



AGENDA

Strategic Priorities Committee

August 18, 2020

9:00 am

Video Conference

Click the following link:

<https://www.youtube.com/channel/UCzuUpFqxcEI8OG-dOYKteFQ>

Pages

1. **CALL TO ORDER**
2. **DECLARATIONS OF PECUNIARY INTEREST**
3. **AMENDMENTS AND APPROVAL OF THE AGENDA**

RECOMMENDATION

THAT the August 18, 2020 Strategic Priorities Committee agenda be accepted as presented.

4. **STRATEGIC PRIORITIES REVIEW**

4.1 MUS 19-2020 Museum Policies and Strategic Plan

4

RECOMMENDATION

THAT MUS 19-2020 Museum Policies and Strategic Plan report be received; and

THAT the Strategic Priorities Committee Recommends to Council:

THAT Council approves the following St. Marys Museum policies as presented:

Collections Management

Community

Conservation

Education and Outreach

Exhibition

Human Resources

Physical Plant

Research; and

THAT Council approves the St. Marys Museum Strategic Plan as presented.

4.2 CAO 47-2020 Animal Control Services Review

75

RECOMMENDATION

THAT CAO 47-2020 Animal Control Services Review report be received; and

THAT the Strategic Priorities Committee recommend to Council:

THAT Council direct staff to negotiate a service agreement with the Humane Society of Kitchener Waterloo Stratford Perth commencing January 1, 2021; and

THAT staff be directed to draft necessary changes to the animal control by-law pursuant to the needs of the service agreement and report back to Council at a future date.

5. CLOSED SESSION

RECOMMENDATION

THAT Council move into a session that is closed to the public at _____ am as authorized under the *Municipal Act*, Section 239(2)(a) the security of the property of the municipality or local board, and (b) personal matters about an identifiable individual, including municipal or local board employees.

5.1 PW 48-2020 CONFIDENTIAL IT Security Audit Results and Mitigation Recommendations

5.2 CAO 48-2020 CONFIDENTIAL Update on Staffing Matters

6. RISE AND REPORT

RECOMMENDATION

THAT the Strategic Priorities Committee rise from a closed session at _____ am.

6.1 IT Security Audit Results and Mitigation Recommendations

RECOMMENDATION

THAT the Strategic Priorities Committee recommends to Council:

THAT Council direct staff to adopt the recommendations in the Cyber Security Audit as outlined in staff report PW 48-2020 IT Security Audit Results and Mitigation Recommendations.

7. NEXT MEETING

September 15, 2020 - 9:00 am, Zoom Meeting Live Streamed to YouTube

8. ADJOURNMENT

RECOMMENDATION

THAT this meeting of the Strategic Priorities Committee adjourn at _____ pm.

FORMAL REPORT

To:	Chair Stratthdee and Members of Strategic Priorities Committee
Prepared by:	Amy Cubberley, Curator and Archivist
Date of Meeting:	18 August 2020
Subject:	MUS 19-2020 Museum Policies and Strategic Plan

PURPOSE

This report provides information on the development and revision of the St. Marys Museum's Policies and Strategic Plan, as well as rationale for why the Museum is required to have these guiding documents.

RECOMMENDATION

THAT MUS 19-2020 Museum Policies and Strategic Plan report be received; and

THAT the Strategic Priorities Committee Recommends to Council:

THAT Council approves the following St. Marys Museum policies as presented:

Collections Management

Community

Conservation

Education and Outreach

Exhibition

Human Resources

Physical Plant

Research; and

THAT Council approves the St. Marys Museum Strategic Plan as presented.

BACKGROUND

The Ministry of Tourism, Culture and Sport offers an annual community museum operating grant (CMOG) to qualifying museums in Ontario. The St. Marys Museum has been a successful recipient of this grant funding since 1963. As part of the grant application, museums are required to submit requested policies, procedures and financial records to prove that they are meeting ministry standards. In order to be eligible for CMOG, a community museum must meet standards in the areas of Governance, Finance, Collections Management, Exhibition, Interpretation and Education, Research, Conservation, Physical Plant, Community, and Human Resources.

The Museum has policies in place in order to meet the above-mentioned standards. These policies are updated by staff and reviewed by the Museum Advisory Committee every three years. The most recent policy update and review took place between July 2019 and July 2020, with a different policy being

reviewed at each Museum Advisory Committee meeting. In reviewing the policies, the Museum Advisory Committee has recommended to Council that all policies be approved as presented.

As part of the 2019 CMOG application, community museums were required to submit a three to five-year strategic plan. In September 2018 the museum began the process of drafting a strategic plan. It was approved by the Museum Advisory Committee in May 2019.

In August 2019, this Strategic Plan went before Council as a part of the 2019 service delivery review and was not approved. Staff was given direction to amend the Museum Strategic Plan to reflect Council's vision for Museum Operations. Council's vision is described in the minutes as:

- Maintain the vision of tourism as articulated in the Strategic Plan. The Downtown should be the primary hub location for delivering tourism services, with the Museum and other Town facilities able to support the program when key facilities in the downtown are closed.
- Council articulated preferences for exhibits that celebrate local cultural heritage like: a focus on local celebrities, and persons of interest; history as it is occurring, similar to Stratford's approach to celebrating Justin Bieber; and a focus on the arts, partnerships with the Station Gallery, and other pop culture interest items.

Amendments, based on Council's direction, have now been made and the amended Strategic Plan was reviewed and recommended for Council approval at the July 2020 Museum Advisory Committee meeting.

REPORT

Policy Updates

All policies that have been submitted with the Museum's CMOG application have been assessed by the provincial Museum Advisor and have met ministry standards. The most recent policy update as part of the three-year review cycle led to minor changes in each policy. Most of the changes made were to put a greater emphasis on *Accessibility for Ontarians with Disabilities Act* compliance and updating staff and departmental titles. The Curator/Archivist reviewed the current ministry standards for community museums and has confirmed that the policies still meet these standards.

Strategic Plan Update

Utilizing the information gathered through stakeholder engagement, a draft document was created using the Town of St. Marys' strategic plan template. The St. Marys Museum Strategic Plan contains four pillars;

1. Increase access and visibility to both residents and visitors to the community.
2. Improve visitor engagement, experience and interaction.
3. Maintain a relevant and meaningful collection while meeting best practices in collections care.
4. Manage resources efficiently and effectively.

The revised version of the Plan has maintained these four pillars. Following Council's direction, additions to the plan have been made to ensure the Museum's fiscal responsibility through implementing recommendations made through the 2019 Core Service Review, such as the St. Marys Museum Revenue Generation Strategy. Greater emphasis has also been put on contributions the Museum can make towards the Town's 2019 Culture & Tourism Strategy and ensuring that the services offered by the Museum are appropriate to scale.

FINANCIAL IMPLICATIONS

- The components of the Revenue Generation Strategy and 2019 Core Service Review findings that are included in the Strategic Plan resulted in a 7.2% (\$7,176) savings in the Museum's

operating budget from 2019 to 2020. It is anticipated that further minor savings can be found through implementing long-term strategies.

- The Museum is eligible for an annual Community Museum Operating Grant of \$15,810 if it meets the ministry standards for community museums in Ontario.

SUMMARY

As part of the 2019 funding application to the Ministry of Tourism, Culture and Sport's Community Museum's Operating Grant a Museum Strategic Plan was a requirement. The Museum Advisory Committee approved version was submitted as part of the grant application.

The St. Marys Museum's policies guide the everyday work that is undertaken at the St. Marys Museum. Once approved, the St. Marys Museum Strategic Plan will guide the Museum in its activities and use of resources over the next five years.

STRATEGIC PLAN

☒ This initiative is supported by the following priorities, outcomes, and tactics in the Plan.

- Pillar #4 Culture and Recreation:
 - Outcome: Advancing strategies for scale appropriate recreation services.
- Pillar #3 Economic Development:
 - Outcome: Emphasize culture as a key economic driver for the community.

OTHERS CONSULTED

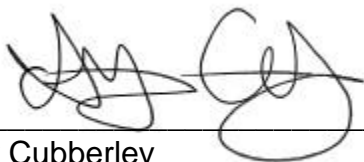
- Museum Advisory Committee
- Stephanie Ische, Director of Community Services
- Elka Weinstein, Museum Advisor, Ministry of Heritage, Sport, Tourism and Culture Industries

ATTACHMENTS

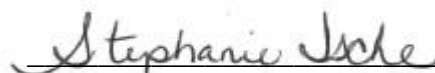
- St. Marys Museum Policies
- St. Marys Museum Strategic Plan

REVIEWED BY

Recommended by the Department

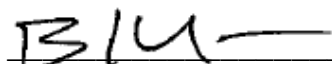


Amy Cubberley
Curator and Archivist



Stephanie Ische
Director of Community Services

Recommended by the CAO



Brent Kittmer
CAO / Clerk

St. Marys Museum Collections Management Policy

1.0 Policy Statement

The acquisition and management of artifacts and archival materials is a major activity of the St. Marys Museum. Working within the scope of its Values and Statement of Purpose and with the objective of fulfilling its Vision, the Museum has policies for both the development and the maintenance of the collection.

2.0 Scope

The terms of this policy shall apply to all artifacts and archival materials the Museum's permanent collection, the Museum's historic buildings, and any artifacts on loan to the Museum.

3.0 Purpose

Acquiring and conserving artifacts are important and necessary tasks at the St. Marys Museum to ensure research and public education is achieved.

4.0 Definitions

4.1 Accession Number

A tracking number assigned to an artifact accepted into the Museum's permanent collection; based on the year in which the artifact came to the Museum and the donor.

4.2 Artifact

An object that has been made or modified by human beings and is considered to be part of the Museum's collection.

4.3 Borrower

An individual, group or institution who has been granted temporary custody of parts of the Museum collection.

4.4 Deaccession

The permanent removal of an artifact from the Museum's collection.

4.5 Donor

An individual, group or institution who plans to or has left an object at the Museum as an unconditional gift.

4.6 Lender

An individual, group or institution who has granted temporary custody of objects or artifacts.

4.7 Object

Something that can be seen and touched; a material thing; not necessarily an artifact.

5.0 Ethical and Legal Responsibilities

5.1 Ethics

The St. Marys Museum acquires artifacts and/or collections only if it has adequate resources (human, financial, temporal, and spatial) to document, preserve, store, research, exhibit and interpret the artifact/collection being considered.

The St. Marys Museum does not acquire material:

- a) which has been collected, sold or otherwise transferred in contravention of any provincial or national statute;
- b) which has questionable, undetermined or unethical history of ownership;

The St. Marys Museum holds the artifacts in its collection in trust for the community. The Museum upholds all federal, provincial and municipal legislation, legally binding trusts or conditions relevant to procedures for collections management.

6.0 Training

- a. The Director of Corporate Services (The Director) and/or Curator shall ensure that all staff and volunteers working with artifacts or archival documents are aware of and familiar with the Collections Policy.
- b. The Director and/or Curator shall advise and train museum staff and volunteers in the proper care and handling of artifacts and archival documents.
- c. The Director and/or Curator shall advise and train museum staff and volunteers in good housekeeping and recordkeeping practices when working with the collection.
- d. The Director and/or Curator shall advise and train museum staff and volunteers on the safe packing, unpacking, storage and transportation of artifacts and archival documents.
- e. The Director and/or Curator shall recommend training opportunities to Museum staff to maintain or develop their knowledge and skills. Training opportunities include but are not limited to, attendance at seminars, conferences, workshops and courses, and study visits.

7.0 Collections Management Program

7.1 Collection Development and Acquisition

1. The St. Marys Museum collects artifacts and archival materials that are significant to the history of St. Marys and its surrounding community. Artifacts not related to the history of this area are not accepted into the permanent collection.

2. As needed, the Curator and the Museum Board evaluate the collection to identify gaps that need to be filled so that the Museum can effectively interpret the history of the community. The Museum publicizes its collecting objectives within the community and actively works to fill these gaps.
3. Artifacts are added to the collection through donation. The Museum does not have an acquisitions budget but can provide tax receipts for fair market value of donations when requested by the donor.
4. Before accepting a donation, the Curator is reasonably certain that the donor has both the legal and ethical right to offer the artifacts to the Museum and that the transaction is in accordance with all municipal, provincial and federal laws.
5. Duplicates of artifacts already in the Museum's collection are not accepted if they cannot be used for display, programming or research purposes.
6. Artifacts of a size, nature or condition such that they cannot be adequately cared for by the Museum are not accepted.
7. Unless suggested by the Director and/or Curator, donations to the Museum are made free and clear of restrictions and conditions as to future use and disposition. For example, no guarantee can be given to the donor that an artifact shall remain on permanent display.

7.2 Collections Maintenance

1. When new artifacts are received, these accepted museum procedures are followed to create complete records:
 - a. Donors sign a Deed of Gift form transferring ownership of the artifacts to the St. Marys Museum. The Curator signs on behalf of the Museum. A signed copy is given to the donor as a receipt.
 - b. Each new artifact is accessioned into the Museum's permanent collection following best museum practices.
 - c. A full description is prepared for each artifact's record, including measurements and details of its condition. Catalogue and donor records are prepared as well as a record of the artifact's display or storage location and its movement within the Museum.
 - d. All artifact and donor information is entered into the Museum's collections management database. Hard copies of all information are kept in secure storage.
2. The provenance of each artifact and the history of its use by its previous owners are researched and documented as fully as possible and included in the permanent

Page 3 of 7

records. Research of the collection is ongoing and additional information about an artifact is added to its record.

3. Museum staff review the collection records regularly to verify and update information i.e. artifact location and condition.
4. Museum records of the collection are current and complete and artifacts are properly stored and exhibited. This assures potential donors that their gifts shall be respected and permanently recorded.
5. The Museum keeps a regularly updated copy of the permanent collections digital records in a secure, off-site location.
6. The collection records of the St. Marys Museum may contain information about donors and their families that is subject to Right to Privacy legislation. These records are not accessible to the public; selective information from them may be released at the Curator's discretion.
7. A record of each artifact's display and/or storage location, as well as its movements within the Museum, are recorded and updated within the hard copy and collections management database.
8. Conservation of artifacts shall take place as prescribed in the St. Marys Museum Conservation Policy.

7.3 Deaccessioning

1. Deaccessioning, or the permanent removal of an artifact from the collection, is only done under special circumstances following specific procedures. Donors who give artifacts to the Museum in good faith and have them accepted in accordance with the Museum's collection policies have the right to expect that their donations shall remain a part of the permanent collection.
2. Deaccessioning is not a substitute for good collections management. With the Museum's Statement of Purpose and Collections Policies in effect, artifacts are screened during the acquisitions procedure and are not accepted if they do not meet the policy requirements.
3. Artifacts that were accepted into the collection prior to current policies may be considered for deaccession under certain circumstances:
 - a. the artifact is inappropriate to the collection; i.e., has no relation to local history;
 - b. there are duplicates of the artifact in the collection; to relieve overcrowding, only the most significant example(s) can be retained;

- c. the artifact is damaged beyond the point of restoration and no longer has any value for exhibit or research.
4. The Curator recommends deaccessioning of an artifact but the final decision is made by the Museum Advisory Committee by a majority vote.
5. Artifacts identified for deaccessioning are disposed of by one of the following methods:
 - a. offered to another museum, educational or cultural institution.
 - b. sold at public auction.
 - c. repatriated.
 - d. destroyed as a last resort.
6. No Museum Advisory Committee member or staff member may purchase any deaccessioned artifact.
7. Proceeds from the sale of deaccessioned artifacts are added to the Museum's acquisitions or collections care fund and cannot be used for general operations of the Museum.
8. For each deaccessioned artifact, the process is fully documented and becomes part of the permanent records of the Museum's collection.

7.4 Outgoing Loans

On occasion, the Museum may be asked to loan artifacts to another institution or individual. Outgoing loans typically are only allowed for temporary exhibits within another museum or within another department of the Town of St. Marys.

1. The Museum staff bears the right to refuse to loan artifacts to any individual or institution. Artifacts shall only be loaned if the proposed use of the artifact falls within the Museum's statement of purpose.
2. Should the staff agree to loan an artifact, an Outgoing Loan Form shall be completed by Museum staff and the borrower, with the original copy remaining at the Museum. Photographs of all outgoing artifacts shall also be taken and filed electronically.
3. Museum staff reserve the right to request that an artifact be returned to the Museum prior to the predetermined date if it is determined that the artifact is either required on site at the Museum or it is discovered that the loan is proving to be detrimental to the preservation of the artifact.

4. The borrower is responsible for ensuring that all artifacts are returned to the Museum at a predetermined date, unless other arrangements for the return of the artifacts have been mutually agreed upon.
5. Once an artifact has been returned to the Museum, the Outgoing Loan Form will be updated with both parties retaining a copy of the record.

7.5 Incoming Loans

The St. Marys Museum occasionally borrows artifacts from individuals or institutions for specific, short-term exhibits, or study purposes.

1. The Museum may request incoming loans through public notices and/or directly approaching potential lenders.
2. An Incoming Loan Form shall be completed for all incoming loans. The Museum shall file the original and a copy shall be made for the lender.
3. A photograph shall be taken of all incoming loaned objects promptly upon their arrival and filed electronically. These photos shall serve as proof should there be any discrepancies in the condition of the object upon its return.
4. The Museum's insurance shall not cover any damage incurred by loaned objects. The Museum staff shall ensure that all loaned objects receive the utmost care during their time at the Museum in order to prevent damage.
5. When the loaned object is no longer required, the Museum staff shall contact the lender and arrange to drop off or have the object picked up. Upon returning the object the lender shall assess the condition of the object and sign and date the original Incoming Loan Form. The donor shall receive a copy of this signed form.
6. Because of restrictions of display and storage space, the St. Marys Museum only accepts artifacts on long-term loan under exceptional circumstances. Long-term loan agreements are renegotiated yearly. If the artifact is important to the collection, the owner is encouraged to donate it to the Museum.

8.0 Policy Review and Approval

The St. Marys Museum's Collections Management Policy is reviewed by the St. Marys Museum Advisory Committee.

The Collections Management Policy shall be reviewed a minimum of once every three (3) years, or at any time that changes are deemed necessary. The Director of Corporate Services or the Curator conducts the review and the revised version is submitted to the St. Marys Museum Advisory Committee for approval. The revised version must be approved by motion by St. Marys Town Council.

9.0 Communication

This policy is posted on the corporation drive, and the original copy is located at the Museum in the Curator/Archivist's office.

10.0 References

Ministry of Heritage, Sport, Tourism and Culture Industries *Standards for Community Museums in Ontario*

St. Marys Museum, *Conservation Policy*

End of Document

Rev #	Date	Reason	Initiated	Reviewed	Approved
0	May 8, 2002	Inception			
1	February 2016	Accessible format, template change, review and update by Staff	February 2016	April 2016	
2	May 2018	Change of Board roles, changed of department name	May 2018	May 9, 2018	
3	October 2018	Updated deaccessioning process to reflect ministry guidelines	Amy-October 2018	October 2018	
4	January 2020	Due for full review	Amy-January 27, 2020	February 12, 2020, MAC	

St. Marys Museum Community Policy

1.0 Policy Statement

As a steward of the community, the St. Marys Museum shall provide a safe and functional environment for visitors, staff, volunteers, collections, museum events, activities, programs and exhibitions. The Museum will ensure that it remains accessible, relevant, and supported by its community.

The St. Marys Museum will meet their obligation to Federal, Provincial and Municipal standards in order to remain a community-focussed institution.

2.0 Statement of Values

The St. Marys Museum's Statement of Values emphasizes both responsibility and responsiveness to the community. The Values that form the basis for the Museum's operations are:

- a. *Respect – Our history, the lessons it can teach us and the material objects that reflect this history all deserve our respect.*

This value is shared and cooperative. Staff and other Museum personnel respect both the artifacts and the stories brought to the Museum for consideration and appreciate the value they have for their owners. If an offered artifact does not fit within the Museum's Collections Management Policy, every attempt is made to help the donor find a suitable repository for his/her possession. The Museum also works to instill in the community a respect for the artifacts in the collection and for the stories that they tell. This is done through work with visiting groups, especially children, with outreach programs and through local promotion and exposure to these artifacts, such as the Artifact of the Week, featured in a local newspaper.

- b. *Objectivity – Interpretive programs and activities are presented fairly, without bias and with a thorough research-based understanding of the historic context.*

The community and its residents deserve to have their history told in a fair and informed manner when it is presented through interpretive exhibits and activities to visitors to the St. Marys Museum.

- c. *Inclusivity – The history of this area is made up of many stories rising from a variety of backgrounds and cultures. All these stories deserve to be told.*

The St. Marys Museum Advisory Committee and staff realize that in order to tell some of these stories, it is necessary to solicit input, support and advice from the representatives of various backgrounds and cultures. When telling a story of such a group, it is the Museum's practice to work with people representing it, making the process a cooperative and enjoyable learning experience for all concerned.

- d. *Accessibility – The historical resources at the St. Marys Museum including programs, special events, exhibits and research materials are accessible to all users.*

The Museum has an active program of outreach to local seniors' residences and seniors' day programs whose participants may not be able to visit the site. The St. Marys Museum Advisory Committee and staff recognize that barriers to accessibility may be intellectual and cultural as well as physical. When planning exhibit themes and special activities, consideration is given to ways of reaching members of the community who may face these barriers. For example, as many "hands-on" objects as possible will be part of interpretive activities; exhibits will have strong visual components, explanatory text will be in accessible, straightforward language. Staff is trained to be sensitive to visitors with special needs and the Museums has learned ways to make these visits successful and rewarding.

3.0 Responsibilities

3.1 Stewardship

The design and layout of the St. Marys Museum's buildings and grounds will accommodate the physical and functional needs of its users, staff, volunteers, collections, and activities.

3.2 Hours of Operation

The St. Marys Museum will maintain regular, posted, and advertised hours during which it is open to the public, and which meet the needs of the community. The location of advertised hours will include onsite signage, the Museum website, social media, the municipal website, rack cards, and telephone voicemail message. The Museum recognizes that if it is not open for long periods due to staffing considerations or weather, the Director and/or Curator will assess the needs of the community and make its services available by appointment and/or outreach activities.

3.3 Community Participation

The St. Marys Museum's Advisory Committee and staff recognize the value of including members of the community in activities and programs. The Museum actively seeks partners from organizations, service clubs, business and industry within the community to work together to reach common goals to benefit the community.

3.4 Access to Information

The St. Marys Museum's Advisory Committee and staff recognize the value of providing equal public access to information about the museum's collection, services and programs. This information will be available through the Museum's page on the municipal website, promotion in local newspapers, off-site displays and outreach programs.

3.5 Volunteers

The St. Marys Museum has an active volunteer program that is administrated through the Town of St. Marys.

- a. The St. Marys Museum will provide appropriate training and supervision as well as a safe working environment for volunteers.
- b. The Museum will publicly and privately recognize the contributions of its volunteers

3.6 Accessibility

The St. Marys Museum strives to serve all members of the community. The Accessibility for Ontarians with Disabilities Act (AODA) is taken into consideration for all programs, exhibits, and other services offered by the Museum.

4.0 Policy Review and Approval

The St. Marys Museum's Community Policy is reviewed by the St. Marys Museum Advisory Committee.

The Community Policy shall be reviewed a minimum of once every three (3) years, or at any time that changes are deemed necessary. The Director and/or Curator conducts the review and the revised version is submitted to the St. Marys Museum Advisory Committee for approval. The revised version must be approved by motion by St. Marys Town Council.

5.0 Communication

This policy is posted on the corporation drive and the original copy is located at the Museum in the Curator's office.

6.0 References

Ministry of Heritage, Sport, Tourism and Culture Industries *Standards for Community Museums in Ontario*

Accessibility for Ontarians with Disabilities Act, 2005

End of Document

Rev #	Date	Reason	Initiated	Reviewed	Approved
0	March 19, 2014	Inception. Accessible format, template			
1	March 31, 2015	Review and update by Staff and Museum Board	March 31, 2015	April & May, 2015	
2.	May 14, 2015	Approved by Museum Board	May 14, 2015	May 14, 2015	
3	March 3, 2020	Review and update by Staff and Museum Advisory Committee	March 3, 2020	March 11, 2020, MAC	

St. Marys Museum Conservation Policy

1.0 Policy Statement

St. Marys Museum has a responsibility to protect and preserve the collection entrusted to its care, so that future generations will have the opportunity to enjoy and learn from it. The Museum will demonstrate its stewardship of the collection by following procedures that ensure the long-term preservation of the collection.

2.0 Scope

The terms of this policy shall apply to all artifacts and archival documents in the Museum's permanent collection, the Museum's historic buildings and any artifacts on loan to the Museum.

3.0 Purpose

Conservation is necessary to maintain the Museum's collections so that the artifacts may be usefully studied, exhibited and interpreted. This Conservation Policy will define, in general terms, the guidelines for the conservation practices that will be observed whenever handling any of the Museum's artifacts.

4.0 Definitions

4.1 Conservation

All measures and actions aimed at safeguarding tangible cultural heritage while ensuring its accessibility to present and future generations. Conservation embraces preventive conservation, remedial conservation and restoration. All measures and actions should respect the significance and the physical properties of the cultural heritage item.

4.2 Preventative Conservation

All measures and actions aimed at avoiding and minimizing future deterioration or loss. They are carried out within the context or on the surroundings of an item, but more often a group of items, whatever their age and condition. These measures and actions are indirect – they do not interfere with the materials and structures of the items. They do not modify their appearance.

Examples of preventive conservation are appropriate measures and actions for registration, storage, handling, packing and transportation, security, environmental management (light, humidity, pollution and pest control), emergency planning, education of staff, public awareness, and legal compliance.

4.3 Treatment Conservation

All actions directly applied to an item or a group of items aimed at arresting current damaging processes or reinforcing their structure. These actions are only carried out when the items are in such a fragile condition or deteriorating at such a rate, that they could be lost in a relatively short time. These actions are typically undertaken by a Conservator. These actions sometimes modify the appearance of the items.

Examples of treatment conservation are disinfestation of textiles, desalination of ceramics, de-acidification of paper, dehydration of wet archaeological materials, stabilization of corroded metals, consolidation of mural paintings, removing weeds from mosaics.

4.4 Restoration

All actions directly applied to a single and stable item aimed at facilitating its appreciation, understanding and use. These actions are only carried out when the item has lost part of its significance or function through past alteration or deterioration. They are based on respect for the original material. Most often such actions modify the appearance of the item.

Examples of restoration are retouching a painting, reassembling a broken sculpture, reshaping a basket, filling losses on a glass vessel.

5.0 Ethical and Legal Responsibilities

The St. Marys Museum holds the artifacts in its collection in trust for the community. Conservation treatments are carried out only if they are consistent with, and respectful of, the history that these artifacts represent.

No treatment is carried out that puts the artifact at risk.

The Museum upholds all Federal, Provincial and Municipal legislation, legally binding trusts or conditions relevant to procedures for care of the collection.

6.0 Training

- a. The Director of Corporate Services (The Director) and/or Curator will ensure that all staff and volunteers working with artifacts or archival documents are aware of and familiar with the Conservation Policy.
- b. The Director and/or Curator will advise and train museum staff and volunteers in the proper care and handling of artifacts and archival documents.
- c. The Director and/or Curator will advise and train museum staff and volunteers in the cleaning and housekeeping of exhibit, storage and research areas.
- d. The Director and/or Curator will advise and train museum staff and volunteers on the safe packing, unpacking, storage and transportation of artifacts and archival documents.
- e. The Director of Corporate Services will recommend training opportunities to museum staff to maintain or develop their knowledge and skills. Training opportunities will include, but not limited to, attendance at seminars, conferences, workshop and courses, and study visits.

7.0 Conservation Program

7.1 Preventive Conservation

7.1.1 Environment

The Museum provides an appropriate environment for artifacts in all storage and exhibit areas:

- a. The Museum will undertake to demonstrate its commitment to provide a safe and stable environment for collections by monitoring environmental conditions. This includes documenting the temperature, relative humidity, and light levels in its storage and exhibition areas as set forth in the Province of Ontario's Standards for Community Museums. The Museum will endeavor to remedy any deficiencies in environmental conditions.
- b. The Museum will attempt to control the presence of pests through an Integrated Pest Management program. The removal of pest attractions, installation and monitoring of traps, regular monitoring and cleaning of exhibit, storage and public areas will be undertaken.
- c. The Director and/or Curator will implement and monitor a regular housekeeping schedule for all exhibit galleries, storage areas, research space, and outbuildings to be performed by trained personnel.

7.1.2 Storage

- a. The Museum will provide storage areas large enough to house existing collections without crowding and to accommodate future projected acquisitions.
- b. Storage areas will be organized wherever possible by material, size and object type and with separate areas for artifact and archival collections.
- c. All storage areas will be maintained at appropriate environmental conditions of humidity, light, and temperature as set forth in the Province of Ontario's Standards for Community Museums. Museum staff will monitor, document and analyze the environmental conditions in storage areas to ensure that the Standards are being met wherever possible.
- d. The Director and/or Curator will ensure the regularly scheduled housekeeping of storage areas, and that it is completed by trained staff. i.e. shelving, cabinets, storage furniture and support materials will be acid-free, inert and of sufficient size and strength to best support the item.
- e. The Director and/or Curator are responsible for the control of all keys and codes for buildings, storage areas and cabinets. Temporary staff, volunteers, and maintenance personnel may have access to storage areas provided that they are supervised by a permanent museum staff member. At the discretion of the Director and/or Curator storage areas may be open to the public, with supervision, for private tours or open house events. Lights in storage areas will be turned off when not occupied.

- f. No food or beverages, including water, will be permitted in the collection storage areas.

7.1.3 Exhibition

As reflected in the Museum's Exhibition Policy, conservation principles will be considered during all aspects of planning, installation, duration and dismantling of an exhibit.

- a. Adequate measures will be taken to ensure that the environmental conditions - including lighting, temperature, relative humidity, protection from theft and handling by the public - of artifacts on exhibit are monitored and maintained at appropriate environmental levels.
- b. All cases, materials and supports used in exhibits will be non-intrusive, secure, large enough to accommodate the artifact(s), and will aim to offer adequate support to the items on display. Only materials, labelling methods and mounting techniques which are not harmful for the artifact, shall be used.
- c. Reproduction photographs and documents will be used in place of original photographs or documents, so as to protect the original from cumulative light damage. In those instances that original photographs or documents are displayed in an exhibit they will be so for only short periods of time as determined by the Director and/or Curator.
- d. The Director and/or Curator will approve artifacts and archival material for exhibition. The approval or refusal to exhibit will be based on the assessment of the condition, durability, and length of proposed time on exhibit of the item.
- e. Staff will implement a regular inspection program of all artifacts on exhibit to check for losses and damage.
- f. The Director and/or Curator will implement a regular housekeeping schedule for all exhibit galleries and outbuildings, which may only be performed by trained staff.
- g. The use of flash photography by the public will be at the discretion of the Director and/or Curator.

7.1.4 Security

- a. All buildings will be secure from theft and vandalism, fire alarms and wherever possible, intrusion prevention measures will be in place.
- b. The Director and/or Curator are responsible for the control of all keys and codes for buildings, storage areas and cabinets. Temporary staff, volunteers, and maintenance personnel may have access to storage areas provided that they are supervised by a permanent museum staff member.
- c. In the event of an emergency or disaster, procedure will follow guidelines as set forth in the *Town of St. Marys Emergency Plan* and *St. Marys Museum Emergency Response Plan*.

7.2 Treatment Conservation and Restoration

- a. Treatment Conservation and Restoration, where required, will be carried out by a trained conservator with demonstrated expertise in treatment of the material for which the conservator has been engaged.
- b. Museum staff will not perform any Treatment Conservation or Restoration, which is beyond their expertise or skill, or beyond the facilities, equipment, and available finances of the St. Marys Museum.
- c. If Treatment Conservation and/or Restoration are determined to be required, the Director and/or Curator may make recommendations as to where the item would best be treated.
- d. Any donated object or material which is contaminated will be isolated from the rest of the Collection and treated, in consultation with experts as necessary.
- e. The Director and/or Curator will implement a procedure upon which artifacts and archival documents will be prioritized based on the following order:
 - i. Highest priority will be given to those artifacts and archival documents in the Permanent Collection requiring emergency treatment or stabilization.
 - ii. Those artifacts and archival documents in the Permanent Collection of particular historic or artistic significance.
 - iii. Those artifacts and archival documents in the Permanent Collection required for an upcoming exhibit.
 - iv. The remainder of the Collection.
- f. Treatment Conservation and or Restoration taking place on-site will be completed in a separate, isolated location that is appropriately equipped and ventilated according to the health and safety standards.
- g. All Treatment Conservation and Restoration treatments, whether completed on-site or off, will meet the following standards:
 - Full documentation of the object before, during, and after treatment will be completed.
 - Documentation of treatment will include photographs, written treatment proposal and cost estimate, written treatment report, recommendations for care or maintenance of the artifact or archival document, any special instructions for storage or transportation of items.
 - All treatment documentation will be maintained as permanent records within the Museum.

8.0 Policy Review and Approval

The St. Marys Museum's Conservation Policy is reviewed by the St. Marys Museum Advisory Board.

The Conservation Policy shall be reviewed a minimum of once every three (3) years, or at any more frequent time that changes are deemed necessary. The Director of Corporate

Services or the Curator conducts the review and the revised version is submitted to the St. Marys Museum Advisory Board for approval. The revised version must be approved by motion by St. Marys Town Council.

9.0 Communication

This policy is posted on the Town of St. Marys corporate drive. As well, the original copy is located at the Museum in the Curator's office.

10.0 References

MUS-P-004 Emergency Response Plan

Town of St. Marys Emergency Response Plan

Ministry of Tourism, Culture and Sport *Standards for Community Museums in Ontario*

International Council of Museums, *Terminology to characterize the conservation of tangible cultural heritage*

End of Document

Rev #	Date	Reason	Initiated	Reviewed	Approved
0	May 8, 2002	Inception			
1	March 19, 2014	Accessible format, template change			
2	March 31, 2015	Review and update by Staff and Museum Board	March 31, 2015	April & May, 2015	
3	May 14, 2015	Approved by Museum Board	May 14, 2015	May 14, 2015	
4	April 9, 2019	Past due for three year review. Minor updates to wording and formatting.	April 9, 2019 by AC	July 10, 2019	

St. Marys Museum Education and Outreach Policy

1.0 Policy Statement

The St. Marys Museum's Interpretation and Education activities serve a two-fold purpose. They allow the community to interact with the collection and resources of the Museum, and to play a vital part in the community. This policy sets out the terms and provisions for the development of all the Museum's interpretive and educational programs and activities.

2.0 Purpose

The St. Marys Museum is a community history museum whose mandate is to promote the understanding, appreciation and enjoyment of local history. All interpretation and education activities serve this mandate.

3.0 Training

- a. The Director of Community Services (The Director) and/or Curator shall ensure that all staff and volunteers working in education and interpretation are aware of and familiar with the Education and Interpretation Policy.
- b. The Director and/or Curator shall recommend training opportunities to Museum staff to maintain or develop their knowledge and skills in education and programming. Training opportunities include but are not limited to, attendance at seminars, conferences, workshops, courses, and study visits.

4.0 Education and Outreach Activities

- a. Interpretation and Education are not activities undertaken in isolation. The responsibility to interpret local history and to inform the community underlies all other museum functions.
- b. The St. Marys Museum has a schedule of educational activities. While consistent with the mandate of the Museum, this schedule is developed to create interaction with, and response to, community needs and interests.
- c. The Museum's interpretive and educational activities comprise a combination of school programming, public programming and special events. Public programs, such as seminars, shall be offered and reviewed on an annual basis. Opportunities to expand programs are constantly explored to improve connections with the community.
- d. The Museum ensures the relevance, accuracy and effective communication of its interpretive and educational activities by:

- i. establishing clear goals for each activity, predicting outcomes and evaluating the program both as it develops and upon completion;
 - ii. involving community groups with special interests or knowledge in the development of the activity;
 - iii. basing all interpretive and educational activities on sound research.
- e. Educational activities take place in an environment that is safe and secure and presents no risks to participants or to Museum staff.
- f. The Museum accepts a commitment to meeting the Ministry Conservation Standard in the use of artifacts for educational activities.
- g. The St. Marys Museum is committed to ethical behaviour in all educational activities.
- h. All programs offered by the St. Marys Museum will meet Accessibility for Ontarians with Disabilities Act (AODA) standards.

5.0 Established Education Programs

5.1 Curriculum Based Programming

The St. Marys Museum offers a number of curriculum-based educational programs for local schools. These programs are connected to the local history of St. Marys while also meeting Ontario curriculum requirements.

- a. The St. Marys Museum will strive to meet all requests for curriculum-based programming. Should a teacher request a program that has not yet been developed, staff will work with the teacher to develop an appropriate program to add to its repertoire within the Museum's scope.
- b. The St. Marys Museum's curriculum based field trip programs will, when possible, be offered on-site. When this is not possible, staff will strive to make accommodations for off-site programming.
- c. The Director and/or Curator will ensure that all artifacts selected for curriculum-based programs are appropriate to the program and do not put the artifacts or participants at risk.
- d. Staff will strive to ensure that all content is enriching and exciting while maintaining historical accuracy.
- e. The Director and/or Curator will ensure that the program is delivered by a fully trained staff member and volunteer who is considered an expert in the program

content.

- f. The St. Marys Museum will charge a fee for all curriculum-based education programming, as outlined in the Fees for Service Schedule which is reviewed and approved by the Museum Advisory Committee and Council. This fee shall cover staff time and supplies used for the program. Fees may be altered or waived for special circumstances at the Director and/or Curator's discretion.

5.2 Seniors' Outreach Programming

The St. Marys Museum recognizes that it is part of a rural community with an aging population. As such, the St. Marys Museum offers a number of outreach programs to seniors' and adult day and residential facilities throughout Perth County as a way to bring the Museum to those who cannot physically visit the St. Marys Museum.

1. The St. Marys Museum will strive to meet all requests for seniors' outreach programming. Should the demand for programming exceed the Museum's staff and volunteer capacity, priority will be given to program request that take place in St. Marys and the immediately surrounding rural area.
2. The St. Marys Museum has several developed themed outreach programs. Occasionally the booking organization makes requests for new programs. Staff will strive to meet these requests while ensuring that they meet the mandate of the St. Marys Museum.
3. The Director and/or Curator will ensure that the program is delivered by a fully trained staff member and volunteer who is considered an expert in the program content.
4. Staff will ensure that all artifacts selected for outreach programming are appropriate for transport and handling. Artifacts that are likely to be damaged by handling, or may cause injury to the program participants, will not be selected.
5. The St. Marys Museum shall apply the Museum's admission by donation procedure for seniors' outreach programming that takes place in St. Marys. Donations are encouraged from the booking organization but are not mandatory. Programming that takes place outside of St. Marys must be offered on a cost recovery basis.

5.3 Programming on Demand

On occasion, the Museum may be asked to deliver a program or presentation outside of its regular repertoire.

1. The Director and/or Curator will strive to meet all requests for programming. If the program requests does not align with the mandate of the St. Marys Museum or will

demand more resources than are currently available, the Director and/or Curator has the right to decline.

2. The St. Marys Museum will charge a fee that will cover the cost of staff time for program development and delivery. Fees may be altered or waived for special circumstances at the Director and/or Curator's discretion.

6.0 Policy Review and Approval

The St. Marys Museum's Education and Outreach Policy is reviewed by the St. Marys Museum Advisory Board.

The Education and Interpretation Policy shall be reviewed a minimum of once every three (3) years, or at any more frequent time that changes are deemed necessary. The Director of Community Services or the Curator conducts the review and the revised version is submitted to the St. Marys Museum Advisory Board for approval. The revised version must be approved by motion by St. Marys Town Council.

7.0 Communication

This policy is posted on the corporation drive. As well, the original copy is located at the Museum in the Curator/Archivist's office.

8.0 References

St. Marys Museum Fees for Services Schedule

End of Document

Rev #	Date	Reason	Initiated	Reviewed	Approved
0	May 8, 2002	Inception			
1	October 2017	Accessible format, template change, review and update by Staff	AC- October 2017	December 2017	
2	May 5, 2020	Minor updates, due for review	AC- May 2020	May 2020	

St. Marys Museum Exhibition Policy

1.0 Policy Statement

The St. Marys Museum is a community history museum; its exhibits are an important link between the community and its heritage. These exhibits shall be consistent with the Museum's Statement of Purpose and with its commitment and responsibility to the community that supports it. This Exhibition Policy sets out the terms and provisions for the development of all the Museum's exhibits and displays.

2.0 Exhibition Themes

All exhibits whether permanent, temporary, travelling or installed by individuals or community interest groups shall adhere to the following.

- a. All exhibits and displays at the St. Marys Museum demonstrate clear relevance to the local history of this area. They present opportunities to learn more about this history and to understand it more completely.
- b. Themes shall be selected to highlight specific aspects of local history and their relationship to artifacts and materials in the Museum's collection.
- c. Themes may be topical, supporting community events such as important anniversary celebrations, or they may present new and innovative local history research.
- d. The Museum shall ensure the relevance, accuracy and effective communication of each exhibit by establishing clearly defined objectives and evaluating exhibits against these objectives.

3.0 Exhibition Types

3.1 Permanent Exhibitions

Permanent Exhibitions are those exhibits which are permanent to semi-permanent in nature. The Museum has two outbuildings, the Woodworking Shop and the Barn, which act as both storage and exhibition space. Due to physical restrictions on artifact mobility (size, weight, space) these areas cannot be significantly changed.

3.2 Temporary Exhibitions

Temporary Exhibitions are those exhibits which have a set time frame for which they will be on display. Temporary Exhibitions, may be developed by museum staff or, under the discretion and approval of the Director and/or Curator, by individuals or interest groups from the community.

3.2.1 Types of Temporary Exhibitions

The following types of exhibitions shall be classified as Temporary Exhibitions;

a. Museum Collections Based Exhibitions

These exhibits are based on the museum's collections and are developed under the guidance of the Director and/or Curator. The planning, research, creation and installation of these exhibitions are led by museum staff. Volunteers, under the direction of museum staff, may be utilized to assist with specific tasks. The Museum mounts at least two major and four minor (often seasonal) exhibits on site each year. These exhibits have specific open and close dates, which may be extended at the discretion of the Director and/or Curator.

b. Travelling Exhibitions

These exhibitions are designed, created and circulated by other museums, galleries and cultural/educational institutions, which are then hosted at the St. Marys Museum for a specific time period.

c. Individual/Interest Group Exhibitions

These exhibitions are designed, created and installed by a local community group/organization, which are then hosted at the St. Marys Museum for a specific time period. These organizations may include, but are not limited to, Service Clubs, Churches, Craft/Quilt Guilds, and Schools.

d. Outreach Exhibitions

Occasionally the St. Marys Museum may request, or receive a request, to install an exhibition at an off-site institution, such as a library or retirement home.

- a. It is the sole discretion of staff as to what items (artifacts or photographs) shall be utilized in an off-site exhibition. The size, condition, value (monetary and cultural) and location of exhibition will all factor into whether it is appropriate for an artifact or photograph to be installed in an off-site location. When possible, digitized replicas shall be used instead of original photographs and archival documents.
- b. Artifacts considered for off-site exhibits are examined to determine whether they can be safely used for display.

4.0 Exhibit Schedule

- a. The St. Marys Museum has an exhibition schedule comprising a mix of permanent and temporary exhibits and displays.
- b. A schedule of temporary exhibits is planned for each calendar year, presenting a variety of changing exhibits to complement displays, such as the

Woodworking Shop and the Barn, which cannot change significantly because of physical restrictions on artifact mobility.

- c. The Museum mounts two major and at least four minor (often seasonal) exhibits on site each year. The Museum Advisory Committee, and administration recognize the need to support these changing exhibits through a reasonable allocation of resources and personnel.
- d. The temporary exhibit schedule is flexible enough to tie into community concerns, events and projects as they arise.
- e. Changing exhibits and displays at the Museum are necessary to provide variety for visitors, exposure for different parts of the collection, and encourage repeat visitors. Regular “resting” periods in storage, safely away from light and other environmental factors, are necessary for the conservation of many artifacts.
- f. Because of the practice of rotating artifacts whenever possible between storage and exhibit areas, the Museum cannot guarantee to any donor that any artifact will remain on display permanently.
- g. Long-range exhibit scheduling reflects the diversity in the history of the Museum’s community and is based on the principle that all stories representing all backgrounds deserve to be told.
- h. The Museum’s exhibits and the research supporting them are cumulative and inter-related with the ultimate goal of researching and exhibiting all important areas of the Museum’s collection and a wide and representative range of significant aspects of the community’s history and development. All background research is kept and incorporated into the Museum’s archives.

5.0 Exhibition Presentation

- a. All exhibits are developed through careful and thorough research using primarily the resources in the Museum and those available within the community, such as interviews with stakeholders who may have firsthand knowledge of themes and topics. Secondary sources for researched information are chosen carefully.
- b. In preparing exhibits, every effort is made to present accurate information. Gaps or uncertainties in the information available through research are identified in exhibit information.
- c. Recognizing that no exhibit can be presented with absolute objectivity, the St. Marys Museum makes every effort to declare the “voice” of the exhibit, to be open and fair in presentation, and to consider and represent the variety of backgrounds in this community.
- d. All exhibitions shall meet the St. Marys Conservation Policy in regards to exhibit design, materials and use of artifacts.

6.0 Exhibition Security

- a. Artifacts considered for exhibit are examined to determine whether they can be safely used for display.
- b. Artifacts on long-term display are inspected regularly and condition reports are prepared. If these artifacts show signs of deterioration, they are given further protection or removed from display if necessary.
- c. Fragile artifacts are considered only for short-term, highly controlled display and are carefully monitored.
- d. Records are kept of the exhibition history of each artifact to ensure that none receives excessive exposure or handling.
- e. Display furniture, backgrounds, graphics and mounting materials are selected according to the nature of the artifacts on display. Artifacts are not put at risk by contact with or proximity to incompatible display materials.
- f. Artifacts are exhibited securely. Installations are designed to protect artifacts from handling by visitors and from accidental breakage.
- g. All exhibit furniture, cases and supports are installed safely and securely, posing no risk to the artifacts, to Museum staff or to visitors to the Museum.
 - i. Exhibition areas are environmentally secure.
 - ii. All artifacts that are heavy or have moving parts that could cause injury, are adequately supported, secured or located behind a barrier.
 - iii. Illumination is monitored and controlled according to recommended standards.
 - iv. Humidity and temperature is monitored and adjusted if necessary.
 - v. Good housekeeping is practiced. Exhibit areas are kept free from dust and other pollutants.
 - vi. Exhibits are monitored for signs of damage from pests (e.g. insects or moulds).
- h. All handling and display of firearms and weapons, including grenades, meet all Federal, Provincial, and Municipal legislation.
- i. Any artifact that is classified as a hazardous material shall be located in a secure display when on exhibition.
- j. The Museum ensures that exhibit preparation activities that are harmful to artifacts are carried out in an area that is isolated from collections (both display and storage). Such activities would include those that produce dust, excessive heat or vibrations, and those that involved the use of aerosols and solvents (e.g. paints and varnishes).

7.0 Exhibit Human Resources

The Museum staff and volunteers involved in the planning, preparation and installation of exhibits shall have adequate knowledge, skills and training in their areas of responsibility.

- a. They have an understanding of the mandate, values and vision of the St. Marys Museum.
- b. They appreciate the need for research as a base for all exhibits and interpretive activities.
- c. They have an appreciation of and respect for the artifacts in the collection and understand the importance of exhibiting them.
- d. They have training in the care of artifacts – how to handle them, how to assess their condition and how to monitor their condition while on display.
- e. They know the importance of creating a secure exhibit environment for the artifacts.
- f. They understand exhibit design including placement, proportion, colour, use of graphics and labels.
- g. They know how to write labels and other interpretive materials to communicate information effectively.
- h. They are trained in the safe installation, operation and maintenance of exhibits (e.g. machinery, cleaning, etc.)

8.0 Accessibility

The Museum endeavours to ensure that exhibits are accessible and capable of being used and enjoyed by visitors of all ages and abilities. The Museum shall ensure that exhibits effectively promote learning and enjoyment by providing a variety of interpretation methods to meet a range of visitor needs.

The St. Marys Museum Advisory Committee and staff are aware of the limitations that the main building may place on barrier-free physical access to exhibits. The Committee and staff recognize the importance of providing barrier free access.

The following practices are in place:

- a. Within the limitations of the building, exhibit spaces are as clear and uncluttered as possible so that visitors can move safely through these areas.
- b. The interpretive material presented with the exhibit is in clear, concise, accessible language. All text is written and designed to meet the Accessibility for Ontarians with Disabilities Act (AODA). Labels are placed and illuminated so that they can be read comfortably. Interpretive material shall be available in alternative formats when requested. Examples include, but not limited to, printed copies of labels for individual use, staff led tour through the exhibit.

- c. Museum staff takes advantage of opportunities to display the artifacts from the collection outside the Museum in secure settings, such as the locking case at the St. Marys Public Library. This provides other avenues of accessibility to the collection.
- d. For each exhibit, artifacts are selected that may be used for interpretation with visitors of varying abilities.
- e. The St. Marys Museum understands the accessibility potential of the internet and actively seeks opportunities to participate in virtual exhibits.

9.0 Policy Review and Approval

The St. Marys Museum's Exhibition Policy is reviewed by the St. Marys Museum Advisory Committee.

The Exhibition Policy shall be reviewed a minimum of once every three (3) years, or at any more frequent time that changes are deemed necessary. The Director of Corporate Services or the Curator conducts the review and the revised version is submitted to the St. Marys Museum Advisory Committee for review and recommendation to Council. The revised version must be approved by motion by St. Marys Town Council.

10.0 Communication

This policy is posted on the corporation drive. As well, the original copy is located at the Museum in the Curator's office.

11.0 Ethical and Legal Responsibilities

All Museum Team Members, Museum Advisory Committee members, and volunteers of the St. Marys Museum recognize the need to meet all Federal, Provincial, and Municipal legislation that has an impact on the planning and presentation of exhibitions. The St. Marys Museum is responsible for:

- a. Compliance with all copyright legislation related to the mounting and promotion of permanent, temporary, or outreach exhibitions developed by museum staff.
- b. Compliance with the Standards for Community Museums in Ontario relative to the development and mounting of permanent, temporary or outreach exhibitions developed by museum staff.
- c. Compliance with the Accessibility for Ontarians with Disabilities Act (AODA).
- d. Demonstrating a commitment to ethical behaviour in exhibit presentation.
- e. The St. Marys Museum is not responsible for compliance with copyright legislation or museum standards related to the mounting and promotion of permanent, temporary or outreach exhibitions developed by third party contributors.

12.0 Budget

A portion of the museum's annual operating budget shall be allocated annually for exhibit development, design, construction, maintenance and evaluation expenses.

13.0 References

Town of St. Marys Team Member Handbook

Ministry of Heritage, Sport, Tourism, and Culture Industries *Standards for Community Museums in Ontario*

Accessibility for Ontarians with Disabilities Act, 2005

Canadian Museum Association Ethical Guidelines

ICOM Code of Ethics for Museums

End of Document

Rev #	Date	Reason	Initiated	Reviewed	Approved
0	November 2, 2015	Inception. Accessible format, template			
1	November 12, 2015	Review and update by Staff and Museum Board		January 2016	
3	March 2018	Review by Museum Board	AC March 2018	Museum Board March 2018	
4	March 6, 2020	Due for update and review	AC March 2020	Museum Board March 2020	

St. Marys Museum Human Resources Policy

1.0 Policy Statement

The St. Marys Museum is better able to meet its statement of purpose and carry out its activities by recruiting qualified team members and providing ongoing training opportunities. As an employer, the Museum is concerned about the safety, security, well-being and continued motivation of the people working for it.

The St. Marys Museum will meet its obligation to Federal, Provincial, and Municipal requirements that apply to the physical safety of visitors, staff, volunteers, and property.

2.0 Roles and Responsibilities

The Town of St. Marys is committed to ensuring that staff responsible for administering the Museum, its collection, and its programs have appropriate professional training and that all Museum activities are carried out by appropriately trained staff and volunteers.

The Director of Human Resources and Director of Corporate Services, along with the Town of St. Marys Senior Management Team are responsible for ensuring that Town of St. Marys Team Members are trained on and adhere to the Team Member Handbook, municipal policies and procedures, and Federal, Provincial, and Municipal requirements. The Director of Corporate Services is responsible for ensuring that the Town of St. Marys procedures are adhered to and implemented at the Museum. In conjunction with Human Resources, the Director of Corporate Services ensures that all recruitment, performance assessments, and terminations are conducted in an ethical manner that is consistent with accepted practice and applicable legislation.

The Director of Corporate Services and the Curator/Archivist direct the operations of the Museum in accordance with the terms of the job description for their respective positions. The Director of Corporate Services and Curator/Archivist shall report on these activities to the Museum Advisory Committee, to the Chief Administrative Officer of the Town of St. Marys and, as required, to Town Council.

All Museum Staff Members adhere to policies and procedures found within the Town of St. Marys Team Member Handbook. The Team Member Handbook is intended to be an accessible reference for Team Members throughout their employment with the Corporation. The Team Member Handbook covers such subjects as Corporate Culture, Guiding Principles, Quality of Work Life, Compensation & Benefits, Hours of Work, Attendance Management, and Recruitment and Retention.

3.0 Museum Personnel

In accordance with the Town of St. Marys Team Member Handbook:

- a. All new Museum staff (full and part time, permanent, seasonal, and contract) are provided with a written job description.
- b. Job descriptions are reviewed annually in conjunction with the Performance Appraisal process. Descriptions will be revised and re-written by the Team Member and their Manager in consultation with Human Resources, when

necessary. In the event the job has significantly changed, the revised job description shall be forwarded to the Job Evaluation Consultant for re-evaluation.

- c. At least one full time Museum personnel has current first aid and CPR training.

4.0 Training

4.1 Staff Training/Development Program

In accordance with the Town of St. Marys Team Member Handbook, the Museum is committed to creating a work environment where Team Members have the opportunity to continuously learn and develop their skills and abilities. The Museum is committed to ensuring Team Members have opportunities to upgrade their knowledge and skills to ensure they can perform their job effectively. To support this objective, the Museum provides various avenues for Team Members to improve their competencies.

- a. All new Museum staff (full and part time, permanent, seasonal, and contract) are provided with thorough orientation and training to the St. Marys Museum and the Town of St. Marys. This orientation and training includes:
 - Review of Town of St. Marys Team Member Handbook
 - Review of all Museum Policies
 - Review of the Canadian Museum Association Ethics Guidelines
 - Complete Workplace Hazardous Material Information System (WHMIS) training
 - Complete Occupational Health & Safety Act training
 - Complete Accessibility for Ontarians with Disabilities Act, 2005, as amended, training, including Accessible Customer Service training
 - Complete Violence and Harassment training
- b. The St. Marys Museum holds institutional memberships with the Canadian Museum Association, Ontario Museum Association, Archives Association of Ontario, Community Heritage Ontario and a regional museum network. Museum personnel will be encouraged to attend meetings and/or participate in professional development and networking activities of these organizations whenever feasible.

4.2 Volunteer Training/Development Program

The completion of the Town of St. Marys volunteer intake procedure, including, but not limited to, receipt and review of volunteer applications, interview process, and corporate training is a shared responsibility among the Corporate Services, Human Resources, and Community Services Department staff. Once a volunteer has successfully completed the volunteer intake process, a brief orientation session will take place to introduce volunteers to the Museum's facilities, staff, and processes. Specific task/project training will be delivered by a Museum staff member and will include such further training as written and/or verbal instructions, job shadowing, examples of completed project/tasks, and/or partnering with a Museum staff member or experienced volunteer.

4.3 Museum Advisory Committee Training/Development Program

The St. Marys Museum Advisory Committee receives thorough online orientation and training at the inaugural meeting of their term on the Committee. A training package is provided to Committee members which includes the Museum policies, governing by-laws, terms of reference, the previous year's Annual Report for the Museum, a copy of the Canadian Museum Association Ethics Guidelines, and assorted promotional material/publications (newsletter, rack cards, brochures, etc.) This introductory orientation session is followed by a comprehensive tour of the Museum's facilities and grounds at a subsequent meeting. At the beginning of a new term of Council, newly appointed Committee members also participate in Accessibility for Ontarians with Disabilities Act, 2005 training, as amended, including Accessible Customer Service training.

4.4 Support for Training

- a. The Museum and/or Corporate Services annual operating budget includes a dedicated budget line for professional development training for Team Members. Training that is required by the Museum will be arranged by and paid for by the Museum within operating budget lines and according to Town policy.
- b. The Director of Corporate Services will approve all training requests.

4.5 Reference Material

- a. The St. Marys Museum will maintain and develop a reference library for on-site use by Museum personnel and the public. Funds will be provided within the Museum's operation budget for the yearly purchase of additional resource material. Upon the discretion of the Director of Corporate Services and/or Curator/Archivist, the Museum will also accept the donation of reference material. The reference library may include resources on history, artifacts, genealogy, heritage, architecture, and museological practices and functions.

5.0 Ethical and Legal Responsibilities

All Museum Team Members, Museum Advisory Committee members, and volunteers of the St. Marys Museum recognize the need to meet all Federal, Provincial, and Municipal legislation that has an impact on human resources activities and will conduct themselves in accordance with these standards.

All Museum Team Members will abide by the Town of St. Marys Team Member Handbook regarding the R-Zone (Respect and Responsibility), Code of Conduct, and Guiding Principles.

6.0 Policy Review and Approval

The St. Marys Museum's Human Resource Policy is reviewed by the St. Marys Museum Advisory Committee.

The Human Resource Policy will be reviewed a minimum of once every three (3) years, or at any more frequent time that changes are deemed necessary. The Director of Corporate Services and/or the Curator/Archivist conducts the review and the revised version is

submitted to the St. Marys Museum Advisory Committee for approval. The revised version must be approved by motion by St. Marys Town Council.

7.0 Communication

This policy is posted on the corporation drive. As well the original copy is located at the Museum in the Curator/Archivist's office.

8.0 References

Town of St. Marys Team Member Handbook

Ministry of Heritage, Sport, Tourism and Culture Industries *Standards for Community Museums in Ontario*

Accessibility for Ontarians with Disabilities Act, 2005

Canadian Museum Association Ethics Guidelines

End of Document

Rev #	Date	Reason	Initiated	Reviewed	Approved
0	May 8, 2002	Inception			
1	March 19, 2014	Accessible format, template change			
2	May 14, 2015	Review and update by Staff and Museum Board	March 31, 2015	April & May, 2015	May 14, 2015
3	May 14, 2015	Approved by Museum Board	May 2015	May 14, 2015	May 14, 2015
4	June 6, 2019	Updating of position titles, due for review	June 2019		
5	January 2020	Updated orientation procedures, professional development budget	January 3, 2020	January 8, 2020	

St. Marys Museum Physical Plant Policy

1.0 Policy Statement

The buildings and grounds of the St. Marys Museum shall provide a safe and functional environment for visitors, staff, volunteers, artifacts and archival collections, museum events, activities, programs and exhibitions. The achievement of this objective is balanced with the need to preserve the integrity of the heritage buildings as artifacts in their own rights, as well as any archaeological resources present on the property.

The St. Marys Museum will meet their obligation to Federal, Provincial and Municipal requirements that apply to accessibility and physical safety of visitors, staff, volunteers, and property.

2.0 Requirements

2.1 Design and Layout of the Museum Site and Grounds:

- a. Accommodate the physical and functional needs of its users, staff, volunteers, collections, and activities.
- b. Are appropriate to the St. Marys Museum's statement of purpose, and to its community role and image.
- c. Demonstrate its commitment to be accessible to the community under the Town of St. Marys Accessibility Plan 2019-2025 as mandated by the *Accessibility for Ontarians with Disabilities Act, 2005*.

2.2 Site Maintenance

The St. Marys Museum will ensure that it has a written maintenance manual that sets out how it will:

- a. Conduct regularly scheduled inspections and maintenance of the buildings and grounds and document the results of these inspections on the required forms.
- b. Ensure that health and safety codes are met in the maintenance and repair of the physical plant.
- c. Conduct daily, weekly and monthly housekeeping routines and inspections, and document the results of these inspections on the required forms.
- d. Set priorities and schedules for ongoing repairs and capital upgrades.
- e. The St. Marys Museum will ensure that each of its buildings meets environmental norms appropriate to its functions.
- f. The St. Marys Museum will ensure that museum buildings that are open on a seasonal basis – and in which artifacts are located – are monitored for temperature and humidity, and that measures are taken to decrease the risk of environmental damage during the off-season.

2.3 Site Security

The St. Marys Museum ensures the security of its users, staff, volunteers, collections and information by:

- a. Identifying potential threats to the building (for example, personal or environmental).
- b. Taking steps to minimize the level of individual risks (for example, by installing security lighting).
- c. Developing written procedures to respond to threats, emergencies and disasters. The Museum shall be guided by the *Town of St. Marys Emergency Response Plan* and the *St. Marys Museum Emergency Response Plan*.
- d. Training staff and volunteers to implement emergency and disaster response procedures.
- e. Establishing a system of periodic testing and assessment of the effectiveness of emergency procedures.
- f. Ensuring that any preventive or security systems installed are assessed for their potential impact on collections and the museum's character and functions.

2.4 Environmental Responsibility

- a. The St. Marys Museum will strive to be environmentally responsible in its use of energy and materials, including the handling, storage and disposal of hazardous materials.

2.5 Archaeological

- a. The St. Marys Museum will endeavour to maintain the historical integrity of its heritage buildings and historic site in its use, maintenance, repair and modification, and follows conservation standards and procedures.

3.0 Policy Review and Approval

The St. Marys Museum's Physical Plant Policy is reviewed by the St. Marys Museum Advisory Committee.

The Physical Plant Policy shall be reviewed a minimum of once every three (3) years, or at any more frequent time that changes are deemed necessary. The Director of Corporate Services and/or the Curator conducts the review and the revised version is submitted to the St. Marys Museum Advisory Committee for approval. The revised version must be approved by motion by St. Marys Town Council.

4.0 Communication

This policy is posted on the Museum drive. As well, the original copy is located at the Museum in the Curator's office.

5.0 References

MUS-P-004 Emergency Response Plan

Town of St. Marys Emergency Response Plan

Ministry of Tourism, Culture and Sport *Standards for Community Museums in Ontario*

Accessibility for Ontarians with Disabilities Act, 2005

Town of St. Marys Multi-year Accessibility Plan, 2019-2025

Physical Plant Reference Binder (located in the Curator's office)

End of Document

Rev #	Date	Reason	Initiated	Reviewed	Approved
0	March 19, 2014	Inception. Accessible format, template			
1	March 31, 2015	Review and update by Staff and Museum Board	March 31, 2015	April & May, 2015	
2.	May 14, 2015	Approved by Museum Board	May 14, 2015	May 14, 2015	
3	April 8, 2020	Due for review and update	April 2020	June 2020	

St. Marys Museum Research Policy

1.0 Policy Statement

The St. Marys Museum is committed to the pursuit of research by staff, volunteers and external researchers. Research plays an integral role in the process of understanding our heritage and celebrating the stories of our community. Research enables the Museum to produce meaningful and accurate exhibitions, programs, and published works, as well as facilitate community partnerships and assist and encourage research conducted by others.

2.0 Scope

The terms of this policy shall apply to all staff members and volunteers conducting research for internal and external purposes.

3.0 Purpose

This policy sets out the framework for research within the Museum and its collection. In alignment with the Museum's mandate, this framework is intended to support interpretation of the past, encourage scholarship, and provide opportunity for knowledge sharing, thus enhancing the profile of the St. Marys Museum and the community as a whole.

4.0 Ethical and Legal Responsibilities

4.1 Ethics

The Museum is committed to ethical behaviour in research activities. Team members and volunteers will strive to ensure that research is conducted in an ethical manner. The Museum is committed to accuracy and objectivity in the results of research.

4.2 Legal Responsibilities

The Museum Advisory Committee and staff recognize the need to meet all municipal, provincial and federal legislation that has an impact on research activities and products. This specifically relates to privacy legislation for many of the municipal records held in the archival vault.

5.0 Training

- a. The Director of Corporate Services (The Director) and/or Curator/Archivist shall ensure that all staff and volunteers working on research projects are aware of and familiar with the Research Policy.
- b. The Director and/or Curator/Archivist shall advise and train museum staff and volunteers in the proper research methods.

- c. The Director and/or Curator/Archivist shall advise and train museum staff and volunteers in good housekeeping and recordkeeping practices when conducting research.
- d. The Director and/or Curator/Archivist shall recommend training opportunities to Museum staff to maintain or develop their knowledge and skills. Training opportunities include, but are not limited to, attendance at seminars, conferences, workshop and courses, and study visits.

6.0 Research Guidelines

6.1 Commitment to Research

A portion of the Museum's annual budget will be allocated to provide necessary research materials. Reference materials and staff travel for research purposes are other associated expenses.

The Museum will maintain dedicated space within the building to be used as an area for staff and public research and to house materials relating to the history of the community..

6.2 Internal Research

As a local history museum, staff time spent on research could reasonably be expected to fall within one of these following areas relating to the Museum's activities:

- a. Research into local history, to provide a context for the collection, to suggest themes for special exhibits, to give depth to interpretation.
- b. Themed research to provide a basis for exhibits.
- c. Research as a basis for special Museum events.
- d. Research that the Museum can provide as a service for special community events.
- e. Research on specific artifacts to improve records and interpretive information.
- f. Research into such museological practices as conservation, care of collection, exhibit design, programming.
- g. Research into visitor and community response to the Museum, including evaluation of programs and exhibits.

Museum research will be supervised by the Curator/Archivist and any team members or volunteers undertaking Museum research projects will do so with the Curator/Archivist's training and supervision.

6.3 External Research Services

Genealogists will be encouraged to book time in the Resource Area if at all possible, to do their own research. Visiting genealogists will be assisted in the use of the resource materials. They will also be directed to other area sources of genealogical information, for example, the Perth County Branch of the Ontario Genealogical Society. Team members will endeavour to respond to all research requests in a timely manner.

6.4 Access and Control

- a. Researchers may use the materials in the Resource Area whenever the Museum is open to the public.
- b. At the Curator/Archivist's discretion, researchers wishing access to certain holdings in the Museum's collection may be asked to submit a written request in advance stating their research objectives and credentials.
- c. Private papers and oral history tapes and transcripts deposited at the Museum will be accompanied by a signed statement indicating how the depositor will permit these materials to be used, within reason. Such materials will be released to individual researchers only after the researchers have signed an agreement to abide by the depositor's terms.
- d. The Museum retains copyright on any original research undertaken for the St. Marys Museum and its projects. Fair and reasonable amounts of these materials may be copied for personal use.
- e. Permission to publish original research information from the Museum's holdings must be obtained in writing. Any publication making use of research from the Museum's materials will include a credit statement.
- f. For certain donated holdings, copyright is retained by the creator or his or her heirs. These materials may be copied for personal use unless legislative restrictions apply. Permission to publish any part of these materials must be obtained directly from the copyright holder.
- g. Approval of access to any archival records is up to the Curator/Archivists discretion.

6.5 Payment for Research Services

There is no charge for access to the Museum's resource materials although donations from users are welcome. Other fees for research services are outlined in the Fees for Service schedule.

- a. No Museum staff member or volunteer will accept individual payment for providing researched information from the Museum's materials.
- b. Researchers can order copies of photographs in the Museum's collection for their own private use. These prints will be provided at a cost if the Museum is clear owner of the original photographs. The Museum will not provide prints of photographs for which copyright is still in effect. Anyone requesting a print from the Museum's photograph collection for publication or commercial purposes will sign a Photograph Reproduction Agreement limiting the use of that photograph to that one pre-agreed publication.

6.6 Collection of Resource Materials

The Museum will actively collect and accept donations of any resource materials relating to the history of the community. These may include photographs, records of organizations and churches, letters, books, scrapbooks, municipal and school records, legal documents, maps,

directories, family histories, cemetery recordings, programs, pamphlets, census records, local histories, memoirs and other similar materials.

- a. As time and space permits, the Museum will organize these holdings and provide finding aids to make them accessible to researchers.
- b. The Museum will preserve and guarantee the security of these resource materials as it does for the artifacts in its collection.

7.0 Policy Review and Approval

The St. Marys Museum's Research Policy is approved by the St. Marys Museum Advisory Committee .

The Research Policy shall be reviewed a minimum of once every three (3) years, or at any more frequent time that changes are deemed necessary. The Director of Community Services or the Curator/Archivist conducts the review and the revised version is submitted to the St. Marys Museum Advisory Committee for approval. The revised version must be approved by motion by St. Marys Town Council.

8.0 Communication

This policy is posted on the corporate drive. As well, a hard copy is located at the Museum in the Curator/Archivist's office.

9.0 References

Copyright Act

Freedom of Information and Privacy Act

Ministry of Heritage, Sport, Tourism and Culture Industries *Standards for Community Museums in Ontario*

Canadian Museums Association's *Ethics Guidelines*

End of Document

Rev #	Date	Reason	Initiated	Reviewed	Approved
0	June 11, 2008	Inception			
1	March 10, 2014	Accessible format, template change			
2	April 2017	General Update	AC		
3	Mar 9, 2018	Update to external research, accessible format	March 2019	March 14, 2018	
4	April 16, 2020	Due for review	April 2020	May 2020	

ST. MARYS MUSEUM STRATEGIC PLAN

July 2019





ST. MARYS MUSEUM STRATEGIC PLAN

July 2019

BACKGROUND

Formed in 1909, the St. Marys Queen Alexandra Women's Institute became active in a range of community initiatives and projects. The first mention of opening a community museum appears in the Institute's 1954 meeting minutes.

On August 20, 1959 the St. Marys Museum moved to the Tracy House in Cadzow Park. The Women's Institute rented two rooms in the house, while the remainder of the space was leased as private apartments. The Tracy House provided a far more central and easily accessible location for the museum's artifacts. This eventually became the museum's permanent location.

On June 2, 1965 the Museum Barn (currently the woodworking shop) was opened. Many of the agricultural artifacts, that had previously been stored off-site, were now located in a secure space on the museum grounds. The 1902 Baker electric car and the 1911 CCM motorcycle were both exhibited in the newly opened barn.

In 1978 an aging Women's Institute transferred operation of the St. Marys Museum to the Town of St. Marys.

In 1988 as part of renovations to Cadzow Pool, the large grey outbuilding, the Barn, was built. It stores and displays large artifacts such as farm implements and the Baker Electric car.

As the archival collection continued to grow the need to provide better storage space became a priority. The R. Lorne Eedy Archives, an addition containing a research room and archival vault, was constructed in 2006.

Introduction

The intent of the St. Marys Museum's Strategic Plan is to transform feedback from key museum stakeholders, the general public and staff into achievable action, all for the betterment of the St. Marys Museum and its role in preserving local heritage while engaging the community in meaningful ways.

As a municipally funded museum, it is important that the museum's strategies are aligned with the Town of St. Marys Strategic Plan. This strategic plan is also guided by the St. Marys Museum's Statement of Purpose, Values, and Vision.

Statement of Purpose

The St. Marys Museum is a local history museum, owned and operated by the Town of St. Marys. Its purpose is to collect and preserve artifacts and materials relating to the history of the town and the adjacent rural area. The museum interprets this history by research and exhibitions and by offering relevant special events, educational services, and extension programs.

Its collection includes artifacts and archival materials relating to social, economic and cultural history and covers the period beginning with the prehistory of the area to the present within the geographic limits described above.

The St. Marys Museum is also responsible for the maintenance and upkeep of the museum buildings, particularly the Tracy House, designated under the Ontario Heritage Act.

Values

The Statement of Purpose and all activities of the St. Marys Museum are based on these values:

Respect - Our history, the lessons it can teach us and the material objects that reflect this history deserve our respect and understanding.

Objectivity - Interpretative programs and activities are presented fairly, without bias and with thorough research-based understanding of the historic context.

Inclusivity - The history of this area is made of many stories rising from a variety of backgrounds and cultures. All these stories deserve to be told.

Accessibility - The historical resources at the St. Marys Museum, including programs, special events, exhibits and research materials are accessible to all users.



Vision

The St. Marys Museum will:

- act as the steward of this community's heritage;
- promote the understanding and enjoyment of this history;
- be a centre of excellence for research into and interpretation of this area's history;
- ensure that this setting is welcoming and accessible to all.

Preparation for this strategic plan has involved consultation with the respective "Friends" group for the museum, the St. Marys Museum Advisory Committee, former and current Museum staff and Town of St. Marys staff. An electronic survey was also distributed and promoted to the general public on several social media platforms seeking their feedback.

Through this process, the general consensus is that the public is satisfied with what the St. Marys Museum has to offer. Four strategic goals have been identified as pillars for the St. Marys Museum over the next five years;

1. Increase access and visibility for both residents and visitors to the community
2. Improve audience engagement, experience and interaction
3. Maintain a relevant and meaningful collection while meeting best practices in collections care
4. Manage resources efficiently and effectively

Manage resources efficiently and effectively

While the St. Marys Museum operates with the utmost fiscal responsibility, much of its operating revenue comes in the form of grants, which are not guaranteed. With ongoing pressures on municipal budgets, the need for the Museum to operate a fiscally responsible budget is imperative. While the quality of staff was identified as a strength during the SWOT analysis, there was concern expressed regarding the current and future staff compliment and dependency on volunteers. An aging volunteer base and volunteer burnout has also been recognized as a threat to the Museum and the services it can offer.

Outcome Statements	Initiatives (Short-term)	Initiatives (Mid-term)	Initiatives (Long-term)	Measures of Success
Implement the St. Marys Museum Revenue Generation Strategy, as guided by the 2019 Core Service Review	<p>65th anniversary campaign (successfully implemented October 2019)</p> <p>Implementation of Sponsorship program for events and blockbuster exhibits.</p> <p>Evaluate and increase fees annually.</p>	<p>Implementation of Memorial Donation Program</p> <p>Ticketed guided heritage tours in partnership with Tourism Department.</p> <p>Ticketed historic house tour on even years (Doors Open on odd years)</p>	<p>Implementation of Bequest Fund</p> <p>Implementation of "Sponsor an Artifact" Program</p>	<ul style="list-style-type: none"> Decreased impact on Town of St. Marys operating budget. New and diverse sponsors Increase of average monthly volunteer contribution by ten hours
Ensure that the programs and services offered by the St. Marys Museum are appropriate to scale.	Use the 2019 Core Service Review findings to guide program and services offered by the Museum.	<p>Conduct a study of per-capita spending on Museum services compared to other municipalities in Ontario. Use this study to also compare operating hours with other museums and archives in Ontario.</p> <p>If a significant discrepancy is found, develop a strategy to adjust operating hours and services offered so that they are appropriate to scale, while still meeting the needs of the community.</p>		<ul style="list-style-type: none"> Continued receipt of provincial and federal granting opportunities Securing of new funding (Operational and Capital) Proactive operations and staff deployment Council of adoption of Museum Business Plan by end of 2019 Successful awarding of Young Canada Works intern grant application
Volunteers - Improve volunteer recruitment, retention and recognition.	Create a volunteer recruitment and retention strategy that includes job descriptions for various volunteer roles. Specifically recruit volunteers to fill these roles instead of the current passive approach.	Explore opportunities to use volunteers to animate exhibits and provide interpretation.		<ul style="list-style-type: none"> Successful awarding of Federal, Provincial and regional student grants Maintain a highly trained, qualified staff compliment of museum and archives professionals Team-based culture is enhanced, measured by staff surveys and feedback

Outcome Statements	Initiatives (Short-term)	Initiatives (Mid-term)	Initiatives (Long-term)	Measures of Success
Better utilize staffing resources – including full time, part time, and contract staff. This can include both paid and non-paid positions.	<p>Continue to apply to grants to offer summer student and intern positions for Post-Secondary Museum students and recent grads.</p> <p>Work with St. Marys DCVI and St. Michael Catholic Secondary School to host Secondary School Co-op student(s).</p> <p>Explore scheduling options to ensure that there is always a fully trained Museum representative during open hours.</p>	<p>Develop relationships with post-secondary institutions in Ontario that offer museum related programs and require work placements.</p> <p>As part of the Business Plan, review and consider staffing needs/opportunities.</p> <p>Review scheduling approaches and work allocation to determine if efficiencies exist. Consider synergies with other departments to leverage staffing resources.</p>	Evaluate student/part-time staff scheduling during the shoulder periods.	<ul style="list-style-type: none"> Staff are knowledgeable on all areas and functions of the Museum, measured by staff surveys and external feedback.
Grant resources – Identify and apply to local, provincial and federal grant opportunities.	Identify and apply for new grant opportunities beyond the Community Museum Operating Grant and student employment grants.	Explore non-museum specific granting opportunities (ie. New Horizons for Seniors, Benjamin Moore Heritage Paint, etc.)	<p>Develop partnerships to leverage granting opportunities.</p> <p>Explore private philanthropic granting opportunities.</p>	
Partnerships – Identify, establish and develop mutually beneficial partnerships with St. Marys and regional organizations.	<p>The museum undertook two successful partnership projects in 2018: A fundraiser with the Stonetown Grans and a community-wide exhibit with the BIA, Station Gallery, and Library. Build upon successful partnerships with other organizations such as the Friends of the St. Marys Museum, other Town departments, The Canadian Baseball Hall of Fame and Museum, and the Station Gallery.</p> <p>Work with partners to host programs and fundraising events that may not be possible otherwise.</p> <p>Partner with Tourism to boost profile of the Museum in tourism promotion and marketing.</p>			
Sponsorship - Identify, establish and develop sponsorship opportunities with individuals, businesses and organizations.	<p>Improve financial vitality of fundraisers by adding sponsorship opportunities for special events and blockbuster exhibits.</p> <p>Seek new public and private partnerships to advance Museum's financial vitality.</p>	Explore corporate sponsorship opportunities that may exist beyond the borders of St. Marys.		

Improve access and visibility to both residents and visitors to the community

The St. Marys Museum's picturesque location sets it apart from other community museums, making it a destination. Its location in Cadzow Park, and within walking distance of tourist attractions and amenities, such as the downtown Heritage Conservation District and Canadian Baseball Hall of Fame, should be better utilized. Public feedback generally suggested that the St. Marys Museum is delivering excellent programs, exhibits, events and services, but they are not marketing this to its fullest potential.

Outcome Statements	Initiatives (Short-term)	Initiatives (Mid-term)	Initiatives (Long-term)	Measures of Success
Ensure that the St. Marys Museum contributes to the Town of St. Marys' goal of being a year-round tourist destination and where possible, contributes to tourism initiatives in the Downtown.	<p>Ensure that all programs and events are promoted through the Stratford Tourism Alliance.</p> <p>Ensure that the Museum is included in all Tourism marketing led by the Town.</p> <p>Design and implement a targeted marketing campaign for reaching audiences who visit the Stratford Festival. Promote St. Marys as a day-trip option for Stratford Festival visitors.</p> <p>Investigate cross-promotional strategies with other municipal services. i.e. VIA Rail, Library, Recreation, Senior Services.</p> <p>Establish the Museum as an auxiliary tourism information facility to support the downtown, especially when other facilities are closed.</p>	Well promoted, off-season and shoulder season blockbuster exhibits.	Establish or build upon an off-season event so that it attracts visitors from beyond St. Marys.	<ul style="list-style-type: none"> • Increase in revenue generated through Melodies at the Museum and admission by donation policy • Progressive annual increase in out of town (tourist) visitors to the Museum • Increase in attendance for general Museum tours (exhibit specific) • Increase in the number of visitors specifically coming from the Stratford area • Barrier-free access to all outbuildings by 2025 • Seven to ten Museum programs and/or events held in Cadzow Park annually • 10% increase in followers of St. Marys Museum Facebook page each year • 100 new photographs digitized and uploaded to Picture St. Marys annually
Increase the St. Marys Museum's online presence, both as a promotional tool and to make resources more accessible.	<p>Referencing the Town of St. Marys Social Media Policy, ensure that the Museum Facebook page keeps followers engaged with regularly scheduled posts that promote upcoming events and the collection.</p> <p>Develop a social media strategy. Decide on the social media venues that are most appropriate, with a view to providing a rich media content.</p>	<p>Continue to digitize and upload photo to the Picture St. Marys website. Explore funding options to hire a Digitization Coordinator on contract, as has been done in previous years.</p> <p>As part of reputation management, assess social media feedback in terms of scope, reach and sentiment. Adjust policy as required so that it continues to achieve strategic outcomes.</p>	<p>Continue to create finding aids for archival collections that can be uploaded to the Town of St. Marys website.</p> <p>Reassess the social media venues in terms of being able to reach the target audience; evaluate any new social media venues that may be reasonably added if required.</p>	

Outcome Statements	Initiatives (Short-term)	Initiatives (Mid-term)	Initiatives (Long-term)	
<p>Better utilize the Museum's location in Cadzow Park to improve the Museum's presence within the community.</p> <p>St. Marys' parks are not only prized assets, but are also natural gathering places that can be optimized and incorporated into enhancing the cultural profile of St. Marys.</p>	<p>Utilize the Town's parks as stages for cultural happenings. This includes:</p> <ul style="list-style-type: none"> • Use the sound stage in Cadzow Park to host Melodies at the Museum • Lead school programming outdoors 	<p>Use temporary and permanent signage in Cadzow Park to promote the Museum and its events amongst playground users.</p> <p>Actively include the park in marketing and promotion.</p>	<p>Ensure that plans for Cadzow Park include walking paths that facilitate access to the Museum.</p>	
<p>Using the Ontario Museum Association's Inclusion 2025: A practitioners guide to inclusive museums, ensure that diversity and inclusion is at the forefront of consideration with all programs, exhibits and events offered by the St. Marys Museum.</p>	<p>Ensure all exhibit text, promotional materials, newsletter, etc. meets accessibility requirements. Complete an inclusion audit of the Museum's facilities to determine deficiencies and prioritize improvements.</p>	<p>When developing exhibit plans, ensure that all aspects of local history receive recognition.</p>	<p>Improve physical access to exhibit outbuildings. This includes barrier-free entrances, improved lighting, installation of interpretive labels and text panels.</p>	
<p>Town of St. Marys Strategic Plan identifies St. Marys Museum buildings as a priority for preservation as a town-owned heritage asset.</p>	<p>Capital budget</p> <ul style="list-style-type: none"> - Continue to work with Facilities Department on ongoing maintenance schedule for the building. 	<p>Review and update St. Marys Museum Physical Plant Policy to ensure Ministry of Tourism, Culture and Sport requirements.</p>		

Improve visitor engagement, experience and interaction

While the staff at the St. Marys Museum received exceptionally positive feedback in their knowledge and willingness to help, there is always room for improvement. The St. Marys Museum will strive to ensure that all visitors to the St. Marys Museum have the best experience possible. Museum staff and volunteers will strive for excellent customer service, a higher level visitor engagement and interaction, and a stronger focus on accessibility.

Outcome Statements	Initiatives (Short-term)	Initiatives (Mid-term)	Initiatives (Long-term)	Measures of Success
<p>Clearly define the Museum's audience and stakeholders.</p> <p>Increase exhibit interaction to encourage longer visits to the Museum and increase learning experiences.</p>	<p>Follow the Ministry of Tourism, Culture and Sport's guidelines for reviewing Museum policies.</p> <p>Ensure that all exhibits installed in the south rooms include a hands-on, interactive component.</p> <p>Implement at least one "blockbuster" exhibit annually.</p> <p>Explore the development of new exhibits that raise the profile of the Museum and engages new and diverse audiences. Focus on local celebrities, history in the making, pop culture, and art. Consider more exhibit partnerships with the Station Gallery.</p>	<p>Use social media to better communicate our policies in an engaging way.</p> <p>Refresh the Children's Room to allow for more interaction and hands-on learning opportunities for children and adults of all abilities.</p> <p>Inclusion of interactive, family-friendly components in all exhibits, both temporary and permanent.</p> <p>Continue to build upon existing partnerships with the Business Improvement Area (BIA) to leverage programming and exhibits in the downtown core.</p>	<p>Investigate and implement use of technology in exhibits, where appropriate. (audio, touch screens, etc.)</p>	<ul style="list-style-type: none"> Increased gift shop sales revenue Increased per capita visitor donations as a result of improved visibility Submission of completed evaluation forms with positive feedback Five new finding aids created and uploaded to the website Increase in collection information on the website Museum and Archives section of the Town of St. Marys website is being reviewed and updated weekly Updating voicemail message monthly Length of time visitors are staying in the Museum
<p>Improve visitor experience</p>	<p>Ensure all front-line staff and volunteers are trained in both customer service, and have adequate content-specific training to serve both museum visitors and archival researchers.</p> <p>Explore scheduling options to ensure that there is always a fully trained Museum representative during open hours.</p> <p>Investigate traveling exhibits or hosting visiting curator exhibitions.</p>	<p>Reconfiguration of workspaces to ensure that a staff member or volunteer is readily available to greet visitors when they enter the building.</p> <p>Encourage tours of storage facilities to improve public interaction with the Museum collection.</p> <p>Investigate reinstating summer programs for children.</p>	<p>Create schedule and work plan for redeveloping current static exhibit areas ("bird room", dining room, parlour, bedroom)</p> <p>Create online exhibits on the Museum's website to highlight records, artifacts, photographs and exhibits.</p>	

Outcome Statements	Initiatives (Short-term)	Initiatives (Mid-term)	Initiatives (Long-term)	
Improve patron engagement and feedback	<p>Utilize Strategic Plan survey results to guide seminar and exhibit topics for the next five years.</p> <p>Enhance communication to local schools through promotional packages and teacher outreach initiatives.</p> <p>Improve reporting to stakeholders and Town Council.</p>	Investigate and develop a range of possible approaches to launch a renewed housing strategy, designed to meet the current affordability and demographic challenges.	<p>Make collection available on the Museum's website.</p> <p>Increase the number of online archival finding aids to help researchers access the collection and to aid in their research.</p> <p>Revamp current program evaluation forms sent to teachers.</p> <p>Implement patron feedback forms for special events and exhibitions.</p>	
Gift Shop - better promote, improve selection	Work with Corporate Communications department on marketing strategy for promoting the Museum Gift Shop.	Annual sales review to determine popularity of merchandise and success of marketing campaign.		
Clearly define the Museum's audience and stakeholders. Ensure they are aware of the Museum's governance structure.	Follow the Ministry of Tourism, Culture and Sport's guidelines for reviewing Museum policies.	Use social media to better communicate our policies in an engaging way.		



Strategic Pillar 4

Maintain a relevant and meaningful collection while meeting best practices in collections care

The St. Marys Museum is unique in that it serves as both a community museum and a municipal archives. It has a large and remarkable collection of artifacts and archival records. Over the past decade, several large-scale collections management projects and storage area renovations have been undertaken in order to ensure that all provincial standards are met.

Outcome Statements	Initiatives (Short-term)	Initiatives (Mid-term)	Initiatives (Long-term)	Measures of Success
Responsibly exhibit and interpret Indigenous Collection	Re-write text in the Introductory Gallery so that it is more inclusive of the area's Indigenous history.	Update the Museum's Indigenous artifacts exhibit.		<ul style="list-style-type: none"> Artifacts accessioned within one year of being donated Scheduled collections storage audits completed Good housekeeping methods maintained Meetings Collections Management Policy standards Display rarely seen artifacts due to new exhibit mounts
Accession all incoming artifacts on an annual basis.	Include accessioning as a project task for summer students. Ensure all staff, students and volunteers receive adequate and detailed training on accessioning methods.	Look to best practices in the field to ensure compliance with accessioning procedures.		
Undertake a collections audit of a different artifact storage area each year. During this audit, ensure that artifacts in the collection meet the mandate of the St. Marys Museum and are considered for deaccession if appropriate.	Complete textile room audit. This includes photographing, condition reporting and updating all electronic files in PastPerfect. It also includes compiling a list of artifacts recommended for deaccessioning when appropriate. Complete framed art audit. This includes photographing, condition reporting and updating all electronic files in PastPerfect. It also includes compiling a list of artifacts recommended for deaccessioning when appropriate.	Complete Barn and Woodworking Shop audit. This includes photographing, condition reporting and updating all electronic files in PastPerfect. It also includes compiling a list of artifacts recommended for deaccessioning when appropriate.	Complete Attic Storage audit. This includes photographing, condition reporting and updating all electronic files in PastPerfect. It also includes compiling a list of artifacts recommended for deaccessioning when appropriate.	
Improve artifact storage and exhibit methods.	Ongoing re-organization of collection storage areas. Create storage space for those items which had previously been on "permanent" display in the bedroom, dining room and parlour.	Purchase display mounts for exhibition development.	Explore the opportunity to restore the Baker Electric Car.	



APPENDICES

Summary of Background Documents Consulted

- St. Marys Museum Strategic Plan Survey Results (2019)
- St. Marys Museum SWOT Analysis Results Summary (2018)
- Town of St. Marys Strategic Plan (2017)

Appendix A - SWOT Analysis Response Summary

STRENGTHS

Under strengths, the following comments regarding staff and volunteers were submitted:

- Its curator/archivist is committed to bringing new ideas forward that ensure the museum remains relevant to the community.
- Staff- friendly staff who are willing to take the time to help. Pride in their workplace and what they to.
- Friendly and helpful staff. The public is welcome to visit, and participation by volunteers in encouraged.
- dedicated staff are key to the quality of the exhibitions, customer service, and research done by visitors to the Museum.
- Museum staff is always available and willing to assist.
- Volunteer base is consistently shown appreciation by staff.
- Museum staff are young and with post secondary education in their field are well equipped to run the museum with current best practices in archiving and curating our collection. They are an asset in connecting with other museums, high levels of government and other outside organizations. They often are the museum's conduit to funding and grants to maintain or expand the museum's activities. Staff are the direct connection to the museum's public and have bolstered the museum's image as a town institution that is engaged with the town and its residents for a better community.
- Friends of the Museum assisting in operations.
- Active and engaged Friends of the Museum group.
- Engaged staff.
- Positive/strong relationship with volunteers and patrons.
- Supports and gives flexibility to volunteers with museum-related projects, such as the seminar committee and appraisal event committee.
- Encourages volunteers and makes them feel comfortable and useful.
- Volunteers – dedicated group of volunteers that assist in the delivering of programming, research, collection management, outreach.

- Personnel- knowledgeable, engaged, passionate and future driven.
- The capabilities and knowledge of staff are a definite asset and strength.

Strengths (Programming & Community Engagement)

- Under strengths, the following comments were submitted regarding programming and community engagement:
- The Museum is regarded at the cultural hub and bastion of history for the town. Its strong volunteer base and rate of engagement is evidence of this. As community news fades, the Museum will remain the only place where anyone with local connections- including those whose ancestors moved away long ago- can draw upon to learn about the past.
- Community- the museum makes itself available and useable by the community. It is a place where the community can come together (Canada Day, Melodies) and enjoy that small town feeling with other members of their community.
- Summer events outside are fun community events and draw attention to the museum.
- Children's programs.
- Seminars.
- Regular contributions to the Independent draw attention to the museum.
- Having school programs at the museum introduces the museum to a new generation.
- Community outreach- student education, senior engagement, heritage days, Canada day, seminars.
- Hosting some popular fundraising events- melodies, seminars at city hall.
- For a small town, this museum is very active and an integral part of the community.
- Community support re. participation.
- Seminars are informative and draw attention to the museum.
- Melodies at the Museum
- Special events- Canada day
- A willingness to work with the community, both individuals and groups, to stage and promote outside exhibits.
- A good variety of annual events to promote the museum- melodies, Christmas open house, heritage fair, seminar series.
- The outreaching programs for schools, seniors, etc. are many.
- External programming- outreach to schools in the surrounding area and senior facilities.
- Partnerships with St. Marys Library.
- Community involvement.
- Internal programming- school groups, walking tours.
- Accessibility- research requests, online database.
- It has created a diverse programme which appeals to different ages and people of different backgrounds, viz, its summer music series.
- Museum sponsors excellent tours and activities for local school children – outreach to different ages.
- Programming is increasing and improving.
- Strong connections to local residents and businesses for information and artifacts relating to history of the town and its surrounding area. This enables the museum to present exhibits and seminars that directly relates to the town residents. It also allowed for a strong volunteer base to assist in the museum's activities.

- The museum has established a series of events; seminars, melodies, Canada day, heritage fair, antiques day that have provided a framework for fundraising from the community participation in these events. These events have also made the museum a cultural hub of the town and has close ties to the town's BIA, town administration, schools and churches.
- Outreach programs have also enabled the museum to reach audiences that otherwise would not visit the museum as well as enabling the museum to tap grant funding from outside the town administration.
- Interacts with the community, is responsive to current issues of interest and puts them into a historical context. For instance, when the Journal Argus closed, the Museum mounted an exhibit that outlined the history of local newspapers and their importance to the community.
- Keeps in the public eye with activities that include artifact of the week and exhibits at events such as the first game of the Lincolns' season.
- Responsive to local school curriculum needs. Promotes and runs successful school visit programs.
- Strong and personable relationship with visitors and surrounding community.
- Strong grade 3 program
- Good connection with seniors programs
- The museum's central location in down beside the revamped Cadzow park has made it easy to visit (walking or driving) and given the museum large venue for staging events (even sheep sheering)
- As a museum and archives, it is one of the treasures of the Town. Housed in one of the finest stone structures in the province and set in beautiful Cadzow Park, it is a destination for tourists, museum-goers, and researchers alike.
- Use of spaces- bringing community and tourism to site (melodies, doors open, Canada day, etc).
- Dedicated archival vault
- Unique heritage/historical building
- Great location with use of amenities (sound stage, park, etc)
- Location - walkability in proximity to the core of St. Marys and Cadzow Park
- Varied programming for all ages- school age, adult
- Walking tours, school age programs to educate others on St. Marys history
- Seminars and special events are valuable assets that include community members.
- Outreach- community and schools
- Programs- local interest
- Progressive museum for its size – exhibit schedule, programming. Collection management

Under strengths, the following comments regarding physical plant were submitted:

- Its picturesque setting sets it apart from other community museums, making it a destination location
- Having the park next door is a bonus for museum events

- Has a very strong reputation in the community of St. Marys and in the Museum sector
- Programming – offers strong programming to a variety of demographics (school aged children, seniors, adults)
- The website is well set up and informative
- Accessibility to public
- Effective social media engagement

Under strengths, the following comments regarding research, collections and exhibits were submitted:

- Research- there is a vast amount of resources available in the museum (newspapers, cemetery records, research done by others, research being performed now and into the future, etc.) If someone wants to know something or someone in St. Marys, they know that can likely find out at the Museum
- Archives are a major asset with appropriate storage
- Online photographs are a substantial benefit to St. Marys residents and those beyond
- Exhibits are well done and well researched
- The Museum does well in cultivating a significant knowledge of local history. The fact that its focus is predominantly on St. Marys allows it to maintain local relevance and not get caught up in too broad of a picture. Other small museums that have to cover a significant geographical area in their scope fall prey to issues of communities being left out. In St. Marys, this is not an issue.
- What I believe the community sees as a strength is the ability to preserve local history through artifacts and an extensive archive. I believe that locals who visit the museum are often impressed, and learn a lot about their community's history and importance in a broader context of Ontario and even Canadian history.
- One of its greatest assets is Picture St. Marys: some 5-6000 photographic images are available digitally and free on this database. This is a wonderful accomplishment and I know of no other local museum that has built up a resource of this magnitude and caliber.
- Also over the last 30 years, records as varied as the Abstract Indices for the Town, local Assessment Rolls, the back files of the St. Marys Journal-Argus, Town minutes, etc. have been acquired, cataloged, and made available for researchers who are interested in the history of buildings, local personalities, genealogy, etc.
- The Museum has sponsored the publication of local histories and has organized series of seminars on topics of local interest. These latter have been well attended.
- Cataloging of information is clear and easy to find
- The resources of the Museum are absolutely indispensable to the working of the Heritage St. Marys; this board could not operate without the benefit of both staff and archival records.
- For some 35 years, the Museum has organized one or two major exhibitions each year: as an example, the 2018 History of Newspapers in St. Marys provided a comprehensive, articulate, beautifully documented study of this dying aspect of small-town life.
- Research and reference area are excellent for locals and visiting groups/individuals to do research on their family history and heritage
- Unique resources we can draw upon include our access to both local newspaper records of BMD as well as maps of the area

- I believe that the community perceived our accessibility to old documents, photos, maps, BMD and the local newspapers as our biggest strength
 - Archival collection, specifically access to newspapers, assessment rolls and photographs
 - Frequently updated exhibits - exhibits are new and interesting (non-repetitive). They garner interest in the town or other elements the museum offers (archives)
 - The Museum archives are an excellent community resource. They are accessible to anyone who wishes to learn more about St. Marys history and they are organized in a way that it is usually easy to know where to look for the information you need. The Museum takes advantage of the community itself as a resource, so each time someone comes into the archives and does research, their work is kept and organized and it becomes a little easier for the next person to do research on the same topic. Over time, these archives will only build and become a better resource for the community.
 - The Museum exhibits cover a wide range of historic topics. This draws people in to learn about the specific topic they are interested in, but they end up looking at all of the museum's exhibits and learn more about St. Marys history in general. The museum draws upon the rich history of St. Marys by covering topics like war history, St. Marys residents and other topics all at the same time.
 - Research- archives
 - Strong and varied archival collection (including municipal, family, organizational, business records). Not a typical collection for a museum in this size community.
 - Large and varied photograph collection that is well utilized and easily accessible by the public (Picture St. Marys)
 - Museum has been collecting for over 60 years and has a large and remarkable gathering of pioneer objects for St. Marys and area.
 - Additionally over the last 30 years or so, it has built a unique collection of archival material, photographs, post cards, etc. relating to St. Marys.
 - Maintaining and promoting St. Marys history and heritage
 - Partnering with some local groups to co-produce exhibits- quilt exhibit
 - Maintains updates of interest in displays
 - Research requests both property and other
 - An amazing collections of both text and artifacts representing St. Marys
 - A consistent updating of exhibits and displays to keep the museum current
 - As self-reliant as possible- panel mounting, graphics
 - Processing and preservation of archival records related to the town and region
 - Long standing, varied collection
- Under strengths, the following comments were submitted regarding access to and use of resources:**
- Taking the time to apply for various grants and employing summer students is a beneficial initiative for the museum and beneficial for students needs experience in the museum field
 - Grant writing
 - Access to resource of other municipal departments- marketing
 - Reliable funding as a Town department

- Support/use of Town resources when needed (facilities staff, event staff, etc)
- The museum being operated by the municipality (budget, staff, policies, etc.) is a definite asset to the museum.
- Delivers a very aggressive schedule of events, programs and exhibits on a very small budget. Able to successfully access other funding sources – grants (summer students, capital, operating, etc.)

WEAKNESSES

Under weaknesses, the following comments regarding hours, staff, volunteers were submitted:

- The seminar series relies heavily on volunteers which may not be a constant possibility in the future depending on participation.
- Retaining about mentioned personnel. How can we continue to support staff so they feel valued and fulfilled?
- Short staffing
- Lapse in attention to detail due to divided attention of staff
- Allowance of contract staff and volunteer to accept donation, potential cause for duplicated and/or irrelevant material
- Public reliance/expectations from former staff
- Additional staffing required to operate and expand programming
- I believe that it is the responsibility of the town to maintain staffing levels at a minimum of two permanent full-time staff. It is irresponsible to leave the care, conservation and security of a collection of this size to volunteers or summer students or interns, no matter how competent they are
- Lack of number of paid permanent staff required to bring a greater level of service to the community
- The museum is understaffed. Even when Mary Smith was in charge, so much of its operation rested on the shoulders of one person. Amy Cubberley now faces the same situation, but with less support. In many ways, during her time as curator, Mary WAS the museum. She knows everything there is to know about the area. Amy is faced with replacing that role, but she will not be able to fill those shoes if she is too busy putting out the metaphorical fires that a support staff should be handling.
- Additional full-time staff needed to better serve the public
- Lack of more full-time- an issue in museums and other such institutions, is a lack of ability to have one (or more) full-time staff available. To keep the museum as community driven as it is, there needs to be more staff available to deal with everything. Staff is definitely stretched.
- With more staff even more community connections and ability to spread what is available within the museum walls better
- Volunteer recruitment
- Lack of full-time staff
- Staffing shortage
- Lowered expectations due to time difficulties
- Opening hours are restrictive
- Staff resources are limited- one full time staff member is not enough to maintain current service levels
- Closed during noon

- Volunteers- museum relies heavily on volunteers for the day to day operation of the museum. Concern of volunteer burnout of replacing volunteers as they age/retire from volunteering. Concern can't offer the continued lever of service without volunteers.

Under weaknesses, the following comments regarding access to and use of resources were submitted:

- Funds to conserve or restore artifacts in the museum's collection seems limited and unstable to improve the condition of them (the electric car for example). This will take away from people's perception that the museum can preserve our past.
- Low budget compared to other departments
- Lack of support from some areas of the town
- Where resources are limited is generally financially
- Due to the size of the Museum and its place within the Town's structure, it does have some autonomy, but I feel is often overlooked as a key facet of St. Marys culture and history.
- Long term financial fundraising program
- Lack of understanding at times from Council, Administration, staff and public as to the value of the museum to the community and just what the museum does
- Another challenge is finding funding needed to expand in a time when municipalities see decreased funding and more responsibility downloaded from upper tire government
- Budget- the museum operates within the confines of a limited budget. Very challenging to increase the budget as even a small increase is seen as a major

increase (i.e. \$1000 could be a 50% increase for a budget line)

Under weaknesses, the following comments regarding collections and exhibits were submitted:

- Our resources are limited to Blanshard County. We could reach out to Stratford and form a partnership to share some documents so researchers can access files easier from here or Stratford without having to travel more.
- Need to identify demographics that may feel under-represented in this local history museum.
- Consider "weeding" some parts of the collection to help deal with storage space concerns.
- Necessary museum features (i.e. exhibits) not given proper attention
- Numerous duplicates in collection with little/no provenance
- Electric car should be restored to showcase "green" usage 100 years ago
- Professionalism of exhibits
- The archives are already well-organized and provide an excellent resource for the community, but they could always be more organized. Right now the newspapers are only indexed up until the early 1900s. These indexes make looking for information much easier in those time periods, so it would be advantageous to have more of them indexed

Under weaknesses, the following comments regarding communications, marketing and community engagement were submitted:

- The Museum could improve on its social media presence (making new posts and/or reminders on events/exhibitions) every day, could include artifact of the week on social media as well, alongside newsletter
- The community (especially younger generation) likely sees social media presence as a weakness
- Another potential weakness may be in advertising St. Marys Museum and Archives outside of St. Marys (if we can draw in visitors from surrounding communities and London, we may find or individuals interested in researching their family and/or local history of St. Marys
- Promotion of programming and resources within our community. Do we as community members realize and access the wealth of programming and entertainment on our front doorstep.
- Lack of internal communication
- No weekend hours (limits the museum's availability to children and working adults)
- Constant work required to convince local people that return visits to the museum are worthwhile. Well, actually, still hard to convince some people that first-time visits are worthwhile.
- Online material is limited (mostly just photographs)
- Lack of marketing budget and strategy
- Technology is not keeping pace
- Updates to software for in-house graphic design (InDesign)
- Traditionally I would recommend a greater social media presence for the Museum, though based on the target demographics, this would be in vain as generally they are not very computer literate.
- I would like to see an greater emphasis by the Town on advertising downtown, as the current signage is small, insignificant, and not fully clear on directions.
- What I think the community sees at the museum's weakness are the traditionally public perceptions of museums; boring and aimed towards the elderly and small children. Understanding this perception allows the museum to play into those two key demographics and establish a solid customer base.
- The children's room is a great resource that draws families with young children into the museum, but I don't think very many people realize that it is there. If people who were taking their kids to Cadzow park new that there was a children's room in the museum, they might go in. If it is possible, a sign in the park that indicates that there is a children's room in the museum would be beneficial.
- The seminars are generally not replicable except if the short term for over subscription, so developing new ones will be a challenge and we are at present not re-staging older ones. Thoughts should be given towards the seminar series development for long term in preserving them and as a fundraising tool.
- Improved membership involvement
- Increased membership
- Lack of steady growth, overall, in audiences coming to the museum
- Lack of more dynamic programming to increase audiences, likely due to budget and staffing
- Exhibits not interactive
- Public awareness- not everyone in Town knows that there is a museum

Under weaknesses, the following comments regarding physical plant were submitted:

- The size and age of museum's buildings poses limitation on exhibits (the agricultural implements for example). It will also potentially be a strain on the museum's maintenance budget as the years go on. Fundraising to replace, improve or expand the space available will be a challenge for a town of this size. This would also be directly affected by the residents' attitude to the museum and by their attitudes toward using town finances to funding museum activities and buildings.
- Another small weakness is we have no debit/credit machine for visitors who do not carry cash and want to purchase items from the gift shop
- Lack of space to grow
- Ill/little used outbuildings
- Aging exhibit space (older exhibit cases, need décor update)
- Lack of dedicated meeting/programming space for growing programming needs
- More space required for exhibits and archives
- Barn is separated and not readily accessible, barn requires more space, exhibits not easily viewed
- Restoration of interior of the heritage building (aesthetically)
- Space management (updates will be necessary as the collection grows to ensure adequate storage space conditions within the historic part of the museum)
- Space constraints
- Lack of appropriate (RH/Temp, accessible, clean) storage space for current collection and future growth of the collection

OPPORTUNITIES

Under opportunities, the following comments regarding revenue generation were submitted:

- Sponsorship- business or industry
- Grants- government and special events
- Strong business plan
- Creation of an endowment or bequest funds- to be used for a special project or to help off-set budget limitations
- Encourage legacies
- Look at membership structure and perhaps create different tiers of giving
- Look at fundraising strategies beyond pure event-based tactics as the main source of fundraising. This is resource intensive and places a heavy burden on staff/board/friends of the museum.
- Business financial support through annual donations and specific events
- Continued funding through YCW Internships in heritage

Under opportunities, the following comments regarding marketing and communications were submitted:

- In conjunction with the communications department, create a dedicated marketing campaign to raise awareness of the museum in the community and beyond. One focus being to attract tourists to the museum year round.
- Add more material online (maybe with an access code for Friends of the Museum who pay memberships)

- Ensure that at all times Town Council members and key town staff are aware of the museum accomplishments so that they understand the contribution the museum makes to the Town, including potential visitors to the Town.
- Where possible, expand the Museum's profile in the Town (e.g.. Permanent window displays downtown and elsewhere such as the PRC, coordinating exhibits or exchanges with the St. Marys Station Gallery and Canadian Baseball Hall of Fame Museum)
- Increased online presence (photographs on website, online exhibits)

Under opportunities, the following comments regarding staffing and volunteers were submitted:

- High school kids need to get 40 hours to graduate so they are often looking for things they can do to get these hours. The museum has lots of simple but interesting tasks that a high school student could do to get these hours. For example, a high school student would be able to index newspapers with very little training and many would find it interesting. I think that if it were advertised that these types of volunteer opportunities exist at the museum, students would want to do it and could help with the ongoing process of making the archives' resources more easily accessible.
- The provision of additional staff would give the curator/archivist more time to pursue this.

Under opportunities, the following comments regarding community and audience engagement were submitted:

- A traveling or "blockbuster" exhibit to boost attendance numbers and raise awareness of the museum in the community and beyond
- Leverage culture as an economic driver- museum can become a major driving force for culture in St. Marys
- Consider hosting the Ontario Museum Association conference or other regional or provincial museum events
- Continue to partner with community groups to offer programming and increase profile
- People are showing more of an interest in the heritage and history, which can already be seen in the success of the seminar series. Jumping off the idea of the seminars into more hands-on heritage and history for all ages (such as the St. Marys board game already at the museum).
- Community-led is a hot topic in libraries, and our St. Marys Museum has definitely done a lot to cater to the community. Doing more with the library could be something that could benefit both the museum and the library and reach more people on the benefits of both town-owned institutions.
- Establish a self-guided tour app (coordinated with St. Marys Heritage Committee) for museum tours and town tours
- Coordinate exhibits with other museum (Stratford-Perth Museum)
- If the museum was able to host or secure some larger exhibitions that had greater relevance to the community it could draw in a larger audience. This might spur the town to consider the museum more of a priority.
- Partnering with other local museums to create traveling exhibits

- Expanded musical events
- Activities organized by the museum as well as participating in town events such as the Heritage Weekend, Canada Day, Christmas Parade, etc. help cement its place as a cultural hub for the town. This will help to keep it as an essential part of the town and its future as an essential expenditure of the town's resources, not an expendable one.
- The museum could look at networking with other small museums in SW Ontario to exchange exhibits and/or seminar presentations as a means of extending our reach. Video and photo displays or online exhibits could possibly aid in this.
- Potential partnerships with Stratford (or other small towns like Mitchell and Goderich) to share information and have more accessibility to other museums and archives for individuals interested in local history. We can take advantage of trends like these to promote our archives and become more modern like other museums and archives.
- We could improve upon our exhibits by offering other locations around town to display related objects, like what is happening with the children's book exhibit.
- Partnerships with other community museums, shared programming.
- Viewing history in modern times, keeping it relevant. For example, exhibits about the 1980s, technology, etc.
- Enhance museum visit experience by providing a guide to different exhibit areas, highlighting special artifacts in the collection. This could be a simple in-house produced sheet of paper or, more ambitiously, a downloadable digital tour.
- Use of technology and interactives in display areas
- Continued partnering with community groups (i.e. Station Gallery)
- Find appeal to younger patrons
- Demographics of St. Marys are changing to reflect seniors who are likely to be interested in museum activities.
- The Friends of the Museum has established a good membership base. Continue work to expand it.
- Expand school programming, especially into older grades and high school
- Collaborating with the art gallery in the via rail station
- Electronic walking tours to link to mobile devices
- Under opportunities, the following comments regarding the Museum's facilities and location were submitted:
- Alteration of static rooms (dining room or bedroom) into temporary exhibit space
- Another opportunity is increased capacity for events at the museum as well as Cadzow Park. Amy has already capitalized on this with her Melodies at the Museum series, but more staff is needed to ensure such service continues and expands.
- Expansion to better display collection
- Expansion to allow for new archives and collections
- As Cadzow Park expands as a centre of community activity, work to ensure that the museum remains a main focus within the park, not just another facility on the sidelines.
- Work to address accessibility issues in the museum's outbuildings. As need for additional space for storage and display increases, perhaps a rebuild or refurbishing of the barn will be an option.

- Museum has unused property available for expansion and outdoor programming
- Under opportunities, the following comments regarding collections management and research were submitted:
- The museum purchased a new microfilm reader that was supposed to scan text and inter it into a searchable database. With the Journal Argus' online database pulled by PostMedia, it is now imperative that the newspaper's chronicles of our history be digitized. The reader was purchased with the promise that hard copies could be scanned into a database where researchers could then search for keywords. If the reader is not capable of this after all, then one needs to be found that is.
- Current trends in Canadian politics and history is the recognizing and repatriating for traditionally marginalized groups such as indigenous peoples. Though St. Marys historically had no permanent settlement, I believe that perhaps a permanent exhibition on the indigenous aspect of the area's history will become very popular in the near future. Understanding the area prior to its settlement by Europeans is a growing trend in both academic study and public interest. The advent of Indigenous People's Day by the federal government, repatriation by museums across Canada, and debates over colonial commemoration are new and popular to public and media alike. I believe understanding and education visitors on these issues will bring a new realm of patronage and interest to the Museum.
- I note that the Huron County Museum and Archives has begun the digitization of the earliest local Huron County newspapers. I would recommend that we explore the digitization of the earliest years of St. Marys Argus and Journal and apply to the chesterfield fund to subvention. I believe that we've got the full flavor of the Eat at Our House series and we could leave the remaining columns in paper format
- We can turn our strengths into opportunities by advertising our research services to other local towns and close-by cities to attract more visitors and offer historical walking tours with various themes to build interest.

THREATS

Under perceived threats, the following comments regarding lack of support (Financial and Moral) were submitted:

- The museum constantly has to prove their worth as it is not financially independent; the community is so fortunate to have this resource that I hope funding will never be withdrawn by the Town of St. Marys.
- Increase local politicians' understanding of the value of museums and heritage.
- From a sixty year perspective I believe that the Museum, whether managed by the Queen Alexandra Women's Institute or later professional staff, has worked hard to maintain a close working relationship with the Town Council and town staff. Considerable diplomacy is required to maintain this and I suppose the main risk is reduction in funding to the museum as a result of the vagaries of opinions held by either town councilors or senior administrative staff.
- Lack of funding
- Lack of Council/Town support
- Loss of government funding

- As this municipal facility's operations are dependent to a considerable extent on funding from senior levels of government, realize that there will always be constant pressure to prove the value of this so called "soft" community service. Engage with town councilors, members of provincial and federal government, invite them to all events and keep them informed of all Museum successes. Thank them for grants received and explain the project that they supported.
- Continue to engage with funders such as the Stratford Perth Community Foundation
- Budget cutbacks
- Public funding
- Funding and apathy towards the museum pose the main threats
- Funding cuts from higher levels of government could put at risk or restrict outreach programs, conservation/ restoration of artifacts and staffing levels (summer students)
- An economic recession could affect the museum's funding at the town level which could require a plan for a bare essentials operation of the museum. Apathy towards the museum at this level could have serious repercussions
- Loss of municipal funding
- Reduced funding in a town that cares more about sports than culture. The annual recreation program deficit is over \$2.6million largely due to excessive PRC capital and operating costs. If the PRC financial problems are not resolved, there is a risk that nothing will be left for anything else. Almost a quarter of the Town's budget (i.e. 22.5%) is spent to cover this recreation program deficit.
- What happens to the museum and its funding if the provincial government amalgamates Perth
- As the museum is not a giant money-maker, there are always threats economically. Not having the ability to make money, means less money is put in, which could mean cut-backs in staffing which means cut-backs in what our museum can offer (cutting back on potential number of visitors it could be bringing in because of lack of staffing, etc.) I know from working somewhere with less full-time staff than there should be, that there is a lot of stretching of what hours one may have, and doing a lot more "volunteer" work than one should have to do in order to ensure that is success and the numbers needed to "look good" and continue on
- No major annual funding program to support expansions
- Unsympathetic Council
- Budget restrictions
- Decreases to operating and capital budget lines of the museum. Further to that, a static budget year after year that is not increased to follow inflation will seriously impair the museum from maintaining current service levels
- Lack of understanding by Council, Administration, staff and the community to the value the museum has to the community
- Museum doesn't appear to be a priority to the town government, this could mean steady deterioration of the services that are offered
- Reduction in museum hours i.e.. seasonal museum or closed Mondays
- Municipal budget constraints could result in cost cutting measures which could have

- a profound impact on museum budget
- Consideration should be given to how best to lobby/approach funding agencies to achieve the museum's goals
- Deterioration of artifacts due to budget constraints (i.e. material in barn)

Under perceived threats, the following comments regarding staff and volunteers were submitted:

- Overreaching of limited staff resources/time
- Staff burnout
- Volunteer burnout
- Overwork and burn-out of current staff is a real threat. Continue to push for at least a modest increase in permanent staffing
- Staff burnout
- It could be challenging for the museum to recruit new staff
- The museum's curator/archivist may be responsible for too many diverse activities, stretching their ability to be able to focus on core activities
- The cancellation or decrease in funding of provincial or federal grants for museums puts hiring of summer staff at risk as well as the annual operating grant and money to complete special projects
- Loss of staff due to burnout and lack of support

Under perceived threats, the following comments regarding community engagement and service delivery were submitted:

- Exhibits becoming stale, poorer quality driving away patrons
- Competition with Canadian Baseball Hall of Fame
- Lack of visitors
- Potential closing due to less interest or lack

of funding to keep the museum running programs, exhibits, etc. smoothly

- Our weaknesses expose us to threats like visitors complaining if we did not post recent information on social media and website for all to see or disgruntled customers who do not have cash or cheque to pay for items in the gift shop
- Inaccessible information to the public, as it may cause distress/irritation to visitors who cannot travel past St. Marys but want to access connections at Stratford or Wellington County archives- if we can create partnerships with other archives, we can share information they do not have (but we do) and vice versa
- Demographic participation at the museum seems to be tilted to an older section of the population. Is this the correct view? If so, is this a normal demographic of museums? Should the museum look at expanding its audience?
- The biggest risk I see to the Museum is the ability to stay modern and up-to-date in a fast-paced technological society. Children have access to technology that was unprecedented merely a decade ago. I believe a look into a more interactive way to experience exhibits can be beneficial. Through, this does come at a significant financial cost. Using technology such as touchscreen tablets, interactive displays, or even video monitors can bring an entirely new angle to the way younger people can experience the Museum's artifacts and knowledge. The inability to update properly along with the societal standards runs the risk of making the Museum appear outdated and inaccessible to youth.

- Stratford Perth Archives and Historical society expanding to St. Marys area (i.e. property research) and events (i.e. wanting more control on Perth to survive themselves)
- Loss of membership
- Challenges in growing audiences
- The biggest threat to the museum is public apathy. Current, the museum enjoys great support from the community; but should this support wane over subsequent generations, the museum will no longer be seen as a priority. Youth engagement is a good way to combat this. Involving students through school programming or as volunteers and summer students is a key way to make sure the museum retains cheerleaders into the future. Diversifying the service provided is also key, so that even if a given family does not utilize, say, the archive, perhaps they frequent the museum in the park. Ensuring the museum stays relevant is key to its survival, but only a strong team of staff and volunteers can make this happen.
- Due to lack of storage space- meeting provincial policies on collections management could be an issue. May have to put a hold on accepting artifact donations





175 Queen Street East
St. Marys, ON N4X 1B6

519-284-2340

TownofStMarys.com



FORMAL REPORT

To:	Mayor Stratthdee and Members of Council
Prepared by:	Jenna McCartney, Deputy Clerk
Date of Meeting:	18 August 2020
Subject:	CAO 47-2020 Animal Control Services Review

PURPOSE

To present a review to the Committee concerning animal control services in St. Marys and to seek a recommendation to Council on future service levels.

RECOMMENDATION

THAT CAO 47-2020 Animal Control Services Review report be received; and

THAT the Strategic Priorities Committee recommend to Council:

THAT Council direct staff to negotiate a service agreement with the Humane Society of Kitchener Waterloo Stratford Perth commencing January 1, 2021; and

THAT staff be directed to draft necessary changes to the animal control by-law pursuant to the needs of the service agreement and report back to Council at a future date.

BACKGROUND

Animal control in St. Marys has been a reactive operation for at least fifteen years, and likely longer.

The services of Mr. Al Turner have been secured for 21 years to respond to domesticated animal concerns such as dogs and cats wandering at large. Mr. Turner would locate, if possible, the stray animal and deliver it to the St. Marys Veterinary Clinic (the "Vet Clinic") to attempt to locate the owner, and if necessary, to complete a medical assessment and possibly medical procedures if the animal was injured prior to being located.

Mr. Turner would bill the Town for responding to the call of an animal found wandering at large. In turn, if an animal was turned over to the Vet Clinic, the Town would be billed directly by the Vet Clinic for any services rendered in the holding of the animal including medical charges.

Mr. Turner also provides wildlife removal such as raccoons if they were found on public or private property. The Town's assumption of the service expectation is that if wildlife is found on public property and Mr. Turner was engaged in removal, the Town would be charged for the service. If the wildlife was found on private property and Mr. Turner was engaged in removal, the private property owner would be charged for the service. This may not necessarily be reflected accurately in past transactions, it does appear as though the Town is being billed for work on private property, and does necessitate further delineation between expectations going forward.

Data from 2016 to June 2020 related to animal control has been presented below in Financial Implications. It should be noted that the expenses associated to 2020 do not follow the previous five-year trend for animal control contract services. This is believed to be related to the COVID-19 pandemic and is not expected to continue.

In 2018, the Township of Perth South approached the Town to discuss a partnership to contract with the Humane Society of Kitchener Waterloo Stratford Perth (the “HSKWSP”) for animal control services as the Township was looking to formalize their animal control program. Unfortunately, the timing did not work for St. Marys, and Perth South moved forward with their own contract.

During the Town’s 2019 Service Delivery Review pursuing a more formalized animal control contract was discussed, and staff were given direction to proceed with soliciting a proposal from the KWSPHS.

The proposal is attached to this report, and further described below.

REPORT

Attached to this report is a proposal from HSKWSP related to animal control services. Below is an overview presented by way of questions linked to how the service would be reflected in St. Marys.

1. What is the history of KWSPHS?

In 2012, Kitchener Waterloo Humane Society took over ownership of the Stratford Perth Society for the Prevention of Cruelty to Animals. The organization operates two centres; one in Stratford at 125 Griffith Road, the other in Kitchener at 250 Riverbend Drive.

Within Perth County, HSKWSP serves City of Stratford and all lower tiers of Perth County, currently excluding St. Marys.

2. What services are included in the HSKWSP proposal?

Pound services – holding of an animal

Animal control services – response to vicious dogs, rabid dogs and cats, injured dogs and cats, dogs and cats wandering at large, removal of dead dogs and cats, nuisance dogs and cats

The 2021 fee for service is \$1.25 per capita based on the 2020 fee plus the 2021 consumer price index (CPI). The proposed fee for 2020 based on a population of 7,265 would be \$9,081.25. As an estimate for 2021, the CPI for 2020 was 2.3%.

This fee provides 85 calls per year. A call is registered when an animal is received in care.

Should the Town exceed 85 calls per year, it will be charged \$150 / call for service.

If an animal is taken into care and is collected by the owner, the owner will be charged for boarding fees after 24 hours. That fee is retained by HSKWSP.

3. What is the process when an animal is found wandering at large?

HSKWSP is contacted.

If the animal has secure holdings for a short period of time (ie: a person is holding the animal at their home), an Animal Control Officer (the “ACO”) will retrieve the animal from the home as soon as possible although it may not be until the next business day depending on the time that the animal was located. The person holding the animal has the choice to deliver the animal to the Stratford operation centre if they so choose.

The recently appointed St. Marys Municipal By-law Enforcement Officers may be involved and if they have an animal in their possession, they can deliver the animal to the Stratford operation centre.

If the animal remains at large, an ACO will head to St. Marys as soon as possible to attempt locating and retrieving the animal.

The animal is taken to the Stratford operation centre for initial assessment, microchip scan and any minor medical procedures if the animal has been injured.

If the animal requires major medical procedures due to injury, the animal is transported to the Kitchener operation centre which can accommodate more invasive procedures.

Having to arrange to pick up an animal in Stratford will be a different level of service than residents have experienced in the past. HSKWSP is committed to getting an animal back into the hands of the owner and therefore, is prepared for alternative accommodations to make that happen.

Currently, individuals in St. Marys have been accustomed to contacting Al Turner or the Vet Clinic directly. Both entities will be directed to call HSKWSP.

The animal is held for a period of three days during which time the owner can arrange to collect the animal. If an owner comes forward during this time, they are required to pay the applicable fees to initiate release of the animal (previously described in fee question above). If the animal is not collected, it becomes the property of the HSKWSP and will be placed through the adoption program. Proceeds of the program will be the property of HSKWSP.

HSKWSP cites an euthanization rate of less than 3%. The goal of HSKWSP is to get the animal back home with the owner. Only in cases of severe medical needs or behavioural issues will an animal be euthanized.

4. What is the response time from HSKWSP?

Business hours at both operation centres are Monday to Friday from 10:00 am until 4:30 pm and Saturday and Sunday from 11:30 am until 3:00 pm.

ACOs are available 24 hours a day, 7 days a week. However, from 5:00 pm on Friday to 9:00 am on Monday and on statutory holidays, ACOs are only available for emergent situations. Running at large does not typically constitute an emergent situation although certain circumstances would prevail such as an injured animal.

If an ACO is conducting business elsewhere in Perth County and an emergent matter arises in St. Marys, an ACO would be diverted from the Kitchener Waterloo area to St. Marys. All calls are triaged by HSKWSP and an ACO will respond as soon as possible. HSKWSP has estimated that an ACO could respond to a call within one hour.

HSKWSP does hold agreements with veterinary clinics in Kitchener, Waterloo and Stratford for emergent care if needed.

5. What additional value added programs are included in the service agreement?

By-Law Enforcement

ACOs can be appointed by municipal by-law to serve as municipal by-law enforcement officers. This gives the ACOs the authority to enforce the municipality's animal control by-law.

In addition to animal control by-law enforcement, ACOs have authority to enforce the *Dangerous Dog Act*.

HSKWSP as a private charity cannot enforce other provincial legislation related to animal cruelty due to an oversight of the government where it erroneously assumed police powers of such entities. Provincial Animal Welfare Services (PAWS) was given power on January 2, 2020 to enforce animal welfare throughout Ontario.

HSKWSP states that 75% of the ACOs role is to educate the public on responsible pet ownership. This would be considered a predominate focus on proactive enforcement.

ACOs are trained to reactively enforce if necessary. This is a significant enhancement to the Town's current capacity to reactive enforcement based on the availability of staff. The Chief Building Official and the Building Inspector are responsible for responding to animal control complaints presently. This could, and has, involved hours of additional work during the

investigation process which depletes resources from other responsibilities within the building and development department. As the Committee may recall, development statistics are on a sharp rise in 2020 within St. Marys meaning that the workload too is on a sharp rise leaving minimal if any time to respond to animal control complaints. If Council were to approve the service agreement with HSKWSP, the benefit of an additional resource to support by-law enforcement would be a significant benefit.

HSKWSP has committed to conducting a review of the Town's animal control by-law and making recommendations that brings the enforcement in line with other municipalities it serves. An immediate action recommended by HSKWSP for a by-law review is the inclusion of expectations and prohibitions related to dogs in hot vehicles.

Wildlife Removal

HSKWSP will respond to calls for removing dead or injured wildlife if on public property. If a call is placed to remove wildlife from private property, the property owner will be charged \$75 / call. This closes a current gap in the Town's approach where the Town is being charged for work on private property and provides a better delineation of public/private responsibilities.

Educational Programs for Children

ACOs visit local schools to discuss appropriate pet ownership with elementary school aged children. Additionally, at both operation centres, daycamps are offered throughout the year for children on PA days and summer holidays. During the COVID-19 pandemic, virtual camps have been held in place of in person camps.

Emergency Pet Response Program

In the event of an emergency such as an evacuation or housefire, HSKWSP provides services to respond to the emergent needs of pets whether that includes temporary shelter, medical assessment, or immediate access to food or medication.

HSKWSP will partner with other agencies such as Red Cross during an emergency to provide enhanced service to those persons and animals affected by the emergency.

Rabies and Microchip Clinics

Two clinics are held throughout the year at the Stratford and Kitchener operation centres. The fees for vaccinating against rabies or microchipping a pet are significantly reduced during these specialized clinics. Any person can register their pet in these clinics. St. Marys would promote these clinics through social media platforms.

Safe Dog Handling Training

HSKWSP offers municipal employees involved in animal control activities specific safe dog handling training by a certified canine behaviourist.

As outlined previously, if HSKWSP were contracted for animal control services, a review of the animal control by-law would be necessary. There are references to the keeping of a dog wandering at large which would need to be amended to comply with HSKWSP policies.

There are other factors that would be included in the by-law review based on past concerns related to animal control. They include:

- Provisions related to animals in hot vehicles.
- Clear direction when a puppy is constituted as an adult dog and at what age a puppy could depart from its mother.
- At what frequency of breeding an animal should be considered a "puppy mill"?

- A review of prohibited animals.
- Responsible animal ownership expectations such as maintaining private property of excrement.

FINANCIAL IMPLICATIONS

Due to the implications of the COVID-19 pandemic, 2020 cannot be viewed as a typical year. Speculation that more people are home and looking for physical activity such as walking their pets have been on the rise, this may have contributed to the significant decline in animal control expenses. Whatever the reasoning for the decreased call for service, it should not be expected to continue.

Putting 2020 aside and looking at 2019 as a better comparator, the expense for animal control was just shy of \$8,000. Expenses that are not included in this comprise the time of staff to respond to animal control complaints and enforcement. In 2019, there were many occurrences that yielded significant staff involvement resulting in more than 120 staff hours devoted to enforcement.

The proposed 2020 rate by HSKWSP for animal control services is \$1.25 per capital.

Based on a population of 7,265 and the 2020 CPI (consumer price index) of 2.3%, the 2021 anticipated rate would be \$9,290.12.

Accepting that this is a fee increase over the five year average for animal control contract services, it should be acknowledged that a) the service comes with a significant update to past experience with many value added services, and b) there is a possibility of recouping expenses by increasing licensing of animals.

Chart 1. Comparison of Animal Control Contract Services Expenses for 2016 to 2020

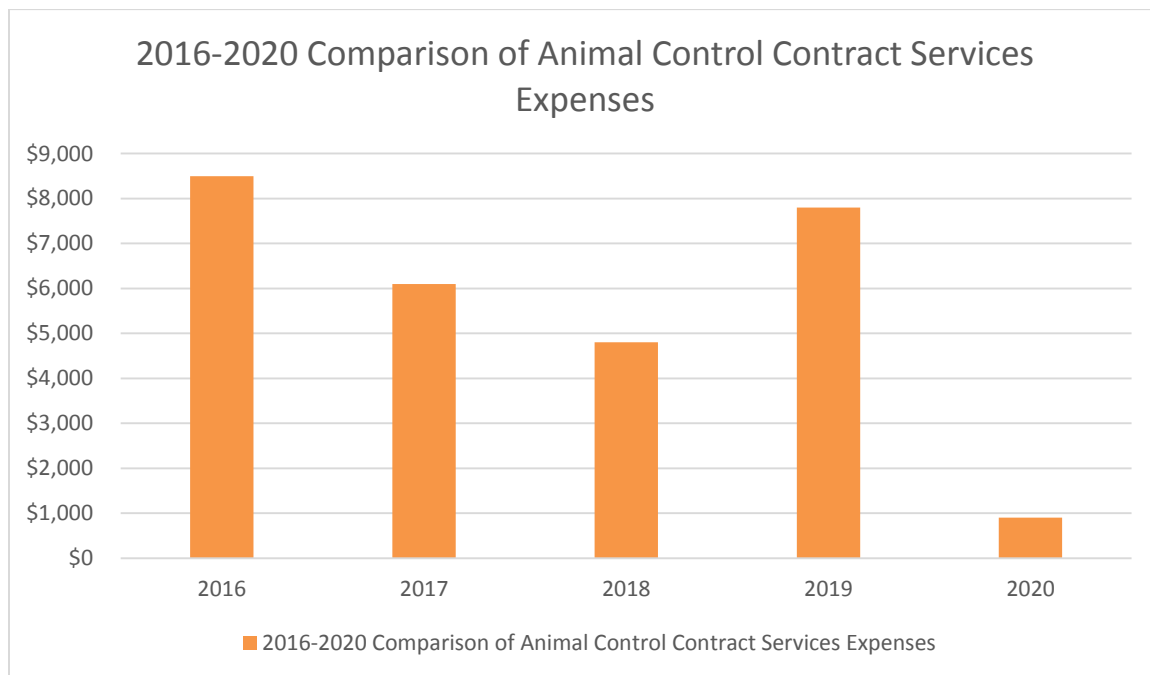


Table 1. Detailed Breakdown of 2016 to 2020 Animal Control Revenues and Expenses

2016 – 2020 Comparison of Animal Control Revenues and Expenses	
*revenues are provided in black and expenses are provided in red	
Sale of Domesticated Animal Tags	

2016	2017	2018	2019	2020 (YTD)
\$1,470.00	\$1,665.05	\$1,600.00	\$1,850.00	\$1,900
Collection of Fines				
2016	2017	2018	2019	2020 (YTD)
\$1,150.00	\$900.00	\$450.00	\$550.00	\$150.00
Contracted Services – Al Turner				
2016	2017	2018	2019	2020 (YTD)
\$3,840.00	\$2,304.30	\$2,200.00	\$3,120.00	\$600.00
Contracted Services – St. Marys Veterinary Clinic				
2016	2017	2018	2019	2020 (YTD)
\$4,146.48	\$3,412.56	\$2,219.94	\$4,632.13	\$286.20
Contracted Services – Wildlife				
2016	2017	2018	2019	2020 (YTD)
\$500.00	\$343.44	\$300.00		

SUMMARY

Mr. Turner has provided animal control services in the Town of St. Marys for 21 years. There has been considerable growth in Town over that period and, based on Council's desire for 1.5% annual growth rate going forward, it can be expected that there will be considerable change over the coming years.

The service level expectation of St. Marys resident's related to animal control has surpassed the abilities of one person. The service level needs of animal control have surpassed the casual abilities of two staff with an array of responsibilities assigned to them.

These circumstances align well with a recent service proposal from the Human Society of Kitchener Waterloo Stratford Perth. While the service fee of HSKWSP is an increase to the budget, the return on investment for level of service balances even at a minimum if not offers cost savings.

There is an opportunity to amend the animal control by-law whether the Committee recommends the HSKWSP service proposal. This task should be undertaken with guidance from the Committee and Council on expectations.

STRATEGIC PLAN

☒ Not applicable to this report.

OTHERS CONSULTED

Kathrin Delutis, Executive Director, Kitchener Waterloo Stratford Perth Humane Society

Al Turner, Current Animal Control Service Provider

St. Marys Veterinary Clinic

Grant Brouwer, Director of Building and Development / Municipal Law Enforcement Officer

Jo-Anne Lounds, Risk Management and Procurement Specialist / Animal Licensing Coordinator

ATTACHMENTS

Kitchener Waterloo Stratford Perth Humane Society 2020 Proposal

Animal Control List of Services

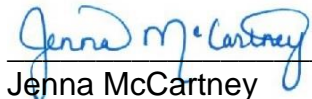
Schedule A – Pound Services

Schedule B – Animal Control Services

By-Law 38 of 2008 Animal Control

REVIEWED BY

Recommended by the Department



Jenna McCartney
Deputy Clerk

Recommended by the CAO



Brent Kittmer
CAO / Clerk

Town of St. Mary's Animal Control Pound Services Contract Proposal:

Population of St. Mary's 7265

Cost to be fixed at a rate of \$1.25/capita for 2020

St. Mary's services will include:

- Animal Control – Cats & Dogs
- Pound Services – Cats & Dogs
- DOA and Injured Wildlife on public property

Contract will be for "up to" 85 animal control calls and the housing of "up to" 85 animals. All calls and animals above 85 will be charged to the municipality at \$150/call and/or \$150/animal.

Fees are inclusive of all boarding and veterinary costs.

- After holding period animals will become the property of SPSHS and may be put up for adoption; all fees for adoption will remain with SPSHS
- In the case of animals being picked up for "running at large" with or without licenses, the owner will be charged for boarding fees after the first 24 hours; all fees will remain with SPSHS
- In the case of "owned" injured animals, veterinary costs will be charged to the owner

Wildlife on private property will be billed out to the property owner at \$75/call

For further consideration:

Five (3) year contract; with review in November 2020

CPI – shall mean the Ontario Consumer Price Index for the preceding year.

Annual increases for the duration of the contract 2021 – 2023 by using the CPI inflation figure.

The following are expert services provided by our Animal Control Services Department & the Kitchener Waterloo Humane Society:

- Receive and house all stray dogs and cats making reasonable attempts to return them to their lawful owner.
- Respond to any calls received during regular daily hours (9 a.m. to 5 p.m.) of any running at large dog. Sick or injured or vicious dogs.
- Respond to after-hours emergency calls between the hours of 5 p.m. and 9 a.m. that encompass injured or vicious dogs, cats and wildlife.
- Respond to after-hours emergency calls on Statutory Holidays that encompass injured or vicious dogs, cats and wildlife.
- Investigate canine related bylaw infractions i.e. running at large etc. All bylaw infractions are handled by trained Animal Control Service Officers.
- Regular and ongoing communications with municipal staff, agencies and the general public on animal welfare issues.
- Access to education services for Town employees on safe dog handling provided by a Certified Positive Reinforcement Trainer.
- Regular rabies & microchip clinics at discounted fees to your residents hosted at the Stratford Perth Humane Society.
- Emergency Veterinary care for injured dogs and cats.
- Housing facilities that provide hospital grade air exchange and the best in animal housing, their care also includes feeding a top brand pet food; Royal Canin
- Highly successful adoption department that matches pets with forever homes; adopters receive support from experts in animal welfare provided for the life of the pet.
- Robust volunteer program with programs that see volunteers work with dogs and cats allowing them to express natural behaviours while in a shelter environment
- Excellent reputation in the province having successfully implemented the Capacity for Care model in partnership with the Humane Canada (previously known as Canadian Federation Humane Societies) and Koret Shelter Medicine, California.
- Renowned education programs that work with children to learn responsible pet ownership. We teach children to have empathy, compassion and understanding for all animals through in school visits, winter and summer day programs and on site birthday parties.
- Emergency Pet Response assistance for your community. This assistance is available to protect people, animals, and property during an emergency situation by ensuring the effective evacuation and care of pets.

1. The Humane Society shall at its own expense maintain a suitable pound facility within the boundaries of Kitchener and shall carry out and perform the duties of a poundkeeper. The Humane Society is hereby authorized and empowered to perform the duties of a poundkeeper under and in accordance with the provisions of the by-laws of the Town of St. Mary's, the Pounds Act, the Animals for Research Act, the Municipal Act, 2001 and all other applicable by-laws and legislation. The facility must be adequate to service St. Mary's requirements and for the services required under this Agreement.
2. The Pound shall be constructed and maintained as required by Ontario Regulation 23 under the Animals for Research Act. Care and cleanliness standards within the Pound shall comply with the standards designated by the Ontario Ministry of Agriculture and Food, Animal Industry Branch Inspectors. Copies of inspection reports shall be forwarded to the Town upon request.
3. At the Pound, the Humane Society shall receive all stray dogs and cats and all injured and dying dogs, cats and wildlife delivered by contracted Animal Control Officers and Town of St. Mary's Law Enforcement Officers, up to 85 stray or contained dogs/cats during open public hours which shall, at minimum, be 10:00 am to 4:30 pm, Monday through Friday, and 11:30 am to 3:30 pm Saturdays & Sundays. However, the Pound may be closed to the public on Family Day and any other holiday as defined by the *Retail Businesses Holidays Act*, R.S.O. 1990, c. R. 30 and may also be closed on Easter Monday, Boxing Day, and the August Civic Holiday. The Pound may also restrict its hours as necessary for employee safety. (eg. Poor weather conditions)
4. The Humane Society shall attempt to notify the pet owner when an animal or dog or cat that is microchipped or wearing other identification traceable to that owner has been impounded in order to arrange for pick up. The Humane Society shall be required to be open to the public for claiming of stray dogs/cats during open hours as set out in section 3 of this Schedule. The Humane Society shall be responsible for the care, adequate and appropriate feeding, impounding, and quarantining of all dogs/cats and for the payment of supplies, material and equipment for the provision of such care and feeding. "Care" shall not include veterinary care for injuries (beyond existing standards as defined in the Standard of Operating Practices attached hereto) or illness sustained prior to or after entering the pound facility. The Humane Society is to maintain the office and pound areas in a neat and clean condition.
5. In delivering the services provided for in this Agreement, the Humane Society shall comply with the Standard Operating Practices attached to this Agreement which includes the requirements under the Animals for Research Act and additional requirements for the care of stray dogs/cats, and sick, injured or dying dogs/cats delivered to the Pound.
6. Following the expiry of the redemption period set by the Animals for Research Act and the redemption period set by the by-laws of the Town, the Humane Society may dispose of the dog/cat by any lawful means.
7. The Humane Society acknowledges that dogs/cats are available for placement or adoption subsequent to the expiry of the Redemption Period.

8. The Humane Society shall be responsible for the disposal of deceased dogs/cats and wildlife in accordance with the provisions of the Environmental Protection Act and the regulations made thereunder, and all other applicable legislation.

9. The Humane Society shall be required to receive and collect all impounding, boarding, euthanasia, disposal and quarantine fees, all service charges required to be paid to the poundkeeper. The Humane Society shall keep records regarding the collection of fees for impounding, boarding, euthanasia, service charges and quarantine which shall be made accessible to the Town upon demand. The Humane Society shall release a dog to an owner or keeper, only if the dog has any required licence for the current year, issued under the appropriate by-law. Any exceptions to this rule must be made by a Manager at the Humane Society or their designate and reported to Town's Supervisor of Enforcement or designate.

Standard Operating Procedures

The Humane Society shall comply with all legislation respecting the care and housing of animals and dogs/cats in their care. In particular, the Humane Society shall comply with the standards set for Pound Facilities by Regulation 23 of the Animals for Research Act. If at any point there is a conflict between these Operating Procedures and legislation, the Humane Society shall comply with such legislation but shall continue to provide the services listed in this schedule insofar as permitted.

Intake Procedures

Upon intake of a dog or cat to the Pound Facility:

1. Each dog/cat impounded will be booked into the Register and the entry will contain the following information:
 - a) sex;
 - b) estimated age and weight;
 - c) colour, markings, and any physical abnormalities of the dog/cat (e.g. indication of recent surgery, collar, bandana, etc.);
 - d) the breed or type of the dog/cat;
 - e) a record of the circumstances under which the dog/cat came to be in the pound;
 - f) the time, date, and place where the dog/cat was found;
 - g) a record of any tag, name plate, or other means of identification on the dog/cat when it came into the pound;
 - h) where the dog/cat is returned to its owner, the name and address of the owner and the date of return;
 - i) where the dog/cat is adopted, the name and address of the person to whom it was adopted; and
 - j) where the dog/cat is destroyed, the date on which it is destroyed and a statement setting out the clause of subsection 20 (7) of the Animals for Research Act under which the animal is destroyed.
2. Each dog/cat shall be scanned for an electronic microchip implant.
3. Upon entry into the Pound, a thorough examination shall be completed. The condition of the dog's/cat's hair, skin, eyes, ears, notes, and mouth shall be observed and recorded on the intake card. Any serious problems will be brought to the attention of a veterinarian or designate such as the animal care manager or veterinary technician as appropriate. The weight of the dog/cat shall be observed to determine if a special diet is required. The behaviour of the dog/cat shall be considered in determining its housing requirements.
4. Any dog/cat that shows symptoms of illness or injury shall be brought to the attention of the Humane Society's Animal Care Manager or designate who shall arrange as necessary for a veterinary examination.
5. Any stray or surrendered dog/cat showing signs of severe neglect or abuse should be brought to the attention of the Provincial Animal Welfare Services Inspector or designate.
6. Provincial law does not provide an opportunity for the Poundkeeper to medicate a pet without the owner's consent. Only after the expiration of the Redemption Period, if the pet is not claimed,

may the Humane Society vaccinate, de-worm, and provide sterilization surgery. Such activity shall be recorded on the dog's register card.

7. Vaccinations may be provided where otherwise permitted by law. As permitted by law, the Humane Society shall provide vaccinations to stray animals and dogs/cats coming into the Pound Facility within 24 hours of their arrival.

8. Incoming strays are to be fed as soon as possible, ahead of the regular feeding schedule.

Housing

1. The Humane Society shall ensure that dogs/cats in its care are adequately housed.

2. Stray dogs or cats that have bitten a person or a domestic animal shall be held in quarantine until the end of the quarantine period. Quarantine may be transferred to owner and Public Health would be notified.

3. Any dog/cat that shows signs of illness or injury shall be brought to the attention of the Humane Society's Animal Care Manager or designate who shall arrange as necessary for a veterinary examination.

4. Every dog/cat in the Pound shall be identified by a neck band, individual tag, physical mark, or a tag or marking on the cage in which the dog/cat is kept.

Feeding of Animals

The Humane Society shall ensure that dogs and cats in their care receive adequate and appropriate quantities of food and water.

Medical Care for Impounded Injured Stray Dogs and Cats

1. First aid and/or temporary assistance shall be provided to all impounded injured dogs and cats. Analgesics for pain control shall be administered to injured dogs/cats where required.

2. Where a dog or cat shows signs of distress, a thorough examination by Humane Society staff shall be completed with special emphasis on determining if injuries exist and to what extent.

3. The following first aid and temporary assistance shall be provided where called for:

- a) cage rest and/or isolation from other animals and the public;
- b) heat;
- c) fluids to re-hydrate – administered subcutaneously;
- d) stabilizing to immobilize fractures;
- e) bathing and cleaning ocular or nasal discharge;
- f) fur trimming for health or mobility reasons;
- g) nail trimming for health or mobility reasons;
- h) wound/injury flushing with antiseptic flush and administration of topical antibiotics/antifungals/ anti-inflammatories.

4. Where life threatening injury, severe pain, or severe distress is identified, Humane Society staff shall immediately arrange for the dog/cat to be examined by a veterinarian.
Life threatening injury, severe pain, or severe distress shall include but not be limited to:
- a) head trauma including bleeding from ear or eye, or palate damage;
 - b) critical fractures including fractures of the hard palate;
 - c) extreme parasitic wound infestation;
 - d) extreme dehydration or starvation;
 - e) injuries from being hit by a vehicle;
 - f) laceration;
 - g) severe swelling;
 - h) evidence of terminal illness;
 - i) haemorrhaging;
 - j) evidence of internal foreign objects; and
 - k) seizures.
5. The veterinarian, upon completion of an examination, as agent for the Humane Society, may recommend one of the following options during the redemption period:
- a) provide a regime of first aid and temporary assistance with pain medication;
 - b) performance of required surgery at the option of the Humane Society; or
 - c) euthanasia.
6. Where a life threatening injury, severe pain or severe distress is identified in a dog or cat wearing identification such as a Town licence tag, implanted microchip, rabies tag, tag or collar with contact information that is traceable to the rightful owner of the pet ("traceable identification"), the Humane Society, in consultation with the veterinarian may authorize measures that seek to stabilize the pet in hopes of allowing more time to reach the owner. If the owner does not respond during this stabilization period, the dog/cat may be euthanized. If contact with the owner is made, all further medical decision making shall be done by the owner and all costs are the responsibility of the owner.
7. Where a dog or cat has an injury that is non-life threatening that does not result in severe pain or severe distress and is wearing traceable identification but the owner cannot be contacted immediately, Humane Society staff shall attempt to contact the pet owner's veterinary clinic where known as soon as possible to determine if there are other options for contacting the pet's owner.
8. After expiry of the redemption period, the Humane Society shall make a decision to treat or euthanize any injured dog or cat which may take into account the cost of treatment, probability of recovery in the Pound environment, risk to other animals or dogs/cats in the shelter, and the adoptability of the dog or cat in question.
9. After expiry of the redemption period, the Humane Society may vaccinate, de-worm, and sterilize dogs and cats at its discretion.
10. Records of veterinary care, first aid, and temporary assistance shall be kept. Medications scheduled by the veterinarian shall be recorded on a dog's/cat's medications chart. Humane Society staff will record follow up care and or medications to be administered under direction of the veterinarian.

Euthanasia

1. Where necessary for safety of the public or Humane Society staff, dogs, cats and wildlife in the Pound may be euthanized in any manner permitted by Regulation 23 (Pounds) under the Animals for Research Act. In all other cases, dogs, cats and wildlife that are euthanized shall be euthanized by injection of barbiturates. Additionally, conscious dogs shall be administered a pre-euthanasia drug unless otherwise recommended by a veterinarian.

Pound Facility and Care of Impounded Dogs and Cats

1. In accordance with all applicable Federal and Provincial statutes and the Town by-laws, the Humane Society will:
 - (a) provide a proper and adequate Shelter which will be available for use as the Town Pound. The facility shall be operated and maintained at the Humane Society's own expense in accordance with Regulation 23 (Pounds) under the Animals for Research Act, in a neat, clean and sanitary condition, and with adequate exercise space;
 - (b) ensure that all persons who attend to the care of dogs/cats have the skill, knowledge, ability, and supplies necessary for the humane care of such dogs and cats;
 - (c) protect all dogs and cats from unsupervised handling by members of the public;
 - (d) provide all dogs/cats with clean potable drinking water at all times and suitable food of sufficient quantity and quality to allow for normal growth and the maintenance of normal body weight;
 - (e) provide all dogs and cats with the opportunity for regular exercise sufficient to maintain good health;
 - (f) provide all dogs and cats with sufficient and suitable shelter, warmth, lighting, cleaning, sanitation, grooming and veterinary care (as required), and any other care required to maintain the health, safety, and well-being of such dogs and cats;
 - (g) ensure the prompt examination and treatment by a licensed veterinarian or designate such as an animal care manager or veterinary technician as appropriate when any dog or cat in the Humane Society's care exhibits signs of pain, suffering, injury, illness, or distress;
 - (h) provide a suitable area within the Pound to segregate dogs or cats who may be injured, ill, in need of special care, treatment, or attention, from other animals and dogs/cats in the Animal Shelter;
 - (i) ensure that the necessary euthanasia of a dog or cat is performed in a humane manner, and that this procedure is undertaken only by a licensed veterinarian or under veterinary supervision;
 - (j) in the event it is necessary to euthanize any dog or cat, dispose of the corpse of such dog/cat in a manner prescribed and a method approved by law;
 - (k) ensure that all incidents of zoonotic diseases are identified and reported to the appropriate agency;
 - (l) make reasonable attempts to contact the Owner where a dog/cat apprehended by an Animal Control Officer has identification;

- (m) ensure that medical treatment by a licensed veterinarian is available at all times to provide necessary treatment to any dog or cat impounded or any dog or cat picked up by an Animal Control Officer;
 - (n) use best efforts to adopt all dogs/cats the Humane Society deems to be adoptable;
 - (o) collect from the Owner the impound fee and, if the dog is vaccinated by the Humane Society, those fees;
 - (p) collect from the Owner the reasonable boarding fees for each day other than the first day that a dog/cat is held such boarding fee amount to be as determined and charged by the Humane Society from time to time as set by the Humane Society in the case of dogs/cats;
 - (q) at a minimum, ensure the facilities have an adequate communication system including a telephone system, a 24 hour paging/answering service and a dispatch system. The facilities are also required to have a security system;
 - (r) be responsible for the maintenance, repairs and all other operating costs of the facilities and equipment supplied;
2. If at any point there is a conflict between the provisions of this schedule and legislation, the Humane Society shall comply with such legislation but shall continue to provide the services listed in this schedule insofar as permitted.
3. The Pound shall operate and be open to the public during the following hours:
- | | |
|---------------------|---|
| Monday to Friday | 10:00 a.m. – 4:30 p.m. (Exception is the 4 th Wednesday of each month the pound will not be open to the public until 12 noon.) |
| Saturday and Sunday | 11:30 a.m. - 3:30 p.m. |

However, the Pound may be closed on Family Day and any other “holiday” as defined by the *Retail Business Holidays Act*, R.S.O. 1990, c. R.30 and may also be closed on Easter Monday, Boxing Day and the August Civic Holiday.

Schedule B – Animal Control Services

The Humane Society shall provide Animal Control Services to the Town of St. Mary’s and pursuant to the terms and conditions as set out herein.

- 1. The Humane Society shall enforce the Town’s Animal By-Law and enforce the Dog Owner’s Liability Act, R.S.O. 1990, c. D. 16.
- 2. The Humane Society shall provide Animal Control Services, including answering telephone calls, within the Town as set out in the following chart:

Day(s)	Hours	Services Provided
Monday – Friday	9 a.m. – 5 p.m.	All Services
Monday – Friday	5 p.m. – 9 a.m.	Emergency Service calls for vicious dogs, rabid dogs and cats and injured dogs and cats.
Friday - Monday	5 p.m. – 9 a.m.	Emergency Service calls for vicious dogs, rabid dogs and cats and injured dogs and cats.
Statutory Holidays; Easter Monday	8 a.m.. – 8 a.m.	Emergency Service calls for vicious dogs, rabid dogs and cats and injured dogs and cats.

- 3. The Humane Society shall employ and supervise qualified animal control officers and shall provide such officers with training, vehicles, uniforms and communication equipment and pay all costs of such officers, training, vehicles, uniforms and communication equipment.
- 4. The Humane Society shall ensure that veterinarian services are available at all times to provide necessary treatment to any impounded animal.
- 5. The Humane Society shall provide for adoption or final disposition of all unclaimed animals after the stray periods have expired.
- 6. The Humane Society shall dispose of dogs, cats and wildlife (on public property) found dead or lawfully impounded and lawfully destroyed, pursuant to applicable law.
- 7. The Humane Society shall release any impounded animal from the Animal Centre once the animal is registered and identified, if applicable, according to Town by-laws.
- 8. The Humane Society shall collect from the lawful owner of his/her authorized agent and retain all pound fees and destruction fees levied by the Humane Society in accordance with fees established by the Humane Society.
- 9. The Humane Society shall ensure that an Animal Control Officer shall respond and take appropriate action with respect to all requests for services in the Town which relate to:
 - 9.1 Entrapped animals to be freed and properly released or disposed of in accordance with applicable law.
 - 9.2 Dead dogs, cats and wildlife on Town streets and lands, to be collected and disposed of in accordance with applicable law.
 - 9.3 Sick or injured dogs, cats and wildlife which are dangerous to the public on Town streets and lands in accordance with applicable law.
 - 9.4 Dead dogs and cats on private property in the Town to be collected and disposed of in accordance with applicable law and subject to disposal fee at the Humane Society’s discretion as set by the Humane Society.
 - 9.5 Nuisance, dogs found at large, licensing of dogs and control and keeping of dogs and cats in the Town, in accordance with applicable law.
 - 9.6 Possible dog, cat or wildlife attacks or threatening situations on another animal or person.

10. Wildlife nuisance calls to the Humane Society may be referred to wildlife professionals.
11. The Humane Society shall ensure that when on duty, Animal Control Officers shall:
 - 11.1 Be dressed in a suitable uniform and carry an appropriate identification badge.
 - 11.2 Respond to and investigate complaints, provide warnings where appropriate, obtain evidence, and lay charges as required.
 - 11.3 Appear and give evidence in enforcement proceedings as required on behalf of the Town.
12. The Humane Society shall ensure that where a dog or cat found at large has been apprehended, the Animal Control Officer takes appropriate action, which may include:
 - 12.1 Reasonable attempts to return the dog or cat to the lawful owner.
 - 12.2 Such actions as required to ensure that a license is purchased if the dog at large is unlicensed.
 - 12.3 Impounding the dog or cat at the Animal Centre as deemed necessary by the Humane Society.
 - 12.4 Issuing an appropriate offence notice under the *Provincial Offences Act, R.s. O. 1990, c. P. 33* or other applicable legislation.
13. The Humane Society shall ensure that a qualified Animal Control Officer assesses all stray injured dogs/cats and determines whether veterinarian care is required and to arrange for appropriate veterinarian case to alleviate pain/suffering of the animals.
14. The Humane Society shall promote a better understanding of animal control issues with citizens and promote the Town's by-laws, the benefits of spaying and neutering of dogs and cats, promote the sale of identification tags at every opportunity and to undertake such other public education of animal issues for residents of the Town as deemed appropriate in consultation with the Town.
15. The Humane Society shall ensure that no animals impounded at the Animal Centre are knowingly released for research purposes.

BY- LAW OF 39 of 2008

OF THE CORPORATION OF THE TOWN OF ST. MARYS

BEING a By-law for prohibiting and regulating certain animals, the keeping of dogs within the municipality, for restricting the number of dogs that may be kept by any person in or about any dwelling unit within the municipality, for licensing dogs and cats and imposing a license fee on the owners of them within the municipality and for prohibiting the running at large of dogs within the Corporation of the Town of St. Marys.

WHEREAS the *Municipal Act, 2001*, S.O. 2001, c.25, paragraph 10(2)9 gives single-tier municipalities broad authority to pass by-laws regarding animals;

AND WHEREAS Part III of the *Municipal Act, 2001*, S.O. 2001, c.25, sections 103 and 105 outline specific powers of municipalities regarding the impounding of animals, and the muzzling of dogs;

AND WHEREAS the Council of the Corporation of the Town of St. Marys deems it desirable to pass a by-law for the licensing, registration, and regulation of dogs within the Town of St. Marys

NOW THEREFORE BE IT ENACTED by the Council of the Corporation of the Town of St. Marys as follows:

Definitions

1. In this By-law,

- (a) "Animal" includes Dogs, Cats, birds and reptiles.
- (b) "Animal Control Officer" means any person appointed by Council to enforce the provisions of this by-law and includes any person who has entered into a contract with the Town to control or keep animals and any delegate or agent of such person.
- (c) "At Large" means an animal found at any place other than the premises of the owner of the animal and not under control of any person.
- (d) "Cat" means a male or female feline of the species *Felis catus*.
- (e) "Council" means the Council of the Town.
- (f) "Dangerous Dog" means a Dog that, in the absence of any mitigating factor, has attacked, bitten or caused injury to a person or domestic animal or has made a real and substantial threat of attack on a person or a domestic animal provided that the Dog shall not be deemed to a Dangerous Dog if the bite, attack or threat of attack was sustained by a person who, at the time, was committing willful trespass or other tort upon the premises occupied by the Owner of the Dog, or was teasing, tormenting, abusing, or assaulting the Dog or has, in the past, been observed or reported to have teased, tormented, abused or assaulted the Dog, or was committing or attempting to commit a crime.
- (g) "Dog" means a domesticated canine animal, male or female, three months of age and older.
- (h) "Kennel" means a place or confine where Purebred Dogs are bred and raised as per the Town of St. Marys Zoning By-law.

- (i) "Muzzle" means a humane fastening or covering device of adequate strength placed over a Dog's mouth to prevent it from biting.
- (j) "Owner" means a person who owns, possesses or harbours an Animal, and where the Owner is a minor, the person responsible for the custody of the minor shall be deemed to be the Owner.
- (k) "Peace Officer" includes a Police Officer in the Town or anyone acting under his or her direct authority.
- (l) "Purebred" means registered or eligible for registration with an association incorporated under the *Animal Pedigree Act*, R.S.C. 1985, c.8 (4th Supp.).
- (m) "Service Animal" means any guide Dog, signal Dog or other animal individually trained to do work or perform tasks for the benefit of an individual with a disability.
- (n) "Town" means the Corporation of the Town of St. Marys.
- (o) "Working" means performing a task or tasks to assist human companions, including hunting, herding, tracking, detecting and police work.

Licensing and Registration

- 2. No person shall own, possess, harbor or keep any Dog within the Town unless a tag or license has been issued for the Dog by the Town in accordance with the provisions of this By-law.
- 3. No person shall own, possess, harbor or keep any Cat within the Town unless a tag or license has been issued for the Cat by the Town in accordance with the provisions of this By-law.
- 4. Dog tags, Cat tags, and kennel licenses may be obtained from the office of the Town Clerk.
- 5. Every owner of a Dog shall annually, and not later than February 28 in each year, and within ten (10) days of becoming an owner of a Dog, cause the Dog to be tagged or licensed with the municipality.
- 6. Every owner of a Cat shall, within ten (10) days of becoming an owner of the Cat, cause the Cat to be tagged or licensed with the municipality, such license shall be for the lifetime of the Cat.
- 7. With the exception of Owners of Dogs in a Kennel:
 - (a) The Owner shall, at the time of registration, pay to the Town the required license fee pursuant to Schedule "A" of this By-law.
 - (b) The Owner shall at all times keep the tag securely affixed on the animal for which it was issued.
 - (c) Every license or tag issued shall bear the serial number and the year in which it was issued and a record shall be kept by the Town setting out the name and address of the owner and the serial number of the license or tag.
 - (d) No Owner shall assign or transfer the license which has been issued for a Dog or Cat to any other Owner or Dog or Cat.

8. All persons owning or operating a Kennel or owning Dogs in a Kennel:
- (a) Shall pay an annual registration fee in accordance with Schedule "A" of this By-law;
 - (b) Shall provide the following information in an application for a Kennel license;
 - (i) The name and address of the Kennel owner and the Kennel operator;
 - (ii) The location of the Kennel;
 - (iii) Proof that the land on which the Kennel is located is properly zoned as per the Town of St. Marys Zoning By-law to permit the use as a Kennel.

Control and Enforcement

- 9. No Owner shall cause, permit or allow any Animal that the person owns, harbours or controls to be At Large in the Town.
- 10. A Dog actively engaged in Working and under the direct control of the Owner shall not be deemed to be at large.
- 11. No Owner shall fail to keep an Animal under control at all times.
- 12. Owners shall ensure that Dogs secured by tie-out, chain or tether shall not extend beyond any property line at the length of the tie-out, chain, or tether.
- 13. No Owner shall permit a Dog to be on public property within the Town unless the Dog is on a leash securely holding the Dog from wandering freely.
- 14. Any Animal At Large may be seized and impounded by an Animal Control Officer.
- 15. The Animal Control Officer may enter on any public property, or private property with the consent of the owner or occupant, for the purpose of capturing an Animal At Large.
- 16. Where an Animal has been seized and impounded by an Animal Control Officer, the Owner has five (5) days from the time of impoundment to redeem the Animal, by paying to the Town the fees as set out in the Schedule "A" of this by-law plus all boarding fees. The period of five days shall be reckoned exclusive of the day on which the Dog is seized, Saturdays, Sundays, and statutory holidays.
- 17. Where a Dog has been seized and impounded by an Animal Control Officer or Peace Officer and the Owner has not claimed the Dog within five (5) days of seizure, the Animal Control Officer or Peace Officer may order the Dog to be terminated in a humane manner and/or dispose of the Dog as the Animal Control Officer sees fit and the Owner shall be liable for the payment of the pound fee, the boarding fee and any euthanasia and disposal fees as applicable, and shall pay all fees on demand to the Town.
- 18. No Animal shall be returned to the Owner unless it has been licensed and registered in accordance with this By-law.
- 19. An Animal Control Officer or Peace Officer may seize any Animal that is being neglected, sick or has suffered serious injury, or represents a threat to the safety of persons or animals and may order its termination without delay and without the Owner's permission by reason of the said Animal being suspected rabid,

or unduly suffering, or for reasons of safety to persons or animals. No damage or compensation shall be recovered on account of its termination, or other disposition.

20. When an Animal is At Large in Town and the Animal cannot be seized or a danger exists to attempt seizure and the presence of the Animal or the location in which it is found causes a danger or a nuisance, an Animal Control Officer or a Peace Officer may terminate the Animal or instruct another person to do so as safely and humanely as possible.
21. Any Owner of a Dog, which is allowed to defecate on any public or private property within the municipality, other than the property of the Owner of the Dog, shall remove such excrement forthwith, and sanitarily dispose of such excrement.

Dog Owners' Liability Act

22. It is the declared intention of Council that the *Dog Owners' Liability Act*, R.S.O. 1990, c. D.16, as amended, shall be enforced under the Provincial jurisdiction, and further that the Animal Control Officers are recognized as Peace Officers under the authority of the *Dog Owners' Liability Act* to ensure the expedient and efficient application of this Act.

Dangerous Dogs

23. The Animal Control Officer may at his/her individual discretion, deem a Dog to be a Dangerous Dog as defined by this by-law.
24. Where the Animal Control Officer designates a Dog as a Dangerous Dog, the Animal Control Officer shall serve notice upon the Owner of such Dog requiring the Owner, upon receipt of such notice, to comply with the requirements as stated in the notice, which may include the following:
 - (a) To keep such Dog confined within the Owner's dwelling, or located wholly within a fenced and properly secured area, and any gate in such fenced area shall be locked at all times when the Dog is in the fenced area or if the Dog continues to leave the fenced area, the Dog is to be restrained by a means of a chain/leash in addition to the fenced area;
 - (b) When not confined as according to subsection 24(a), to securely attach a muzzle to and leash such Dog at all times and to be under the care and control of a person 16 years of age or older;
 - (c) To post a sign in a conspicuous place on his/her property stating that there is a Dangerous Dog on the premises.
25. The notice served under section 24 of this By-law shall include:
 - (a) A statement that the Animal Control Officer has deemed the Dog to be a Dangerous Dog;
 - (b) The requirements with which the Owner must comply;
 - (c) A statement that the Owner may request a hearing before Town Council to determine whether or not to exempt the Owner in whole or in part from a requirement stated in the notice.
26. Where the Owner of a Dog who receives a notice under section 24 of this By-law requests a hearing, Council shall hold a hearing within fifteen (15) working days of the Town Clerk's receipt of the request for such a hearing.

27. At a hearing called pursuant to section 26 of this By-law, Council may:
 - (a) Rescind the Animal Control Officer's deeming of the Dog as a Dangerous Dog;
 - (b) Confirm or rescind any requirement stated in the notice given by the Animal Control Officer; and/or
 - (c) Exempt the Owner in whole or in part from any muzzling of the Dog.
28. A request by the Owner of a Dog for a hearing pursuant to section 26 of this By-law does not act as a stay of any requirement stated in the notice served by the Animal Control Officer.
29. Any notice or request for hearing in respect of a Dangerous Dog shall be in writing and be served by hand delivery or prepaid registered mail, and when served by prepaid registered mail, service shall be deemed to be made on the fifth (5th) working day after the date of mailing.
30. An Owner of a Dangerous Dog shall advise the Town if the Owner transfers ownership of such Dangerous Dog to another person or changes the address at which such Dangerous Dog is kept, and shall furnish the Town with particulars of the new ownership and address, as applicable.

Keeping of Dogs

31. With the exception of:
 - (a) a veterinary clinic, office or veterinary service lawfully operated and supervised by a veterinarian licensed to practice in Ontario;
 - (b) a kennel licensed by the Town;
 - (c) pet shops if in accordance with the Town's Zoning By-law,no person shall keep more than four (4) Dogs in any one dwelling unit or on any premises.

Animals Prohibited

32. The following Animals are prohibited in the Town:
 - a) a venomous or poisonous Animal, which is being held in captivity;
 - b) a lizard, which will grow to more than 65 centimetres in length from snout to vent;
 - c) a snake, which will grow to more than 2 metres in length; and
 - d) any Animal deemed restricted by Council.

Penalties

33. Every person who contravenes any of the provisions of this By-law shall be guilty of an offence and upon conviction shall be liable to such penalties as provided in the *Provincial Offences Act*.
34. Every day a contravention continues may be deemed to be a separate offence.
35. Notwithstanding section 33 of this By-law, an Animal Control Officer may, in lieu of the laying of an information in respect of a Dog being At Large, issue a violation notice to the

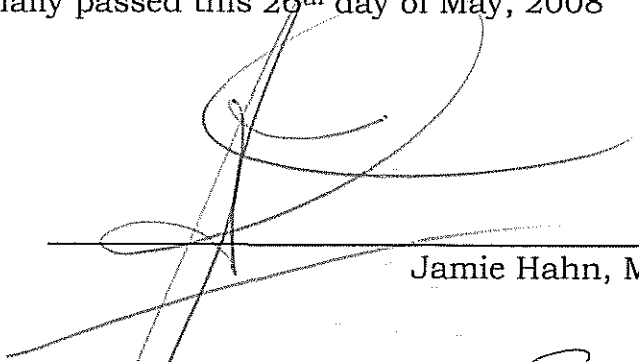
accused specifying that the person may make a voluntary payment of a reduced penalty, set out as a Straying Fee in Schedule "A" to this By-law, out of Court within (7) days of the date that the violation notice was issued. Once a person has paid the reduced penalty, no further proceeding shall be taken against that person in respect of the offence alleged in the violation notice.

Severability

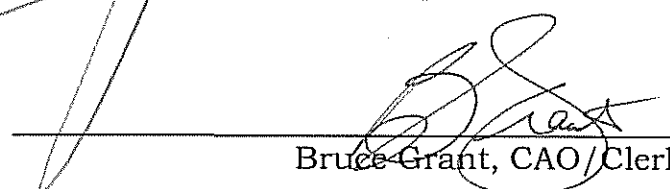
36. Each and every of the foregoing provisions of this By-law is severable and that, if any provision of this By-law should for any reason be declared invalid by any Court, it is the intention and desire that each and every other of the remaining provisions hereof shall remain in full force and effect.

Upon coming into force this by-law shall repeal By-law 11 of 1995, By-law 37 of 1995 and By-law 13 of 1998.

Read a first & second time this 26th day of May, 2008
Read a third time and finally passed this 26th day of May, 2008



Jamie Hahn, Mayor



Bruce Grant, CAO/Clerk

SCHEDULE "A"

ANNUAL DOG LICENSE AND STRAYING FEES

Cat License	\$10.00 (one time fee)
First Dog per household	\$15.00 per year
Second Dog per household	\$20.00 per year
Third Dog per household	\$25.00 per year
Fourth Dog per household	\$30.00 per year
Kennel License	\$300.00 per year
Straying Fee	\$50.00 per occurrence
Service Animal	Nil