

# MUSÉE BYTOWN MUSEUM

## ANNUAL REPORT 2018 | RAPPORT ANNUEL 2018



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April 30, 2019 | le 30 avril 2019





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## The BYTOWN MUSEUM Board of Directors 2018 -2019

**Sue Pitchforth**  
**Chelsea Tao**  
**Marion Sandilands**  
**Allison Smith**  
**Marion Sandilands**  
**Nhanci Wright**  
**Jean-Luc Pilon**  
**Danielle Boily**  
**Margaret Caron**  
**Audrey Vermette**  
**Martin Lavoie**

## The BYTOWN MUSEUM Board of Directors 2019 -2020

**Sue Pitchforth**  
**Chelsea Tao**  
**Megan D. Wallace**  
**Allison Smith**  
**Marion Sandilands**  
**Nhanci Wright**  
**Jean-Luc Pilon**  
**Danielle Boily**  
**Laila Djiba**

## BYTOWN MUSEUM Permanent Staff

<b>Robin Etherington</b>	<b>Executive Director (2012-2019)</b>
<b>Rebecca Webb</b>	<b>Revenue and Operations Manager (2019)</b>
<b>Grant Vogl</b>	<b>Collections and Exhibitions Manager (2011-2019)</b>
<b>Jessica Ozorak</b>	<b>Program Manager (2018 - 2019)</b>
<b>Claire Tauvette</b>	<b>Marketing &amp; Communications Coordinator P/T (2018-2019)</b>
<b>Erin Bernauer</b>	<b>Collections Database Officer—Contract (2015-2018)</b>
<b>Sandy Trueman</b>	<b>Former Revenue and Operations Manager (2012-January 2019)</b>
<b>Keirsten Smith</b>	<b>Youth Council Coordinator Intern (September 2018-March 2019)</b>



## President's Report

2018 was a busy and productive year for the Board of Directors. The **BYTOWN MUSEUM** has a new Board and all of the Board Members are active serving on various Committees and learning all of the responsibilities of serving on the dynamic Board of Ottawa's oldest community museum.

The Board proactively set- up a number of committees and reviewed the roles and responsibilities of the committees. The amazing highlights of the work of the committees throughout 2018 and into 2019 are:

### Governance and Strategic Planning:

- Reviewing and updating the Governance Policy and all Board positions' job descriptions.
- Started the review of the 2015-2020 Strategic Plan (*Strengthening Connections*) with an eye of what has been accomplished and what needs to be completed. Approximately 90% of the goals and tasks articulated in the Strategic Plan have been achieved. The Board is working with consultants to develop a realistic Fundraising Plan to address the fundraising goal and update the Strategic Plan for 2020-2023.

**Fundraising Committee:** Created a do-able 2019 Fundraising Plan for the Board and Management to work from, while the long term fundraising plan is being developed in 2019. There are a number of fundraising activities occurring in 2019. The highlight ones are the annual "Fireworks" in August. Please buy a ticket and enjoy fireworks on the beautiful Rideau Canal by our Museum; and the *Charity Makeover Project*. We will be working towards updating the Museum's kitchen and two bathrooms and looking to bring on various partners to assist with the charity makeover. To date, the confirmed sponsors/partners are: Randall's Oakwood and the Rotary Club of Ottawa. We are looking for sponsors and volunteers. We invite you to join us! Have Fun, Meet people and Help your community museum to renovate its 35 year old kitchen. Timeframe for the makeover is November and December 2019.

**Acquisition Committee:** worked with Grant Vogl on new acquisitions to the collection. These acquisitions will contribute to the community's understanding of its remarkable history (exhibitions, research and social media messaging).

**HR/Policy Committee** Advocacy Committee worked hard, along with Management, to review and update various policies. This policy work will continue into 2019. The Museum has a comprehensive policy manual. It is best practice to review policies on a regular basis.

**Finance Committee** proactively and actively reviewed the RBC and Scotiabank Accounts.



**The Board Treasurer developed an updated Financial Investment Policy and is developing a separate Financial Management Policy.**

**The Board is in the process of dissolving the Foundation and is waiting for the final dissolution documents. The funds transferred to the Foundation for management have been returned to the Museum for the Board's direct oversight.**

**Advocacy - It was decided that the entire Board and Management will reach out to the community to advocate and represent the Bytown Museum. Highlights of outreach in 2018 entail meeting with:**

- MP Catherine McKenna
- MPP Joel Harden
- Rotary Club of Ottawa
- Representing the Museum at various Networking events

**The Board President and Management met with Parks Canada with regard to the renewal of the “License of Occupation.” The Museum now has a signed 2019-2024 Licence of Occupation. As part of the process there was a fulsome discussion about the interior of the building and repair and renovation work that needs to be done on the building and on the Rideau Canal Site.**

**I want to take this opportunity to thank the entire Board of Directors for their dedication to the Museum and their hard work throughout the year. In particular, thank you to Audrey Vermette who served on the Board for two years in various capacities and helped us as the new Board learned the ropes. Also I want to thank Martin Lavoie who served in 2018.**

**We look forward to welcoming you to your Community Museum during its 102<sup>nd</sup> year of serving the community of Ottawa!**

**Respectfully submitted by Susane Pitchforth, President of the Board of Directors**



## Executive Director's Activity Report

The **MUSÉE BYTOWN MUSEUM** recognizes that the Museum is on the Traditional Lands of the Algonquian Peoples, and expresses its appreciation to the Anishinaabe Peoples.

Kichi Odenaw Odàwàng kì ombàkonigàde ega wìkàd kà mìgiwàniwang Màmiwininì Anishinàbe-waking.  Kichi Odenaw Odàwàng onisidotànàwà ashidj ogàtinànàwà akì kaye ogikàdjìyàwàn Màmiwininì Anishinàben, inen odàniwe mishòmisiwàbanen kaye ogòkomisiwàbanen weshkàd kà dedjig ondaje tanakìwinining kàgige kì nàgwak kaye nàgadjichigàdeg nànàj ako nongom iyo abinàs.	<p>The City of Ottawa is built on unceded Algonquin Anishinabe territory.</p> <p>The peoples of the Algonquin Anishinabe Nation have lived on this territory for millennia. Their culture and presence have nurtured and continue to nurture this place.</p> <p>The City of Ottawa honours the peoples and the land of the Algonquin Anishinabe Nation.</p>	<p>La Ville d'Ottawa se trouve sur un territoire non cédé de la Nation Algonquine Anishinabe.</p> <p>Les peuples de la Nation Algonquine Anishinabe ont habité ce territoire durant des millénaires. Leur culture et leur présence n'ont jamais cessé de nourrir ces terres.</p> <p>La Ville d'Ottawa honore les peuples et la terre de la Nation Algonquine Anishinabe.</p>
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In July of 2018, Robin Etherington visited with the Elders of Kitigan Zibi and in November the Elders visited and toured the **BYTOWN MUSEUM**. It is a true honour to have the Elders visit our community museum and we look forward to further partnerships and joint initiatives with the People of Kitigan Zibi. In 2019, the Museum also plans to work with the Elders of Pikwakanagan First Nation (Golden Lake).

2018 was a notable year! We had 90,000 visitors, reflecting the continual attraction the Museum has for local people and visitors to Ottawa. Self-earned revenue generation increased over seven years, and once again the Museum had a balanced budget. The comprehensive policy manual is constantly updated. For example in 2018 the Museum updated its Governance Policy and Board Job Descriptions, as well as its Financial Investment Policy. The Museum staff put in place many of the goals and actions articulated in Its Strategic Plan – *'Strengthening Connections 2015-2020'* continually updating the new website, enhanced social media communication and marketing, maintenance on the audio tour guide system, strong youth programs, and increased number of collection records and images uploaded to the online database for public access. New, energetic partnerships and durable stakeholder agreements are in place as your community museum engaged in special programs and extraordinary projects. We partnered with the City of Ottawa, Parks Canada, Department of Canadian Heritage, National Museum of History, Downtown Rideau and Byward Market BIAs, Embassies and local businesses and colleague organizations and partners to ensure successful promotion of the Museum and its special initiatives, such as the 2018 Casino du Lac Leamy Fireworks as a fundraiser!

The Museum is grateful for the City of Ottawa's annual operating grant and partnership



for digital collection management and joint exhibitions. The City's grant allows the **MUSÉE BYTOWN MUSEUM** to assertively work for our Community by way of excellent exhibitions, collection management, advanced school and youth programs and fun special events, as well as Gift Shop services and Facility Rentals.

The Museum works hard to successfully apply for the annual Province of Ontario "Community Museum Operational Grant." In order to receive the CMOG grant, the Museum has to be in compliance with the provincial museum standards. The requirements entail policy development, a current and vibrant Strategic Plan, best business practice in financial management and governance, as well as collection management, programming and exhibitions.

As always, a special thank you to the Historical Society of Ottawa (HSO) who managed the Museum for many years and continues to promote its activities. In March 2019, Mr. Grant Vogl was guest speaker at the monthly HSO meeting.

The Museum sincerely thanks Parks Canada, who is responsible for the maintenance of the Commissariat Building and the Rideau Canal site. The Museum has a renewed 2019-2024 Licence of Occupation. It also has an annual Operational Agreement with Parks Canada, which affords expansion of our usable patio area, outdoor operations and greater joint activities on site such as 'Lock Talks' and special events-May long weekend and the opening of the Rideau Canal, Doors Open Ottawa in June, Canada Day and the Casino du Lac-Leamy Sound of Light 2018 (Les grands feux du Casino du Lac-Leamy) in August.

The Board and Management, staff and volunteers are privileged to work for the oldest community museum in Ottawa. The Women's Canadian Historical Society of Ottawa started the collection in 1898 and founded the Museum in 1917. Since 1951, it has occupied the Commissariat Building on the National Heritage site of the Rideau Canal. In 2018 the Museum turned 101. Quite an accomplishment for a community level museum.

Museum staff realized outstanding exhibitions, crowd pleasing programs, new and renewed partnerships, fantastic volunteer recruitment, revolutionized marketing strategy and tactics, such as enhanced social media presence and a constantly updated new website, several successful grant applications, updates of its model policy and procedures to be compliant with national/provincial museum standards and Federal Corporations Act requirements, strong financial management procedures and best business practices, strengthened revenue generation, a systematic migration of over 4,000 collection records and 2,000 photographs to a contemporary online collection management system for public access, the continued realization of the youth led Youth Council, and another phenomenal annual visitation.

**MUSÉE BYTOWN MUSEUM** continuously manages to be on the cutting edge of 21<sup>st</sup> century technology and museology. Canada and the world at large are dramatically changing and all museums, organizations and government services need to change their service delivery to their stakeholders, partners, users and visitors. The current trends challenging museums, galleries, government services and businesses entail the 'Truth and Reconciliation' Report's recommendations, ever changing technology, demographic shifts - youth, aging population,



diverse population and recent immigration. For the **BYTOWN MUSEUM**, this necessitates digitizing the collection and making it accessible via the Internet, updating the website for accessibility on mobile devices, proactively using social media for marketing, and incorporating virtual tours and video monitors throughout galleries and public areas that show ongoing programming opportunities. Digitizing the collection records and images contributes to social media messaging, marketing materials, local and global research efforts, and adds to the presence of the Museum nationally and internationally. We receive information and loan requests from everywhere. The Community Gallery is open for all diverse communities and cultural organizations in Ottawa to mount their own displays and tell their own stories.

Of tremendous importance is the successful launch of a virtual tour of the Museum in September. It was developed in partnership with “Point 3D.” It is displayed on a monitor on the second floor to facilitate people’s viewing of the displays on the third floor. And it is also displayed on the Museum’s website: <https://bytownmuseum.com/virtual-tour/>

### Temporary Exhibitions

Mr. Grant Vogl, Collections and Exhibitions Manager, curated excellent exhibitions.

*'The BYTOWN MUSEUM: a Century of Community'*  
February 3, 2017-February 25, 2018 – the Museum’s celebratory exhibition for its 100<sup>th</sup> Anniversary.

It featured 100 unique and beautiful works from our primary artefact collection, and told the story of Ottawa, its people and its evolution from lumber town to the capital of Canada. It was so popular that we extended it through Winterlude 2018 and Heritage Week.



**Through the Eyes of Community  
150 Years of Ottawa's History**  
April 13 – Dec. 23, 2018

**À travers les yeux de la communauté  
150 années d'histoire d'Ottawa**  
le 13 avril – le 23 décembre 2018

The Museum partnered with the City of Ottawa to host its superb travelling exhibition. The City developed this exhibition as part of its 150<sup>th</sup> Anniversary activities in 2017. It explored Ottawa’s rich history from 1867 to 2017 looking through the eyes of the community and showcasing historical events and people that shaped Ottawa.



‘Through the Eyes of the Community’ Opening





The Temporary Gallery exhibitions are planned in advance to ensure resource allocation and accompanying programming and promotion.

**2019:**

Museum partnered with Parks Canada for a travelling exhibition: Parks Canada's '*The Métis: Beyond Fiddles and Sashes.*' January 23 to April 28, 2019.

*'The Gallant Thousand: Ottawa and the South African War'* is a poignant exhibition presented by the BYTOWN MUSEUM to mark the 120<sup>th</sup> anniversary since the beginning of the South African (Boer) War in 1899. The Bytown Gunners Museum is contributing research on the collection. The Gunners were located in the Commissariat Building from 1855 to the end of the 1870s and they served in the Boer War. May 17, 2019 to Feb. 17, 2020.

**2020:**

*History on Canvas: Paintings from the Bytown Museum Collection* will showcase some of the unique and eclectic works of art held in the Bytown Museum's collections. The focus of this exhibition will be: local sites, people, and artists. The impetus for this exhibition is the ongoing digitization of the Museum's artefact collection, specifically the paintings collection.

**2021:**

*'What's in a Name? The History of Ottawa Streets'* will explore the history of Ottawa through street names. Who were they named for and why? Have they changed?

### Community Gallery

The Community Gallery program affords community groups, embassies, cultural organizations and local artists the opportunity to tell their stories. The Community Gallery – a uniquely Ottawa space located in the former cooper's workshop, is an excellent venue to showcase the stories and perspectives of the diverse peoples who call Ottawa home. We welcome all interested individuals, community and cultural groups, embassies and Ottawa artists and photographers to apply for the program:

(<http://bytownmuseum.com/exhibitions/community-gallery/>)

**2018:**

March 9 to June 3, 2018: The "*Faces and Stories of a Welcoming Ottawa*" photo exhibition from the Ottawa Local Immigration Partnership.

June 8 to October 1, 2018: "*Face to Face: Portraits from the Ottawa Jewish Archives.*"

October to December 2018: Croatia Community and Embassy display: the 25<sup>th</sup> Anniversary of *diplomatic relations between Canada and Croatia.*

February 2 – May 12, 2019: *Camp Woolsey: Memories of Ottawa Girl Guide Camp*

May 17 - September 2, 2019: Austria Embassy exhibition –  
"*Eugen Kedl: A Tribute to Northern Canada*"



## Permanent Exhibitions

In 2018, updates occurred within the Permanent Galleries. They included:

The Burning of Parliament exhibition on the third floor, specifically a new frame for the Union Jack flag; updated the small First Nations display on the second floor and engaged the First Nations (Algonquin/Anishinaabe), including a label in three languages acknowledging the First Nations; updated the Sappers and Miners display and Victorian Cabinets.

## Social Media and Website

The Museum uses social media effectively to share photographs and programming information on Facebook, Twitter and Instagram. The Museum had a successful fundraising campaign via social media in 2018.

In 2018, the **BYTOWN MUSEUM** had a total of 12,345 followers with an increase of 1,753 from 2017 across all three of our media platforms: Facebook, Twitter and Instagram. At the end of 2018 the **BYTOWN MUSEUM** now has 6,175 Facebook followers with an increase of 884 from 2017, 3,704 Twitter followers with an increase of 318 from 2017, and 2,466 Instagram followers with an increase of 551 from 2017.

**Website Statistics:** In the second half of 2018, the **BYTOWN MUSEUM** started using Google Analytics to help monitor statistics on our website and to pick up more detailed data, such as areas of interest, preferred language and location.

At the end of 2018, we have had 63,346 unique views, which has increased by 9,346 page view from 2017. We average 5,779 page views per month with 90.49% being new visitors and 9.51% returning visitors. An average user will visit 2.16 pages and spend ca. 1.17 minutes on our website. The peak times for website visits are daily between 9 am and 4 pm and Tuesday evenings until 8 pm and an average of eight people per hour during peak times.

## Get Social with us!

[www.bytownmuseum.ca](http://www.bytownmuseum.ca) | [www.museebytown.ca](http://www.museebytown.ca)

 [facebook.com/bytown](https://facebook.com/bytown)  [@BytownMuseum](https://twitter.com/BytownMuseum)  [@bytownmuseum](https://instagram.com/bytownmuseum) #613History

## Museum Collection

Collection management and research during 2018 are critical to all exhibition, programming and marketing planning. The artefacts are woven into the exhibitions and the images are essential for exciting programs and animated marketing of the Museum. The task entails maintaining the storage of over 10,000 artifacts and upgrading their records. In 2018 staff updated records and photographed artefacts in order to upload them on to the online database. Thanks to the assistance of Ms. Erin Bernauer, 4,235 records are digitized and uploaded on to MINISIS for public access; 2,000 have associated images. 409 additional



artefacts were photographed and digitized in 2018. The public accesses the Museum's records for research and enjoyment purposes. The MINISIS 'M3 online database' is a joint initiative with the City of Ottawa Archives and Museums and the other community museums in Ottawa. It augments the Museum's relevancy in the 21<sup>st</sup> century and for our technology savvy youth and future oriented community. The ultimate goal is to photograph the entire collection and digitize all of the records in order to make them available to our community of Ottawa and people around the world.

This all important work is dependent on grants and donations. Please donate to the [BYTOWN MUSEUM](#) and recommend local companies to sponsor the Museum's initiative to be a leading 21<sup>st</sup> century museum.

The Museum painstakingly works to ensure that the conservation of the collection occurs on a regular basis. Most of the collection is housed at the Diefenbunker Canada's Cold War Museum. The storage area and the museum galleries are constantly monitored.

Throughout 2018 the Museum did a great deal of conservation work on the collection. Such work is exemplified by the following:

- Conservation framing of numerous primary prints and photographs for display with Patrick Gordon
- Documentation, research, cleaning and re-housing of 24 paper artefacts and prints with Algonquin College
- Documentation, research, cleaning and repairs to seven oil-on-canvas portraits by Legris Conservation
- Documentation, research, cleaning, and repairs on panoramic lithograph of Ottawa by Ubbink Conservation Inc.
- Successful re-application to CCI for treatment of "Fitzgibbon Travel Trunk" (in 2019)

The 'collection mandate,' is from the beginning of Bytown/Ottawa to present day. In 2018, the Museum acquired a number of important and interesting artefacts for its primary collection. These items included:

- Ottawa Normal School; photograph; 2018.001.01.01
- Clemow Sisters; portrait photographs; 2018.002.01.01 & .02
- John By Plaque; commemorative plaque; 2018.003.01.01
- Nicholas Sparks House Plaque; commemorative plaque; 2018.003.01.02
- Manchester Brothers; portrait photograph; 2018.004.01.01
- Nursing Sisters at Ottawa Protestant Children's Hospital; photograph; 2018.005.01.01

While the [BYTOWN MUSEUM](#) does not actively seek new acquisitions, nor does it have an acquisitions budget, we consider any and all offers of donation equally. All offers are examined and accepted or rejected based on the recommendations of the Collections and Exhibitions Manager and guided by the Collections Management Policy. Final approval is granted by the Acquisitions Committee of the Board of Directors as recommended by the Collections and Exhibitions Manager and the Executive Director.



The Museum is reviewing a City sponsored ‘needs assessment’ study of storage requirements for all collections in Ottawa. The need for a City sponsored storage facility was identified. If this is not feasible then the Museum will need to consider commercial storage facility to better house the precious collection that represents the history of Ottawa.

Museum staff fields numerous research and image requests about an artifact or an historical event or figure of Ottawa. 689 requests for information were addressed. Grant also provided historical information and graphic inspiration for Birling Skateboard Shop/Beyond the Pale Brewery’s “Bytown Croppie” product line and Kichesippi Beer Company’s new “Stony Monday IPA” craft beer.”

Of great distinction is the work the Museum is doing by way of loans. In 2018 the Museum did the following loans:

The Canadian Museum of History (CMH-Ottawa) – “Hockey in Canada: More Than Just a Game” (Bytown and New Edinburgh Shintie Medal). It was returned in March 2019.

The Canadian Museum of Immigration at Pier 21 (Halifax) – “Permanent Exhibition:” An extension of a current loan of a tow chain and shackle used during the construction of the Rideau Canal

The D’Arcy McGee Heritage Centre (Carlingford, Ireland): a replica of McGee’s Death Hand and other items and photographs.

The CMH requested that the Museum provide it with a long-term loan of important artefacts for its new ‘Canada Hall’ to open in 2017. This loan ensures that over a million local and international visitors see the **BYTOWN MUSEUM**’s name and artefacts.

The Museum loaned four artefacts to the Ottawa Art Gallery for its inaugural exhibition in the new OAG that opened in 2018.

### Programming and Events

Jessica Ozorak, our new Program Manager Programming oversaw all of the summer programming such as *Let Us Entertain You*, school tours, *CLICK!* Youth Program and the *Youth Council* throughout 2018 and the Fall-Winter programs, such as Thanksgiving and Christmas Family events. She also helped supervise the summer students and the P/T staff.

2018 was hugely busy. The events were popular regulars-Winterlude, Doors Open Ottawa, Canada Day, Col. By Day and Thursday evening entertainment; as well as school tours.



Museum hosted with colleague organizations/businesses for extraordinary events: Winterlude, Colours of the Fall, Summer Programs, Lac du Leamy Sound of Light Fireworks



#### 2018 Programs and Special Events:

- Winterlude 2018 (partnering with Canadian Heritage & Downtown Rideau BIA (February);
- EASTER EGG-STRAVAGANZA (April)
- May Long Weekend and opening of the Summer Season
- Doors Open Ottawa (June);
- Canada Day on July 1;
- Let Us Entertain You Thursdays (July and August)
- Col By Day weekend (August and in partnership with Parks Canada)
- Casino du Lac Leamy Sound and Light Show (August and in partnership with Parks Canada and Casino du Lac Leamy)
- Cultural Days (September)
- Colours of the Fall: Leaf Colouring Competition
- Haunted Walks Halloween Season (October)
- Christmas Craft-ernoon (November –December)

The Museum continually updates its school and youth programming. The school programs/tours are offered in both official languages and are curriculum based. The Museum is attracting students from both Ottawa and Gatineau. A new and popular program is “*Confederation: Have Your Say*” that allows students to learn about how Canada came about and to debate Confederation. Our tours are: LockTalks, History Explorers, Builders of the City, Discover Ottawa’s History, Ottawa’s Best Kept Secrets, Architecture Tour. <https://bytownmuseum.com/get-engaged/group-visits-and-tours/>

The Museum partners with the Department of Canadian Heritage to deliver its youth program “CLICK!” This unique program affords grades 7-10 students from across Canada to explore their country’s capital and its role in Canadian history.

The Museum’s exceptional Youth Council continues to do great initiatives. In 2018 they wrote blogs on important historical people and places of Ottawa and are working on a mural of Ottawa history, based on the Rideau Canal – it looks spectacular. YoCo also successfully applied for a Canadian Heritage grant to develop a Canadian Film Night event in 2018. Kiersten Smith was our Youth Council Coordinator Intern in 2017 - 2018.



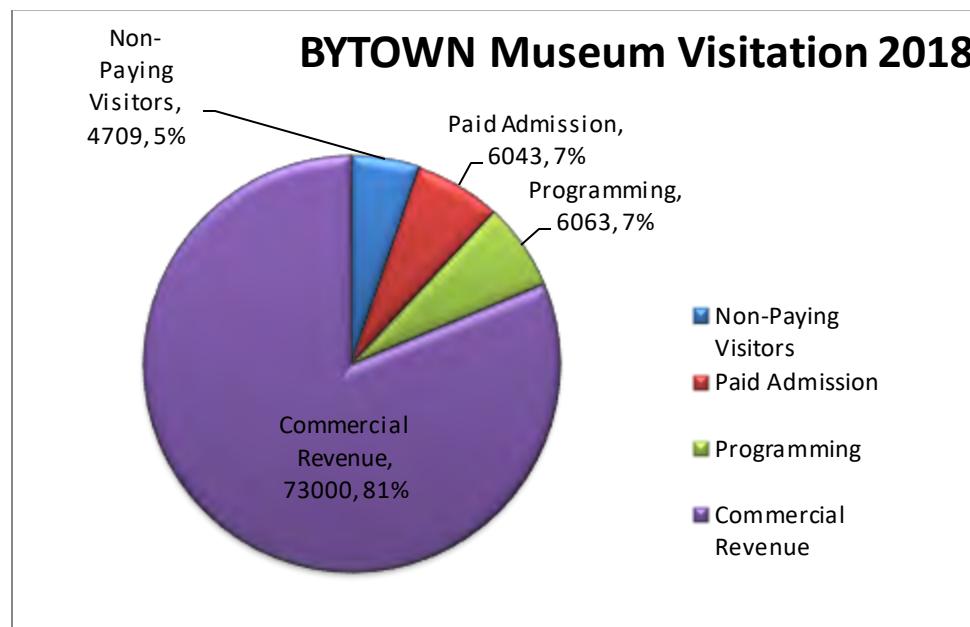
Youth Council Mural of Rideau Canal

#### Visibility and Visitation

2018 again saw over 90,000 people visiting our Museum. Still down a bit from the 2016 record visitation of 100,500 people. However the slight reduction is due to a number of factors: the rain, constant construction, especially at the National Arts Centre blocking access to the site and security measures-the RCMP double fencing the site and closing Wellington Street stairway during Canada Day weekend -blocking access to the Museum during our traditionally busiest weekend and week. However, the Museum continues to enhance its visitation and visitor experience: 2017- 90,000 visitors; 2016 - 100,500 visitors; 2015 - 84,000 people; 2014 - 63,000; 2013 - 58,000; 2012 - 51,000 and 2011 - 42,000 visitors. In addition, we have 1000s of people on site who viewed our programming outside and enjoyed our sit down area with lemonade, coffee and ice cream. These people are not counted in our official statistics, although they enjoy Museum services.

Deliberate and robust uses of social media and enhanced marketing and proactive work with partners have definitely made your community museum visible and relevant locally and globally. Staff works hard to partner via the Museum’s programs and operations to further broaden the reach of the Museum. The Museum has a phenomenal reputation throughout the community and among our colleague museums/galleries (local and national) for its consistently great social media messaging and community engagement. The “friends’/hits’ on our social media vehicles (Twitter/Facebook/Instagram) are excellent.

Staff members are constantly interviewed for newspaper articles and TV and radio programs, and write articles and/or are quoted in publications. They also give talks and lectures: community colleges, Ottawa library, Historical Society of Ottawa, local Clubs and Conferences.



## Promotions

In 2018 and 2019, Ms. Claire Tavette, our new Marketing and Communications Coordinator (P/T), continues to create outstanding social media coverage and updates the new website. Claire also creates the e-newsletters, flyers and brochures. In 2019 she is doing ‘Google ads’ to enhance the Museum’s marketing of its services - Gift Shop, outdoor operations, tours and exhibitions, and its summer programming -‘Let Us Entertain You’ and the annual “Fireworks” in August – a fundraiser. Claire is also developing a “Go Fund Me” webpage/campaign for the “Charity Make-Over” project to renovate the Museum’s kitchen and washrooms: <https://www.youtube.com/watch?v=IfAdOq97uV8>

Media and social media publicity for the popular temporary and community gallery exhibitions, programming and special events was widespread in 2018. Tourisme Outaouais, Downtown Rideau BIA and Ottawa Board of Trade, Ottawa Tourism ‘FAM’ tours to the Museum, Ottawa Museums Network and Capital Heritage Connexion|La Connexion patrimoine de la capitale’s marketing of local museums, Ottawa’s newspapers, TV and radio outlets, Tourism representations, publications, social media, the website, Trip Advisor and visitors’ personal ‘blogs,’ put your community museum on everyone’s radar screen. The Museum won TripExpert’s 2018 Experts’ Choice Award; and was shortlisted for Ottawa Tourism’s 2018 Award for its social media/online fundraising campaign in 2019 it is shortlisted for Family & Visitor Attraction Awards with LUX Life. In 2017 and 2018, it was shortlisted for Ontario Attractions Award in the Top Small Museums category. In 2019 it will be awarded a 2019 Experts’ Choice Award.



## Membership

The **BYTOWN MUSEUM** held ‘member events’ in 2018, such as the Lumberjack Breakfast. The Breakfast in late November is our way to thank members, volunteers and stakeholders. The Museum also sends an e-newsletter (E-Blast) to inform all Museum Members of the activities and events of their community museum.

In 2018, the Museum had 34 Museum Members: Lifetime, Renewed and New.

Please become a Member of YOUR LEGACY Community Museum that has served the community for 102 years as of 2019. Invite your family, friends and colleagues to become a Museum Member in 2019. **BYTOWN MUSEUM Membership** is a great gift for everyone.

And as part of your annual membership application, please donate so we can continue to serve our exceptional community of Ottawa. Again the priority projects needing donations are: Digitizing the Collection for public access and the Youth Council – engaging young people in Ottawa history and heritage, as well as learning life skills for their future careers.

## Volunteers

The Museum is lucky to have extraordinary volunteers who help with everything e.g., special events, cataloguing the period costumes, researching policies and helping with office tasks. We have about 45 regular volunteers, who completed close to 2,000 hours of volunteer work (regular, Youth Council and Board volunteers). We are always looking for new volunteers. Please become a volunteer.

## Board of Directors and Governance

The **BYTOWN MUSEUM** is a federally registered charity, not-for-profit organization. It met the new federal Corporation Act’s compliance requirements in 2014, by completing the articles of continuance and updated By-Laws. The volunteer Board of Directors is a governance board with responsibility for the museum’s finances, policies, fundraising efforts, advocacy and strategic planning. The Board meets on a regular basis and for special events, such as the Lumberjack Breakfast for volunteers and partners and the Annual General Meeting. They serve on a number of committees. The Board and Management worked hard on the Strategic Plan and staff has successfully accomplished most the goals recommended in it.

Board and Management are working on another major goal of the Strategic Plan: fundraising geared to priority areas of the Museum’s work and to make the Museum a 21<sup>st</sup> century cultural asset in Ottawa. In 2019 the Board and Management are working with consultants to develop a realistic long term fundraising plan.

## Summer Staff

In addition to an astonishing permanent professional staff, the Museum received summer student grants, which allowed us to hire wonderful summer students in 2018:



**Charlotte Scott-Frater, Courtney Roy, Oliver Compton, Maxime Aubrey Robillard, Louis Poulin-Markle, Amber Ruddock, Andrea Rodriguez, Leo Compton, Emma Klemets, Elizabeth Sacripanti and Isabelle Sauve.** They professionally welcomed the big number of visitors for the Museum throughout the summer of 2018. Amber Ruddock, Andrea Rodriguez, Stuart Johnson Edwards and Julia Rogers worked P/T for special events and reception area over the Fall and Winter.

**Maxime Aubrey-Robillard, Amber Ruddock, Courtney Roy, Andrea Rodriguez and Isabelle Sauve** are returning as summer students in 2019, along with five new summer students.

**Thank you!** You are great and make valuable contributions to the Museum's activities and services for the community and all of our visitors.

#### **Contract Personnel**

We received a Museum Assistance Program grant (Federal) in 2017-2018 and a Community Foundation of Ottawa grant in 2018 -2019 that allowed the Museum to hire Erin Bernauer, a contract person for the collections management upgrade project.

We received a Young Canada Works Internship grant in 2018-2019 to allow the Museum to further enhance the Youth Council (YoCo) by hiring an intern to oversee YoCo. The Youth Council accomplished important projects in 2018 and into 2019: a mural depicting the Ottawa Locks, a number of well researched ‘blogs’ on their webpage and a Trivia Pursuit activity during Winterlude.

We continually research and apply for additional grants and funding to keep these critical initiatives going. The Youth Council is for the future political, business and societal leaders of our Community and Country. And the digitization project makes our Museum relevant in the 21<sup>st</sup> century. To our young people in the community, please do not hesitate to volunteer on the Youth Council and to all of you, please donate to help us enhance the Youth Council program and our digitization project.

With deep gratitude for all of their work, we thank Ms. Wendi Molnar, Mr. Tony Sistakis, and Mr. Mal LoMonaco, who respectively provide the Museum with excellent contract bookkeeping, computer/IT and carpentry services.

#### **Partnerships**

Partnerships afford opportunities to expand museum services, extend programming, enhance marketing and PR prospects, and add resources to all aspects of the operation.

#### **2018 Partners:**

- *Kichessippi Beer Co.* produced a 100<sup>th</sup> Anniversary beer-“Commissariat Old Stock Ale” for the Museum and sponsors receptions. Note: the beer is now part of its regular line
- *Haunted Walks* (great haunted tours of the Museum)
- *Bean Around Town* sponsors coffee for our Lumberjack Breakfast



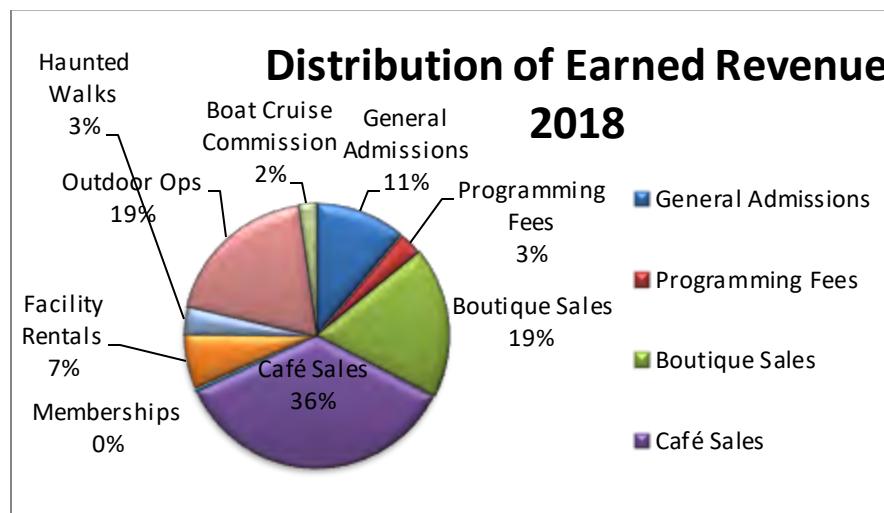
- *Down Rideau BIA* (sponsored Museum's Winterlude programming and promotes the Museum and will sponsor a major Museum activity in 2019 )
- *Marchés d'Ottawa Markets* sponsored the Fireworks done by the Embassy of the United States (2018)
- *Embassy of Spain sponsored the Fireworks done by the Embassy of Spain (2018)*
- *Byward Market BIA* (cross promotion and support for tourism enhancement)
- *Aqua Taxi* (sell their tickets and cross promotion)
- *Paul's Boats* (sell their tickets and cross promotion)
- *Ottawa Tourism* (promotes the Museum and brings us their FAM tours)
- *Department of Canadian Heritage* (CLICK! youth program and Winterlude)
- *City of Ottawa* (MINISIS database project and operating funding)
- *Algonquin College, Applied Museums Studies Program* (conservation work, exhibition research and interns and the Construction Program - a 3D model of the Museum's building in 2018-2019)
- *Bytown Gunners Museum* (research partner for the 2019 Boer War exhibition)
- *Capital Heritage Connexion* (Heritage Day and cross promotion)
- *Ottawa Museums Network* (marketing and advocacy)

#### Revenue Streams

The **BYTOWN MUSEUM** has a robust Gift Shop and Cafe service. The Museum is always introducing new product lines for local people, school children and tourists, as well as *Bean Around Town* freshly brewed coffee, *Mary Shortbread Cookies*, and '*WhattaSandwich*' food items and maple food items all remain popular. The ice cream carts and lemonade stand were active well into the Fall of 2018 with outstanding sales and returning customers. Rebecca Webb, our new Revenue and Operations Manager, is researching and promoting new souvenirs and services for 2019. She is training staff on excellent customer service and is partnering with a number of suppliers and colleague organizations/business for the best products for our customers.

The Museum offers facility rentals and is becoming a very popular meeting place – as a unique space for receptions, meetings and 'get togethers.' In 2019, the Museum is reviewing how we offer and promote 'facility rentals' and plan to be more active in promoting the service, including a 'virtual tour' of a facility rental set-up. The Museum sells the tickets for the boat lines on the Ottawa River and Rideau Canal, and rents space to Haunted Walks for their Haunted Walks program. The Museum also delivers the CLICK! Program for Canadian Heritage.

The Museum offers an image reproduction service which allows the public to purchase one-time copyright to images from the Museum's collections for publications, websites or personal use. This is in conjunction with the digitization project which will ultimately allow access to the thousands of unique photographs and artefacts from our collection.



## DONATIONS

**The Museum's 2018-2019 PATRONS are:**

Jean-Luc Pilon	Marilyn McLeman
Nhanci Wright	Derele Scharfe
Chelsea Tao	P.K. Pal
Marion Sandilands	Eugenia Lockwood
Allison M. Smith	Martin Lavoie
Danielle Boily-Desovski	Robin Etherington
Margaret Caron	

**The Museum's 2018-2019 INDIVIDUAL DONORS are:**

<b>The British Isles Family History Society for Greater Ottawa</b>	
Low Murchison Radnoff LLP	M. Jane Taylor
John McQuirrie	Andrew Higdon
Ashley Stevens	Valerie Knowles
Anne Sterling	Joanne Kelly
Cam and Sandy Trueman	Derele Scharfe
Patricia Richardson	
Elizabeth and Michael O'Leary	

**Note: some of the Museum's patrons and donors wish to remain anonymous.**



The Museum's 2018-2019 SPONSORS are:

- *Kichesippi Beer Co.*
- *Beans Around Town*
- *Downtown Rideau BIA*
- *Marchés d'Ottawa Markets*
- *Embassy of Spain*

A great deal of work on donations and sponsorships occurred in 2018 and will take place in 2019 to prepare the Museum to actively fundraise. We accept donations of all sizes: in the donation box at reception desk, with your Museum Membership renewal, as a sponsor for a program or operational activity. For large donations/sponsorships, the Museum offers 'naming rights' to all galleries and to programs, such as Youth Council, Let Us Entertain You Thursday and the return of the Premier Viewing of *Grand Feux, Casino Lac Leamy Sound and Light Fireworks* in August 2019. Staff developed a unique online fundraising campaign for the Museum's 100<sup>th</sup> Anniversary month-October. The campaign raised ca. \$5,000.00. We would like to do it again in 2019.

Robin Etherington registered the Museum with the "Donate-A-Car" program. Please donate your used car to the Museum via: <https://donatecar.ca/>. You receive a tax receipt and the Museum receives the value of your car as a donation. In 2018, the Museum received a \$100.00 donation via this program.

The Museum is registered with CanadaHelps and donations arrive via this vehicle. It is listed on our website: <https://www.canadahelps.org/en/charities/the-bytown-museum/>

Staff also led a fundraising event, the 'Fireworks,' on site in August 2018. After covering all of the costs, the Museum still raised ca. \$10,000.00. These funds were dedicated to the Museum's "digitization project." The Museum, in partnership with Parks Canada and the Casino du Lac Leamy, plans to do the Fireworks fundraiser again in August 2019. Please buy a ticket and enjoy the spectacular fireworks. And please sponsor one of the Fireworks evenings.

In 2018, the Museum received \$ 2,024.00 in donations for which a tax receipt was issued. The Museum received \$1,545.21 in its donation box.

As all of you know, the **BYTOWN MUSEUM** needs donations and sponsorships in order to complete critical and ongoing initiatives, such as the digitization project, the Youth Council, an upgraded computer-IT system, and support for the exhibition development, programming delivery and overall collections management.

The Board is organizing a '*Charity Kitchen Makeover*' for the Museum in 2019. All sponsorships, donations and volunteers will be gratefully accepted. For the Charity Makeover project, Management plans to develop a "*Go Fund Me*" initiative, accessible on the Museum's website. The kitchen and washrooms have not been renovated for at least 35 years.



## GRANTS

Grants are critical for the Museum.

### 2018 – 2019 grants:

- City of Ottawa Operational Grant (\$322,922.00) - a Thank You to the City of Ottawa
- Province of Ontario CMOG grant (\$26,317.00 - has not increased in well over 10 years)
- Federal Government -Young Canada Works (to hire summer students)
- Federal Government –Canada Summer Jobs (to hire summer students)
- Federal Government-Museum Assistance Program 2017-2018 (digitization initiative)
- Parks Canada Contribution Fund: (Col By Day 2018 Programming)
- City of Ottawa/OMN translation grant: \$6,666.00 (assist to translate website, marketing and programming materials and exhibition labels and the Annual Report). Note: in 2018 the grant program changed to include conservation work, as well as translation work.
- Community Foundation of Ottawa: (Youth Council in 2016-2017: \$10,000 and Digitization project in 2017-2018 and 2018-2019: \$10,000 each funding year)
- Downtown Rideau BIA grant ( 2018: Chill Factor activities; \$1,500.00)
- Awesome grant 2017-2018 (Youth Council's Youth of Ottawa display; \$1,000.00)
- City of Ottawa Cultural Facility Grant (three new computers in 2019; \$3,000.00)
- City of Ottawa Capacity Building Grant (a Fundraising Plan 2019-2022; \$11,070.00)

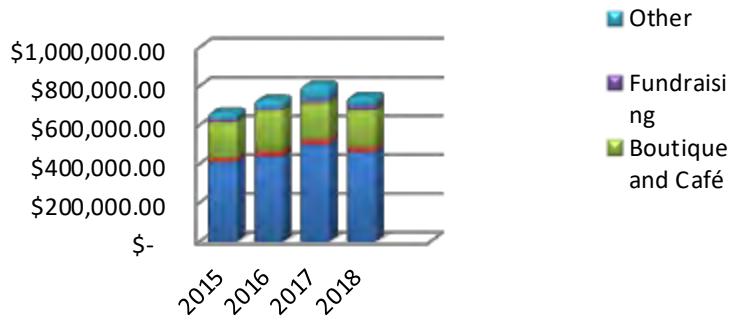
## Operations

A major priority in 2018 was to adhere to and add to the comprehensive ‘policy manual’ and achieve the goals in the 2015-2020 Strategic Plan. Ca. 90% of the goals in the Strategic Plan have been achieved and an update of the Plan will occur in 2019-2020. In 2019, Management and the Board will update the HR policies (due to the new Provincial Labour Law) and develop a ‘Substance and Drug’ policy(given the legalization of cannabis by the Federal Government).

In addition, financial management procedures are constantly reviewed. In 2018, the Museum’s Bookkeeper and the Board Treasurer worked with Senior Management to review financial statements and develop annual budgets. The Board Treasurer researched and wrote a new Financial Investment Policy that the Board approved in 2018. She is researching an updated Financial Management policy, in conjunction with Management.

Another important component of operations entails professional development for staff. Staff attends webinars, conferences and workshops, e.g., project management, revenue generation, Provincial Labour Laws, Workplace Harassment, Federal Cannabis law, grant writing, communications, website design, Excel spreadsheet and First Aid, CPR and AED training. The other side of the coin is that management teaches and mentors interns & students. Staff actively serves as guest lecturers at colleges and conferences; and facilitate knowledge transfer to colleagues about revenue generation, policy development, collections management and operations.

## Distribution of Yearly Income 2015-2018



### Facility Management

Staff maintains the interior of the Museum: cleaning and minor maintenance/repairs. Parks Canada is responsible for the overall and specific maintenance of the building and site. In 2018 a number of maintenance issues were addressed to ensure that the building is safe. Both the Museum Management and Parks Canada take Occupational Health and Safety seriously. The building and site are regularly inspected for trip hazards, regular fire alarm system, HVAC and elevator inspections. Please note that significant repairs need to happen in the building: floors, doors and windows are in bad shape. The Museum is trying to do a kitchen and washrooms makeover in 2019, as they have not been upgraded for 35 years. In 2017, the Museum painted all of the walls for its 100<sup>th</sup> anniversary. The site itself also needs repairs. Canal Lane is full of pot holes, which are a challenge for cyclists and walkers alike; and the Wellington Street stairs need major repair. Lighting and heating are a challenge, especially during winter months.

### Landlord and Tenant

The building is owned and maintained by Parks Canada (Federal government). The Museum is a tenant. However, the BYTOWN MUSEUM and Parks Canada partner on a several initiatives to enhance both the building and visitor experiences, such as programming along the Rideau Canal. The Parks Canada's 'License of Occupation' for the BYTOWN MUSEUM is a five year agreement, now to December of 2024. Annually, the Museum and Parks Canada co-sign an 'Operations Agreement' to better use the site, for such purposes as ice cream and lemonade sales and programming on site. The Museum pays Parks Canada 8% of all revenues from its outdoor operations. During the negotiation for the new Licence of Occupation, the Museum asked Parks Canada to reinvest those monies into the Commissariat Building (floors, doors, windows, etc.).

In addition, Parks Canada and the Museum worked together to resolve access to the site during National Art Centre's construction at the top of the hill during 2017 and 2018. Access to the site due to NAC construction and now their new security measure of placing cones at



the top of Freiman Lane; coupled with the RCMP double fencing the site and blocking Wellington Street stairway during Canada Day weekend (or any other time they consider a security risk such as the recent truckers' from Alberta campaign on Wellington Street), results in significant losses of visitors and revenue for the Museum.

Much work needs to occur to maintain and upgrade the building for contemporary museum use, as well as maintaining it to the UNESCO heritage standards of a World Heritage Site. Museum Management works with Parks Canada throughout 2018-2019 to enhance services on site and ensure all extraordinary events at the Museum and on site will be successful.

### Looking Ahead

The next 100 years of serving the community of Ottawa will be significant, as Ottawa and the world around us are in constant change. Ottawa is de facto a one million in population urban centre. The needs are changing, including cultural heritage requirements – heritage conservation, cultural programming, digital access to all museum services (programs, exhibitions, collections, gift shop). Planning for such constant change is more critical than ever. We have a five year exhibition plan and are rejuvenating our programs and special events and partnerships with schools and youth tour operators. The collection management project is robust and on track for completion, entailing research of the artefacts and uploading records and images to the on line database. We are building on the success of the Youth Council, which is featured in the Province of Ontario's Grade Eight history textbook. And the revenue streams are strong and ever evolving. Operations (financial and HR management) are good and the goal is to update the HR and Financial Management policies to reflect the new Ontario Labour Act and the reality of cyber security and the Museum current financial situation. The Museum has a new Board of Directors in 2018-2020. They are working with Management to ensure solid advocacy and fundraising for the Museum, and governance for the Board, as well as keeping the Strategic Plan current and future oriented. In addition both the Board and Management will proactively do an 'organization review' to ensure that the Museum remains vibrant, economically sustainable and relevant to the community and to the cultural world at large. Staff plans to continually update the website and marketing materials and tactics, including social media, Google ads, 'Go Fund Me' project.

The Museum has a Great Staff who works as a Team!

Your community museum, '[MUSÉE BYTOWN MUSEUM](#)' faces challenges in spite of being robust and proactive. The minimum wage increase and the seemingly decrease in municipal, provincial and federal grants for museums are causing a strain on the budget. For example, the Province has not increased community museums' funding (CMOG) for over 10 years. The City of Ottawa did not increase the 2019 operating grant. The lack of an updated federal museum policy and an upgraded Museums Assistance Program since the 1970s, continues to result in limited museum leadership at the national level.

**Fundraising, Donations, Sponsorships and Partnerships are more important than ever!**



## In Conclusion

I say this every year; however I sincerely mean it: What an astonishing joy and honour to serve the community of Ottawa as Executive Director of one of the most progressive community museums in Ontario and in Canada. The Board of Directors, staff, volunteers, stakeholders and partners are working diligently to make your '102 year old' Community Museum successful as a community centre for Ottawa's cultural diversity. It is acknowledged as a tourism destination and as a local favourite place. It excels in developing superb exhibitions, collections access, programs and customer service. It is on the list of the top 20 UNESCO World Heritage Sites and consistently is awarded or noted in travel 'blogs' and websites. The City of Ottawa supports its culture and the Community certainly supports the **BYTOWN MUSEUM**, as it enters its second century of serving our growing and diverse neighborhoods.

**MUSÉE BYTOWN MUSEUM** is a very special and wonderful museum. It is a small community museum, yet fills immense space in Ottawa's cultural tourism and cultural heritage scene. It speaks of local history but in the context of National history and International events. It integrates current technologies and business practices into its operations and services to ensure that all of you have access to its collections, exhibitions and programming and that your children and grand-children will always enjoy its school programs and family events and exciting exhibitions. Your Community Museum provides stellar leadership in the local, National and Global cultural communities!

**COME OFTEN & ENJOY YOUR COMMUNITY MUSEUM – as a  
VISITOR - a VOLUNTEER - a MEMBER - a SPONSOR - a DONOR!**

Respectfully submitted by Robin Etherington, Executive Director





## Treasurer's Summary Report

I am pleased to report that **MUSÉE BYTOWN MUSEUM** exceeded its 2018 financial goals. While we were anticipating a deficit of \$15,000.00 per the budget, we came in with a net income of \$21,000.00. This was achieved through a mix of lower anticipated expenses and higher income from certain revenue streams. It is a great outcome, especially given the fact that the Museum didn't receive any special grants in 2018, as opposed to in 2017.

Management has done a great job at finding ways to increase the museum's revenue, through exciting new programming, partnerships with local businesses and new grant applications. Although we do expect another budgeted deficit in 2019 in order to meet our organizational needs, I am confident that we will be able to pull through and have another great year, with the help of a strong management team and the ongoing hard work and support from our staff, volunteers and members and the Board of Directors.

Furthermore, I am happy to say that, with the continual support of all three levels of government, the museum has a bright financial future and will be able to fulfill its mandate.

Respectfully submitted by Chelsea Tao, Treasurer

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