (v) the provision of subject matter expertise to HRM staff in the review of applications to HRM’s Community Museums Grants Program;
- (vi) observations and recommendations, including applicable documentation, that may be pertinent to the implementation and evaluation of HRM’s grant program.

The annual reporting requirements include a list of orientation sessions, completed evaluations, a waiting list (as applicable), and an itemized list of disbursements from the lump-sum payment received from HRM under the terms of the contract. ANSM is required to maintain its non-profit/charitable status and insurance, indemnify HRM, and provide access to its financial records should HRM request copies or extracts over the term of the agreement. HRM and ANSM agreed upon a work plan and reporting format.

The contract is for \$36,000 over a 3-year term (2018 to 2020) funded from the balance remaining in M311-8004. The value of award is based on the average cost of \$3,000 per evaluation (including re-evaluation) and relative to the number of organizations in HRM that currently participate in the program or who have expressed interest in the HRM *Community Museums Grants Program*. In addition to direct service to local community museums, ANSM will also provide technical assistance and quantitative data for use in HRM’s evaluation of this interim grant program. The findings will be presented to Regional Council in relation to continuation, amendments, or repeal of the Administrative Order.

In January 2019, HRM received a progress report for the 2018 fiscal year which included:

- ASNM Annual Report. Museum Evaluation Program: HRM Museums, 2018.

A detailed 41-page report was submitted to HRM in January 2018, and includes an overview of the evaluation methodology, communications, scoring trends for the HRM museums that participated in the *Museum Evaluation Program*, feedback from evaluators and participants, and issues specific to museological practice.

Highlights

In 2018, ANSM re-evaluated some organizations in receipt of provincial *Community Museum Assistance Program* funding and opened the *Museum Evaluation Program* to other participants. All six (6) of the organizations that opted into the program are located in HRM. Of these six, four (4) completed the evaluation:

- S.S Atlantic Heritage Park Society
- Nova Scotia Sport Hall of Fame
- Hooked Rug Museum of North America Society
- Urban Farm Museum Society of Spryfield

Orientation sessions were held in Dartmouth and Upper Tantallon. Participant feedback was positive: sessions were considered helpful for both evaluation and daily operations. Overall, the average score is higher for those organizations who attended an orientation session.

Biographies of the evaluators demonstrate professional accreditation and experience.

The *Museum Evaluation Program* will be evolving into a formal *Museum Accreditation Program*: “Museums that excel in the evaluation and meet the other necessary program requirements will receive the designation of Accredited Museum” and ANSM will develop a branding/identification component for the use of eligible museums (decal) in self-promotional materials, web site, communications etc.

Results

- *Governance* – overall good ratings but museums expressed difficulty in attracting new Board members, especially in rural areas where organizations are vying for support from a limited pool of community members. In general, organizations that provided training opportunities for Board members score higher on this measure.
- *Management* – areas of concern include a lack of staff performance reviews, staff working without a contract, and the need for security checks.
- *Facilities* – Updated evaluation process now includes questions with respect to WHMIS training and emergency preparedness.
- *Collections & Access to Information* – considered to be an area where much improvement could be achieved re: policy and procedures (accession and de-accession), information integrity, and presentation.
- *Interpretation* – evolving practice from traditional static displays to include more dynamic/interactive approaches and an area where outreach and relevance is key.

- *Community Engagement* – A disconnect between the collection and use of visitor statistics may deprive some organizations of an ability to communicate effectively and maximize the use of resources.
- *Marketing & Revenue Generation* – Retail offerings vary considerably and few share stories about the products or artisans which is considered a missed opportunity to recognize creativity and entrepreneurship, and to connect products with the museum's mission.

Conclusion

“Previous assumptions about an organization’s resource level being the major (or even sole) contributing factor to evaluation success have been proven false. It is now understood that a variety of factors impact an organization’s evaluation outcome, but that most can be traced back to organizational culture. Those museums that are inward-looking and/or attempting to maintain a status quo fare worse than those who are outward-looking and actively seeking to grow and evolve with their communities” (Annual Report, p.14).

Scoring influences:

- Mission Statement
- Community Engagement
- Professional Development
- Communications
- Experience and Familiarity
- Resource Levels
- Teamwork

Evaluation of HRM Interim Community Museums Grant Program

In addition to HRM’s own internal evaluation of the program relative to its stated aims, including the promotion of standards of practice and assistance to smaller volunteer-based organizations, the participation of ANSM will benefit HRM in terms of quantitative data and facilitate stakeholder representation.