

Bruce County Museum & Cultural Centre INTERIM Accommodation Plan 25 January 2016



Executive Summary

The Bruce County Museum & Cultural Centre (hereinafter referred to as the Museum or BCM&CC) has been growing since its creation in 1955. The Museum's last major building project was completed in 2005; and since that time, the Museum has continued to grow serving thousands of visitors and showcasing insights into the land, people, marine heritage, and culture of Bruce County. The 2005 expansion did not, however, include a plan for further physical expansion on site. The implementation of the new five year Strategic Plan offers the opportunity to consider the future physical needs of the Museum and Archives. This Report, the Interim Accommodation Plan, is focused on one of the five key strategic pillars: *optimization of the Museum's use of space.*

This Interim Accommodation Study has undertaken a space review of BCM&CC facilities, including the main building on Victoria Street and its off-site storage facilities. The Study has considered the back-of-house infrastructure, and front-of-house public spaces. The Consulting Team has reviewed and assessed the current facility's advantages and constraints and has formulated an articulation of requirements to develop a sound functional programme covering both near-term and long-term needs.

This is an Interim Report designed to spark conversation and dialogue between and among Museum and County staff, volunteers, officials and stakeholders. The Accommodation Plan's objective is the optimization of the current footprint, as well as determining spatial requirements to meet the future needs of the BCM&CC including:

- Identification of areas for improved space efficiencies within the existing footprint.
- Determination of long-term spatial requirements.
- Review and evaluation of opportunities with adjacent buildings and or new build opportunities.¹

In considering the optimization of space within the existing building footprint, it must be recognized that the Museum is reaching operational capacity. In the near-term (1-5 years), the use of limited off-site storage facilities and a rationalization of non-artifact retention can address current pressures; however, in the longer-term (5-15 years), space solutions will only be addressed through significant capital investment to create new function specific spaces. Such investment must respect the County's strategic goals to leverage technologies and forge partnerships among and between departments of County government and the public to ensure best use of resources. Therefore, these longer-term goals will likely have to be part of the County's 10 year capital programme.

BCM&CC staff have been creative in how they have utilized every available space to its maximum. There is no significant space remaining to address current space challenges. In the near-term, the Museum is facing greatest pressure from two sources, 1) non-artifact collection storage needs, and 2) the need for more public programme and rental space. Addressing these near-term pressures would allow the development of larger and yet more diverse community public programmes contributing to the achievement of Departmental Goals #1 and #2 (Recommendations #37 - expand market penetration and the potential of its exhibits and #38 - tourism strategy on the longer-stay).

¹ Bruce County Museum & Cultural Centre, *Request for Proposal for Services to Develop an Accommodation Plan, RFP BCMCC 2015-04*, August 17, 2015, 12.

The collection spaces (both Museum and Archives) are excellent, well-managed facilities with modest space to grow in the near- and possibly mid-terms. There is greater immediate pressure on the Archival collections but long-term, the Museum's collections pressures will have to be addressed as well.

Staff, while working in very limited space, are utilizing the "office" spaces in the most efficient manner. While there will be near-term pressure for two anticipated additional staff positions, accommodating these positions should be achievable within the existing footprint.

In the near-term, there is already internal general agreement that a rationalization of non-artifact collections storage (props and furniture related to Exhibitions and Public Programmes) must be undertaken. This will mean the consolidation of the materials from all off-site storage include those in rented G.C. Houston Public School classrooms, and the removal of all such non-artifact stored materials (not in planned utilization) from the BCM&CC building to a new rented integrated storage facility. This consolidation provides an opportunity to get an accurate measure of scale and requirements for non-artifact storage challenges and allows a period of general "housekeeping". Such consolidation should be considered the first step in the planning and implementation of a long-term solution to BCM&CC space needs. The Interim Report makes recommendation for short-term contract workers, led by permanent staff, to address these immediate non-artifact movements.

The need for more programme space for rentals and public programmes can only be met in the near-term by the repurposing of an existing space. Based on the current review, only the theatre space and adjacent lobby area or a temporary structure built on the rear patio would provide such space. Both options require capital investment and would provide only short-term solutions and carry significant costs which could not be totally recovered in the near term. Such actions are not recommended at this time.

In the longer-term, new space will have to be created. The Consulting Team is not convinced that another physical expansion of the BCM&CC standalone facility on site would make solid business sense.² We suggest that the County's strategic position to find efficiencies between and among departments and the leveraging of technologies and resources is a better solution. With this approach in mind, the Consulting Team puts forward five (5) options for the BCM&CC's long-term revised space reconfigurations. Four of these options require partnerships with other County Departments or Counties. All options are accompanied by a SWOT analysis, identifying strengths and challenges of each option.

After the Client has had a review period, it is our intention that all options will be discussed with the Client and a preferred option or options selected to undergo further examination and costing as part of this project's Final Report, due in March 2016.

² To consider the challenges of continual growth in museums read, the cautionary tale, Jeffrey Abts, *A Museum on the Verge, A Socioeconomic History of the Detroit Institute of Arts 1882 to 2000*, Wayne State University Press, Detroit, 2001.

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1. Background Scan

1.1 The Need for the Accommodation Plan

The Bruce County Museum & Cultural Centre has undergone several evolutions since its inception within the schoolhouse in 1955 to become one of the most respected and innovative community museums in Canada. Now in its 60th year, the BCM&CC "...is seeking to further find its place and unique attributes in the Ontario marketplace, and to increase its programme capacity as a social and natural history museum, public archive, and community cultural centre."³ A new five year Strategic Plan is currently being implemented and this Report, the Interim Report of the Accommodation Plan focuses on one of the five key strategic pillars – optimization of the Museum’s use of space.

The Museum’s mission is expressed in one powerful word: *“Unforgettable.”*

This one word summary of the BCM&CC's mission also characterizes its brand identity and presence in the Bruce County community.

In order to be “unforgettable” the facility must feature vibrant front-of-house spaces for exciting and engaging exhibits, programmes, and visitor amenities, and an efficient and effective back-of-house space for artifact storage, research, conservation, archives, staff and volunteers, etc. It must also function in terms of the other, related meanings of "unforgettable" as a trusted guardian of community and personal memory.

To fulfill such a strong mission, the organization requires a realistic and viable plan optimizing the Museum’s existing footprint as well as determining spatial requirements for the immediate, near- and long-term. The BCM&CC has grown with the community and region since its inception and must continue to do so in order to serve the needs of its audiences, stakeholders, and partners.

The overarching goal and objective of the Accommodation Plan is to develop a realistic review of the Museum’s current and future space requirements – a review that has a long-term focus, integrating the Museum’s mission and mandate, public offerings, and back-of-house functions. As with any accommodation plan, we must ensure that the planning and development process results in a vibrant and unique community asset while ensuring that all is safeguarded in a fiscally responsible and managerial accountable environment.

This project commenced in September 2015 and is due to be finalized by March 2016. At the project mid-point, we are submitting this Interim Report as the summation of our findings, analysis and recommendations to date for the Client’s review and consideration as this Report lays the foundation for the next steps and finalization of this assignment.

³ Bruce County Museum & Cultural Centre, *Request for Proposal for Services to Develop an Accommodation Plan, RFP BCMCC 2015-04*, August 17, 2015, 11.

This Interim Report is organized in a number of sections, each focusing specifically on our thinking and analysis of strategic issues whose solutions will guide the organization's growth on a go-forward basis.

Background Scan: In this preliminary section, we explore the need for this Study and our methodology for undertaking the defined scope of work efficiently, effectively, and successfully.

Stakeholder SWOT Analysis: This SWOT Analysis is a summation of the key findings resulting from the extensive interviews held with a variety of internal and external stakeholders.

Space Review: The review surveys the space implications of BCM&CC strategic functions including collection management, public programming, and administration. The Study has greatly benefited from the Collections and Archives Plans and by staff reports on the size and composition of the collections. The Director/Curator was most generous with her time to show the Consultants the facilities and to share County and Department strategic and business plans.

The Space Review has resulted in a near- and a long-term set of recommendations.

Next Steps: Our last section outlines the next steps the Client should take in selecting an option(s) for further exploration and examination, with project completion anticipated to be mid-March 2016.

Appendices: The Interim Report concludes with a List of Resource Material consulted in the preparation of this Report and collections growth charts from the BCM&CC. A separate Appendix document contains the confidential interview note of discussions with Museum staff and stakeholders.



Fig. 1. Room 226: Shower Room with Interpreter Costumes

1.2 Methodology

This Interim Accommodation Plan has been informed by a wide array of activities undertaken including site visits, meetings with internal BCM&CC staff, in-depth document reviews, and interviews with stakeholders. All activities were geared towards bettering our understanding of the BCM&CC's current spatial layout and areas of advantages and constraints. Misunderstandings can arise in such research and we welcome the clarification or correction of any statement or data reference in this Report.

1.2.1 Meetings

An important starting point for this Plan was a series of consultations with those who have the most direct experience working within the Museum building, i.e. management and staff. These conversations gave the Consulting Team a sense of the challenges, features, and aspirations of the BCM&CC. The overarching vision for the Museum is to marry the physical organization of the building to a functionally sustainable model of operations. A number of in-person site visits and VoIP calls have taken place in our endeavor to obtain a thorough understanding of the Museum's existing spaces -- size, capacity, linkages - and how all spaces are currently utilized by staff, volunteers, visitors, and users.

The following is a summary of key meetings to date with BCM&CC staff:

Date	Purpose	Attendees
September 30 Skype	Project Kick-Off: Introductions, information gathering, confirmation of project scope, confirmation of deliverables and deadlines	Cathy McGirr, Director Janice Mewhinney, Business Manager Hugh Spencer, MPP Nick Borcescu, studioARTISTRY
October 15 In-Person	Site Visit: Visual examination of the building and amenities, both interior and exterior spaces, including compiling of photographic record	BCM&CC Staff Hugh Spencer, MPP Nick Borcescu, studioARTISTRY
November 10 In-Person	Site Visit and Meeting: Visual examination of the site and surrounding area and discussions with the Director	Cathy McGirr, Director Robert Barnett, MPP

Table 1. Meetings with Museum Staff

1.2.2 Document Analysis

Our team carried out an in-depth review and analysis of related documentation, programming materials, staffing numbers, collections plans and policies, strategy updates, business plans, etc. to carry out an assessment of the historical information currently available. This information provided us with background information on the Museum so that we have a clear picture of its past and current operational and programme demands.

A complete listing of documentation consulted, reviewed, and analyzed is provided in the Appendices to this Report.

1.2.3 Stakeholder Interviews

Our research included a cross section of inputs from stakeholders, both internal and external. Their enthusiasm and energy for the project has been captured and harnessed and their aims, goals, desires, and suggestions for the project's outcomes have been understood and articulated. The comments have been grouped, unattributed, in a SWOT analysis while the detailed notes are contained in a confidential Appendix to respect the privacy of our individual interviewees.

1.2.4 Space Review and Options

Based on the preceding research and drawing on our extensive knowledge of museum operational standards, our Team prepared an analysis of all existing spaces, facilities, and systems to ensure efficient and effective operations in accordance with international museum standards, best practices and guidelines. Our goal is to provide a functional programme to address the following front- and back-of-house needs:

- Space requirements
- Functional groupings
- Functional relationships
 - Adjacencies and dependencies
 - Circulation patterns and traffic flows
 - Standards and systems

A single recommendation is made to address the near-term space challenges and five (5) options for revised space reconfigurations in the long-term are included in this Report for discussion. A preferred long-term option(s) will be selected for further examination and costing.

2. Stakeholder Interviews

As a vital element of our understanding of the building and how it currently functions, our team interviewed 16 persons, each with a connection to or a relationship with the BCM&CC in various capacities. In order to have a well-rounded picture, we reached out to both internal and external stakeholders, including users, partners, and sponsors. At this juncture, we would like to formally extend our sincere gratitude to each interviewee. Everyone gave of their time graciously and their participation in this assignment was of tremendous benefit. Their insights were invaluable in assisting our Team's formulation of the space options put forward in Section 4 of this Report.

It is worthy to note that all interviewees spoke most highly of the institution. The Museum was unanimously praised for its role in the Community as a social hub and as a unifying force within the region at large. It is readily apparent that the Museum's roster of programming, in particular, received the highest acclaim as several interviewees noted programme success and the Museum's initiative in reaching diverse audiences by offering a broad spectrum of programmes.

Stakeholders interviewed included the following persons:

Group Represented	Name	Position
BCM&CC Internal	Robert Campbell	Exhibit Fabricator
	Mary Schwass	Volunteer
	Irene Howe	President, Bruce County Historical Society
Academic/Curatorial	Peter Stork	Archaeologist, Royal Ontario Museum (Retired)
	William Fitzgerald	Archaeologist, Researcher
Users	Mary Ann Weickert	President, PROBUS
	Roma Rolfe	Past President, PROBUS
	Marg Funston	Past President, PROBUS
	Sandra Bennett	Grade One Teacher, G. C. Huston School
	Mike Grace	Community member and musician
Sponsor	Lynda Cain	External Public Affairs, Ontario Power Generation
Partners	Melissa Legacy	Director Bruce County Library
	Kara Van Myall	Manager Corporate Policy (Economic Development & Tourism) County of Bruce
	Mike Smith	Mayor Saugeen Shores
	Janice Jackson	Mayor South Bruce Peninsula
Media	Sandy Lindsey	Media owner Saugeen Times – online newspaper

Table 2. Stakeholders Interviewed

To ensure uniformity, our team developed a list of ten questions which were asked to each interviewee. The goal in formulating these questions was to elicit opinions on the Museum's functionality (both in terms of the building itself and the grounds/site) – where it works well, areas for improvement, and thoughts on the future. Full notes for all stakeholder interviews can be found in the separate, confidential Appendix associated with this Interim Report.

Questions posed to interviewees were as follows:

1. How long have you worked with/known about the Museum? In what capacity?
2. What role does the Museum play in the community?
3. Does the Museum do enough to attract and serve visitors to the area? Residents?
4. What does the Museum do particularly well? What are its most popular features?
5. What do you like the most about the Museum building and site?
6. Where do the Museum and its facilities need to improve? Does the building or site ever restrict your use or enjoyment of the Museum?
7. How could the Museum make better use of its site and facilities?
8. Where would you like to see the Museum in 5 years? 10 years? How should the site and facilities at the Museum change to meet these goals?
9. Are there any special needs or concerns in the community that we should be aware of as we look at the Museum's operations and site?
10. What priorities would you suggest for changes to the spaces and facilities at the Museum?

As expected, responses to the questions varied, depending on the interviewees' relationship with the institution. For example, a local community member who has used the theatre for musical performances focused on the theatre's functionality while a local school teacher commented on the Museum's programming spaces; because interviewees represented a wide spectrum of users, we received opinion of virtually every facet of the Museum, some more space related than others.

To assist in our analysis, we reviewed all responses and distilled them into a SWOT analysis. Because non-space related responses were considered as excellent background information and contextualization, our Team felt it was important to demonstrate the full distillation of responses, even if they bore little direct correlation to space and its usage. It is always useful for an institution to know where the full gamut of its strengths, weaknesses, opportunities, and threats lie as seen by its users and supporters.

Key responses are outlined below, grouped in a SWOT chart. Those responses that are directly related to space are highlighted for easy reference:

Space Related	
STRENGTHS	
Community Activity	The Museum functions as a community social hub.
	The BCM&CC is a great source of community pride.
	The Archives is an invaluable resource as the memory of Bruce County.
	The Museum is an important representation of the local First Nations community.
	BCM&CC cultivates an interest in history and culture.
Programming & Special Events	The Museum offers dynamic adult programming (i.e. wine/whiskey tasting).
	BCM&CC offers "big city" cultural experiences in a rural region.
	The Museum offers popular holiday programming (i.e. Christmas, day camps, March Break, etc.).
	The BCM&CC is a good location for special community events.
	Museum works hard to offer quality and authentic experiences, e.g. Paul Kane opening exhibition.
	Museum offers interactive and participatory experiences.
	Traveling and special topic exhibitions are valuable to both tourists and locals
	Programmes and events are offered to a wide range of audiences, age groups and interests.
Advertising	The Museum does good advertising.
	The Newsletter is well received.
	Very successful at attracting tourists in high season and locals throughout the year.
Sponsorships	The Museum has a positive image and deals with Museum/business cooperation well.
Building Exterior	The building is attractive, well maintained, and modern looking.
	The mix between old and new in the architecture is attractive and meaningful.
Entrance/Lobby	The entrance/lobby is airy, welcoming, and inviting.
Grounds	The site is attractive, well maintained, and user friendly for programmes and activities.
	There is ample free parking.
	Connection between inside and outside spaces and structures (historic houses) is attractive and informative.
WEAKNESSES	
Signage	Better signage is needed leading to the Museum and in front of the building.
Storage	Museum needs more storage. Could additional properties for exhibits, events and storage (i.e. Manse building, school buildings) be acquired?
	Museum needs a dedicated off-site collections storage and study space.
Back-of-House	Museum needs better exhibit prep and stages spaces.
	The Museum needs more dedicated volunteer space.
	Kitchen needs better organization and upgrading.
Amenities	The Museum might benefit from a dedicated gift shop.
Access	Physical access throughout the site and building could be improved (i.e. more ramps throughout the grounds and between floors).
	More storage for coats and backpacks - especially in the winter – is needed.

WEAKNESSES (continued)	
Programming	Museum needs dedicated space to deal with First Nations stories in its exhibits and programming. A more modern view of First Nations could be adopted.
	Downstairs space for programming and birthdays is too small and crammed.
	Open storage of artifacts (especially archaeological specimens) in some of the gallery spaces would be desirable.
Exhibits	The prehistory section on the Main level requires a general introduction (permanent) as well as dedicated temporary display space; an overview of the modern Native community in the area.
Grounds	The outdoor space on the Museum's site is under-utilized. Greater use needs to be made of the outdoor area behind the building (for eating, relaxing with a treat, temporary special activities such as a craft and specialty market under tents in the summer months; low-keyed musical performances coordinated with special functions inside the Museum.
Theatre	The Theatre is underbuilt -- too few seats, no real sound control, inflexible lighting, no backdrop, no back-of-house. The Theatre would benefit from having a piano to increase usage.
Archives	The Archives needs more space to accommodate holdings and work spaces for researchers.
Community Role	BCM&CC is well-known in Southampton, Port Elgin and areas immediately surrounding. Not as much awareness as you move towards the edges of the County. Bruce is huge and not easy to serve from just one location.
THREATS	
Events	More community events may be held at the Museum if it were not for some issues with the Theatre space and AV set-up in the meeting rooms.
	Under-utilization of 1 st floor and Bruce Gallery spaces for both events and exhibits.
	Delays and inefficiencies in programme and service delivery because of lack of ready access to props and equipment.
	Amount and quality of space and lighting in Children areas/classrooms could be improved.
OPPORTUNITIES	
Membership	A "resident" membership programme could be enticing to the locals.
	Free membership for County employees could be beneficial.
Partnerships	More partnered community events should be considered.
	Bruce County has 17 library locations – there could be more collaboration between the Museum and the County's Libraries (i.e. possible venues for travelling exhibits).
	The tour bus market should be considered (i.e. tours to/from Manitoulin Island).
	Could the Port Elgin archaeological site be interpreted?
Digitization	The Museum should complement the digitization process/enhance with content QR codes augmented reality displays in the galleries and on-line content.

Table 3. Stakeholder SWOT Analysis

Key findings from the above SWOT analysis demonstrate the need for the Accommodation Plan as the majority of weaknesses identified pertain directly to the Museum's interior space and its usage and/or configuration.

Critical spatial challenges speak to:

- **Lack of storage space:** The Museum would benefit greatly from additional space for the storage of non-artifact elements such as programming and educational materials, space for artifact storage, and space for back-of-house exhibit preparation and exhibit staging.
- **Lack of suitable programming space:** The downstairs space dedicated for programming is insufficient. For example, the current configuration and combination of school group and prop storage has led to a compromise in the quality and capacity of educational programming in the Children's Space. As noted above, programming was identified as a real strength for the Museum and additional space dedicated for programming in general would be a valuable asset for the institution. There are also concerns regarding the optimum location and configuration of the Visitor Services desk. Recommendations here are contingent on the overall development option selected and will be outlined in the next stage of the Study.
- **Underbuilt Theatre:** The Theatre presents limitations in terms of its set-up and size. There are too few seats to accommodate large performances, there is no effective back-of-house, and control support (i.e. lighting) is outdated and inflexible.
- **Insufficient space for the Archives:** Additional space for both archival holdings and front-of-house space for researchers has been identified.

3. Space Reviews

3.1 Context

MPP reviewed the space implications of BCM&CC strategic functions including collection management, public programming and administration.

As a general observation, the team at BCM&CC has been most efficient in utilizing every available space and prudent in finding innovative ways to maximize the spatial assets available to it. The Museum has addressed some space challenges by renting off-site space both in the adjacent Public School and in four off-site truck trailers.

It is noted that just over 10 years after renovation and expansion, the BCM&CC is rapidly reaching full capacity and that the 2005 expansion did not include physical options or recommendations for further expansion on-site.

3.2 Operational Parameters

It is necessary to consider any future BCM&CC space Accommodation Plan within the framework of how the BCM&CC functions today, and the strategic and business plans of the County and the Department.

Overall attendance (paid and unpaid) is approximately 30,700 of which approximately 1000 attend children's programmes, approximately 1600 attend school programmes, and approximately 2175 attend general public programmes. Attendance is growing at about 2% per year. The Museum has 617 memberships as of December 2015.

The Museum is open Tuesday to Saturday 10:00 a.m. to 5:00 p.m., and is closed between Christmas and New Year's. From April to November, the BCM&CC is open seven days a week and season hours during the remaining winter months.

It is noted that virtually all programmes at the BCM&CC have proven demonstrably successful. The cost of all services to the public has remained stable at around \$14.00 per county resident.⁴ The diversity and number of programme offers has led to an increase in attendance at public programmes. Over 4600 visitors directly took advantage of BCM&CC programmes, representing over 15% of all Museum visitors.⁵

The website is an exemplar for making the range and diversity of programme offerings known to the public, together with information on timing and cost. The use of public survey applications by the website is an innovative way to solicit community input, and the offer of a Museum coupon for visitors' postcodes is an excellent tool for mapping visitor penetration.

⁴ Bruce County Museum & Cultural Centre, Bruce County Business Plan 2016, 1.

⁵ Personal Communication: Email Cathy McGirr to Hugh Spencer, 26 November 2015, RE: Attendance Numbers.

Self-generated revenues, including grants, are stable within the operating budget, although spaces for rental and fee-based public programme spaces are very limited and some current programme space is negatively impacted by other operational functions. For example, access to the compacted archival storage areas is limited when the theatre is in use because of the noise of getting into the movable archival stacks.⁶ Interviewed stakeholders also noted a challenge with available rental and public programme spaces⁷, i.e. there are some services and events the Museum staff would like to offer but cannot because of lack of the necessary space.

3.3 Administration Arrangements

Museums such as the BCM&CC are able to operate and service the public because of the human factor - the commitment, knowledge and creativity of the staff and volunteers who work there. It is critical to understand space allocations, adjacencies, and facilities within the current context of the tasks people perform at the Museum and how they work together.

From a personnel point of view, the BCM&CC's largely "flat" organizational structure identifies eight (8) direct reports to the Director for 13 full-time positions. Five permanent positions are currently held by contract, part-time or volunteer staff.⁸ All permanent staff have assigned work space although many work spaces are in shared areas. There are two good sized meeting rooms and space identified for accommodating visiting researchers. All administrative spaces are within a single building and within easy walking distance of each other.

Virtually all public work spaces are challenged accessible although specific doorways have been identified as restricting easy access for persons in wheelchairs. The upper floors of Collections storage are not accessible to challenged workers.

The Museum offers approximately 8800 sf of permanent galleries and 3700 sf of temporary gallery space. There is a programme for exhibition development which includes approximately five temporary shows per year and continual gallery redevelopment as funding allows. Every effort is made to retain exhibition props including currently unassigned display cases and bases, information panels, etc.



Fig. 2. To Room 126: Airlock

⁶ Personal Communication: Conversation, Cathy McGirr and Robert Barnett, 10 November 2015.

⁷ SWOT Analysis of Stakeholder interviews, Section 2 of this Report.

⁸ Personal Communication: Email 11 November 2015, RE: Bruce County Museum & Cultural Centre Organization Chart 2014.

These exhibition props constitute the largest non-artifact stored collection by volume both on- and off-site. The Museum also makes every effort to retain programme props including currently unassigned holiday fittings, fixtures, furniture, programme props and equipment. These programme props constitute the second largest collection by volume of non-artifact materials both on- and off-site. These props are stored in literally dozens of "cubby holes" around the Museum including in mechanical rooms, janitor closets, hall ways, washrooms and corridors.

The Exhibit and Education props appear to constitute the greatest immediate pressure on available space within the Museum facility and its off-site storage, yet they do not yet impinge significantly upon any designated public spaces. However, the diffuse locations and different forms that prop storage takes can lead to longer preparation and disassembly times -- at times potentially reducing staff efficiency. There is also a risk due the loss of direct and immediate access to some mechanical services with the placement of stored material.



Fig. 3. Room 310: Janitors Closet adjacent to Bruce Gallery with Table Storage

3.4 Current Space Analysis

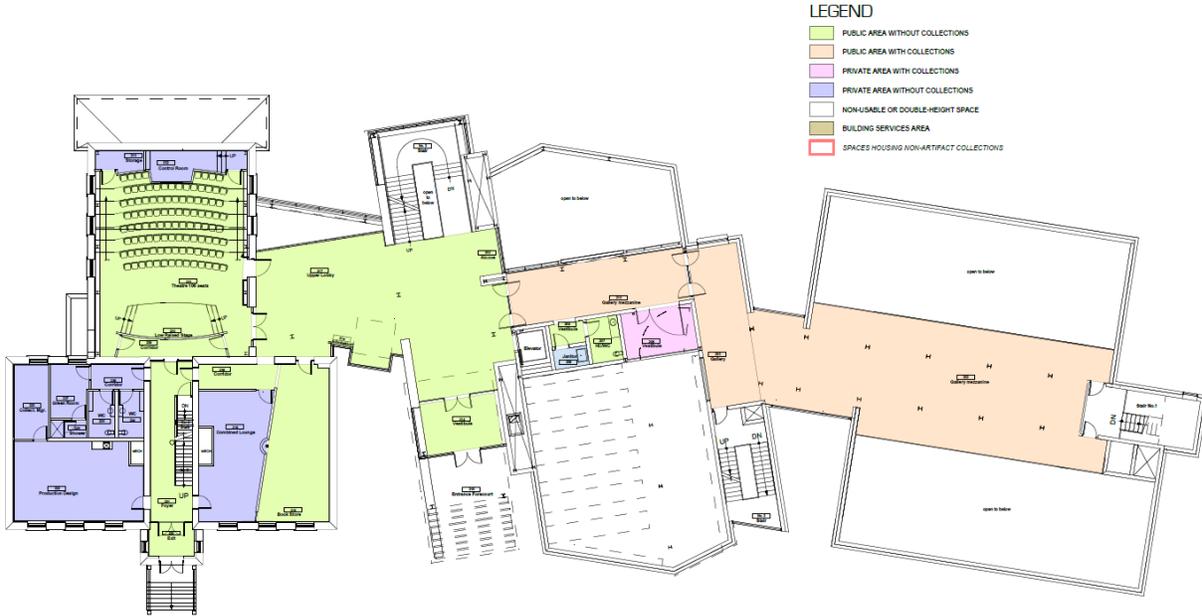
The Study began with a general survey of how existing BCM&CC spaces are being utilized and where spaces are currently being utilized for non-artifact collection storage.

The resulting maps document current uses of all spaces within the Museum and Archives complex noting specifically where non-artifact storage has impinged on spaces with other designated purposes. These impinged spaces are outlined in red.



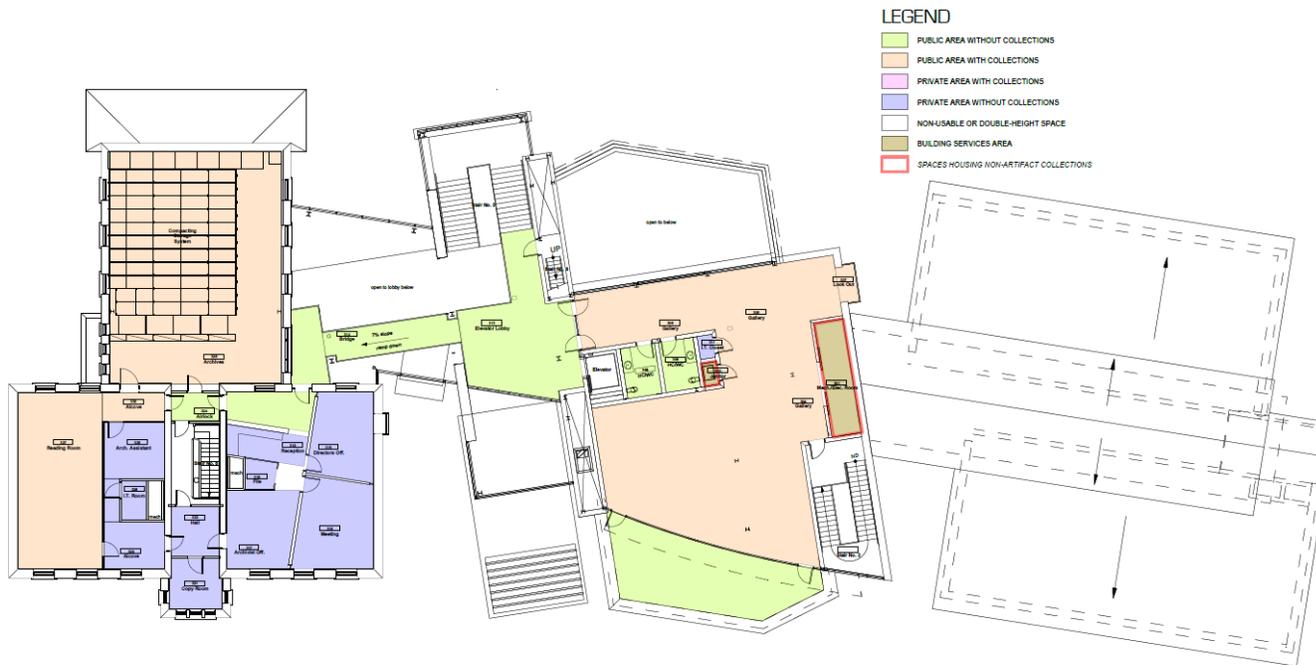
BRUCE COUNTY MUSEUM AND ARCHIVES
Level 1 EXISTING CONDITIONS

Plan 1. Level 1: Existing Conditions



BRUCE COUNTY MUSEUM AND ARCHIVES
Level 2 EXISTING CONDITIONS

Plan 2. Level 2: Existing Conditions



BRUCE COUNTY MUSEUM AND ARCHIVES
Level 3 EXISTING CONDITIONS

Plan 3. Level 3: Existing Conditions

In addition to the BCM&CC main facility, the Study visited the two rented classrooms at G.C. Huston Public School and other off-site storage facilities.



Figs. 4 & 5. Classrooms G.C Huston Public School with BCM&CC Programme Storage

3.5 Collections Analysis

According to the International Council on Museums, a museum is defined as an institution: "...which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment."⁹

Collections are the expression of "tangible heritage" and the BCM&CC functions within the parameters of the ICOM definition. After staff costs, Collections Management is the largest area of expenditures of institutional resources at most museums and so it is essential to address the size, growth rate, and composition of the BCM&CC's collections in this Accommodation Plan.

3.5.1 Museum Collection Analysis

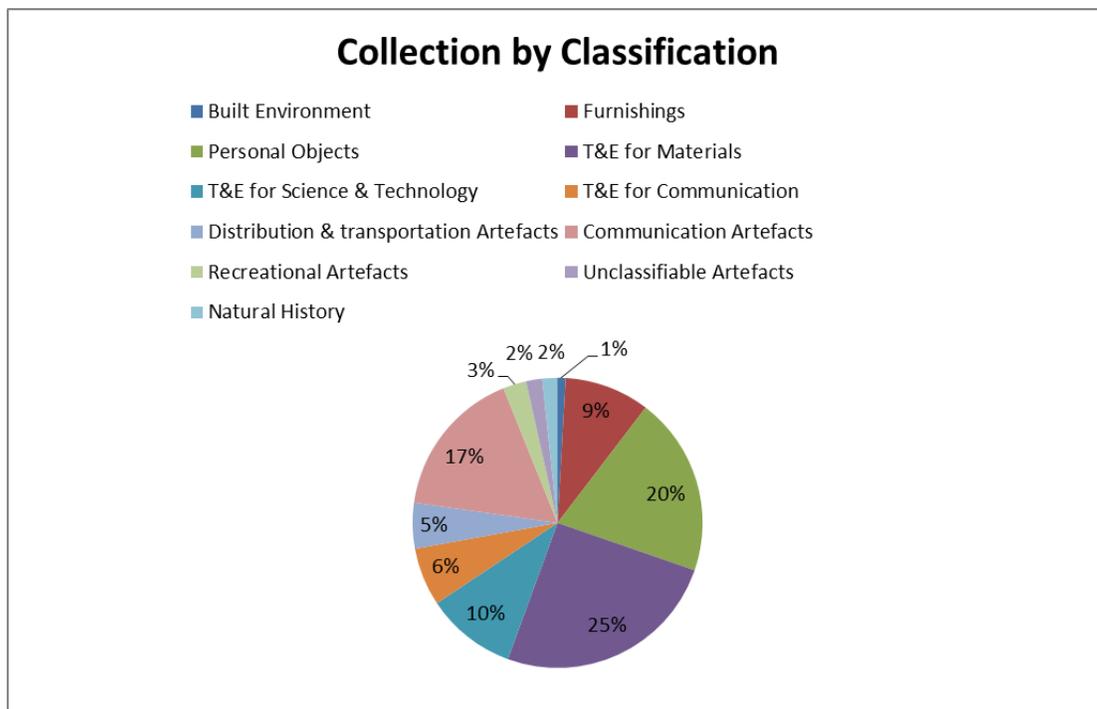
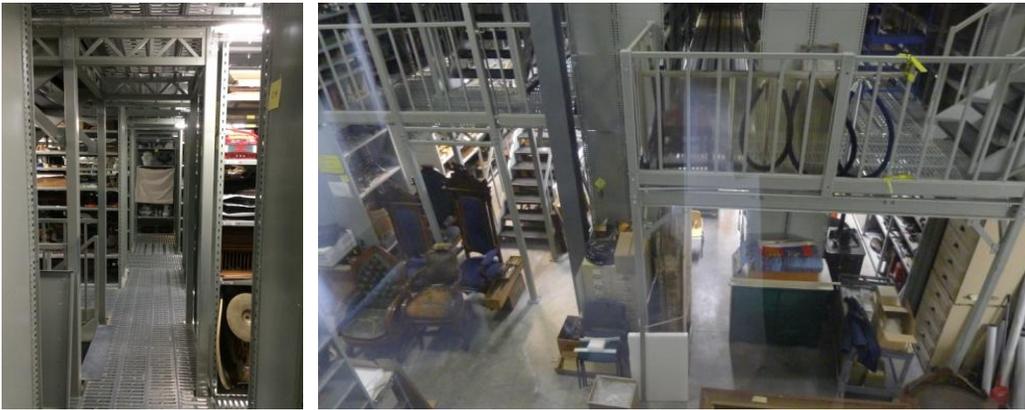


Fig 6. Museum Collection by Classification¹⁰

Accessioned collections currently occupy approximately 2700 sf within a single climatic, secured, purpose-built storage facility on-site, housing approximately 16,700 accessioned pieces, on three floors in a double story room (approximately 7800 cubic ft). There is no mechanical lift access between collection storage floors and the flooring consists of open mesh metal plates.

⁹ International Council of Museums (ICOM), Museum Definition, <http://icom.museum/the-vision/museum-definition>.

¹⁰ Bruce County Museum & Cultural Centre, Collecting Plan, 2013.



Figs. 7 & 8. Room 110, Artifact Storage

The accessioned collections are currently growing at approximately one percent per year and it has been identified that there is some space available in the existing collection space through improved organization of stored collections.¹¹ Space needs were identified for large artifact storage not solely of important agricultural equipment but other large-scale special collections.

Unaccessioned small finds are stored in the Museum while their value to the collection is assessed; larger unaccessioned pieces are stored off-site in non-climate controlled rented facilities. There was a stated goal to phase out the use of these facilities in the near-term.

While there are currently approximately 650 accessioned objects on public display, there are currently no other artifacts stored in the galleries. The collection management team handles approximately 40 loans a year.

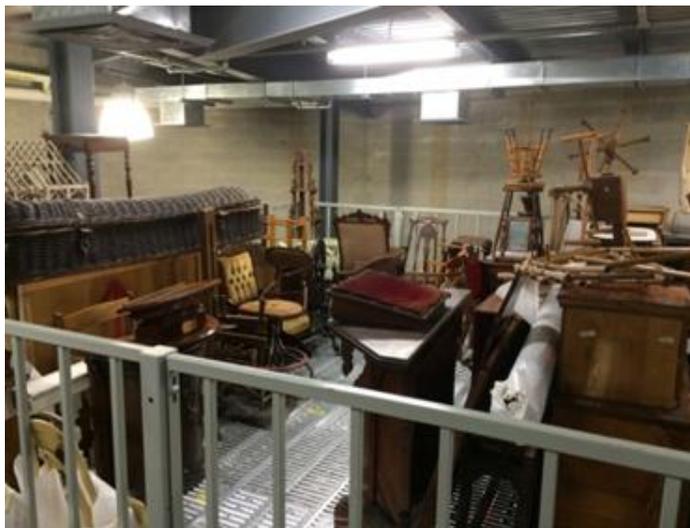


Fig. 9. Room 110, Artifact Storage

¹¹ Personal Communication, Email 26 November 2015, Analysis of current collection space utilization.

3.5.2 Archive Collection Analysis

The Archives consist of 2850 sf of storage and office space. The primary storage space is approximately 1750 sf with compacted storage. The floor of the primary archival space was reinforced during the 2005 expansion in recognition of the anticipated load of compacted archival storage. The Archives currently have approximately 1550 sf of stored collections plus a modest art storage space and active archival documents held in the Reading Room. Currently approximately 37.5% of the archival documents are from County and Municipal Government records while 35% represent Personal, Business and Organization Fonds of Bruce County heritage. The remaining percentage of collections fall into a number of categories defined in Appendix 6.2 of this Report.¹²



Figs. 10 & 11. Room 328, Archival Storage

¹² Archives Space Utilization Questionnaire, 26 November 2015.

The major of anticipated growth in the collections (over 80%) is in the County/Municipal Records category. The Archivist reports to the Director and has two Assistant Archivists reporting to her. There are a number of volunteers who work in the Research Room.

Currently users are focused on:

Researchers focus on....	
Family History	50%
Local History	15%
Property/Land History	10%
Marine History	5%
Military History	2%
Newspapers	2%
Photographs	2%
First Nations History	1%
Schools	1%

Table 4. Archival Research¹³

¹³ Bruce County Museum & Cultural Centre, Archives Collections Plan, Draft 2014.

3.6 Community Involvement

Many organizations and families use the facilities of the BCM&CC. The shortage of larger contiguous public spaces was noted as limiting the size of some rental events, i.e. weddings, birthday parties, corporate parties, conventions, etc., to the small or modest sized events. As well, community stakeholders noted the challenges with the existing theatre both in size and functionality for some kinds of programmes.

Public programme space was the biggest public space issue raised by non-museum staff and volunteers and by many inside the organization as well. As part of the County Strategic Plan, discussion among departments on how to leverage resources and opportunities are on-going. The outcomes of these discussions will have impact on future space utilization plans. Some opportunities are suggested in the long-term space proposals discussed in this Report.

Everyone interviewed noted the important role the BCM&CC plays in the community's life. All also noted the need to find opportunity for greater presence of First Nation voices in the permanent and temporary galleries, something that many staff, in particular, recognized and supported.

Given the geographic size and population distribution within the County, it is understandable that providing regular, at-distant learning opportunities presents a challenge to the Museum. Again, the County Strategic Pan has tasked the department with confronting this challenge in innovative ways.

4. Space Optimization Options

4.1 Size of Facility

"BCM&CC appears to be relatively well-provisioned in terms of the space,"¹⁴ relative to comparators Grey County, Waterloo Regional and Dufferin County museums. The current review of operational programme space needs has confirmed that since the last expansion in 2005, the Museum and Archives have grown to capacity and have been required to rent external non-artifact space for the overflow.

Reviewing the collection growth profiles and data provided by the Curator and Archivist, we note that the Archivist has identified that County and Municipal documents are anticipated as a significant growth area, with approximately 20% growth in anticipated public donations and known County transfers.¹⁵ The Curator noted only 2% anticipated growth in museum collections, despite the 2013 Collection Study which identified "areas important to collect, that currently represent small portions of the Collection are Natural History and Recreational Artefacts."¹⁶

In the near-term, Collections (Museum and Archives) appear to have space to address immediate (1-3 years) known needs, possibly near-term (1-5 years) but long-term (5-15 years), more space will be required.

It should also be noted that many regional museums in the counties of Southern Ontario are under significant pressure from community-based historical societies and village/town/special interest museums for help. These community-based museums are often run largely, or most often, exclusively by volunteers and hold significant collections of local (and thus potentially county) interest.

However, with the aging population and the changing nature of volunteerism, many of these museums and their collections are at serious risk of loss either by decay, disaster, financial instability or closure. MPP recommends that any County Museum, as the leadership institution in their counties history and cultural preservation and celebration programme, should include in their long-term planning needs assessment, a recognition of the need to regularly assess the risks such community museums are facing within their counties when considering future county collection storage needs.

While Bruce County Museum staff do not need yet another task on their already weighted shoulders, good county planning requires forward planning for such contingencies if a successful response to an eventual need is to be achieved. It takes many years to plan, build, and prepare collection space and when a crisis hits there is never enough time or resources to provide the best solutions immediately. While the "big" county museum might initially be seen as "meddling", should a museum face closure or a

¹⁴ Bruce County Museum & Cultural Centre, Strategic Plan Update (2015 –2019), TCI Management Consultants, 6.

¹⁵ Bruce County Museum & Cultural Centre, Archives Collections Plan, Draft 2014 and Archives Space Utilization Questionnaire, 26 November 2015.

¹⁶ Bruce County Museum & Cultural Centre, Collections Plan 2013 and Collections Space Utilization Questionnaire, 25 November 2015.

collection be identified as at risk, it will be the County Museum which will be expected to assume the burden of any emergency response should a crisis arise. The discussion around Grey County, Grey Roots, and the future of the Railway Museum in Owen Sound is one such publicly known example of the impact of confused planning, but there are many others. This current Study does not address these unmeasured needs but we do point out that they exist and present a risk and an opportunity to the Counties.

4.2 Option Descriptions

Reviewing the data provided by BCM&CC, considering the comments of the stakeholder interviewees as summarized in the interview SWOT analysis of their comments (pg. 10 and 11), this Study has identified only one recommended path for near-term solutions and five options to addressing the long-term identified space challenges. Fundamentally, whatever actions are taken now and in the near term must be contributory to, and part of, the detailed planning necessary for implementation of a long term solution,

In the near-term (1-5 years), and within the existing footprint of the BCM&CC, there are very limited options for finding new usable collection, non-artifact collection or public programme space in any significant amount, without major capital investment. In considering the potential costs of interior renovations to repurpose existing spaces and the limited potential for significant space gain, we recommend, only modest, but necessary housekeeping programmes as the first step in the longer-term planning process to position the BCM&CC for future opportunities (5-15 years).



Fig. 12. Classroom Storage at G.C. Huston Public School

Specifically we are recommending the consolidation of all non-artifact collections, plus a select number of suitable artifacts, in a single rented off-site storage space.

The staff is already committed to implementing a programme to eliminate the need for temporary off-site storage but they face the very real issue of where to put the contents for processing. There is no likelihood of being able to rent additional classrooms at G.C. Huston Public School and the currently rented two classrooms rooms dedicated specifically to Exhibition Materials and Programme Materials are perhaps already 80% full. At the same time, the continued near-term use of even these classrooms is at risk due to the growing need to return the classrooms to their original purpose. What is needed in the near-term is a single consolidated off-site climate controlled rented facility for an extended period (3-5 years) to receive these collections and provided sufficient space to process their retention or repurposing.

We suggest a four step near term process.

1) Secure a space of approximately 1500 sf in a secure facility with a stable environment (temperature and humidity) within a 20 minute drive of BCM&CC. The facility must have a covered loading dock, parking for at least four cars, and have the Museum space independently secured from any other potential facility users. If rented space is not on the first floor, then at least one freight elevator to the upper floors is essential. Any stairs between the Loading Dock and the Museum's storage space must be avoided. The material being moved will be heavy, awkward or both and this is simply a health and safety issue.

2) Having secured a suitable space and outfitted it with racks and shelving, the next step would be to move the off-site materials to the new facility and dispose of the storage facilities.

These two steps can be carried out by the existing staff over the next six months, with the approval of the Plan and securing of the funding.

3) With the help of summer students or casual staff, move all the stored non-artifact collections in the existing BMC&CC facility to the new off-site facility ensuring documentation for all resources retained, so as to make repurposing or reusing these assets immediately available to designers and education staff without the need to repeatedly visit the storage facility.

4) With the help of summer students or casual staff, move all materials stored at G.C. Huston Public School to the new off-site facility and load them into suitable racking once again ensuring documentation for all resources retained, so as to make repurposing or reusing these assets immediately available to designers and education staff.

No non-artifact material should be retained at the Victoria Street facility except for tables and chairs required for public programmes, costumes for interpreters and such resources as are known to be committed to specific scheduled and budgeted reuse within two months. The Interim Report recognizes that there are very limited staff resources to implement this plan and thus makes recommendation for short-term contract workers, led by permanent staff, to address these immediate non-artifact movements, to set up the new off-site collections storage spaces.

It is estimated that the cost for the new rental facility for three years would be \$162,000 (assuming \$3/sf/mo), the cost of the students \$30,000 (4 students - \$15/hr/40hr/12 wks), allowance for temporary shelving \$5,000, allowance for vehicle rental and miscellaneous expenses \$3,000, for a programme total of \$200,000 over 3 years. No detailed research was undertaken to confirm the availability of such space at such rates. It is very likely that less expensive space might be secured by the County. It is also possible that implementation of the longer-term solution might take four or five years rather than the estimated three years.

Based on our preliminary research and analysis to date, our Team is putting forth five options to address the long-term (5-15 years) space challenges of BCM&CC for the Client's consideration. Inherent in each option are strengths and weaknesses. The Study's goal is to work with the Director and staff to find the optimal option best suited for the BCM&CC and Bruce County -- an option that offers the greatest functionality while leveraging best practices and professional standards, accountable stewardship, fiduciary obligation, and financial responsibility.

The five (5) options considered are:

1. Repurpose the double height of one gallery (room 103) – Platforms.
2. Repurpose the use of one gallery, (room 115) - Open Storage.
3. Move reserve collections (museum and archives) to another facility - Collections Centre.
4. Move the theatre programme to another facility – Theatre.
5. Move the archives programme to another facility – Archives.

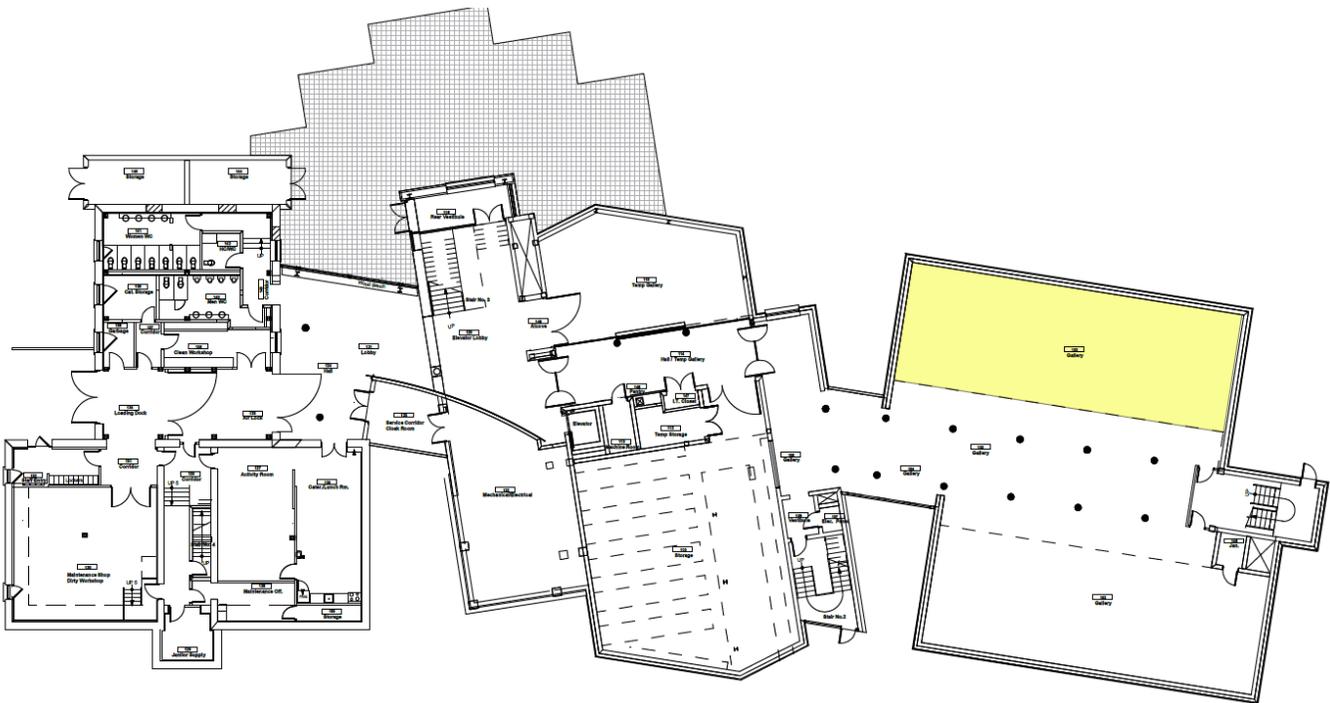
In our SWOT analysis of the options, we have assumed a 20-year needs life-cycle for each option. These options are largely independent of each other, although some blending of options could be considered. It is our intention to reduce the focus of this Study to two options for further study and fuller consultation with the Client before the Final Report and our recommendations are submitted. The Final Report will address any questions raised by the Client team with this Interim Report.

4.2.1 Option 1: Platforms

The 2005 expansion provided three large, double height gallery spaces on the first (ground floor):

1. Room 102 being utilized principally for the General Hunter Gallery.
2. Room 103 being utilized for three gallery exhibitions including the General Store.
3. Room 115 being used for a Temporary Exhibition Gallery.

There is an option to lay in a platform over Room 103 contiguous with the Gallery Mezzanine (Room 202), thereby creating approximately 1700 sf of additional space by removing the double height in Room 103 (in yellow below).



BRUCE COUNTY MUSEUM AND ARCHIVES
Level 1 Option 1: Platform

Plan 4. Option 1: Platforms



This option addresses the need for more, and better, public programme space. This area could create three large "classrooms", a greatly improved children's learning centre, or function space, including a modest non-artifact storage space. The classroom option could include perhaps a digital classroom to reach and serve greater Bruce schools and communities with BCM&CC programming, a First Nations Resource Centre to enhance the planned First People's Gallery experience, and/or an arts classroom, designed for "messy" programmes are also potential uses.

The classrooms, if that is what the Museum chose to do with the space, could be designed to allow two or even three of the classrooms to have collapsible walls to allow much of the entire space (~1500 sf) to be used for weekend, winter or summer public programming or for rental.

Fig 13. Room 103 with Gallery Mezzanine Room 202 on Upper Right

4.2.2 Option 2: Open Storage

There is the option to change the focus of the Temporary Exhibition space (Room 115, in yellow below) and create an open storage "gallery" designed for high density public display of current reserve collections. This could be a double height collections experience viewed both from the first and ground floors, a type of contemporary "cabinet of curiosity" into which visitors would be invited. This option converts approximately 890 sf from temporary exhibitions into collection storage space but with a gallery component, i.e. "open storage" which offers public views into collections storage areas. Examples are many but the Anthropology Museum at University of British Columbia and the main Gallery at the Hunterian Museum in London (UK) are good exemplars.

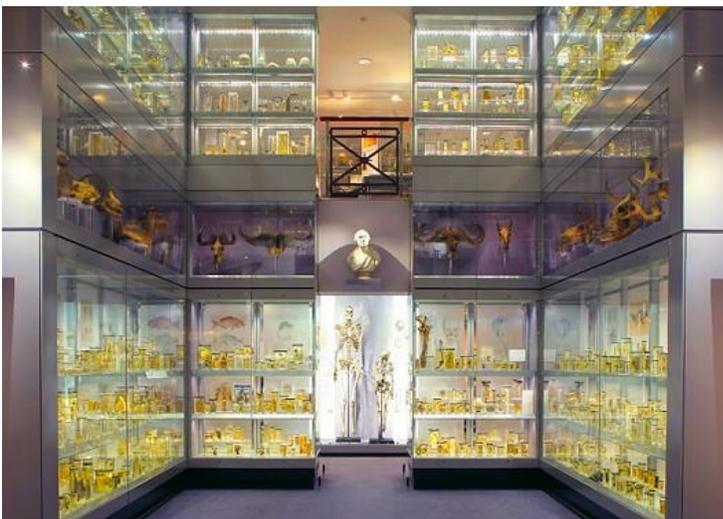
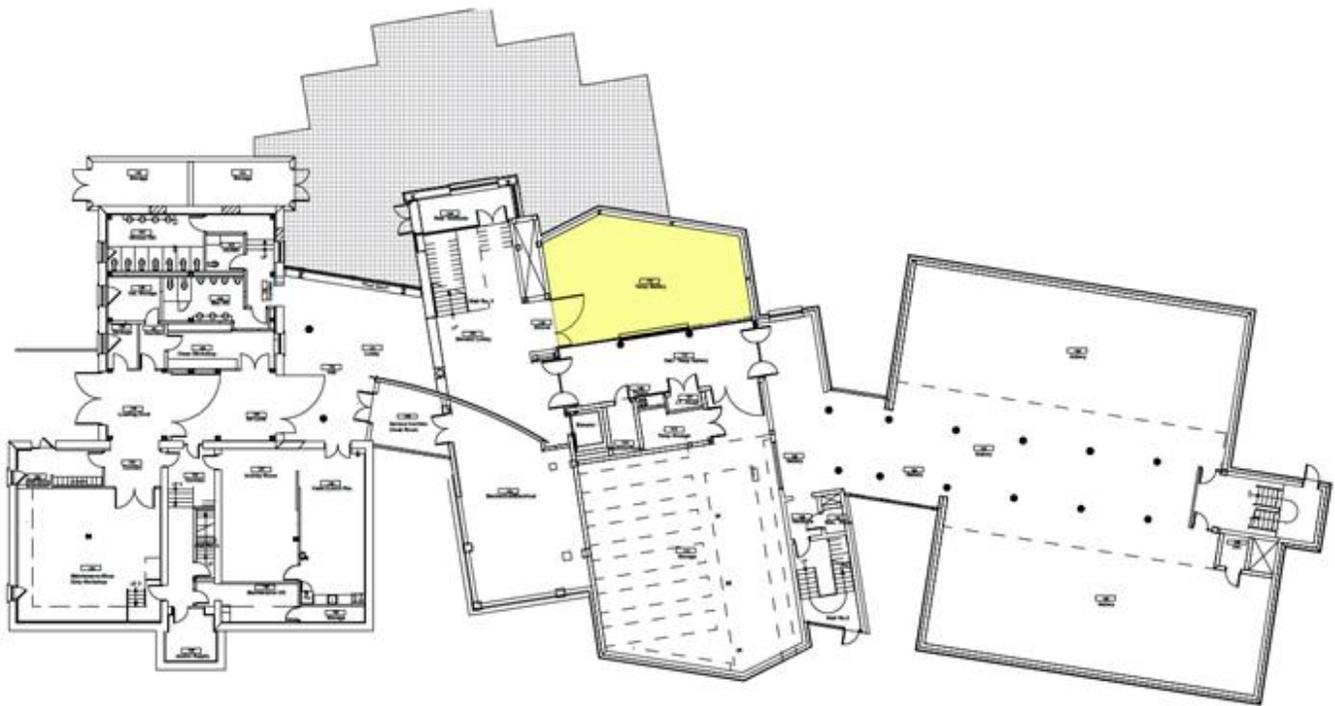


Fig 14. Main Gallery Double Height Cases, Hunterian Museum of the Royal College of Surgeon, London, UK

The space created in existing collections storage would allow for a measured and focused re-rationalization of how the collections are stored and allow the staff to better assess specific space needs by category, as part of the planning programme for the long-term space solution adopted. This option would put more pressure on the Temporary Exhibition use of the Bruce Gallery (Rooms 304, 305, 306).



BRUCE COUNTY MUSEUM AND ARCHIVES
Level 1 Option 2: Open Storage

Plan 5. Option 2: Open Storage

4.2.3 Option 3: Collections Centre

Most major urban museums have recognized that the cost of storage of reserve collections within their main facility has become cost prohibitive and surplus to need. Museums are choosing to retain within their facilities, only those collections currently under active study and those materials required (or possibly required) for exhibition needs within the typically three-to-five year exhibition planning cycle.

Many museums have chosen to build off-site, purpose-built, reserved collections storage at a distance from their main facility; examples include the Royal Ontario Museum and the National Museum of Nature.

Such a facility in Bruce County could be a shared facility with partner institutions, all of whom are facing similar collections challenges, particularly in South Western Ontario where agricultural and regional manufacturing artifacts are often large, bulky, and difficult to store.

Ontario examples for such collection facilities include Waterloo Regional Museum Collection Centre, and the Centres for Sustainable Archaeology collections at McMaster University and Western University. While most such centres in Ontario house only individual museum's collections, this is not true internationally. While the Waterloo Regional Museum Collections Center is a 32,000 sf purpose-built facility, it is designed to address only the needs of the Waterloo Regional Museum's reserve collections. On the other hand, the Singapore Heritage Conservation Centre houses the reserve collections of all governmental museums in Singapore (any museum may petition to use any artifact from any collection for public purposes). Both facilities are professionally managed, offering superior international standard collection management.



Fig 15. Heritage Conservation Centre, Singapore

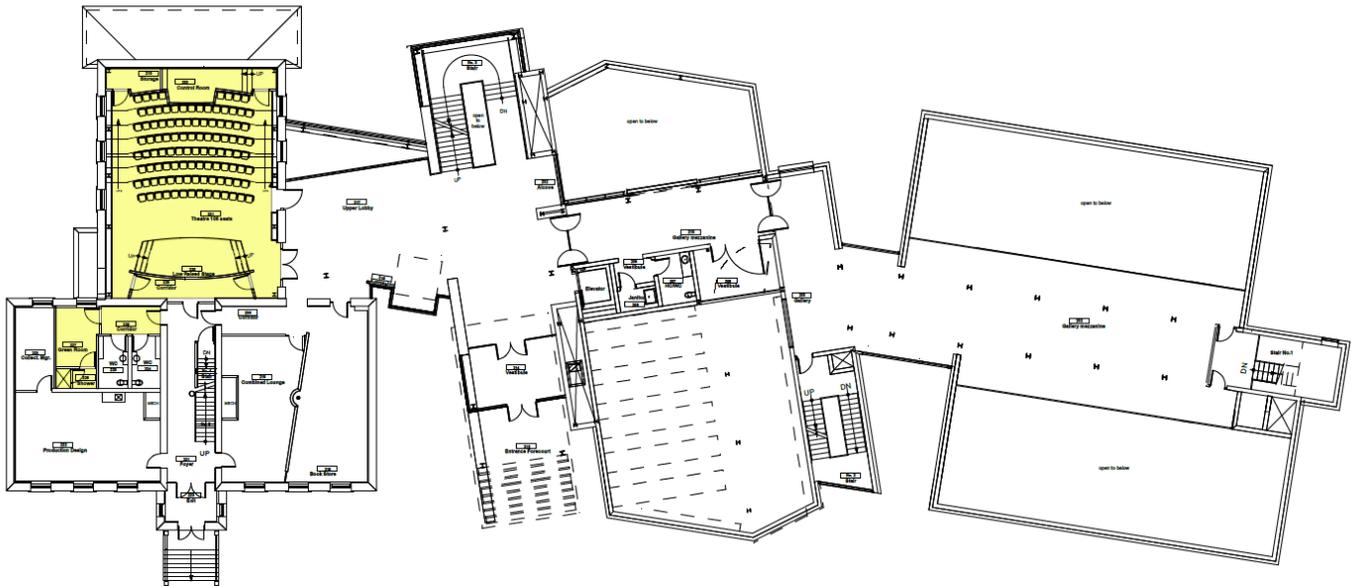


Fig 16. Waterloo Regional Museum, Collections Centre, Kitchener, ON.

Such a facility in Bruce County would allow for segregated climatic controlled rooms with environmental conditions specific for the needs of different types of collections (i.e. organic and inorganic). Often such segregation is not possible in regional museums' collection facilities. Planning for such a facility would allow space for the retention of large objects which by reason of their volume or weight can best sit on the floor, and whose access required large loading docks and doors. The collections facility could also provide potentially shared specialist facilities for irregular needs such as conservation, collections management projects (like digitalization), etc., to partners on an as-needed basis rather than building institutionally based technical services facilities in every museum, which often cannot be staffed by permanent staff. Such collection facilities have been supported in the past by provincial programmes; examples include the ROM's Oakville facility supported by the Ontario Ministry of Culture through its Capital Repair and Rehabilitation Fund and McMaster and Western Universities archaeological programme which received significant grants from the Canadian Foundation for Innovation (CFI) and the Ontario Ministry of Research and Innovation (Ontario Research Fund) to build their collection storage facilities.

4.2.4 Option 4: Theatre Partnership

Bruce County is currently considering a new library facility in Southampton. Accordingly, we have postulated the option to move the current BCM&CC theatre function (Rooms 229, 230, 231, 232, 210 plus 226, 227, 228) into a new library facility, freeing approximately 1600 sf of space.



BRUCE COUNTY MUSEUM AND ARCHIVES
Level 2 Option 4: Theatre Partnership

Plan 6. Option 4: Theatre Partnerships

We believe that most contemporary urban libraries have theatre/public programme space and we would suggest that the library be built adjacent to, and internally connected with, BCM&CC. Such an arrangement would offer better public investment to create a new purpose-built and appropriately sized theatre space rather than provide two modest theatres with more limited use in two independent County facilities. We should suggest that, if adjacent and shared, a new theatre could add approximately 2500-3500 sf to the proposed library facility but provide a larger more functional, shared public space.

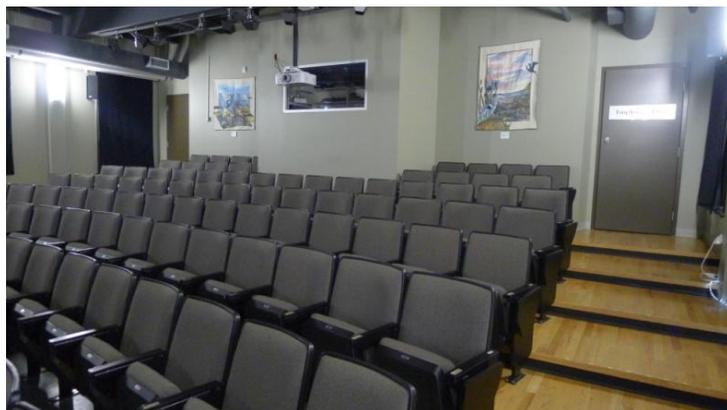


Fig. 17. Room 231 Theatre

The current Museum theatre is too small both in stage area and seating area, has no-back-of-house, a small stage, outdated control technology and inflexible lighting, and its use impacts the operations of the Archives above. This option would see Museum and Library sharing a new theatre space. The theatre space at the Museum could then be designated for the storage of non-artifact programme materials related to Exhibition and Programmes or provide space adjacent to the kitchen and the outdoor spaces for a new Children's Museum Programme. This could, thus, either free-up currently occupied and congested storage space around the Museum facility, returning these space to their original functions, while eliminating the need for the rented classrooms at the public school or allow for a significantly expanded children's programme.

4.2.5 Option 5: Archive Partnership

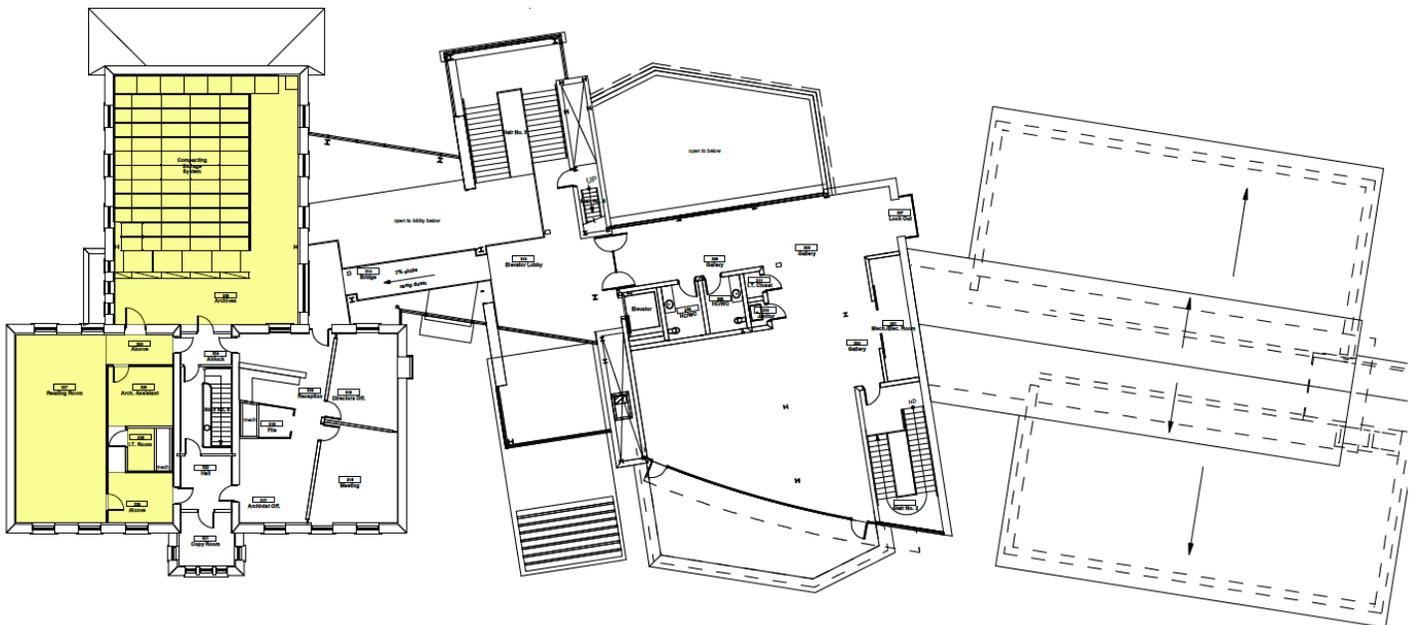
As noted earlier, Bruce County is currently considering a new library facility in Southampton. We have considered the option to move the current BCM&CC Archives (Rooms 325, 326, 328, 327, 329, 330) into the new library facility, freeing approximately 2600 sf of space.

While we have considered this option, we fully understand the reluctance of BCM&CC to separate the Centre's artifact and document collections. We fully endorse the logic of the current organization and arrangement but felt that this option had, at least, to be presented for consideration.

Both models exist in Ontario, with archives partnered with museums and/or with libraries. Both such models recognize the importance of the Archives as a publicly accessible service and in Bruce County,

we know that the Archives is extensively used by the public particularly for family history research which represents 50% of users.¹⁷

This option would free-up approximately 1700 sf for public programmes, and approximately 900 sf for additional administrative work spaces, or non-artifact storage, eliminating the need for the three rented classrooms at the public school.



BRUCE COUNTY MUSEUM AND ARCHIVES
Level 3 Option 5: Archives Partnership

Plan 7. Option 5: Archives Partnership

¹⁷ Bruce County Museum & Cultural Centre, Archives Collections Plan, Draft 2014.

4.3 Space Options SWOT Analysis

All options are achievable given time and resources. As with any programme, there are benefits and challenges. With the Interim Report, we are just starting the conversation with BCM&CC on the specifics of each option and based on BCM&CC operator experience and their intimate knowledge of Bruce County priorities and success criteria, the SWOT for the agreed options will be refined for the Final Report.

Option	Added Area	Cost	STRENGTHS
Platforms	1,700 sf	\$1,500,000 Construction \$250,000 Fit-Out	Dramatic new public spaces with flexible uses. New opportunities for more events and services. Greatly increases children, school and family spaces.
Open Storage	890 sf	\$400,000 new case construction	Open storage gallery (Cabinet of Curiosity Experience). Direct encounter with Museum's research and curatorial functions. Creates room in collection spaces to allow for maximizing benefits of reorganization of collection storage.
Collections Centre	8000 sf Double Height	~\$2,500,000 Construction ~\$500,000 Fit-Out	Partnership with at least one other county for 50% of space. 50% of space doubles area of Collections & Archival Reserve Collection. Could be planned for scalable expansion extending life of present facility 20 years +. Initially could be used for non-artifact storage until collections require space.
Theatre Partnership	1,600 sf	Incremental cost ~\$500,000 including fit-out	Closer integration of community services. Greater utilization of shared theatre resource space. Improved facilities for a greater range of live performances and concerts. Hub for growing and active performing arts community.
Archives Partnership	2,600 sf	Incremental cost \$1,000,000 including fit-out	Purpose-built archives wired and equipped for 21st c. More capacity for accommodating documents.

Table 5. Space Options Strengths

Option	WEAKNESSES
Platforms	<p>Does not address the non-artifact storage issues.</p> <p>Loss of double height gallery spaces.</p> <p>Capital expense.</p> <p>Closure of Museum for months.</p> <p>Decant & reinstall three galleries, new ventilation systems.</p> <p>New lighting system.</p>
Open Storage	<p>Loss of Temporary Exhibition space.</p> <p>Reduction of options to offer special topic and high season shows to attract tourist audiences.</p>
Collections Centre	<p>Significant Capital Costs.</p> <p>3-6 years to opening.</p>
Theatre Partnership	<p>5- 8 years to opening.</p> <p>Capital Cost.</p> <p>Loss of opportunities to cross market audiences from performances at the Museum.</p>
Archives Partnership	<p>5-8 years to opening.</p> <p>Capital Cost.</p> <p>Potential loss of programming and volunteers/ audiences who come for the Archives and stay for the Museum.</p>

Table 6. Space Options Weaknesses

Option	OPPORTUNITIES
Platforms	<p>New programme space.</p> <p>Strategy #2¹⁸ Leverage technology.</p> <p>Strategy #7 Stimulate innovation & economic development.</p> <p>Potential Increase facility rentals.</p>
Open Storage	<p>Open storage could provide new avenues of interpretation, i.e. "behind-the-scenes" look into the Museum.</p> <p>Strategy #7 Could lead to new community partnerships (i.e. libraries) to host temp shows).</p>
Collections Centre	<p>To plan county wide strategy for museums, archives and orphaned collections.</p> <p>Strategy #2¹⁹ –Leverage technology.</p>
Theatre Partnership	<p>Cross-community programming.</p> <p>Shared marketing with the County library system.</p> <p>A new facility and hub for performing arts in the community. Consistent with objectives of Bruce County Strategic Planning Objectives.</p>
Archives Partnership	<p>Cross-community programming.</p> <p>Shared marketing with the County library system.</p>

Table 7. Space Options Opportunities

¹⁸ TCI Management Consultants, Bruce County Museum & Cultural Centre Strategic Plan Update (2015 –2019), 4.

¹⁹ Ibid., 4.

Option	CHALLENGES
Platforms	<p>Increase pressure on Bruce Gallery (Rooms 304,305,306) as a temporary exhibition space.</p> <p>Potential lost revenue from facility rental of Bruce Gallery.</p> <p>Potential increase contract staff for new programmes.</p> <p>Change to architectural impact of Museum galleries.</p>
Open Storage	<p>Could lead to lower levels of attendance.</p> <p>Reduced image and use of Museum.</p>
Collections Centre	<p>Finding a neighbouring county partner.</p> <p>May require additional curatorial/ security personnel.</p> <p>Additional operating costs.</p> <p>Coordination and expense of the movement of collections and other materials off-site.</p>
Theatre Partnership	<p>Challenge to "cultural centre" component of the BCM&CC role.</p>
Archives Partnership	<p>Obtaining community buy-in could lead to lower levels of attendance.</p> <p>Reduced image and use of Museum.</p> <p>Coordination of move of materials.</p>

Table 8. Space Options Challenges

In developing these options, MPP has considered the potential opportunities offered by the currently available public properties between High Street and Clarendon Street along Victoria Street. MPP believes, considering these lands and the current interest in a new library, a possible new college campus, and perhaps a new public school, could be considered in the context of the longer-term options for addressing BCM&CC space needs. The potential for leveraging shared cultural and education facilities within a "campus" setting with improved parking and better access to these properties could create a cultural hub for Southampton.

The assumptions of space requirements for such synergistic facilities are just assumptions not tested against any current County figures but used to suggest sizes which would fit comfortably on this extended site. In all cases areas greater than those anticipated in the Accommodation Plan are used to demonstrate the scalability of the concept.

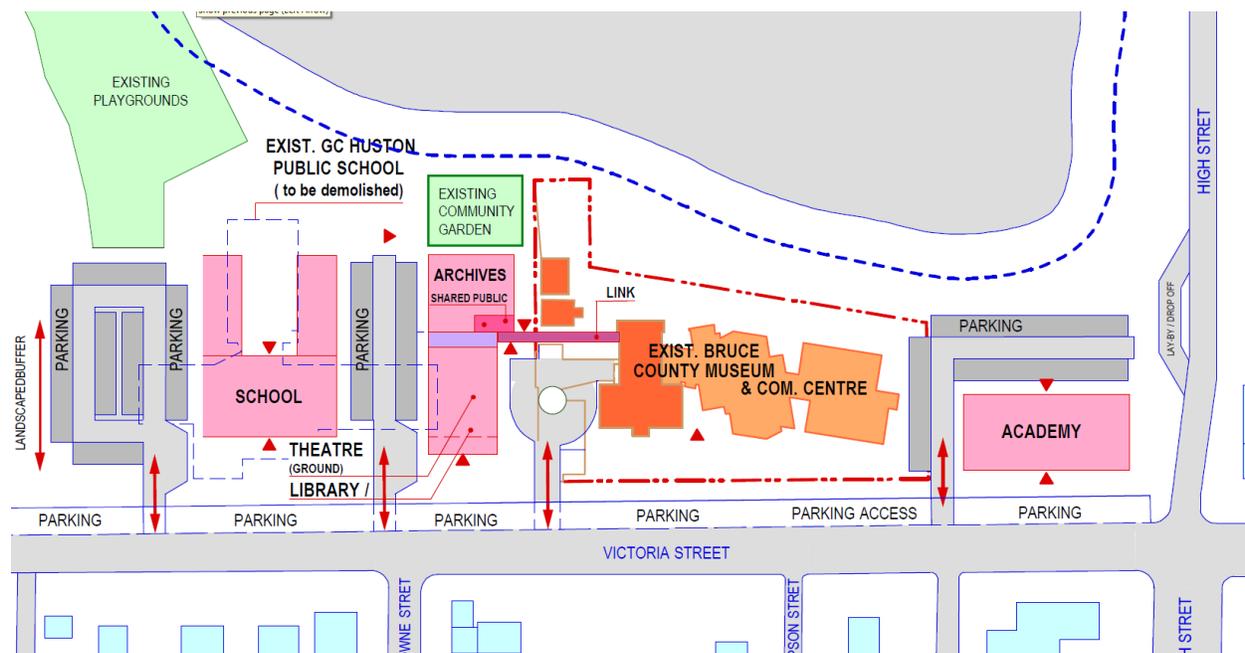


Fig. 18. Massing Model for Public Spaces on Victoria Street

This massing plan assumes the following areas:

- a) Bruce County Museum & Community Centre (as is).
- b) New Library (11,000 sf w. 30 parking spaces).
- c) New Theatre (beneath Library - 6200 sf).
- d) New Archives (5000 sf).
- e) New Public School (for 400 students, 30,000 sf w. 62 parking spaces).
- f) Academy or College (21,200 sf w. 52 parking spaces).

5. Next Steps

We suggest that the Client Team review this document, identify any factual errors, and discuss among themselves their observations and recommendations for change or clarification in the Interim Report.

During the week of January 4, 2016, MPP will meet with the Director and such others (either in person, teleconference or a combination) to review the Client Team's comments and agree upon actions to be taken.

A Final Interim Report will be sent to the Director by January 25th.

After the February 4, 2016 Council Meeting, MPP will proceed with the Final Study elements to more fully describe the physical and financial implications, the partnership opportunities and linkages with the County's Strategic Plans and Departmental Goals for the selected options, both near- and long-term.

The Consulting Team remains committed to delivery of the draft Final Report by March 11, with the Final Report to be delivered March 25, 2016 as required by the RFP.

The overall objective of the final recommendations will be the establishment of sound space criteria to ensure that it is functionally suitable, environmentally appropriate, aesthetically satisfying, and economically viable. To meet and exceed this overarching objective, functional requirements need to be balanced to ensure they are pragmatic, workable, and meet the needs of collections/exhibitions, visitors, and staff.

6. Appendices

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6.2 Collections Growth

Archives

	Percentage of Current Collection (by Ln Ft of shelving or Area)	Current Linear M (or area sf) of Storage	Avg Growth Ln M (or Area for 3D) of Storage a Year	Ln M (or Area) for Known/ Anticipated Large New Single Collection Additions	NOTES
1. County/Municipal Government Records	37.49%	579	35	243	1
Corporation of the County of Bruce	10.10%	156		54	
Municipality of Arran-Elderslie	0.78%	12		58	2
Municipality of Brockton	0.06%	1		69	3
Township of Huron-Kinloss	1.17%	18		52	4
The Municipality of Kincardine	7.06%	109		-38	5
Municipality of Northern Bruce Peninsula	4.27%	66		13	
Town of Saugeen Shores	5.70%	88		-4	
South Bruce	2.98%	46		33	6
Town of South Bruce Peninsula	5.37%	83		6	
2. Ontario Government Records	10.16%	157	0	0	
Ontario Sessional Papers	0.19%	3	0	0	7
Ontario Government Land Records	9.97%	154	0	0	8
3. Education Records	6.54%	101	1	3	9
4. Personal, Business and Organizational Fonds:	35.14%	543	13	0	10
5. Military Records	0.65%	10	2	0	11
6. Photographs and Picture Postcards	3.88%	60		0	12
7. Business Records	10.16%	157		0	13
8. Personal Records	9.39%	145		0	14
9. Organizational/Club Records	6.47%	100		0	15
10. Books, Reports and Religious Texts	4.53%	70	1	0	16
11. Literary Works	0.06%	1		0	
12. Audio		1		0	17
13. Video		25		0	18
14. Maps and Oversized	5.83%	90	2	19	19
15. Art:	4.85%	75	2	0	20
15. Reference Collection - Research Room		155	1	11	21
Totals	100%	1545	53	294	

Archives Notes

- 1 County (10 In m per year) and Municipal Transfers (15 In m per year)
- 2 We are expecting a Large Transfer from AE in 2016
- 3 Left word - will advise if any transfer coming (but I doubt it)
- 4 We will be picking up a 10 liner metre transfer in January 2016
- 5 Have needed to use NBP space
- 6 We are expecting a number of smaller transfers from SB in 2016
- 7 In Book Aisle - we will no longer be accepting these
- 8 Abstracts, Land Record Copy Books and Original Land Records (APPLROD Project)
- 9 Come in with private donations
- 10 Ref Box Collection/Museum Reference Collection/Donations/Krug/WI/MISC
- 11 Ref Box Collection/Donations
- 12 Photo Boxes, Negatives, many in with private donations as well and born digital KRUG
- 13 Ref Box Collection/Krug/Newspapers/Donations
- 14 Ref Box Collection/Donations/Krug/
- 15 Ref Box Collection/WI/Donations (Orange Lodge, BCHS, BCGS, BCFA, CFUW, Probus, Peninsula Bruce Trail, Birding, Krug, Jr. Farmers, Schmalz, STC)
- 16 Only accepting if coming in with larger collections
- 17 Cassette tapes (military, BCHS)
- 18 VHS, 16 mm, super 8, dvd, mini vhs (Military, BCHS, TBHS, Saugeen History Hunters, Krug, Kincardine Historical,
- 18 Map Cabinet Drawers Plus super oversized shelf unit
- 20 Aproximately 75 pieces of art on art racking and oversized shelving unit
- 21 Reference Books - Does not include digital Finding Aids or Microform (not included in the overall totals)

Collections

	Percentage of Current Collection	Current Linear Ft (or area sf) of Storage	Avg Growth Ln Ft (or Area for 3D) of Storage a Year	Ln Ft (or Area) for Known/ Anticipate d Large New Single Collection Additions
1. Built Environment	1.0%	10	0	0
2. Furnishings	9.0%	1919.5	4.5	0
3. Personal Artifacts	20.0%	174.5	4.5	25
4. Tools & Equipment for Materials	25.0%	708.5	4.5	9
5. Tools & Equipment for Science & Technology	10.0%	542	4.5	9
6. Tools & Equipment for Communication	6.0%	55.5	4.5	0
7. Distribution and Transportation Artifacts	5.0%	114	4.5	4.5
8. Communication Artifacts	17.0%	99	4.5	9
9. Recreational Artifacts	3.0%	37.5	2.25	4.5
10. Unclassifiable Objects	2.0%	9	1	0
11. Natural History	2.0%	9	1	4.5
Totals	100.0%			
		3678.5	35.75	65.5
			0.97%	

All measurements based on current organization scheme

N.B. Many areas are not utilizing space to full capacity or is wasted in current organization scheme

Loans Out Per Year	6
Loans In Per Year	35
Exhibitions Out Per Year	5
Number of Artifacts Average in Out Going Exhibition	17.8
Estimated Number of Artifacts in Permanent Displays	650
Packed Size of Museum/Archives Generated Exhibit (Packed Storage Area)	2778 square feet and 7800 cubic feet