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## Table of Contents

<b>2020-2022 The BYTOWN MUSEUM Board of Directors</b>	<b>page 2</b>
<b>2020-2022 The BYTOWN MUSEUM Permanent Staff</b>	<b>page 2</b>
<b>President’s Report</b>	<b>page 3</b>
<b>Executive Director’s Activity Report</b>	<b>pages 4 -27</b>
<b>Treasurer’s Summary Report</b>	<b>page 28</b>
<b>Audited Financial Statements</b>	<b>(separate document)</b>



## The BYTOWN MUSEUM Board of Directors 2020 -2021

<b>Sue Pitchforth</b>	<b>President</b>
<b>Marion Sandilands</b>	<b>Vice-President</b>
<b>Chelsea Tao</b>	<b>Treasurer</b>
<b>Danielle Boily-Desovski</b>	<b>Secretary</b>
<b>Anastasia Pivnicki</b>	
<b>Caroline Mottis Genet</b>	
<b>Marquis Côté</b>	
<b>Sean Tudor</b>	
<b>Luka Luketic-Buyers</b>	
<b>Janette Brodeur (resigned in October 2020)</b>	

## The BYTOWN MUSEUM Board of Directors 2021 -2022

<b>Sue Pitchforth</b>	<b>President</b>
<b>Danielle Boily-Desovski</b>	<b>Vice-President</b>
<b>Chelsea Tao</b>	<b>Treasurer</b>
<b>Caroline Mottis Genet</b>	<b>Secretary</b>
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<b>Anastasia Pivnicki</b>	
<b>Marquis Côté</b>	
<b>Sean Tudor</b>	
<b>Luka Luketic-Buyers</b>	
<b>Charles Genest</b>	
<b>Kristina Pivnicki</b>	

## BYTOWN MUSEUM Permanent Staff

<b>Robin Etherington</b>	<b>Executive Director (2012-2021)</b>
<b>Rebecca Webb</b>	<b>Revenue and Operations Manager (2019-2021)</b>
<b>Grant Vogl</b>	<b>Collections and Exhibitions Manager (2011-2021)</b>
<b>Stephen Mattiussi</b>	<b>Visitor Experience Manager (2019-2021)</b>
<b>Matthew Hertendy</b>	<b>Marketing &amp; Communications Coordinator (2019-2021)</b>
<b>Erin Bernauer</b>	<b>Collections Database Officer Contract positions (2014-2020)</b>
<b>Renne Hayward</b>	<b>Programming Assistant Intern (January –April 2021)</b>
<b>Laura Gardner</b>	<b>Programming Assistant Intern (January –April 2021)</b>



## President's Report

**It's hard to put 2020 into words. It will probably be several years before we truly understand what 2020 has meant for the Bytown Museum, for each of us, and for the world we live in.**

**The Museum has always faced physical and access challenges, but nothing on the scale of COVID-19. The Commissariat Building's doors have been closed to the public since March 2020, and have not yet re-opened. However, this does not mean the Museum is closed - far from it. The Museum has found new and innovative ways to fulfill its mission. The staff immediately pivoted and developed an array of online programming - some of which had already started before the pandemic, and some of which was developed entirely during the pandemic. Virtual tours, social media, digital collections, webinars: these are just some of the ways the Museum now fulfills its mission. Although we continue to miss the beautiful physical space, this radical pivot has opened up new possibilities for the Museum: new ways of delivering programming, new audiences, and new topics and content. These new modalities enable the Museum to carry out its mission to "engage our visitors and community in discovery and dialogue as we aim to deepen the many connections within and between our diverse communities." In many ways, this journey is only just beginning.**

**The Museum was set to undertake a strategic planning process in 2020. That process has been radically altered by the change in landscape and uncertainty caused by COVID. But it too moves ahead, with support from the Board. Likewise, the Executive Director continues to advocate on behalf of the Museum, with support from the Board - building links with other museums and local representatives to better understand and support the needs of community museums during and after the pandemic. The Board also moves ahead with its initiatives in financial management, fundraising, and policy development - driven always by the changing landscape.**

**The Board also welcomed a number of new members in 2020. This infusion of talent and enthusiasm will serve the Museum well in the years to come. Thanks to all the Board members past and present for their dedication and generosity of time.**

**Who can say what 2021 will bring? The Museum continues to adapt and change. We cannot be sure when the public will be able to enjoy visits to the building again - we hope it will be soon. There are many unknowns and many challenges yet to come. But one thing is certain: the Museum has been changed forever.**

**Respectfully submitted by the Board Executive on behalf of Susane Pitchforth, President of the Board of Directors.**



## Executive Director's 2020-2021 Activity Report

The **MUSÉE BYTOWN MUSEUM** recognizes that the Museum is on the Traditional and Unceded Lands of the Algonquin Peoples, and thanks the Anishinabe Peoples for allowing the Museum to provide museum programming on their Traditional Lands, as well as partnering with us for projects and initiatives.

We are in communication with the Elders of Kitigan Zibi and the Chiefs of Pikwakanagan First Nation.

Truth and Reconciliation for the Museum is a solemn and permanent goal and activity. The Elders have asked us to incorporate the Algonquin Peoples' history and stories into the displays in the permanent galleries, as we systematically update them. The Elders support our plan to have a local Algonquin artist paint a mural depicting their stories and history as you go up the stairs to the second floor and as a new backdrop for the First Nations display. We received funding from the Community Foundation of Ottawa to start translating exhibition labels into Algonquin and ask the Elders for a new label telling their history and stories. We continue to research funding opportunities for this key initiative.

The Museum has mounted displays on the Metis and has had First Nations, Métis and Inuit performers for its Winterlude and summer programs over the past number of years. In 2018, the Museum mounted a panel in Algonquin, English and French that acknowledges the fact that the Museum is located on Algonquin territory.

In 2019, the Board of Directors and Management updated the Museum's Mandate to emphasize the "material and cultural heritage of the Ottawa region's Indigenous, multicultural and diverse history."

2020 was a watershed year! We handled numerous and unprecedented challenges which reduced attendance to 600 visitors and self-generated revenues to a minimal amount. COVID-19 caused us to close the Museum to the public on March 13, 2020 and it will be closed physically for most of 2021. The normal challenges of construction on Parliament Hill and the new security measures pale in comparison to what COVID did to

Kichi Odenaw Odàwàng kì ombàkonigàde ega wikàd kà mìgiwàniwang Màmìwinini Anishinàbe-wakìng.

Kichi Odenaw Odàwàng onisidotànàwà ashidj ogàtinànàwà akì kaye ogikàdjìyàwàn Màmìwinini Anishinàben, inen odànike mishòmisiwàbanen kaye ogòkomisiwàbanen weshkàd kà-dedjig ondaje tanakìwining kàgige kì nàgwak kaye nàgadjichigàdeg nàhàj ako nongom iyo abinàs.

The City of Ottawa is built on unceded Algonquin Anishinabe territory.

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.

The City of Ottawa honours the peoples and the land of the Algonquin Anishinabe Nation.

La Ville d'Ottawa se trouve sur un territoire non cédé de la Nation Algonquine Anishinabe.

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.

La Ville d'Ottawa honore les peuples et la terre de la Nation Algonquine Anishinabe.



**Museum revenue streams, attendance and overall operations.**

**Staff immediately pivoted and placed all of the Museum’s programming, exhibitions and services online for public access. They updated the Virtual Tour and researched and developed new curriculum based school tours online. The six summer students focused on new school programs, public programs that are entertaining and family oriented and they re-vitalized the Museum’s famous Youth Council – all online or virtual or Zoom-based.**

**Management worked extremely hard applying for every grant that it was eligible for. We also applied for the Federal Government’s Wage Subsidy Program (CEWS) that allowed us to retain all of the permanent staff. Ms. Etherington applied for the Federal Government’s “emergency funding for community museums across Canada,” via their Museum Assistance Program (MAP). The Museum received close to \$67,000.00. In addition, the City of Ottawa provided a 2% emergency increase to our City Operating Grant in 2020 and again in 2021. We applied for the summer student grants, Canada Summer Jobs and Young Canada Works that allowed us to hire all together six summer students. Management also reduced expenditures and successfully controlled costs. All of these grants and fiscal management measures resulted in a balanced 2020 budget.**

**The comprehensive policy manual is constantly updated. For example in 2020 the Museum updated its Employment and Human Resources Policy, its Workplace Harassment Program, and developed a Drug and Substance Abuse Policy in light of new federal legislation. They were Board approved in 2020. In 2021, the Museum will update its Diversity and Inclusion, Education and Interpretation and Collection Management policies, as well as its Disaster Plan. 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, the new virtual tour, heightened and popular social media communication and marketing, as well as an enhanced focus on fundraising. In 2021, the Board and Management updated its Fundraising Plan, and are developing an Appendix to the Strategic Plan focused on ‘sustainability.’**

**The Museum develops and provides terrific curriculum based youth programs. It is meticulously updating collection records, photographing the collection and uploading digital records on to the website for public access. There are 6,000 records and ca. 2,500 images on line for you to research and enjoy. During 2020, our usual vibrant school and public programming did not occur in person. This includes our popular “Fireworks” Fundraising event that in previous years made the Museum ca. \$19,000 annually. It did not occur in 2020 nor will it happen in 2021. The result is that the Museum is down close to \$40,000 in fundraised monies and donations to help it care for Ottawa’s history in the collection. Those fundraised monies were directed to the digitization project and collection management. The Museum partners with the City of Ottawa, Parks Canada, Department of Canadian Heritage, Canadian 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. 2020 was quiet on that front and once again will be quiet in 2021. Our partners are still there. Our long term service agreements are still in place. It is just that none of us can be active until COVID-19 is completely under control and in person programs; tours and special**



events are safe for staff, volunteers, visitors and stakeholders.

The Museum thanks the City of Ottawa for the annual operating grant, including its generous 2% increase for COVID emergency needs. The City also partners with us for digital collections management, supporting the Ottawa Museums and Archives Collection portal and MINISIS/M3 database. The Museum's Service Agreement with the City is for 2019-2021. It entailed a phenomenal amount of work on the part of Museum staff and a review by outside evaluators. The City of Ottawa's operating grant allows the **MUSÉE BYTOWN MUSEUM** to provide our Community with first-rate exhibitions, state of the art collection management, highly developed school and youth programs and fun special events, as well as Gift Shop services and Facility Rentals. Unfortunately during COVID, the Gift Shop and facility rentals are not feasible, along with other in person services. However, once COVID is under control, the Museum will again be pro-active and active in all of these functions and services.

The Museum works hard to effectively apply for the annual Province of Ontario "Community Museum Operational Grant." In order to receive the CMOG grant, the Museum is in compliance with provincial museum standards. The requirements entail policy development, a current and solid Strategic Plan, best business practice in financial management and governance, as well as collections management, programming and exhibitions. As you know, the Museum continuously updates its policies, reviews its financial management procedures, encourages professional development for all staff and the Board of Directors, and makes all programming and exhibitions available in both official languages.

The Museum again thanks the Historical Society of Ottawa (HSO) who managed the Museum for many years and actively promotes its events. In 2021 HSO is sponsoring two of the Museum's Zoom-based lectures. We look forward to partnering with programming and exhibition work for Ottawa's 200<sup>th</sup> Anniversary in 2026.

The Museum partners with 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 use of our outside patio area, outdoor operations and greater joint activities on site such as 'Lock Talks'

## Our Mission

The Bytown Museum is Ottawa's museum, exploring the stories and values of an evolving city and its residents from its First Peoples through the early days as Bytown to present day Ottawa. The Museum is committed to engaging our visitors and community in discovery and dialogue as we aim to deepen the many connections within and between our diverse communities.

## Our Mandate

The Bytown Museum's mandate is to collect, preserve, study and make accessible, in the museum and online, the material and cultural heritage of the Ottawa region's Indigenous, multicultural and diverse history.

## Our Vision

The Bytown Museum will enable the residents of Ottawa and visitors to the city to gain an appreciation of the identity of, and pride in Ottawa's rich story. Through its collections, exhibitions, programs and online access to museum-based information, the Museum aspires to be a model of excellence in furthering knowledge and pride of place among diverse visitors of all ages.



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 2019 (Les grands feux du Casino du Lac-Leamy) in August. In 2020 we were not able to do any of these outdoor events/programs and in 2021 the Museum most likely will not be able to take advantage of this Operational Agreement; however we are planning outdoor programming and events for 2022 and consulting with Parks Canada to ensure their success.

The Board and Management, staff and volunteers are fortunate 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 Historical Site and UNESCO World Heritage Site of the Rideau Canal. In 2020 the Museum turned 103 years old. A remarkable accomplishment for a community level museum!

Museum staff physically mounted a unique exhibition to show our community the paintings housed in the collection: *A Local Canvas: Paintings from the Bytown Museum Collection*. It is extended throughout 2021 and well into 2022. A virtual tour module, including images, video and labels is online for people to explore. Staff pivoted immediately and placed the Museum's amazing programs, including school tours and LUEY entertaining programs online, along with the exhibitions and an updated Virtual Tour. We maintained our partnerships, volunteer base, updated our marketing strategy and tactics, such as enhanced social media presence and constantly updated our website. In order to sustain the Museum during COVID-19, we researched and successfully applied for a number of grant programs, such as Trillium Foundation, CEWS, Community Foundation of Ottawa, Canada Red Cross (who gave us three boxes of PPEs). We updated policies and procedures to be compliant with national and provincial museum standards and Federal Corporations Act, strong financial management procedures and best business practices. Under the circumstances, a strong financial management system became even more critical for the Museum in order to survive COVID and the loss of self-generated revenue in 2020 and well into 2021. We focused on completing phase one of the Museum's modern collection management initiative to digitize the records and upload 6,000 records and over 2,400 associated images, for public access. Summer students and the Manager of Visitor Experience revolutionized our popular youth led Youth Council and met with them via Zoom and the young people did their projects online.

**MUSÉE BYTOWN MUSEUM** continues to be a leader when it comes to 21<sup>st</sup> century technology and museology and addressing current social and political issues, such as Truth and Reconciliation and the Black Lives Matter Movement. Canada and the world at large are dramatically changing with regard to social policy and use of technology. These relentless and all-encompassing changes enlighten us how we need to communicate with and how we need to involve our respective stakeholders, partners, users and visitors in the decision-making process about programs and exhibitions and how to encourage them to participate, whether for our online programming or our in-person tours and special events. The current trends that are dramatically 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. As of March 2020, a global pandemic extremely affected our social behaviour and the prospects for all



museum services and for physical access to our museum and to all museums, galleries and science centres. For the **BYTOWN MUSEUM**, this justified and fortified our digitization efforts, both with regard to the ongoing work to upload the collection to an online database for greater public use, but also the new emphasis to design programming for online use and in 2021, develop a Zoom-based lecture series throughout the year and a Round Table of Women Leaders in Museums, Galleries and Science Centres on March 4, 2021 (in honour of International Women's Day). All of them are proving to be a huge success and the popular demand is for more of them. We updated the website for accessibility on mobile devices, and are proactively using social media for marketing, sharing the collection, awareness campaigns 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. With the 2020 pandemic, visitors can access the Museum via its virtual tour, audio tours in six languages, newly video-ed museum and school tours and the collection online, as well as the newly developed Zoom-based lecture series that addresses the diversity of Ottawa and women leadership roles. We are consulting with Ottawa's diverse communities and engaging speakers from the communities.

The Community Gallery is open for all distinct communities and cultural organizations in Ottawa to mount their own displays and tell their own stories. In 2020 and 2021, the Hungarian Embassy and community have their display in the gallery. Ottawa, as is Canada at large, is multi-cultural and every group and every ethnicity that makes up Ottawa has their own story about how they contribute to Ottawa's history and Canada's formation and development as an international country. This makes for exciting discussions, programs and exhibitions. We are planning for Ottawa's 200<sup>th</sup> Anniversary in 2026, with partnerships with various colleague museums and organizations and the City of Ottawa. We are focusing indeed on Ottawa's diversity and the multitude of stories and histories that make up Ottawa - 200 years after Col. John By founded Bytown and began construction on the Rideau Canal, the Commissariat Building and the Byward Market.

In 2018 we launched a virtual tour of the Museum and in 2020 we radically updated it. It was developed in partnership with the team at "Point 3D Imagining Ottawa." It is displayed on an interactive touch-screen kiosk on the second floor of the museum to facilitate accessibility to the displays on the third floor. And it is also hosted on the Museum's website: <https://bytownmuseum.com/virtual-tour/>, as well as on Google Street View. In 2019 we updated the virtual tour to include our special exhibition "The Gallant Thousand: Ottawa and the South African War" and in 2020 we incorporated the 'Local Canvas' exhibition and a number of the digitized images from the collection. Constant upgrades will occur over the years as we plan to use the service to 'archive' all future special exhibitions in order to extend their engagement beyond the physical display, and add new images and permanent galleries' updates.

#### Temporary Exhibitions

Mr. Grant Vogl, Collections and Exhibitions Manager, curates admirable exhibitions, assists with the Community Gallery displays and updates the permanent galleries in 2020 and 2021. Due to Covid-19,



our well-planned exhibition schedule for over five years is re-organized, as the Museum is closed throughout 2020 and 2021. All exhibitions will be pushed out a year.

**2019 -2021:**

*The Gallant Thousand: Ottawa and the South African War* was 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. May 17, 2019 to April 12, 2020.

**2021-2022:** *A Local Canvas: Paintings from the Bytown Museum Collection* showcases some of the unique and eclectic works of art held in the Bytown Museum's collections. The focus of this exhibition is: local sites, people, and artists. The impetus for this exhibition is the ongoing digitization of the Museum's artefact collection, specifically the paintings collection. This amazing exhibition is video-ed and available on our Virtual Tour: <https://bytownmuseum.com/virtual-tour/>

**2023:**

***A City Ablaze: How Fire Shaped Ottawa***

This exciting exhibition will explore how major fires have shaped Ottawa and Ottawa's history. Using stories, artefacts, and photographs from the Museum's primary collection, and featuring breathtaking large-scale paintings from Ottawa's artist Bhat Boy, this exhibit will be fire!

Presented in partnership with Bhat Boy, the Goulborun Museum, and the Bytown Fire Brigade,

**2024:**

*The History of Nursing in Ottawa* is a poignant and timely exhibition recounting the amazing stories of nursing, both formal and informal, throughout the history of Bytown and Ottawa. From the very early days of the construction of the Rideau Canal, typhoid and cholera epidemics, through the establishment of formal nurse training schools, and on to the First World War, nurses have cared for Ottawa sick, both at home and abroad. This exciting new exhibition, featuring unique artefacts, photographs, and stories from Ottawa nurses, coincides with the 100<sup>th</sup> anniversary of the last graduating class of Ottawa's Lady Stanley Institute for Trained Nurses, after which all nurse training amalgamated under the newly-established Ottawa Civic Hospital.

**2025:**

*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?

Featuring unique photographs and stories, an interactive walking map, and artefacts relating to those Ottawans immortalized on sign posts, *What's in a Name* will surely arouse a new interest in where you live. What's the story behind your street?

**2026-2028:**

*The Bicentennial Anniversary of the Founding of Bytown.* Please note that where the **BYTOWN MUSEUM** is, is where Bytown, i.e. Ottawa started. Let's celebrate together Ottawa 200<sup>th</sup> Anniversary – as a city, as a community and as the Capital of Canada!



**2029:**

***FIGHT! Violence, Gang Warfare and Lawlessness in Early Bytown*** is a new exciting temporary exhibition. The BYTOWN MUSEUM will explore the veritable street fight that was daily life in early Bytown! In partnership with Ottawa's own Captain Tom, and through the graphic novel approach, contemporary accounts and exciting interactives, discover just how tumultuous Bytown was, how gang and class warfare shaped our city, and why Bytown was rebranded as Ottawa in 1855. Wanna fight?

### **Community Gallery**

The Community Gallery program gives diverse community groups, embassies, cultural organizations and local artists and photographers the occasion to story tell their histories. The Community Gallery is a tremendous venue to highlight the stories and perspectives of the varied peoples who live, work and play in Ottawa. Welcome to all interested individuals, community and cultural groups, embassies and Ottawa artists and photographers to apply for the program: (<http://bytownmuseum.com/exhibitions/community-gallery/>)

**Hungarian Heritage in Canada. 2020-2021**  
In partnership with the Embassy of the Republic of Hungary in Ottawa, this exhibition will highlight the history of Hungarian-Canadians from the 1880s, and will be based on the images and information from the Embassy's new heritage website.

**Emily Rose Michaud: Reflections on Water 2022**  
A local artist's show featuring 44 graphite drawings that highlight the power and presence of water specific to the watersheds of the National Capital Region. Focused on topographical maps of the various communities of the Ottawa River.

**Gary Blundell & Victoria Ward: Sourcing the Canal 2022-2023**  
Will include original artworks based on trips the artists made to Ontario resource based communities that would have used railways, the Ottawa River and Rideau Canal to transport goods from where they were originally collected to locations for processing and sale.

The Jewish Archives of Ottawa will mount a photography-based display from their archival collection in 2023.

### **Permanent Exhibitions**

In 2020 and during 2021, updates occurred and will happen within the Permanent Galleries.

New updates to our virtual tour program included our special exhibition "The Gallant Thousand: Ottawa and the South African War," and the "A Local Canvas: Painting from Bytown Museum Collection." Newly acquired photographs will be incorporated into the Grey Nuns and Lumber Industry in Ottawa displays. Constant artefact rotations, updated label copy and professional re-framing of



works throughout the museum are taking place.

The Gallant Thousand temporary exhibition will inform an update of the permanent gallery display in 2021. Mr. Vogl regularly plans and implements updates of the displays. Research is also being done on how to incorporate Indigenous history and story-telling into the permanent gallery displays, as well as how to achieve a mural on the second floor painted by a local Algonquin artist. We received a Community Foundation of Ottawa grant which will allow us to translate a number of labels into Algonquin.

### Social Media and Website

The Museum uses social media efficiently to share photographs and programming and exhibition information on Facebook, Twitter and Instagram. The Museum was popular and well “followed” via its social media platforms (Twitter, Facebook and Instagram) in 2020. COVID-19 validated the Museum’s use of social media and the website. Online programming and public access to the collection has been widely promoted across all platforms.

In 2020, the **BYTOWN MUSEUM** had close to 16,000 followers with an increase across all three of our media platforms: Facebook, Twitter and Instagram. At the end of 2020 the **BYTOWN MUSEUM** now has 7,211 Facebook followers with an increase of 3.6% from 2019, 4,334 Twitter followers with an increase of 7% from 2019, and 4,166 Instagram followers with an increase of 19% from 2019. We are constantly lauded by local and national museums as a model for social media content and engagement.

Website Statistics: the **BYTOWN MUSEUM** uses 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.

In 2020, our website had 39,628 visits - an increase of 45% over 2019. 6501 of those visits were to the Virtual Tour page. This is up from 692 Virtual Tour page visits in 2019.

Staff produced 20 *Bytown Bit by Bit* videos in 2020, garnering over 11,553 unique views; *LUEY* has 8 videos and their total views were 1,370.

Our E-Newsletter subscription base is ca. 1594. In 2020, we updated our distribution capacity.

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://www.instagram.com/bytownmuseum)  [#613History](https://twitter.com/613History)

### Museum Collection

Collections management and research are decisive to all exhibition, programming and marketing activities. The artefacts are woven into the exhibitions and the images are indispensable for exciting



programs and spirited marketing of the Museum. The task entails maintaining the storage of over 10,000 artefacts and updating their records. In 2020, staff updated records and photographed artefacts in order to upload them on to the online database and making them accessible to the public. Ms. Erin Bernauer was the front line worker on this project. Currently, there are 6,000 records digitized and uploaded on to MINISIS for public access; 2,469 have associated images. Hundreds of additional artefacts were photographed and digitized in 2020 and in 2021 and their images will be uploaded in 2021. The public accesses the Museum's records for research, education and entertainment purposes. The MINISIS 'M3 online database augments the Museum's relevancy in the 21<sup>st</sup> century and for our technology savvy youth and future oriented community. The aim 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. The Museum has received grants to accomplish this all important project. In fact, we received a Community Foundation of Ottawa grant to assist us in photographing several artefacts in 2020. However, grants dedicated to digitization are few and far between to continue with the ultimate completion of this important project.

All of our 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 2020 the Museum did conservation work on the collection as well as maintained the storage area at professional standards.

The 'collection mandate,' is from the beginning of Bytown/Ottawa to present day. In 2020, the Museum acquired four important and interesting artefacts for its primary collection. These items included:

2020.001.01 "Lt.-Col. John By wash basin"

2020.002.01 "Original correspondence from 1826" & "Topley's Portraits of British Americans" books

2020.003.01 "1891 Lumber Strike Medal, Chaudiere Falls"

2020.004.01 "Gratton Family Photographs"

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

The Board and Management reviewed a City sponsored 2015 'needs assessment' study of storage requirements for all collections in Ottawa. The need for a City sponsored facility was identified. The Museum seriously needs modern storage facilities and collections work space. If this is not feasible for the City to provide, then we need to consider commercial storage facility to better house the precious collection. Practically, this is a long term project that will require grants from all three levels of



government, a capital fundraising campaign and a five year implementation plan.

We answer several research and image requests about an artifact or an historical event or figure of Ottawa. In 2020, 224 requests for information were addressed by Mr. Vogl, who also gave historical information and graphic inspiration for media and social media; e.g., 60 images were uploaded for use in media, TV and research papers, as well as to the NCC and other colleague organizations. There were 47 image reproduction requests.

We are doing important work by way of loans. In 2020 the Museum did the following loans:

“Tow chain, shackle and pin” (I297) to the Canadian Museum of Immigrations at Pier 21 permanent exhibition (long term; extended in January 2017 to January 2021). \* This item was returned in January of 2021 via Museum courier.

“Pewter Desk Set” to the Canadian Museum of History for their newly-opened Canada’s History Hall through to July 2021 (with possible extension);

“Death Hand of D’Arcy McGee” – replica to the Carlingford Heritage Center, Carlingford, Ireland

Digital loans of artefact images went to numerous institutions; e.g., the Museum on Tower Hill (Parry Sound), the Canadian Museum of History, the City of Ottawa Shared Museum Resources, Osgoode Township Museum, and various Carleton University public history projects.

#### Programming and Events

**BYTOWN MUSEUM** partners with several different local and national organizations and businesses for extraordinary events: Winterlude (Downtown Rideau BIA and Department of Canadian Heritage) Summer Programs, and Remembrance Day activities (Department of Veterans Affairs) to name a few. Even in 2020, during the height of COVID-19, the Museum offered excellent programming – online!

#### 2020 Programs and Special Events:

- Winterlude 2020 partnering with Canadian Heritage & Downtown Rideau BIA (February);

After March, all seasonal crafts and activities were made virtual and offered on our website:

- March break tulip craft
- May long weekend ‘How a Boat Floats’ activity
- Canada Day Quiz
- Colours of the Fall competition
- Creepy Crawly Bytown crafts (with accompanying instructional video)
- Christmas Crafternoons (with accompanying instructional video)

#### Bytown: Bit by Bit videos:

In total Mr. Mattiussi, Mr. Hertendy and Mr. Vogl and the summer students created and released 31 videos in this series. Topics include the entirety of the museum’s permanent exhibitions, as well as French Canadian history, Indigenous history, Great city fires, Christmas traditions, and our new



Temporary Exhibition highlighting the paintings in the collection, 'A Local Canvas.'

#### **LUEY (Let Us Entertain You)**

Seven presenters agreed to participate and were smoothly transitioned to recording their performances either at home or at a socially safe distance in the Museum.

Performances are online: <https://bytownmuseum.com/get-engaged/whats-happening/>

#### **Royal Cameron Highlanders Talk**

Our first virtual talk was presented by Lt. Col. Dan Mackay of the Cameron Highlanders, discussing the history, commendations, and contemporary status of Ottawa's Regime

In 2021 staff are developing new programming, that includes a new Zoom-based lecture series highlighting Ottawa's Diverse Communities, a Roundtable of Women Leaders in Museums; as well as new curriculum based programs, LUEY and new Bit-by-Bit videos.

#### **Seasonal Programming**

- The Bytown Museum once again partnered with Canadian Heritage during the Winterlude festival. Activities and historical trivia were posted to our website and social media pages
- St. Patrick's Day trivia released along with a Bytown: Bit by Bit video
- 'April Break' Log Drive trivia and activity
- May Long Weekend 'How a Boat Floats' activity
- Colours of the Fall competition
- Creepy Crawly Bytown crafts
- Christmas Crafternoons

#### **Bytown: Bit by Bit**

- More videos will be released in conjunction with special dates/anniversaries or holidays
- Potential to continue posting regularly, perhaps on a monthly rather than weekly basis

#### **Beyond Bytown Virtual Talks**

- In January the museum began hosting virtual talks
- The museum will present a talk once a month in 2021 covering topics and groups in Ottawa's history, that have not received as much attention within local museum and historical circles, or that are more contemporary in nature

#### **Beyond Bytown talks schedule (up to August)**

- January – 2SLGBTQ+ history of Ottawa
- February – History of Ottawa's Jewish Community
- March – Black History of Ottawa
- April – Syrian Refugees, 5 years on
- May – Ottawa's Transit History
- June – History of Ottawa's Italian Community



- July – The Story of Ottawa’s Tech Sector
- August – Hopeful for a partnership with Capital Pride

**International Women’s Day Roundtable of Women Leaders on March 4<sup>th</sup>: A Roundtable of Women Leaders in Museums, Galleries and Science Centres from across Canada**

- Ms. Etherington hosted a panel of five experienced and accomplished CEOs of museums and galleries from across Canada. Discussions ranged from women working in museums, impacts of COVID-19, to the future of museums, galleries and science centres. Sponsored by Conway Litigation

**LUEY (Let Us Entertain You)**

- 4 performances this summer
- Performers will be filmed in the museum, and the sets will be released online through the last two weekends of July and first two weekends of August

**School Programming: three new programs were released in January**

- **Artefact Analysis**, allowing students to study some objects from the collection and learn about the role objects play in telling stories and allowing the museum to teach others about our past
- **Map making activity**, for early elementary students to learn about how we find our way through our neighbourhood, know where to look to go places, and make sure we can understand how to read a map. Example maps from the museum’s collection show the students how the landscape of our city has changed over time.
- **Art Exhibition program** will use works of art from the ‘A Local Canvas’ exhibit on display in the Museum and through the virtual 3D tour online, to reinforce school lessons on the history of art, the different forms art can take, and how different media are used to convey different thoughts and emotions

2020 and 2021 see challenges for offering our ever-popular school and family programming. One challenge is the safety regulations limiting visits to the site. Another challenge is that all local School Boards informed us that they will not be sending students on field trips in 2020 and in 2021. We pivoted and developed school tours and activities that teachers, students and parents can access online. We constantly update our school and youth programming and offer them in both official languages. The Museum normally attracts students from both Ottawa and Gatineau. We also welcome school groups from the Maritimes, Alberta, and Manitoba and all over Ontario and Quebec. Our tours are: *Confederation: Have Your Say, Lock Talks, History Explorers, Builders of the City, Discover Ottawa’s History, Ottawa’s Best Kept Secrets and Architecture Tour.*

While school tours and youth programs are at the heart of the museum’s programming focus, our various tours are delivered to a variety of groups each year. Seniors, ESL students, youth and adults with learning difficulties, and tour groups from outside Canada all benefit from those wonderful tour offerings. We encourage many different types of groups to enjoy their community museum: <https://bytownmuseum.com/get-engaged/whats-happening/>



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. CLICK! The contract with the Department of Canadian Heritage for its CLICK! Youth program has been renewed to March 31, 2022. Unfortunately, the CLICK! Program was cancelled in 2020 and we are unsure if it will re-activate in 2021. Hope springs eternal for 2022, as it is a superb youth program and a great partnership with the Federal Government.

The Museum’s incomparable Youth Council continues to do great initiatives. In 2020 they met via Zoom-based meetings and achieved their research and projects online.

### Visibility and Visitation

Sadly due to COVID, our visitation numbers were no more than 700, as we physically closed the Museum on March 13, 2020.

Until 2020, the Museum continually enhanced its visitation and visitor experience: 2019 -70,000 visitors; 2018 - 90,000 visitors; 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. We have 1000s of people visiting our Museum via our website, Virtual Tour, audio tours and using our digitized collection. In 2020, the online programming and access to information became even more important and prevalent. Thoughtful, fun and strong uses of social media and heightened marketing and diligent work with partners have definitely made your community museum visible and relevant locally, nationally and around the world. The online programming and use of social media have given the Museum a national and even global presence. Staff works hard to partner via the Museum’s programs, collection management endeavours, exhibitions, marketing initiatives and operations to further expand the reach of the Museum. We have a phenomenal reputation throughout the community and among our colleague museums/galleries (local and national) for its reliably informative and often outright fun social media messaging and community engagement. The “friends’/’hits’ on our social media vehicles (Twitter/Facebook/Instagram) are excellent. In fact, the **BYTOWN MUSEUM** is being noted for its innovative social media messaging and new tours and children’s crafts online in response to the challenges caused by Covid-19.

Staff members are interviewed for newspaper articles and TV and radio programs, and write articles and/or are quoted in publications. We also give talks and lectures: community colleges, Ottawa library, Historical Society of Ottawa, local Clubs and Conferences; as well as serve on Boards and Committees.

In 2020, Mr. Vogl wrote the cover article for the Canadian Museum Association’s Winter issue of MUSE journal: “[Museum] Love in the Time of Covid: How a small museum pivoted from community hub to on-line hotspot.” Ms. Etherington wrote an article for the CMA’s online platform (its website), published Spring 2021. Staff have been asked to make a presentation at the CMA’s May 2021 Conference (online).



## Promotions

In 2020 and 2021, Mr. Matthew Hertendy, Marketing and Communications Coordinator, incessantly creates terrific social media messaging and updates the website and designs and distributes the regular e-Blast (e-newsletter), as well as flyers and brochures. In 2020 he worked with the Manager of Revenue and Operations, Ms. Rebecca Webb and with the Visitor Experience Manager, Steve Mattiussi and the Manager of Exhibitions and Collections, Mr. Vogl, to develop new marketing materials for the Gift Shop, outdoor operations, facility rentals, the school tours, summer programming - 'Let Us Entertain You' and the exhibitions. Matthew also worked with the team to design and develop the Bit-by-Bit video programming for online use, as well as a number of other videos, such as for the LUEY performers in the summer.

Media and social media publicity for the popular temporary and community gallery exhibitions, programming and special events was extensive in 2020. Working with our partners was a challenge in 2020 and again in 2021 with regard to marketing and promotion – but not impossible. Tourisme Outaouais, Downtown Rideau and Byward Market BIAs, Ottawa Markets, Ottawa Board of Trade, Ottawa Tourism, Ottawa Museums Network and Capital Heritage Connexion – all helped promote the Museum throughout 2020 and are again in 2021.

## Membership

The **BYTOWN MUSEUM** held an online 'member campaign' in 2020. The Museum also sends an e-newsletter (E-Blast) to inform all Museum Members, stakeholders and supporters of the activities and events of their community museum.

In 2020, the Museum had 50 Museum Members: Lifetime, Renewed and New.

Please become a Member of your remarkable Community Museum that has served the community for 103 years as of 2020. Invite your family, friends and colleagues to become a Museum Member in 2021. **BYTOWN MUSEUM Membership** is a great gift for everyone.

As part of your annual membership application, please donate so we can continue to serve our special 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. We need \$1,000 sponsorships for our fantastic Zoom-based lectures and online programs (LUEY 2021 and curriculum based school programs, for example).

In 2021, Matthew is the lead to continue to update the Museum's Membership materials and campaign.



## **Volunteers**

The Museum is very lucky to have astounding volunteers who help with everything, such as special events, cataloguing the period costumes, researching policies and helping with office tasks and museum cleaning, as well as volunteering for the Board and for the Youth Council. We have about 45 regular volunteers, who still volunteered for the Museum in 2020; however in a reduced capacity as the Museum is physically closed and we have no in-person events. We really miss seeing and hugging our volunteers. We are always looking for new volunteers. Please become a volunteer and support your local community museum.

## **Board of Directors and Governance**

The **BYTOWN MUSEUM** is a federally registered charity, not-for-profit organization. It completed the new federal Corporation Act's compliance requirements in 2014, by realizing 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 regularly throughout the year and for special events and the Annual General Meeting. They serve on a number of Board committees. The Board and Management work hard on the Strategic Plan and staff has successfully accomplished most the goals recommended in it, as well as policy development and renewal. In 2021, the Board is developing an Appendix to the Strategic Plan focused on the Museum's sustainability. Due to COVID-19, the self-generated revenues were basically non-existent in 2020 and again in 2021. Sustainability is critical for the Museum until it can safely re-open and re-start its normal revenue streams.

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.

To our young people in the community, please do not hesitate to volunteer on the Youth Council and the museum in general and on the Board. To all of you, please donate to help us enhance the Youth Council program and our digitization project and overall operations.

## **Summer Staff**

In addition to an astonishing permanent professional staff, the Museum received summer student grants, which allowed us to hire marvellous summer students in 2020: Amélie Caron, Issy Sauvé, Kaelee Vincent, Alannah Vacik, Courtney Roy and Meredith Egan.

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 2019 that allowed the Museum to hire Ms. Erin Bernauer, a contract person for the collections management upgrade project. The 2019 Fireworks fundraising event afforded us an opportunity to retain Erin until October 2020.

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

## **Partnerships**

Because of our wonderful partners, old and new friends, the Museum has increased capacity to serve our community with more museum services, enhanced programming in both official languages, innovative marketing and social media, as well as enhance human resources, technology and equipment in all aspects of the operation. Unfortunately in 2020, due to COVID, our work with our partners was truly restricted. However, I will list them because we cheered each other on during the global pandemic.

### **2020 Partners:**

- 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 Fireworks
- Marchés d'Ottawa Markets -cross-promotion
- Byward Market BIA (cross promotion and support for tourism enhancement)
- Aqua Taxi (sell their tickets and cross promotion)
- Ottawa Boat Cruises (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)
- Capital Heritage Connexion (Heritage Day and cross promotion)
- Ottawa Museums Network (marketing and advocacy)
- 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 up. We also worked closely with Kichessippi Beer Co. on the development and branding of their 'Stoney Monday' IPA and 'Corktown' Irish Stout, as well as their Lady Colborne Steam Beer.



## Revenue Streams

The **BYTOWN MUSEUM** has a robust Gift Shop and Cafe service. We always introduce new product lines for local people, school children and tourists. Unfortunately, the boutique and café closed in March of 2020 and will remain closed for most of 2021. Once it is safe to re-open, we will re-stock the Gift Shop and offer coffee, ice cream and great souvenirs to all of our great visitors and regular fans.

The Museum offers facility rentals and is becoming a very popular meeting place – as a unique space for business meetings, training sessions and ‘get-togethers.’ In 2020, the Museum was unable to rent spaces for meetings and workshops; nor sell tickets for the boat lines on the Ottawa River and Rideau Canal, nor rent space to Haunted Walks for their Haunted Walks program and guide training; nor deliver the CLICK! Program for the Department of Canadian Heritage (contract).

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.

# THANK YOU!

We would like to thank all those who have contributed their time, expertise, efforts and financial support to help the **BYTOWN MUSEUM** excel over the past year.

## DONATIONS

The Museum’s 2020-2021 PATRONS are:

Bruce Elliott	Chelsea Tao	Laila Djiwa
P.K. Pal	Christophe Rivet	Ann Pepper
Jean-Luc Pilon	Adam Grdinsky	P K Pal
Anastasia Katherine Pivnicki	Marquis Cote	Sean Tudor
Marion Sandilands	Sue Pitchforth	Chelsea Tao
Janette Brodeur	Mary E. Martel Cantelon	Derele Scharfe
Danielle Boily-Desovski	Marilyn McLeman	
William Vogl	Robin Etherington	

Note: a number of the Museum’s patrons and donors wish to remain anonymous and many people renewed their annual Museum Membership.

The Museum’s 2020-2021 SPONSORS are:

- CONRAD Litigation
- Historical Society of Ottawa

Because COVID-19 shut down our outdoor activities, sponsorships for the Fireworks Fundraising event were not feasible in 2020.



A lot work on donations and sponsorships occurred in 2020 and 2021. We accept donations of all sizes: donation box at reception desk, with your Museum Membership renewal, as a sponsor for a program. For large donations, the Museum offers 'naming rights' to all galleries and to programs, such as the Virtual Tour, Let Us Entertain You, school tours, Zoom-based lectures, Bit-by-Bit Videos, and the premier viewing of Les Grand Feux, Casino Lac Leamy Sound of Light Fireworks (when we can offer it again).

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.

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/>

In 2020, the Museum received \$2,000.00 in donations. Sponsorships are re-starting in 2021 - two already for the Zoom-based lectures (\$1,500.00 so far).

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 development and delivery and overall collections management.

The Board is focusing on fundraising in 2021 and 2022, to help with the Museum's sustainability during COVID and its aftermath effects on the Museum's revenue streams.

## GRANTS

Grants are critical for the Museum.

2020 – 2021 grants:

- City of Ottawa Operational Grant (\$322, 000.00) plus a 2% COVID Emergency increase in 2020 and again in 2021.
- Province of Ontario CMOG grant (\$26,317.00 - has not increased in well over 10 years)
- 2021: Province of Ontario is offering the Museum an extraordinary CMOG grant for its 2020-2021 digitization and virtual programming work (\$17,051.00)
- Federal Government - Young Canada Works (to hire summer students)
- Federal Government - Canada Summer Jobs (to hire summer students)
- Provincial Summer Experience Program (to hire summer students) –applied for in 2021
- Federal Government-Museum Assistance Program 2018-2019 (digitization initiative)
- City of Ottawa/OMN translation-conservation grant: \$5,666.00 (assist to translate website, marketing, programming and exhibition materials and the Annual Report, as well as critical conservation 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; 2019-2020: \$10,000.00 to photograph a number of special artefacts for collection management purposes); 2020: to help translate exhibition labels into Algonquin.

- Trillium Foundation grant afforded us an opportunity to enhance our Communications position
- Association des Communautés Francophones D'Ottawa (ACFO) gave us a grant that let us create and mount new outside building banners and some pull-up banners
- Canada Red Cross grant gave the Museum three boxes of PPEs.
- CEWS (Federal Government's Wage Subsidy Program): 2020 - \$62,000.00 to help retain permanent staff into 2021. We will apply again in 2021 while it exists.

We continually research and apply for additional grants and funding to keep our critical positions and initiatives going. The Youth Council is for the future political, business and societal leaders of our community and country; the digitization project makes our Museum relevant in the 21<sup>st</sup> century; and our staff is essential for all activities at and vibrancy of your community museum.

## Operations

A priority in 2020 was to adhere to the comprehensive 'policy manual' and achieve the goals in the 2015-2020 Strategic Plan. Ca. 95% of the goals in the Strategic Plan have been achieved and an Appendix focused on the Museum's Sustainability is being developed in 2021. In 2020, Management and the Board updated the Workplace Harassment Program. In 2021 the Interpretation and Education, the Collections Management and the Diversity and Inclusion policies are being updated.

In addition, financial management procedures are constantly reviewed. In 2020, the Museum's Bookkeeper and the Board Treasurer worked with Senior Management to review financial statements and develop annual budgets. The Museum has a small reserve in the form of a GIC at Scotiabank. It can maintain operations for 3 to 5 months.

Another important component of operations entails professional development for staff. Staff attend webinars and workshops, e.g., Indigenous history and situation, 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. In 2020 and 2021 management staff took online management courses at Algonquin College and attended the Carter's Legal Firm's annual workshop on legal requirements for charities and not-for-profit organizations. Board and staff in taking workshops on governance.

The other side of the coin is that management teaches and mentors interns & students.

Staff actively serve as guest lecturers at colleges and conferences; and facilitate knowledge transfer to colleagues about revenue generation, policy development, collections management and operations.



## **Facility Management**

Staff maintains the interior of the Museum: they clean and do minor maintenance/repairs. Parks Canada is responsible for the overall and specific maintenance of the building and site. 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 and exterior and interior stone walls are in bad shape. The Museum is trying to do a kitchen and washrooms makeover, as they have not been upgraded for 36 years. In 2017, the Museum painted all of the walls for its 100<sup>th</sup> anniversary. Parks Canada's exhibition on the first floor needs updating. 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, as does the retaining wall and the wall close to Major's Hill. Lighting and heating are a challenge, especially during winter months.

## **Landlord and Tenant**

The building and Rideau Canal site are owned by the Federal Government and maintained by Parks Canada. 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, currently 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. In 2020 and 2021, the Operations Agreement is not applicable as the Museum and revenue streams are closed. During the negotiation for the new Licence of Occupation, the Museum asked Parks Canada to reinvest those monies into the Commissariat Building. For the next negotiation, the Museum will ask Parks Canada to change many of the clauses, especially about the 8% of outdoor operations' revenues going to Parks Canada.

Parks Canada and the Museum work together to resolve a number of site issues. In 2020 and 2021 they include Public Works shutting off electricity to the Museum during construction work on Parliament Hill, cutting trees and replanting work along the side of Parliament Hill throughout 2021, and access concerns; as well as technicians inspecting the building's systems.

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 2020 - 2021 to enhance services on site and ensure all extraordinary events at the Museum and on site will be successful.



## Forward Looking

COVID-19 exposed the faults and problems in all our systems, be it long term care, health care, transportation, governance or cultural organizations. These gaps include support for community level museums such as our beloved BYTOWN MUSEUM. In a crisis, culture is what keeps everyone going; yet it is the last to receive financial and political support from all three levels of government. Having said that, the City of Ottawa provided a 2% increase to the operating grant in both 2020 and 2021, the Federal Government provided COVID emergency relief to community museums in 2020, and in 2021 the Provincial Government is providing extraordinary funding for the Museum's virtual programming and digitization efforts. We applied for and are grateful for CEWS; however it is not a program specific to cultural organizations nor will it continue past 2021. Operational funding, specific to community level museums is urgent, or many small museums will consider permanent closure. The loss to Ottawa and Ontario and Canada's culture will be enormous.

Of great importance, is and will be forever, the work to address Truth and Reconciliation actions and issues, as well as Diversity and inclusion: in programs, exhibitions, services, as well as Board and staff composition. At the BYTOWN MUSEUM, work started a number of years ago to address these matters. Yet it will be many more years of focused work to resolve the numerous issues entailed with reconciliation and with diversity and inclusion and with gender parity.

Major change was already occurring before COVID-19 due to technology being incorporated into all facets of our work and lives and businesses and cultural offerings: be it a website, ever changing social media platforms, laptops and iPads, online courses, artists experimenting with digital expressions of art, monetary systems exploring bit coin, online shopping and home delivery, online medical consultation, and online booking of museum and gallery visits. COVID merely accelerated these movements and actions and they are now 'commonplace' rather than novel.

The challenge for the BYTOWN MUSEUM and all museums, galleries, science centres and cultural heritage organizations, is how to keep up with the rapid changes and how to constantly take advantage of the technology inventions and new social processes. In 2020, we placed all of our programs and exhibitions online for public use and enjoyment, completed the 1<sup>st</sup> phase of the collection's digitization project and in 2021 we designed and delivered Zoom-based lectures and a Roundtable. All are successful and we will continue offering such virtual programming to our community. A wonderful result of transitioning to virtual programming so quickly and so successfully, is that our community has expanded. Our community will always be Ottawa; however it is also now national and global. That expansion of community is because we can invite speakers on a given topic from anywhere in Ontario or Canada and anyone in Canada or the world can access our website and its online exhibitions and programs and virtual and audio tours, as well as join our Zoom-based lectures and events.

Online or virtual programming will be a constant offering and method to share the Museum's collection, services and knowledge, as well as expand its capacity to address topics of the community's diversity and of the First Nations that are not yet physically reflected in the collection itself. Even after



it is safe to physically re-open the Museum in 2022-2023 and offer in-person tours, the demand for virtual programs will remain strong. Zoom-based meetings will be a stable operational mechanism to enhance communication among staff and interns, and with the Board, partners and stakeholders.

Fundamentally, the current COVID-19 global pandemic and economic crisis has changed and will continue to change human behaviour and global expectations for dealing with a worldwide emergency and the global economy, as well as with cultural activities and programming, be it our community museum, an art gallery or a cultural heritage / cultural tourism event.

As a large urban centre, Ottawa is growing and in need of a sophisticated physical and digital cultural landscape, a far reaching and functional transportation system, good health care centres, great educational opportunities from K to University and advanced professional development for working professionals, environmentally savvy options, guaranteed economic growth and employment offerings and good housing to attract professionals and families to live, work and play in Ottawa. Planning for such constant change is critical for our community museum. We have a five year exhibition plan and are rejuvenating our programs and special events and partnerships with schools and youth tour operators, other museums and our stakeholders. The collection management project is robust entailing research of the artefacts and uploading records and images to the online database. We are building on the success of our school programming to further engage our community's young people. Due to COVID-19, the Museum is placing tours and curriculum based school tours online for use by the public and school children and teachers. This activity will not stop after the pandemic is over. In fact, it has permanently changed how the Museum interacts with its community and visitors. Online programming works hand-in-hand with onsite tours and programming moving forward.

The revenue streams are strong and ever evolving. In spite of COVID shutting down self-generated revenues in 2020 and 2021, we managed to balance the 2020 Budget. We will research and write grants and CEWS and work on donation tactics in 2021 to balance the 2021 Budget. Operations (financial and HR management) are good and the Museum will continue to update policies and procedures in 2021 and 2022. It needs to address the reality of cyber security and is monitoring the current financial and social situation due to COVID-19 and the changing requirements of society's systems. The Museum's Board of Directors is recruiting for 2021-2022. 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; to ensure that the Museum remains vibrant, economically sustainable and relevant to the community and to the cultural world at large. Staff updates the website and marketing materials and strategies, including social media and new technologies.

Your community museum, **MUSÉE BYTOWN MUSEUM**, is dealing with a number of serious challenges in spite of being robust and proactive. The constant decrease in municipal, provincial and federal grants for museums is causing a strain on the budget and ultimate sustainability of the museum. For example, the Province of Ontario has not increased community museums' funding (Community Museums Operating Grant) for over 10 years nor streamlined its onerous application process. The City of Ottawa did not increase the 2019 and 2020 operating grant; in fact they reduced the grant amount



from 2018. The City did provide a 2% COVID emergency increase in 2020 and 2021, but makes it clear that it is a onetime offer. Its application process is also onerous for small museums and not-for-profit organizations. The lack of an updated National Museum Policy and an upgraded Museums Assistance Program since the 1970s continues to result in limited museum leadership at the national level. This work is in the mandate letter of the Minister of Canadian Heritage, yet no concrete action has occurred to update the important national policy and critical federal grant program.

These are coupled with physical challenges of the site that needs comprehensive repairs and that the Museum constantly experiences access problems due to the construction around the area. In addition, our membership is decreasing and along with all registered charities, donors are limited and all charities are competing for the same donation and sponsorship sources. The COVID-19 crisis will increase the strain of less government operational funding for culture and cultural heritage resources and the focus of limited donor funds on the social rather than the cultural needs of our society.

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

#### **In Conclusion**

I have been saying for nine years now, that I am honoured to serve as Executive Director of your community museum, the **BYTOWN MUSEUM**, a truly progressive and proactive cultural organization in Ontario and in Canada. It is fun and amazing to serve the community of Ottawa.

The Board of Directors, staff, volunteers, stakeholders and partners are working tirelessly to make your now '104 year old' Community Museum successful as a community centre for Ottawa's cultural diversity and proactive youth. It is a fun destination for tourists and a local place 'to be.' It excels in outstanding exhibitions, collections access, programs and customer service, and now virtual programming in 2020 and 2021. It is a UNESCO World Heritage Site and is awarded and noted in travel 'blogs' and articles. The City of Ottawa supports its community-level culture and the community certainly supports the **BYTOWN MUSEUM**, as it enters its second century of serving our ever changing and diverse neighborhoods and community people.

**MUSÉE BYTOWN MUSEUM** is a very distinctive and ever-evolving museum. It is a small community museum, yet fills enormous space in Ottawa's cultural tourism and cultural heritage arena. It speaks of local history but in the context of National history and International affairs. 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 educational exhibitions. Your Community Museum provides solid leadership in the local, national and global cultural communities!



Sir Winston Churchill said, *“Never let a good crisis go to waste.”*

Your community museum, **MUSÉE BYTOWN MUSEUM**, indeed did not “waste a good crisis.” We immediately pivoted and placed programming, exhibitions and services on line, updated our virtual tour and developed new programs such as curriculum based school tours and a Zoom-based lecture series addressing Ottawa’s diverse communities and women leadership in Canada’s cultural landscape.

Put on your dancing shoes, sing loudly and joyfully; and enthusiastically let’s support our 104 year old fantastic community museum:

**BE A PRO-ACTIVE MUSEUM MEMBER**

**BE AN ACTIVE VOLUNTEER**

**BE A GENEROUS DONOR**

**BE A STRONG ADVOCATE FOR THE MUSEUM & FOR CULTURE**

**COME OFTEN & ENJOY YOUR COMMUNITY MUSEUM**

Respectfully submitted by Robin Etherington, Executive Director



Robin’s Zoom Background in the Year of COVID-19: **MUSÉE BYTOWN MUSEUM** in the Fall



## Treasurer's Summary Report

2020 was an extremely challenging year for the Museum, arising from many factors that were out of the Museum's control: COVID-19, the multiple mandated closures of businesses and museums by the Provincial Government being the most significant. Infrastructure and construction around the Museum continued. The Museum's closure since March 2020 led to a significant decrease in revenue compared to 2019, as it was unable to operate for most of the year and was not able to launch the highly popular Fireworks fundraising event. There were a few unexpected expenses that also had to be addressed, such as acquiring PPE, additional cleaning supplies and the installation of a plastic screen for the reception area for the safety of staff and visitors.

Despite these challenges, the Museum and its staff rose to the occasion. It is a testament to the resourcefulness and dedication of Robin and her team that the Museum, despite all the challenges and concerns of 2020, was able to finish the year with a surplus. Management focused on grant writing and applying for the Canada Emergency Wage Subsidy Program (CEWS) and other COVID Emergency funding programs. Expenses were reduced. All activities went virtual: school programs online, Zoom-based lectures and an updated virtual tour. Management is experimenting with 'pay as you can' for the Zoom-based lectures, as they will in 2021 for the online programming.

Looking ahead to 2021, it is uncertain times. COVID-19 continues, tourism and school tours will not return before 2022 at any level that will boost the Museum's revenues. The Board is rejuvenating the fundraising plan and is working on sponsorships for the programming and Naming Rights for the galleries and major programs. However, I am confident that management, with support from the Board and the Members of the Museum, will steer the Museum in the right direction.

Respectfully submitted by Chelsea Tao, Treasurer

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