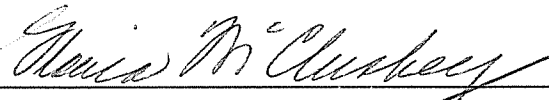




PO Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Item No. 11.2.1 (i)
Halifax Regional Council
October 27, 2009

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY: 
Councillor Gloria McCluskey, Chair
Harbour East Community Council

DATE: October 19, 2009

SUBJECT: Former Dartmouth City Hall - Museum

ORIGIN

This matter was first considered at the Harbour East Community Council (HECC) meeting on February 7, 2008. The following motion was approved:

MOVED BY Councillor McCluskey, seconded by Councillor Younger, that Harbour East Community Council recommend to Regional Council that should the Dartmouth City Hall building on Alderney Drive become vacant, that priority be given to allowing the Dartmouth Heritage Museum Society first option to use the facility for museum purposes, and that the Dartmouth Heritage Museum Society be given permission to conduct a feasibility study and due diligence on the property, providing that such study and due diligence not interfere with operations of the current tenant of the building.

On February 26, 2008 Halifax Regional Council approved HECC's recommendation, pending a staff report, as follows:

MOVED BY Councillor McCluskey, seconded by Councillor Streach, that Halifax Regional Council approve the recommendation from the Harbour East Community Council that, pending a staff report, should the Dartmouth City Hall building on Alderney Drive become vacant, that priority be given to allowing the Dartmouth Heritage Museum Society first option to use the facility for museum purposes, and that the Dartmouth Heritage Museum Society be given permission to conduct feasibility study and due diligence on the property, providing that such study and due diligence not interfere with operations of the current tenant of the building.

Halifax Regional Council deferred consideration of the staff recommendation contained in the December 18, 2008 report, pending a further report from Harbour East Community Council, at its meeting held on February 10, 2009.

ORIGIN CONT'D

Subsequently, Harbour East Community Council approved the following recommendation at its meeting held on October 1, 2009:

MOVED BY Councillor Karsten, seconded by Councillor Fisher, that Harbour East Community Council recommend to Halifax Regional Council that the Dartmouth Heritage Museum be given exclusive right to the use of the former Dartmouth City Hall building, the purpose of which is to have a permanent museum and create a "Cultural Cluster".

RECOMMENDATION

Harbour East Community Council recommends to Halifax Regional Council that the Dartmouth Heritage Museum be given exclusive right to the use of the former Dartmouth City Hall building for the purpose of a permanent museum and creation of a Cultural Cluster.

BACKGROUND

Harbour East Community Council considered this matter at its meeting on October 1, 2009 with the following background provided:

- 1965 A group of citizens began collecting heritage artifacts and archive materials and displayed them in the schools.
- 1967 The Dartmouth Heritage Museum was established as a Canadian Centennial Project by the City of Dartmouth and is located at 100 Wyse Road.
- 1971 The Dartmouth Heritage Museum acquired the Quaker House.
- 1978 The Dartmouth Heritage Museum acquired the Evergreen House.
- 1996 Mr. George McLellan, HRM Commissioner of Regional Operations, confirmed his commitment to the Dartmouth Councillors that 90 Alderney Drive be used as the new home for the Dartmouth Heritage Museum as soon as the Halifax Regional School Board's lease expired without renewal.
- 1997 The Halifax Regional Council formally supported the Dartmouth Heritage Museum in Dartmouth and stated that all recommendations, including budgetary ones, will be ratified at a later date. Mayor Walter Fitzgerald wrote to the Dartmouth Heritage Museum to confirm.
- 1999 The Dartmouth Heritage Museum Society was created as a nonprofit organization to manage the collection, Evergreen House and Quaker House, as well as, subsequent programming, interpretation and exhibitions.
- 2002 The Museum's headquarters was moved to the Evergreen House and the main collection was moved into storage in the Burnside Industrial Park area when the Wyse Road location was deemed unsafe.
- 2004 The Dartmouth Heritage Museum Society developed a five year Strategic Plan.
- 2007 A new Business Plan identified a new home as a primary need.

- 2008 The Dartmouth Heritage Museum Society strike a New Home Committee which outlined the Terms of Reference for the Building Feasibility Study.
- 2008 The Canadian Conservation Institute consultant, Mr. Siegfried Rempel, was asked to review 90 Alderney Drive as a potential home for the Museum. He generated a cursory report outlining the advantages and disadvantages, as well as, designating a preference for a purpose-built facility.
- 2008 To give a local context to the report, another consultant, Mr. Robert Frame, was asked to comment. Mr. Frame states that Mr. Rempel's report was fair but emphasizes that the disadvantages identified could be resolved.
- 2009 The Dartmouth Heritage Museum Society recommended that a full feasibility study be conducted on 90 Alderney Drive.

DISCUSSIONS

1. The Dartmouth Heritage Museum is the only dedicated social heritage museum in our region.
2. The Museum remains one of the few urban-based heritage organizations in the Province and the only one within HRM that can offer programming and interpretation of such a rich selection of artifacts, currently numbering some 40,000. The Collection contains items of significant social value to the cultural fabric of not only HRM, but for the nation, since it represents one of the oldest areas of the county. It is paramount that it is preserved and interpreted, not only for the local community but also for all who visit the region.
3. The cost of a purpose-built facility for the Museum would start at an order of magnitude of \$10 million, whereas re-purposing 90 Alderney Drive would be less expensive.
4. 90 Alderney Drive is the best prospect because of the following:
 - a) **Structure:** the 7,000 square foot floor plate held up by a structure utilizing 40' spans will allow for optimal exhibition and storage layouts.
 - b) **Sustainable Design:** besides adaptive reuse, the building will be connected to the geothermal central heating project, thereby reducing the building's environmental footprint.
 - a) **Downtown Location:** highly visible, easy to find, at the centre of the HRM community and ideal for the promotion of partnerships with the HRM Library, Alderney Gate/Theatre, the Peace Pavilion, businesses and the Shubenacadie Canal. It would encourage and increase traffic across the Harbour and strengthen the linkages between the two downtown cores bordering the Harbour. It could be the first stop to exploring the history of our region.
 - b) **Architecture:** The building is a rare and fine example of mid-century modern architecture and is worth preserving as part of the museum's mandate.
 - c) **HRM Cultural Plan:** It meets the criteria set out in the 2008 HRM Cultural Plan which highlights the need for:
 1. Cultural access and equity;
 2. Community character and heritages;
 3. Life-long learning and creative expression;
 4. Service delivery and partnerships; and
 5. Investment and promotion.
5. 90 Alderney Drive would provide a high profile location, able to immediately highlight heritage into the tourism heart of downtown HRM and is a natural complement to the Historic Properties complex on the other side of the Harbour.

6. The collection is currently being stored in a warehouse in less than ideal circumstances.
7. No collection of this calibre should be inaccessible to the public.
8. Currently, HRM pays \$65,000+ per year for storage of the collection. Although storage might still be necessary on a small scale, most of the collection could be stored at 90 Alderney Drive.
9. Although monies are already being raised for a new home, a formal capital campaign can begin once a new home for the Museum has been confirmed.
10. Federal cultural monies might be eligible for adapting the building envelope at 90 Alderney Drive.
11. The Dartmouth Heritage Museum Society has identified the need to conduct an independent feasibility assessment, in the amount of \$50,000, which is necessary to determine the scope of financial impact of moving into this facility.

BUDGET IMPLICATIONS

Budget consideration should be brought forward as part of the five year Capital Planning process.

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation.

ALTERNATIVES

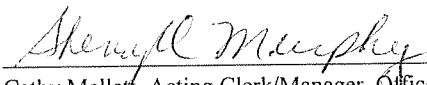
No alternatives are recommended.

ATTACHMENTS

1. Extract of the Minutes of Harbour East Community Council of October 1, 2009.
2. A letter from Dartmouth Heritages Museum Society dated January 20, 2009.
3. A report from Harbour East Community Council dated February 20, 2008.
4. A staff report dated December 18, 2008.
5. A letter from Mayor Walter R. Fitzgerald dated June 19, 1997.
6. A memorandum from Mr. George McLellan, Commissioner of Regional Operations, dated May 28, 1996.
7. Dartmouth Heritage Museum Society Briefing Document

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/agenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by: Krista Tidgwell, Legislative Assistant, with the assistance of the Dartmouth Heritage Society,
490-6519

Report Approved by: 
Cathy Mellett, Acting Clerk/Manager, Office of the Municipal Clerk, 490-6456

Extract of Harbour East Community Council Minutes - October 1, 2009

10.2.1 Former Dartmouth City Hall - Museum

MOVED BY Councillor Karsten, seconded by Councillor Fisher, that Harbour East Community Council recommend to Halifax Regional Council that the Dartmouth Heritage Museum be given exclusive right to the use of the former Dartmouth City Hall building, the purpose of which is to have a permanent museum and create a "Cultural Cluster". MOTION PUT AND PASSED.

Councillor Karsten noted that this matter is to be forwarded to Regional Council for consideration, including the original documentation that was presented to Community Council from the Dartmouth Museum Society and an extract of this minute.

**Comments and Response to
Item No. 11.1.6 submitted to Halifax Regional Council
by Dan English & Wayne Anstey
January 20, 2009
Feasibility of the Former Dartmouth City Hall
as Central Museum**

The Jan. 20th report submitted to Halifax Regional Municipality (HRM) Council by Mr. English and Mr. Anstey requires clarification by the Dartmouth Heritage Museum Society (DHM).

The report begins by indicating that the findings of the “*Dartmouth Heritage Museum’s Society’s Feasibility Study*” on 90 Alderney Drive be accepted, when there has not yet been a feasibility study. The “*feasibility study*” was, in reality, only a “*facility review*”; a 1-hour preliminary walkthrough of 90 Alderney Drive to determine its potential as the new home for the Museum. It should be noted that 90 Alderney Drive was fully occupied by the school board at the time of his visit. This report was not made public and it was meant to provide the Society with preliminary guidance before a feasibility study commenced. The Dartmouth Heritage Museum Society hired Mr. Rempel, not Halifax Regional Municipality staff and yet the findings were used without the Society’s knowledge and/or permission. It was the Society’s hope that the Rempel report be used to trigger discussion and funding for the full feasibility study which would include building envelope, financial breakdowns, and a sustainability plan.

The fact that Mr. Rempel was hired by the Society and HRM on the same visit to advise both on heritage strategies strikes us as questionable. It is the Society’s opinion that both documents written by the same individual seem to negate the validity of both.

We do not share Mr. Rempel’s conclusion that the former Dartmouth City Hall is not feasible for the DHM. He strongly suggests a new purpose built facility, and although a new building would be the ideal answer, it is not likely to happen in this economic climate. Since Mr. Rempel is not an engineer or an architect, we do not give credibility to any statements re: the building envelope, possible expansion to the building, heating, plumbing... While Mr Rempel's review gave us a snapshot view of 90 Alderney Drive, we felt it was necessary to refine the focus so we asked Mr. Robert Frame, a local Museum expert, for comment and opinion. Mr.

.../2



Evergreen House
26 Newcastle Street
Dartmouth, N.S.
B2Y 3M5
Phone: (902) 464-2300
Fax: (902) 464-8210
E-Mail:
dhmuseum@ednet.ns.ca

Board of Directors:

chair
Jean Llewellyn

vice-chair
Rick Sanderson

treasurer
John MacLeod

secretary
Linda Forbes

directors
Jackie Barkhouse
Sandra Barss
Cindy Campbell
Nancy Hart
Sandra Hartley
Audrey Manzer
Joe Zareski

Staff:

executive director
Lisa O’Neill

curator
Crystal Martin

Frame has over 30 years experience managing and developing museums in Nova Scotia while holding senior positions in the Nova Scotia Museum system. Mr. Frame concluded that 90 Alderney has potential as a new home if certain issues are met during 'a comprehensive renovation'.

The report suggests that HRM has a 'legal and moral obligation to the collection' but appreciation for the museum, programming and interpretation does not exist. The public and what it values are also non-existent. This is particularly poignant considering the citizens of Dartmouth created the DHM in 1967. One might ask why the collection is being cared for if not to display these assets and educate the visiting public?

Normally, an objective report would contain some positive comments about the museum and its mandate and then follow up with issues or challenges. This report states that the museum is 'heavily dependent on volunteers and a few professional staff'. One is left with the impression that this is a rudderless ship with a lacklustre crew and nothing could be further from the truth! Our Curator, Executive Director, Board and volunteers work tirelessly and produce programs, exhibits, workshops and events which attract and engage participants, visitors, researchers and tourists from near and far. The Museum is in a period of growth, not decline.

Statements in this report are made that are never explained or substantiated such as: 'This large collection comprises an unbalanced representation of regional history.' What does this mean and who made this statement? Does the collection have too many pieces from one era and not enough from another? Does it lack balance in terms of gender or racial sensitivity? There are no benchmarks referenced.

Why is the DHM, the only community museum in HRM, placed in the same category as Historic Houses or groups owning single, one-dimensional collections? We disagree with this placement when we been in existence for 42 years and oversee a collection of some 40,000 artifacts donated by the community covering all aspects of life in this region since the late 1700's.

It strikes us as odd that the report did not comment on the quantity or quality of the programming but rather spoke about the need to cull the collection and the shortage of display space. Surely a balanced report should have looked at all aspects of running a museum. Mr. Rempel stated the need for deaccessioning a part of the collection. The Society has been working with HRM staff for over three years on the new policies; they have passed through HRM lawyers and are close to completion. It should also be noted that it was the Society who paid for an internal review of the collection in 2007 to highlight some of the issues surrounding the collection, e.g., environment and storage, hazardous material, balance of collection and produced an internal report with a comprehensive strategy to move ahead. This was not funded by HRM and is yet another

.../3

example of the high level of conservation standards practiced by the Society. In fact, both HRM staff, Mr. Robert Frame, and other provincial non-profit heritage institutions have conferred with the Museum to obtain advice on museum management as well as operational templates. Surely this confirms the high levels of our stewardship!

The Jan. 20th report states in the Conclusion that HRM needs to conduct a comprehensive review of its social heritage program to identify gaps and define HRM's specific niche and museum model. The Dartmouth Heritage Museum Society has not been privy to any of these discussions, which is surprising considering we are HRM's largest heritage partner.

For over 40 years, the Dartmouth Heritage Museum has managed the valuable collection and performed all functions related to running an effective municipal museum. Since leaving Wyse Road we have been working under very difficult circumstances but it has not affected the quality of our programming. When 90 Alderney Drive is designated as our new home, we can bring the artifacts out of storage, be accessible to the public and lead the way in social heritage programming in HRM. Once 90 Alderney Drive is granted as our address, the assessment and dialogue with HRM staff and Council will begin anew.

Respectfully submitted,

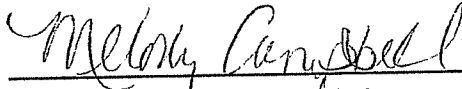
Jean Llewellyn
Chair, Dartmouth Heritage Museum Society
October 8, 2009



PO Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Halifax Regional Council
February 26, 2008

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY: 
Melony Campbell
for Councillor Bill Karsten, Chair
Harbour East Community Council

DATE: February 20, 2008

SUBJECT: Dartmouth Heritage Museum Society/The Dartmouth City Hall Building

ORIGIN

Meeting of Harbour East Community Council held on February 7, 2008.

RECOMMENDATION

Harbour East Community Council recommends to Regional Council that:

1. Should the Dartmouth City Hall building on Alderney Drive become vacant, that priority be given to allowing the Dartmouth Heritage Museum Society first option to use the facility for museum purposes, and that the Dartmouth Heritage Museum Society be given permission to conduct a feasibility study and due diligence on the property, providing that such study and due diligence not interfere with operations of the current tenant of the building.

DISCUSSION

Harbour East Community Council considered this matter at their January 7, 2008 meeting and approved the recommendation found above.

BUDGET IMPLICATIONS

N/A

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation.

ALTERNATIVES

N/A

ATTACHMENTS

N/A

Additional copies of this report, and information on its status, can be obtained by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.
Report Prepared by: Melody Campbell, Legislative Assistant



PO Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Halifax Regional Council
January 20, 2009
February 3, 2009
February 10, 2009

TO: Mayor Kelly and Members of Halifax Regional Council

A handwritten signature in cursive script, appearing to read "Dan English".

SUBMITTED BY: _____
Dan English, Chief Administrative Officer

A handwritten signature in cursive script, appearing to read "Wayne Anstey".

Wayne Anstey, Deputy Chief Administrative Officer - Operations

DATE: December 18, 2008

SUBJECT: Feasibility of the Former Dartmouth City Hall as Central Museum

ORIGIN

February 26, 2008 - Regional Council requests that, should the former Dartmouth City Hall building on Alderney Drive become vacant, priority be given to allowing the Dartmouth Heritage Museum Society (DHMS) first option to use the facility for museum purposes and that the Dartmouth Heritage Museum Society be given permission to conduct a feasibility study and due diligence on the property.

RECOMMENDATION

It is recommended that Regional Council:

1. accept the findings of the Feasibility Study, as described in the body of the report, which indicate it is not advisable to reuse the former Dartmouth City Hall for the purpose of a museum; and
2. direct staff to initiate a review of HRM's social heritage program and to develop options for Council's consideration;
3. approve the withdrawal of \$20,000 from the Cultural Development Reserve (Q312) to carry out the review.

BACKGROUND

HRM's social heritage program consists mostly of a large collection and several buildings inherited from the City of Dartmouth (40,000 works and 3 buildings). This large collection comprises an unbalanced representation of regional history. HRM also inherited a small collection from Halifax and the Scott Manor House from the Town of Bedford. Each building is a Registered Heritage property maintained primarily because of its architectural or historic interest, not because of their suitability for collection management and interpretation. While HRM is fortunate to have these buildings, a central museum building is not among these.

At the time of amalgamation, the largest of the City of Dartmouth's museum facilities was the former Dartmouth library building located at 100 Wyse Road. This facility housed the primary museum collection and administrative offices. In 2002, due to environmental conditions, the facility was deemed no longer suitable for the museum. The building was eventually closed and demolished. Since then, the Evergreen and Quaker Houses, two Registered Heritage properties, have housed the administrative offices and exhibition space.

HRM's museum system is heavily dependent upon volunteers, and a few professional staff. The Dartmouth Heritage Museum Society (DHMS) is one such volunteer lead organization. The Society was established in 1999 to manage the former City of Dartmouth's heritage collection. The DHMS entered into a service agreement with HRM in 2002 that includes an annual grant of \$50,000 in exchange for "*managing, promoting, developing, operating and administering the Museum complex.*"

The Dartmouth Heritage Museum Society Proposal:

The DHMS has indicated Evergreen House is no longer suitable for accommodating the display and interpretation needs of the collection nor the administration requirements of the museum. Moreover, the Society is concerned about the Joe Zatzman Drive facility and its suitability for storing the collection. The Society suggests that maintaining the status quo is not an option without consequences including:

- emerging difficulties in conserving the collection
- overuse of some aspects of the collection
- incremental small-scale losses of the quality of the assets
- failure to generate high levels of community participation

For these reasons, the Society has expressed an interest in using the former Dartmouth City Hall building for the purpose of a central museum and storage.

DISCUSSION

In consideration of the DHMS's request, this discussion assumes Council values its collection and wants to care for it over the long term. In fact, because HRM has willingly accepted each piece of the collection, there is both a legal and moral obligation to care for and preserve the collection. Beyond this level of commitment however, staff do not presume that Council supports the concept of a central museum, as suggested by DHMS, nor the social heritage program as it currently exists.

A) Reuse of the former Dartmouth City Hall

Mr. Siegfried Rempel of the Canadian Conservation Institute(CCI), a collection conservation consultant, was requested by the DHMS to assess the feasibility of using the former Dartmouth City Hall as a museum. Mr. Rempel spent a day touring the facility and submitted to the Dartmouth Heritage Museum Society a brief outlining his findings. The written brief was prepared for the Society and not intended for public consumption. As a result, staff have incorporated the findings in the following discussion.

Mr. Rempel confirmed the Society's suspicions that new storage, display and administrative spaces are needed, however, he suggests that adapting the former Dartmouth City Hall for this purpose is not ideal nor feasible. While the building has some advantages - location, accessibility, and a flexible internal space for conversion - Mr. Rempel found the disadvantages to be greater. The very fact that the proposal entails an adaptive reuse of a non-purpose built building immediately places it at an immediate disadvantage. Much of the building's space such as the round council chamber on the ground floor cannot be easily converted for the purpose of a museum. The building does not have a freight elevator which is essential for accommodating larger items in the collections. The lack of a loading dock at the ground floor level prevents ease of materials and collections transport, and would require a loading bay be added at the upper street level of the building.

Mr. Rempel also suggests that the building is limited in terms of expansion. The existing square footage of the building only accommodates the current collection and is not adequate for collection growth and program development. Finally, the report concludes that the building envelope would need extensive upgrading to accommodate the operating conditions required of the museum.

Furthermore, since Mr. Rempel's report was completed, staff have learned that the School Board will not be in a position to vacate the Dartmouth City Hall this year as originally planned by them, and that they will soon be approaching HRM Council to extend the lease for a few more years.

B) Review of HRM Social Heritage Program

Mr. Rempel's visit to HRM also provided an opportunity for a high level assessment of HRM's existing collection management, interpretation and storage program. Mr. Rempel spent a day touring HRM's facilities and viewing the collections. A short brief was provided outlining his findings which have been incorporated as background information in the body of this discussion.

1. Collections Storage

It is a fact of museum life that most of the collections remain in storage at any one time, and that to realize the potential of a museum collection, it must be in good condition, safely stored, and accessible. Clearly, the usefulness of HRM's collection is limited if the care and maintenance are of low standards.

Mr. Rempel found that the Joe Zatzman Drive storage facility is placing the collection at risk and is unacceptable as a collection storage space. At a minimum, a museum storage facility needs to

be climate controlled, and well protected from exposure to harsh chemicals or other environmental conditions. Additionally, it should be secure and contain purpose-built storage equipment, and space to separate the collection that is free and unencumbered.

Unfortunately, the Joe Zatzman Drive facility has had problems with chemicals leaking from neighbouring tenants. Although the risk of a potentially damaging interaction was addressed, this was only a stop gap measure, and the risk of future interactions exists. Environmental control has also been an issue. Although dehumidifiers have been provided to limit high relative humidity conditions, they are exhausted directly to the exterior exposing the collection to extreme environmental elements.. Finally, dust has become an issue, and has been found on various horizontal surfaces within the storage space.

The physical security at the site poses a challenge. The cinder block walls separating adjacent commercial activities on each side of the storage facility are not continuous to the roof, and could easily be breached from the adjacent spaces without activating an alarm.

2. Collection Display

Currently, the DHMS employs two curatorial staff who administer and interpret the collection from within Evergreen House. Mr. Rempel found that new administration and display spaces are needed to provide more access to a large portion of the collection which is not part of the period interpretation of the houses.

The report also notes that staff should undertake a review of the collection with the intent to resolve registration issues related to the collections. Mr. Rempel indicates that culling the collection of materials for deaccessioning is an important step to reduce the on-going operational demands within the museum. It is suggested that this important step, as well as the development of a focused collection and interpretation mandate, should begin prior to relocating to a central museum space.

C) Conclusion

The current infrastructure supporting HRM's social heritage program is constrained, and new facilities are required to display and preserve the collections. The potential re-use of the former Dartmouth City Hall has been shown to be unsatisfactory for HRM. Ideally, a purpose-built facility for both storage and interpretation should be considered.

However, prior to pursuing new facilities, the focus, purpose, scope and direction of the Region's social heritage program needs to be determined. It is also important that this strategic planning process consider the full range of social heritage programming in HRM. This includes community museums and the provincial/federal museum and historic sites programs outlined in the following table.

Community Museums	Provincial Museums	Federal Museums
Acadian House Army Museum	Fisherman's Life Museum Museum of Natural History	Halifax Citadel Maritime Command Museum

Community Museums	Provincial Museums	Federal Museums
Atlantic Canada Aviation Museum Black Cultural Centre for NS Cole Harbour Heritage Farm Dartmouth Heritage Museum Fultz House Halifax Police Museum MacPhee House Memory Lane Heritage Village Moose River Gold Mines Musquodoboit Railway N S Sport Hall of Fame #31 Royal Cnd. Legion Military Scott Manor House Shearwater Aviation Thomas McCulloch Waverley Heritage	Maritime Museum of the Atlantic	Pier 21 National Historic Site Prince of Wales Martello Tower York Redoubt

While HRM is obliged to care for its collection, it does not have specific plans or policy respecting collections management, display and interpretation. Therefore, as an important next step, a comprehensive review of HRM's social heritage program should be undertaken to identify gaps in the existing program, and define HRM's specific niche and museum model. The work completed by Mr. Rempel to date confirms the importance of reviewing HRM's existing approach to social heritage programming and provides a sound basis from which staff can begin to assess and plan.

BUDGET IMPLICATIONS

A review of HRM's social heritage program will require \$20,000. This will be funded through the Cultural Development Reserve (Q312). The availability of funds has been confirmed by Financial Services.

Budget Summary: Cultural Development Reserve (Q312)

Cumulative unspent budget	\$ 120,000
Less: Cost to review Social Heritage program	<u>\$ 20,000</u>
Balance	\$ 100,000

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation. The above will result in a withdrawal from reserves.

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating,

Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation.

ALTERNATIVES

- 1. Council accept the recommendations contained within this report.
- 2. Council may not accept the recommendations contained within this report


ATTACHMENTS

None

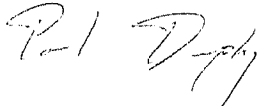
A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/agenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by: Betty Ann Aaboe-Milligan, Cultural Programmer (Curator),490-5113

Report Approved by: _____
Andrew Whittemore, Manager, Community Relations and Cultural Affairs, 490-1585

Financial Approval by:  _____
Paul Fleming, Acting Director of Finance, 490-7203

Report Approved by: _____
Paul Dunphy, Director, Community Development



Halifax Regional Municipality

Walter R. Fitzgerald
Mayor

1841 Argyle St.
P.O. Box 1749
Halifax, N.S. B3J 3A5
Tel: 902-490-4010
Fax: 902-490-4012

June 19, 1997

Mr. Carmen Moir, President
46 Summit Street
Dartmouth, NS
B2Y 3A3

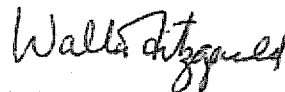
Dear Mr. Moir:

I acknowledge receipt of your letter dated June 11, 1997 respecting the proposed closure of the Regional Museum of Cultural History.

As you no doubt are aware, Council has recommended that the Museum remain open. Regional Council will ratify all recommendations respecting the budget at a future Council meeting. I have forwarded a copy of your letter to our Municipal Clerk for circulation to members of Council.

Thank you for writing me with your concerns on this important matter.

Yours sincerely,



Walter R. Fitzgerald
MAYOR

/km

cc Vi Carmichael, Municipal Clerk

HALIFAX REGIONAL MUNICIPALITY

George McLellan
Commissioner of Regional Operations

1505 Barrington Street, Suite 1207
Halifax, NS B3J 3K5
Telephone: (902)496-2276
Fax: (902)425-1466

MEMORANDUM

TO: Councillor Harry McInroy, District 5
Councillor Jack Greenough, District 6
Councillor Condo Sarto, District 7
Councillor Bruce Hetherington, District 8
Councillor Clint Schofield, District 9
Councillor John Cunningham, District 10

FROM: George McLellan, Commissioner of Regional Operations

DATE: May 28, 1996

RE: Lease and Occupancy Arrangements
Former Dartmouth City Hall and Alderney Gate Properties

I am attaching, for your information, a copy of the response from the Regional School Board on terms for their utilization of the majority of the space in the former Dartmouth City Hall property.

Subsequent to our meeting last week, I, in the company of Dan English and Simpson McLeod, met with Mr. Williams and other members of the School Board and proposed to them an arrangement based on \$9.00 per square foot, and with them assuming the operating costs. I also indicated to them that appropriate space would be necessary for Councillors on the Dartmouth side and that coordination of the Council Chamber would be through our offices. They were informed that our offer was necessary because of our need to reinvest in the Heritage Museum, which would be left in its existing premises.

The receipt of their proposal coincides with new information we have with regard to problems in accommodating all of our staff requirements on the Dartmouth side in the Alderney Gate property. For this reason, we are willing to recommend that we confirm to the Heritage Museum that they occupy the majority of the space in the former Dartmouth City Hall property. The response from

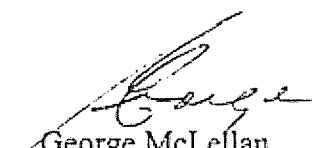
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the School Board is so far apart from our original offer that we do not see a way to bridge this gap. We could continue to negotiate this position but, to do so, would be to allow the passage of time and further uncertainty to transpire. This is a concern given that we must begin to place staff in their proper workgroups and areas as soon as possible. In addition to this, there remains some uncertainty with the Heritage Museum as to its outcome.

The School Board, as a tenant, would have been a good outcome in as much as it would have fostered strong economics for us. However, based upon the tone of their offer, we would not see the kinds of net revenues that would safely erode into what will be the cost of upgrading the existing Heritage Museum to continue to retain that use. You may also recall that we have been advised that reinvestment in the existing Heritage Museum represents good money in a bad investment.

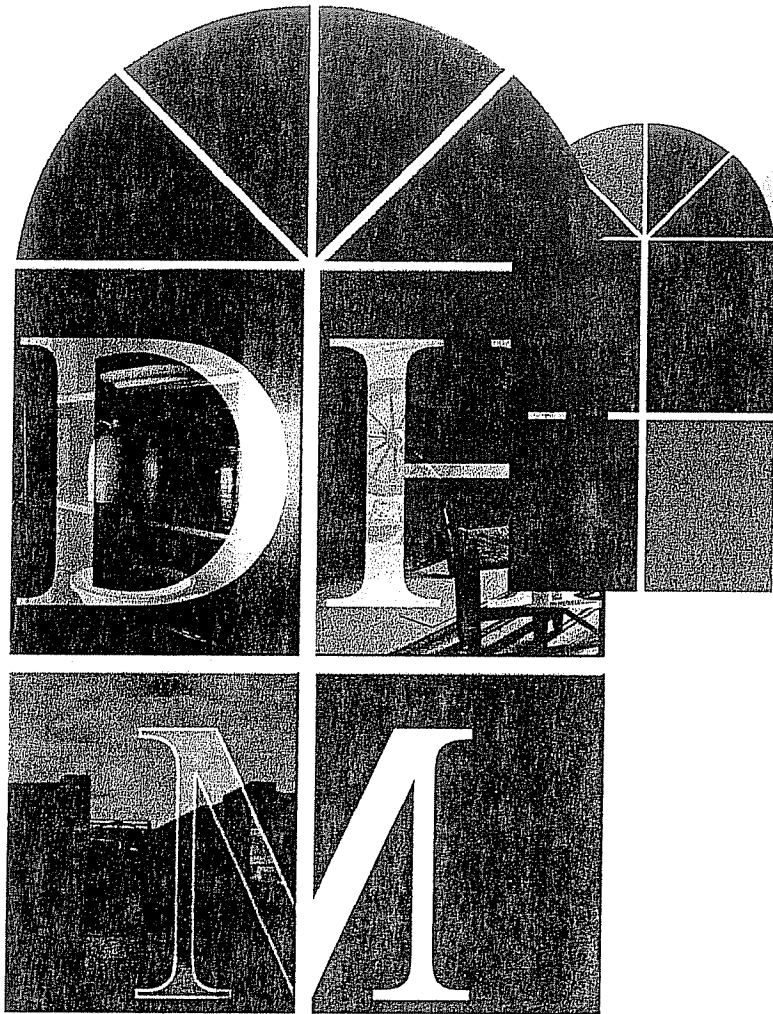
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This arrangement, while disappointing in some respects, allows for safety in terms of space for our staffing operations and does allow for a very valid, acceptable use for the former Dartmouth City Hall property. Additionally, we would go ahead, in time, with the demolition of the existing Heritage Museum property, freeing up the Dartmouth Common for its intended purpose. It is our recommendation that we go forward with this at this time and we will be in contact with you in the very near future to again reconvene to discuss this direction for that pool of properties on the Dartmouth side.



George McLellan
Commissioner of Regional Operations

cc Dan R. English
Chief Gary Greene
Simpson McLeod



Dartmouth Heritage
Museum Society

Briefing Document:

90 Alderney Drive

Potential New Home of the

Dartmouth Heritage Museum

Prepared by Lisa O'Neill – Executive Director

March 2009

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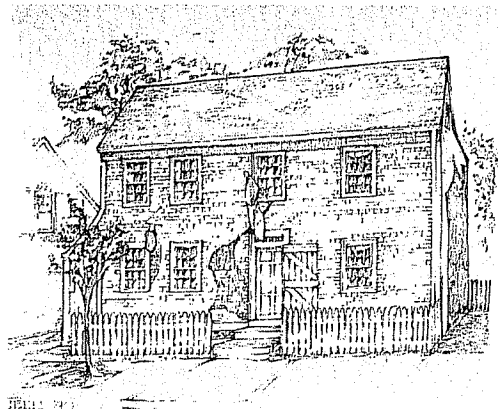
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History of the Museum

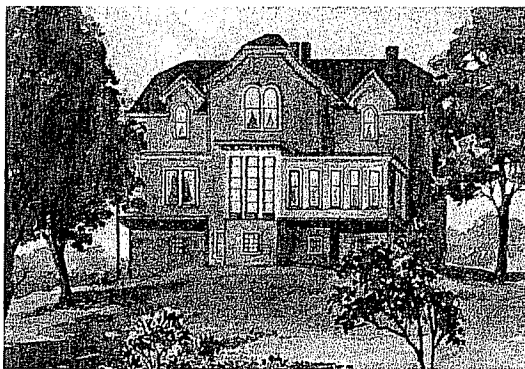
The Dartmouth Heritage Museum started from humble beginnings; a group of like-minded citizens began presenting collections of artifacts in two local schools to promote awareness of heritage in our region. Interest in this project grew as the schools, other community groups and City Council saw merit in their efforts. The Dartmouth Museum Society was formed by many of these original citizens. Members of the Dartmouth Museum Society, concerned with the demolition of many of the sites of historic significance in and around the then City of Dartmouth, lobbied the municipal and provincial governments to establish a community museum. The Museum itself was established in 1967 as a Canadian Centennial Project by the City of Dartmouth and was set up at 100 Wyse Road.

Historic Houses

In 1971, after a surge of urban renewal resulted in the destruction of many historic homes in the downtown core, the Museum Society preserved one of the last Quaker Houses in the area and converted it to an interpreted historic house open to the public every summer. Originally the home of William Ray, the house is considered one of the oldest domestic structures in the metro area. Ray was a cooper (barrel maker) who came to Dartmouth as part of a community of Quakers who established a whale fishing industry out of Dartmouth. Originally from Nantucket Island, New England, the Quakers had an important impact on the development of Dartmouth - including securing the Dartmouth Common Land for public use. Quaker House is restored and furnished to reflect its 1785 construction date. The house is a municipally and provincially registered historic site. It is representative of its construction period and reflective of the Nantucket Island domestic architecture from which it is derived.



Quaker House line drawing - J. Bell



Evergreen House painting - Marjorie Tozer

In 1978, the City of Dartmouth purchased Evergreen from Helen Creighton with the support of the Nova Scotia Museum. An impressive example of a mid-Victorian gentleman's residence, Evergreen House is furnished with period antiques from the Museum's collection and commands a fine view of Halifax Harbour. Evergreen, rich in ties to the local community was built in 1867 by Judge Alexander James. The house was later home to nationally acclaimed Nova Scotian folklorist, Dr. Helen Creighton.

Amalgamation

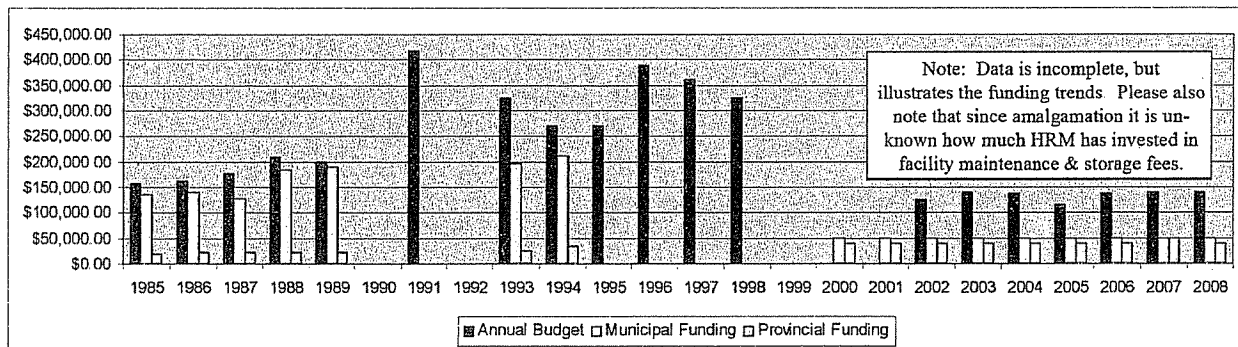
When HRM was formed, Walter Fitzgerald, the mayor of Halifax Regional Municipality, acknowledged that ‘Council has recommended that the Regional Museum of Cultural History (now known as the Dartmouth Heritage Museum) should remain open’. Mr. Fitzgerald also states in his letter to Carmen Moir (Appendix B) that Council will ‘ratify all recommendations respecting the budget at a future Council meeting’.

After the Halifax Regional Municipality amalgamation in 1996, the Dartmouth Heritage Museum became known briefly as the Regional Museum of Cultural History, and then returned to its original name in 1999. During 1999/2000, the Halifax Regional Municipality worked with the community to establish the Museum as non-profit community operated facility.

Loss of Municipal Funding Support

In a 1999 report from Jack Greenough, Chairman of the Program and Service Review Committee for HRM (Appendix C), recommendations were outlined to set up the Museum as a non-profit organization with a Cultural Tourism Agreement comprised of four components: The lease was not to exceed two years for the Wyse Road Location; there was to be secondment of one member of HRM staff, access to all other HRM staff and an annual fee-for-service grant. Another recommendation was the approval of a budget of \$154,000. Of this amount, 1) \$50,000 was to be dedicated to the fee-for-service agreement (the current Management Agreement between HRM and the Society), 2) \$50,000 for Building Operations, and 3) a further \$54,000 for Museum Administration. The Society only receives \$50,000 of the total budget. Neither Staff nor the Society seems clear on what constitutes Museum Administration costs. The fee-for-service agreement was subsequently brought before Council and approved and is still in use as the Management Agreement between HRM and the Society until such time as a new agreement can be reached, one that will fully realize the scope of community contribution through appropriate funding (Graph 1).

Graph 1 – Dartmouth Heritage Museum Annual Budgets/Government Funding Since 1985



Today, the Museum struggles to operate under such tight financial constraints; in fact Ms. Erkok notes on page 10 of her report (Appendix D), “The museum continues to be understaffed. Two employees are responsible for the museum’s artifacts, volunteers, programming, administration,

and fundraising, as well as the facility maintenance of three separate buildings: Evergreen House, the warehouse, and Quaker House. Staff has little facility maintenance support, leaving the museum's director to make building repairs, or the museum's curator to shovel snow. Museum staff continues to struggle with their ever-growing workload. The more time staff must spend on facility maintenance, the less time they have to dedicate to the development, preservation, study, and display of the collection itself."

Closure of 100 Wyse Road



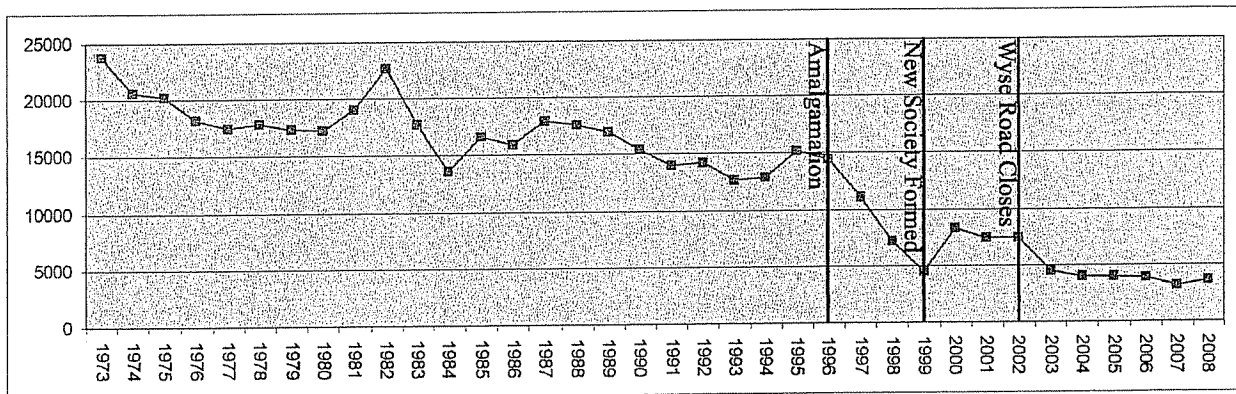
Collection in Storage

In 2002, the Wyse Road location closed its doors due to unsafe working environments. The Museum headquarters moved to Evergreen House and the main collection was moved to storage in Burnside Industrial Park.

There was an immediate challenge to the Museum's functionality due to poor location, lack of marketing support, the inability to showcase

the Collection due to lack of exhibit space, and inaccessibility to anyone with a physical challenge. Visitation dropped significantly (see Graph 2) as the majority of the collection was moved to storage in Burnside until such time as a new permanent home could be located. To counter these issues, the Dartmouth Heritage Museum Society developed a Strategic Plan and a subsequent Business Plan to provide a template for immediate growth and initiate a path to long-term stability. The most critical issue outlined in both documents is the need for a new permanent home. Ms. Erkoc states on page 9 – Appendix D, "Evergreen House is not large enough to interpret, and display the Dartmouth Collection, and cannot handle more than a handful of visitors at any one time".

Graph 2 - Visitation Statistics Illustrating Poor Location and Budget



The Importance of the Heritage Collection

The Museum remains one of the few urban-based heritage organizations in the Province, and certainly the only one within the Halifax Regional Municipality that can offer programming and interpretation of such a rich selection of artifacts, currently standing at 45,000. The Collection represents one of the largest single heritage artifact collections in Eastern Canada. It contains items of significant social value to the cultural fabric of HRM. It also represents the social heritage of one of the oldest areas of the country, and it is paramount that it be preserved and interpreted, not only for the local community but also for all who visit our region. Although the Museum demonstrates a strong trend of growth, it still cannot provide easy access to this Collection without first obtaining a new home. The Collection, owned by Halifax Regional Municipality and managed by the Society, is of vital importance to the preservation, protection, and promotion of the community's heritage.

The Importance of the Dartmouth Heritage Museum Society

The Dartmouth Heritage Museum Society has the experience and expertise in running a civic museum. The Museum will be well positioned to take the leadership role in promoting urban heritage in this region through a proper facility. Through careful planning and management, innovative approaches to interpretation and programming, engaging exhibits, creative fundraising, frequent marketing, but most importantly, a new home, the Museum can re-establish itself as a highly respected institution known for providing excellence in the interpretation of local heritage.

Fulfilling HRM's Cultural Plan

The HRM Cultural Plan identifies five strategic directions: *(1) Cultural Access and Equity; (2) Community Character and Heritage; (3) Life-long Learning and Creative Expression; (4) Service Delivery and Partnerships; and (5) Investment and Promotion.* The Dartmouth Heritage Museum Society has consistently fulfilled these five directives through its diverse programming, exhibits, research capabilities, partnerships and recent marketing forays although our abilities are somewhat limited through lack of space. With a new facility, the Society will be in an even stronger position through a higher profile location, immediate display of a large percentage of heritage artifacts and archives, and in the tourism heart of downtown HRM.

State of the Collection

The Collection has been stabilized for the short term through swift action by both HRM and the Society. The Collection Audit, undertaken and paid for by the Society in 2007, identified several risks to the Collection and Staff. Active mould (please note that there is mould on most collections in Canada) was contained; dangerous artifacts were disposed of; and new dehumidification was put into place to stabilize the environment in the storage facility. It must be noted that this storage facility was never meant to be used for the long term as the Collection was supposed to have been moved to the Museum's new permanent facility. It must, however, be noted, that the time has come to move the Collection into a location with better environmental control. Many recommendations came from the Society's Collections Audit, some of which

have already been dealt with while others will be handled when further money becomes available. Ms. Erkoc states, page 10 - Appendix D, *“The poor condition of cultural artifacts and the lack of appropriate museum space must be addressed immediately or HRM risks the possibility of the collection’s demise. Because of its cultural, historical, and monetary value, the repair of the Dartmouth Collection should be priority for the HRM.”*

Choice of Location

A letter from George McLellan, Commissioner of Regional Operations, dated May 28, 1996, regarding lease and occupancy arrangements was circulated to former Dartmouth Councillors (Appendix A). It was stated very clearly that the Dartmouth Heritage Museum should occupy “the majority of the space in the former Dartmouth City Hall property”. It also stated that the former building that housed the Dartmouth Heritage Museum would be demolished (which has happened) and that discussions would be held regarding its future home.

The 90 Alderney Drive location, currently occupied by the Halifax Regional School Board, is the strongest option currently being considered by the Society, and recommended by the New Home Committee because it has a unique history of the former city of Dartmouth. This building was the City Hall and is one of the few fine examples of post-war modern architecture in HRM. Its location is prime for a cultural institution; on the downtown HRM waterfront and close to all forms of public transit. It would be highly visible, easy to find, and the building envelope is large enough to house the entire collection and to provide some room for growth. At the centre of the community, it would stand as a constant reminder of our proud heritage. The location is also ideal for the promotion of partnerships with the Public Library Branch located at Alderney Gate and businesses located in downtown Dartmouth.

It would be difficult to find a better location for the new Museum than 90 Alderney Drive. Not only would the building benefit the Museum and surrounding community, but it would also become a portal to Dartmouth and a first stop in exploring Halifax Regional Municipality on this side of the Harbour. It would bring visitors across to discover the amenities available, boost local merchants, increase traffic on ferry/bus and strengthen the linkages between the two downtown cores bordering the Harbour. At the head of the Shubenacadie Canal, the first route across our province used by the native peoples, the Mi’kmaq, the Alderney location would be the first stop in exploration of a history far older than the communities of Halifax and Dartmouth. The remaining question is whether or not the building is suitable for adaptive reuse.

Ms. Erkon states on page 17 – Appendix D, *“HRM should assist the Dartmouth Heritage Museum Society in locating a new home for the Dartmouth Heritage Museum. Possible scenarios being considered are the Dartmouth Marine Slips, or the building currently housing the Halifax Regional School Board at Alderney Landing. Moving the museum is integral to the restoration of the Dartmouth Collection. It would also serve as a new waterfront destination, drawing residents and visitors across the Harbour to Dartmouth [...] The new museum location should be centrally located in Downtown Dartmouth and easily accessible by bus, ferry, foot, and car. A new museum will allow for a larger percent of cultural artifacts to be taken out of storage, enabling greater opportunities for the collection to be interpreted, studied, and*

displayed. Overall, a new home for the Dartmouth Heritage Museum will improve public access to the collection.”

Feasibility of 90 Alderney Drive

The New Home Committee of the Dartmouth Heritage Museum Society has prepared a document for consideration (Appendix E) outlining rough costs and illustrating how the building could be used as a Museum.

The Society hired Mr. Siegfried Rempel from the Canadian Conservation Institute to spend an afternoon visiting the collection storage facility and both historic houses operated by the Society, as well as 90 Alderney Drive as a potential new museum headquarters. Mr. Rempel's subsequent report (Appendix F) outlined the advantages and disadvantages of the building as he saw them during his brief walkthrough. It should be noted that Mr. Rempel's report was based upon the assumption that the best solution for the Dartmouth Heritage Museum Collection would be housing the entire collection in a new building designed for use as a museum. To give local scope to the report, Mr. Robert Frame, a highly respected expert in Museum consultancy, was asked to consider Mr. Rempel's report and comment on same. Mr. Frame's report is also attached (Appendix G). Mr. Frame states that Mr. Rempel seems to be fair in his appraisal, however, Mr. Frame's feels that none of the disadvantages identified by Mr. Rempel are insurmountable.

In order to appropriately and responsibly determine the feasibility of adaptive reuse of 90 Alderney Drive, more study is required. A team of consultants must undertake a detailed assessment of the viability of retrofitting the building to meet museum standards. The team should consist of an Architect, Structural Engineer, Mechanical Engineer and Electrical Engineer, as well as a museum consultant. The Terms of Reference for this study are attached (Appendix H).

Conclusion

With the collection in storage and its headquarters in a Historic House far too small to host permanent exhibits or school groups, the Museum needs a new home immediately, a home that was promised by the Municipality. The 90 Alderney Drive location appears to be the best option available. Further feasibility studies are necessary to determine whether or not it can be retrofitted to bring it up to museum standards. Funding in the range of \$50,000 will be needed to complete the necessary feasibility studies.

We respectfully ask Council to demonstrate its support for the Museum by funding the assessment of a retrofit at 90 Alderney Drive for use as the future home of the Dartmouth Heritage Museum.

Appendix A – Memorandum from George McLellan, Commissioner of
Regional Operations to Dartmouth Councillors, 1996

HALIFAX REGIONAL MUNICIPALITY

George McLellan
Commissioner of Regional Operations

1505 Barrington Street, Suite 1207
Halifax, NS B3J 3K5
Telephone: (902)496-2276
Fax: (902)425-1466

MEMORANDUM

TO: Councillor Harry McInroy, District 5
Councillor Jack Greenough, District 6
Councillor Condo Sarto, District 7
Councillor Bruce Hetherington, District 8
Councillor Clint Schofield, District 9
Councillor John Cunningham, District 10

FROM: George McLellan, Commissioner of Regional Operations

DATE: May 28, 1996

RE: Lease and Occupancy Arrangements
Former Dartmouth City Hall and Alderney Gate Properties

I am attaching, for your information, a copy of the response from the Regional School Board on terms for their utilization of the majority of the space in the former Dartmouth City Hall property.

Subsequent to our meeting last week, I, in the company of Dan English and Simpson McLeod, met with Mr. Williams and other members of the School Board and proposed to them an arrangement based on \$9.00 per square foot, and with them assuming the operating costs. I also indicated to them that appropriate space would be necessary for Councillors on the Dartmouth side and that coordination of the Council Chamber would be through our offices. They were informed that our offer was necessary because of our need to reinvest in the Heritage Museum, which would be left in its existing premises.

The receipt of their proposal coincides with new information we have with regard to problems in accommodating all of our staff requirements on the Dartmouth side in the Alderney Gate property. For this reason, we are willing to recommend that we confirm to the Heritage Museum that they occupy the majority of the space in the former Dartmouth City Hall property. The response from


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On the issue of our space problems which are becoming more clear, we are recommending that, with the Heritage Museum going into City Hall, that we recognize that the Fire Services, as well as Community Services Operations cannot both safely fit into the Alderney Gate square footage. It is our view that we should serve notice to the Province of Nova Scotia (Social Services) that we wish them to vacate the Ferry Terminal space. This would be used for the Fire Services group.

This arrangement, while disappointing in some respects, allows for safety in terms of space for our staffing operations and does allow for a very valid, acceptable use for the former Dartmouth City Hall property. Additionally, we would go ahead, in time, with the demolition of the existing Heritage Museum property, freeing up the Dartmouth Common for its intended purpose. It is our recommendation that we go forward with this at this time and we will be in contact with you in the very near future to again reconvene to discuss this direction for that pool of properties on the Dartmouth side.


George McLellan
Commissioner of Regional Operations

cc Dan R. English
Chief Gary Greene
Simpson McLeod

Appendix B - Mr. Walter Fitzgerald's letter to Carmen Moir, June 19, 1997

Halifax Regional Municipality

Walter R. Fitzgerald
Mayor

1841 Argyle St.
P.O. Box 1749
Halifax, N.S. B3J 3A5
Tel: 902-490-4010
Fax: 902-490-4012

June 19, 1997

Mr. Carmen Moir, President
46 Summit Street
Dartmouth, NS
B2Y 3A3

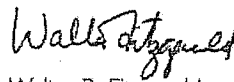
Dear Mr. Moir:

I acknowledge receipt of your letter dated June 11, 1997 respecting the proposed closure of the Regional Museum of Cultural History.

As you no doubt are aware, Council has recommended that the Museum remain open. Regional Council will ratify all recommendations respecting the budget at a future Council meeting. I have forwarded a copy of your letter to our Municipal Clerk for circulation to members of Council.

Thank you for writing me with your concerns on this important matter.

Yours sincerely,



Walter R. Fitzgerald
MAYOR

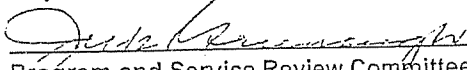
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cc Vi Carmichael, Municipal Clerk

Appendix C - Report from Jack Greenough, Chairman of the Program and Service Review Committee to Halifax Regional Municipality, 1999



Halifax Regional Council
February 9, 1999

TO: Mayor Walter Fitzgerald and Members of Council

SUBMITTED BY: 
Program and Service Review Committee
Jack Greenough, Chairman

DATE: February 3, 1999

SUBJECT: Regional Museum - Transition to Community

ORIGIN

- 1) Submission of Ad Hoc Committee Report to Council on December 8, 1998.
- 2) Referral by Regional Council to the Program & Service Review Committee

RECOMMENDATION

It is recommended that :

1. Council commend the Regional Museum Ad Hoc Committee for the thorough report that provides Council and staff with the sufficient information to assess options and chart future directions;
2. Council authorize staff to investigate the feasibility of creating a Regional Cultural Committee through the Cultural Tourism Business Planning process now underway and report back to Council no later than April 1999;
3. Council authorize staff to assist members of the community to establish a non-profit Museum Society, to provide community-based management for the collection of the Regional Museum *within three (3) months*;
4. Council authorize staff to develop a Cultural Tourism Agreement with the Museum Society within a period of six (6) months. The Agreement will consist of four components: a lease not to exceed two years for the HRM owned facility at 100 Wyse Road, secondment of one member of HRM staff, access to all other HRM staff and an annual fee-for-service grant, not to exceed \$50,000. The agreement will be brought back to Council for approval;
5. Council authorize staff to issue a Call for Proposals to all public, private and non-profit organizations within HRM in nine (9) months, *should it not be possible to assign the agreement to a community-based Museum Society*.
6. Council authorize staff to move the collection to secure off site storage, *within twelve (12) months* if the Call for Proposals is not successful.

BACKGROUND

For the past two years the issue of the continued operation of the Regional Museum of Cultural History (formerly the City of Dartmouth Museum) has been discussed by Council. On July 11, 1997 Council approved a 1997/98 Operating Budget of \$361,000 for the Museum. At the same time Council instructed staff to:

- to determine whether the Museum's net operating costs could be significantly reduced in future years, or if this was not possible,
- to develop a plan for closing the Museum.

At their April 8, 1998 Committee of the Whole meeting, it was suggested that sufficient funds be provided in the 1998/99 budget to keep the Museum operating until December 31, 1998. After further research, staff determined that the Museum would require a net budget of \$300,000. Council approved this recommendation.

NATURE OF THE PROBLEM:

1. Diminished Community Support:

The nature of the problem is complex. In part, because of diminished community support, HRM has consistently funded 80-90% of the operation costs of this facility. In part, because of diminished community awareness, attendance has been poor and community revenues nearly non-existent. Furthermore, since amalgamation, there has been an impression in the community that the "museum has been taken from Dartmouth by the municipality" [Extract from Public Meeting Minutes November 29th, 1998]. This impression finds support in the facts that prior to HRM amalgamation, the community board was dismissed, the museum role was changed and the community was alienated by management policies and practices.

2. Cost of Facility:

The HRM owned building located at 100 Wyse Road has significant costs associated with interior and exterior repairs. The municipal operation of a Museum is costly and due in part to past practices there are few sources of revenue to offset the cost. As a result of these factors, the cost of this facility is simply too great for the municipality to carry at this time. The cost may have been appropriate for the former City of Dartmouth, because this was the premiere cultural facility in that municipality. However, it is quite inappropriate in a time of restraint for the Halifax Regional Municipality.

3. Preferential Service Delivery:

At the present time HRM service delivery is preferential to this one museum. In comparison to similar cultural and heritage facilities supported by HRM service delivery differs in four fundamental ways:

- ◆ museum staff are directly employed by HRM;
- ◆ an annual operating budget is provided by HRM ;

- ◆ space is provided in an HRM building without a lease;
- ◆ there is no community board, limited community direction in terms of programming and limited volunteer participation in the daily operation.

On June 30, 1998 Council appointed an Ad Hoc Committee to examine these matters and advise Council on:

- ◆ mandate and services of the institution
- ◆ method of governance and administration
- ◆ future funding and financial arrangements for its operation
- ◆ building requirements and location
- ◆ a plan for a significant reduction in the operating budget for 1999/2000.

The Ad Hoc Committee provided its report to Council on December 8, 1998. At that time Council referred the report to staff and the Program and Service Review Committee. The purpose of this report is to report back to Council on the findings on the joint meeting of staff and the Program and Service Review Committee held on January 13, 1999.

DISCUSSION:

Staff view the Ad Hoc Committee report as a comprehensive analysis of the situation. Issues are presented in a thorough, concise and well considered manner. In fact, it is the opinion of staff that Council should commend the Ad Hoc Committee for the completeness of the report and the quality of the work. This work stands as a testament to the value of HRM entering partnerships to bring community knowledge, skills and resources to assist Council to address problems. Based on the completeness of the analysis by the Ad Hoc Committee staff do not intend to critique the contents, but rather to focus our advice to Council based on the recommendations of the report, identifying points of concurrence and points of divergence.

A. POINTS OF CONCURRENCE:

Staff are prepared to recommend that Council accept in principle three of the five recommendations stated in the Ad Hoc Committee Report (dated December 3, 1998). The three points of concurrence are:

- that the Museum no longer be operated as a directly managed department of the municipality and management should be transferred back to the community;
- the collection can remain in the Wyse Road building for a maximum of 2 years and work should be done to identify an appropriate future site;
- the community be charged with raising at least 1/3 of the operating costs through fund raising initiatives;

First, staff concur that the management of the collection should be transferred back to the community. This action, in the view of staff, will go a long way towards addressing a critical part of the problem- the view in the community that the former City of Dartmouth Museum has been taken from Dartmouth by HRM. The recommendation that the collection be managed by community-based museum society is in keeping with a common operational model for local museums. The advantages of this model are known and proven and include benefits such as the enhancing the ability of the community to deliver programs appropriate for the location, the ability to develop policies that reflect local concerns, the ability to draw on fund raising resources in the local community and the ability to attract local volunteer resources to assist with the daily operation.

Second, staff concur that the condition of the building is such that it is not advisable for the museum to remain in the building for more than two years. This opinion reflects three factors that relate to the long term future of the Wyse Road facility. First, to reduce renovation costs the future use should be more in keeping with the original function as a municipal office building. Second, to economically justify renovation costs there will need to be a long term financing period. Third, because of the constraints of the Dartmouth Commons legislation, the building is best suited for a municipal use that can be justified in terms of being an essential service.

There are two important qualifiers to the museum remaining in the HRM facility located at 100 Wyse Road for the next two years:

1. *Staff are of the opinion, that it is only advisable to allow the operation to remain in the current HRM facility, if other locations are sought and secured within two years.*
2. *Staff are of the opinion that it is only advisable to continue to operate in the current location if the cost of operational expenditures can be reduced by 50% to approximately \$150,000; otherwise it would make better economic sense to move the collection and store it off site.*

Third, staff concur that it is advisable for the community to initiate a fund raising program. Community groups are typically responsible for raising funds to meet annual museum operation costs. This is the case with many other heritage and culture facilities. As a rule HRM does not fund operational costs for community museums. More typically community museums are responsible for operating cost and HRM considers special purpose grant requests through the Tax and Grants Committee and Council approval process.

B. POINTS OF DIVERGENCE:

There are four points of divergence. These relate to operating budget, mandate, service delivery model and community management model.

Operating Budget:

Staff are of the opinion, that it is no longer feasible in a post- amalgamation deficit fighting environment to allocate \$250,000 to support any one culture and heritage institution, simply because of our pre-amalgamation history. Council has a responsibility to be fair and as much as possible, equitable, to all heritage and cultural groups that are assisting the municipality to deliver services. To achieve a level playing field, Council has directed staff to consider two forms of financial assistance. First, where a group makes use of an HRM building, Council has directed staff to provide space at a nominal lease rate. This can assist the group to operate without paying full market costs for space. It also assists HRM to offset building operation costs. Second, where a group provides a community service that HRM would normally deliver, Council has directed staff to assist groups through fee-for-service agreements.

Mandate:

It is the opinion of staff that the proposed mandate sought by the Ad Hoc Committee reflects an understanding that was appropriate for the former City of Dartmouth, but is no longer appropriate in post-amalgamation HRM. It is no longer possible to define a "regional" mandate in relation to a collection of artifacts in one museum and one community. The HRM collection now consists of a core of 25 heritage and culture attractions, supported by a much larger collection throughout the region. This much larger collection includes six historic houses, six museums, 10 cultural centers, 12 historic parks, the HRM Police Collection, the HRM Fire Collection and all other historic objects found located throughout HRM for which the municipality has responsibility.

There are clearly two distinct mandates. That of the former City of Dartmouth and the much larger "regional" mandate. A museum in Dartmouth may have the mandate to manage the Dartmouth collection, but it would be impractical to assign a regional mandate to one museum in one community when other contractual arrangements are already in place in Halifax, Bedford, Sackville and a host of communities in HRM.

Service Delivery Model

The Ad Hoc Committee has requested that HRM provide a service delivery model consisting of at a minimum three paid staff working from one Museum. It is the opinion of staff a more cost effective service delivery model would rely on HRM to provide access to professional staff and resources, with the community delivering all other staff and services through volunteer participation. Accordingly, staff are recommending that staff negotiate a fee-for-service agreement with a non-profit

Museum Society to manage the daily operation of the museum. Staff are also recommending that Council provide a fee-for-service agreement to provide access to the appropriate HRM staff on an as-needed basis. To facilitate the delivery of services during the transition period, staff are recommending that the existing Curator position be seconded to the Museum for a period of not more than one year.

Community Management Model:

The Ad Hoc Committee has requested that Council appoint a Regional Museum Board. Staff, on the other hand, are of the opinion that HRM would be better served if Council assisted the community to establish a registered, non-profit Museum society. There are a number of reasons that support this staff recommendation. First, the creation of a registered, non-profit society will enhance opportunities to conduct fund-raising. Second, a non-profit society can obtain charitable status under the Federal Income Tax Act. Third, a non-profit society is eligible for funding from Provincial and Federal funding agencies.

Staff are also of the opinion that the transition should be phased. Initially, the Museum society would be responsible for the management of the 45,000 artifact collection of the Regional Museum that relates to community of Dartmouth. This would assist a community based group by not encumbering it with a much broader responsibility. It would also assist a group to identify appropriate community leaders to serve on a Museum Society. Later, if the Society made a request and could show that appropriate capital funds were in place, the two historic houses located in the community of Dartmouth could also be assigned to the management of the Museum Society. In these ways the society would not be burdened with the care of those elements of the collection that will require extensive and well developed resources

NATURE OF THE SOLUTION:

1. TRANSITION TO COMMUNITY

Staff are proposing that Council acknowledge that HRM has a responsibility to the preserve, manage and interpret the 45,000 artifact collection of the former City of Dartmouth Museum and the 5000 artifact collection that was inventoried after amalgamation. There is also a corresponding responsibility on the part of the community to assist the municipality to manage the community component of the collection. Staff are proposing therefore that Council authorize staff to work with the community to establish a community-based, non-profit Museum Society. HRM will maintain responsibility for the 5000 items inventoried in 1996 that are presently held at various locations throughout the municipality. This division of the collection will be undertaken to ensure that the community society is not unduly burdened with responsibilities that exceed its mandate

2. CULTURAL TOURISM AGREEMENT

Staff are proposing that Council authorize staff to develop with the Museum Society a **Cultural Tourism Agreement** to provide for the care, administration and exhibition of the 45,000 artifact collection of the former Dartmouth Museum. Council has developed many similar agreements to enable community groups to manage municipally owned buildings. Council has approved similar agreements to enable recreation groups to grow into a more business-like operations within HRM facilities. In each case, Council approves lease agreements with nominal lease rates. For their part community groups agree to pay building operation costs, provide community programming, appoint community boards and foster volunteer participation. HRM also agreed to recognize the contributions of volunteers by dedicating a percentage of the lease income to facility enhancements. In these ways, the mutual responsibility for heritage and culture can be acknowledged and a fair economic balance can be achieved. Staff are recommending that Council draw on past experience at this point in time to create a **Cultural Tourism Agreement**.

Council has in the past selected this course of action for many reasons:

- ◆ First, it supports community growth.
- ◆ Second it is more cost-effective for HRM to provide a lease to recover some or all of the operational costs, in buildings where the full market value can only be achieved through the investment of significant capital improvements that are normally required to ask for the highest rate of return.
- ◆ Third, it acknowledges that municipal management of resources is a shared responsibility between the community and government and creates a model that can be replicated in many situations where the community is seeking a service that the municipality does not describe as a core service

3. PROPOSED IMPLEMENTATION SCHEDULE

Staff are recommending that the following schedule serve as the basis for the development and implementation of the Cultural Tourism Agreement :

- ◆ Council authorize staff to work with the community to set up a Museum Society within a period of three (3) months;
- ◆ Council authorize staff develop a Cultural Tourism Agreement, to manage the 45,000 artifact collection of the Regional Museum, *within a period of six (6) months*. The Agreement will consist of four components: a lease not to exceed two years for the HRM owned facility at 100 Wyse Road, secondment of one member of HRM staff, access to all other HRM staff and an annual fee-for-service grant, not to exceed \$50,000;

- ◆ Council authorize staff to Issue a Call for Proposals to all other private, public and non-profit organizations in HRM within a period of nine (9) months if it is not possible to enter an agreement for the future care, administration, and daily management of the 45,000 item collection of the former Dartmouth Museum with a community-based society;
- ◆ Council direct staff to move and store the collection off site *should it not be possible to assign the agreement within a period of 12 months.*

COMPLIANCE WITH MYFS STRATEGY:

The proposed Cultural Tourism Agreement meets the objectives of the Multi-year Financial Strategy. It has the potential to assist the Community Board to become less dependant on municipal resources over time, reducing municipal vulnerability. It has the potential to result in a more equitable distribution of municipal resources at a time when municipal resources are limited, increasing municipal flexibility. It has the potential to improve community service delivery by cost-effectively providing a service that is not determined to be a core municipal service. Is the hope of staff that this proposal, if approved, would be used as a model for the management of other municipally owned or supported heritage and cultural attractions in the future.

BUDGET IMPLICATIONS & ALTERNATIVES:

Staff Recommendation: that Council approve a budget of \$154,000. Of this amount, \$54,000 is dedicated to Museum Administration; \$50,000 is dedicated to Building Operations and \$ 50,000 is dedicated to a fee-for-service agreement. A recovery of up to \$50,000 is projected from the Nova Scotia Museum grant.
THIS IS THE RECOMMENDED ALTERNATIVE.

Alternative # 1. move and store the collection. The cost of such a move and storage in a non-HRM building is estimated at between \$135,000 and \$150,000 per year. This cost would exceed the cost of the staff recommendation to operate a community-based Museum. The closure of the facility would have serious negative community implications. **THIS IS NOT THE RECOMMENDED ALTERNATIVE**

Alternative # 2. Provide an operating budget equal to the approved 1998/99 HRM budget of \$ 300,000. The budgeted expenditures were \$232,400 for Museum Administration and \$67,600 for Building Operations. A grant of \$36,000 was received from the Nova Scotia Museum. **THIS IS NOT THE RECOMMENDED ALTERNATIVE.**

Alternative # 3: The report of the Ad Hoc Committee recommends an HRM budget of \$250,000 and expenditures of \$305,500. Budgeted expenditures are \$151,700 for Museum Administration; \$53,100 for Building Operations and \$100,700 for Exhibits, Programs and Collections. A grant of \$50,000 is projected as a recovery from the Nova Scotia Museum. **THIS IS NOT THE RECOMMENDED ALTERNATIVE.**

Regional Museum:
Transition to Community

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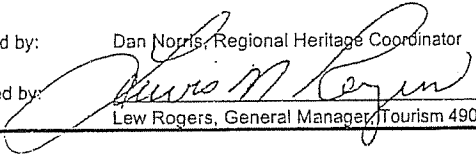
Halifax Regional Council
February 9, 1999

YEAR 2000 IMPLICATIONS
None.

ATTACHMENTS
None.

Additional copies of this report, and information on its status, can be obtained by contacting the office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by: Dan Norris, Regional Heritage Coordinator

Report Approved by: 
Lew Rogers, General Manager, Tourism 490-5978

Appendix D – Halifax Regional Municipality Cultural Artifact Management Strategy, April 30, 2008

**HALIFAX REGIONAL MUNICIPALITY
CULTURAL ARTIFACT MANAGEMENT STRATEGY**

Prepared By: Nilgun Erkoc

April 30, 2008

HALIFAX REGIONAL MUNICIPALITY CULTURAL ARTIFACT MANAGEMENT STRATEGY

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HALIFAX REGIONAL MUNICIPALITY CULTURAL ARTIFACT MANAGEMENT STRATEGY

Executive Summary

As the owner of HRM's cultural artifact collections, the municipality is vested with the responsibility of their development, preservation, study, and display. Because of their inherent value, HRM should be committed to effectively and efficiently managing its cultural artifact collections. The *Cultural Artifact Management Strategy* will facilitate this commitment, by informing HRM of existing problems and providing a guided course of action for the municipality to follow in order to achieve its goals.

The purpose of the Strategy is to provide a coordinated approach to HRM's cultural artifact management. Emphasis is placed on the public value of cultural artifacts and the important role they play in community development. The Strategy also seeks to improve the existing relationship between HRM and community groups and heritage societies who manage artifact collections, by providing a managerial framework where objectives, expectations, and responsibilities are clearly expressed. The Strategy stresses the provision of cultural spaces as a vital component to the quality of life for HRM residents and explores new and innovative methods to bring cultural artifacts out into the community, improving overall public access to the collections.

In the creation of the Strategy, three background components were considered: (1) HRM's Cultural Plan, which set the framework for managing all of HRM's cultural assets; (2) the *Community Facility Master Plan Update*, which will guide the construction, maintenance, renovation, and closure of indoor and outdoor recreation and culture facilities over the next 15 years; and (3) a cross-municipal review, conducted to determine how other mid-sized municipalities with similar collections were managing their cultural artifacts.

HRM has several collections of cultural artifacts. The largest is the *Dartmouth Collection* that comprises of over 40,000 historical pieces dating from 1170 to 1970. The *Civic Collection* consists of objects previously belonging to the former four municipalities of Dartmouth, Halifax, Bedford, and Halifax County. The city's *Municipal Archives* is the official repository for inactive municipal records, including those from the former municipalities. Finally, several smaller community museums throughout the HRM have smaller collections of cultural artifacts on display.

Several problems stem from the existing management of cultural artifacts in the HRM. The current state of the Dartmouth Collection is alarming. Museum staff lack resources, space, support that would allow them to care for the collection properly. As such the condition of the artifacts continues

to deteriorate. HRM's Civic Collection is in a state of disarray with items missing, lost, or stolen. A lack of policies guiding art loans and gifts add to the inability to properly account for the city's artifacts. Finally, without improving the public's ability to access cultural artifact collections, the purpose behind developing and preserving artifact collections is defeated.

The Strategy provides four strategic approaches that will improve the current management of HRM's cultural artifacts: (1) improve support for community groups and heritage societies; (2) repair and maintain cultural artifact collections; (3) make cultural space a priority; and (4) adopt new and innovative exhibition methods. Proposed actions under each strategic approach will coordinate HRM's approach to its cultural artifact collections and will achieve the goals set out by the Strategy.

The Strategy is governed by the Community Relations and Cultural Affairs division, in the Community Development business unit. The acting manager is Andrew Whittlemore.

HALIFAX REGIONAL MUNICIPALITY CULTURAL ARTIFACT MANAGEMENT STRATEGY

Prepared By: Nilgun Erkoc

Part I: Introduction

As the owner of HRM's cultural artifact collections, the municipality is vested with the responsibility of their development, preservation, study, and display. Cultural artifacts are human-made objects that communicate knowledge about the culture of their creators and/or users. They are practical and/or artistic objects that reflect the social, political, and economic conditions of a specific group of people. HRM's artifacts are an important source of knowledge and expression of creativity which enrich the life of residents. Because of their inherent value, HRM should be committed to effectively and efficiently managing its cultural artifact collections. The *Cultural Artifact Management Strategy* (the Strategy henceforth) will facilitate this commitment, by informing HRM of existing problems and providing a guided course of action for the municipality to follow in order to achieve its goals.

Part II: Goals

The purpose of the Strategy is to provide a coordinated approach to HRM's cultural artifact management. Emphasis is placed on the public value of cultural artifacts and the important role they play in community development. The Strategy also seeks to improve the existing relationship between HRM and community groups and heritage societies who manage artifact collections, by providing a managerial framework where objectives, expectations, and responsibilities are clearly expressed. The Strategy stresses the provision of cultural spaces as a vital component to the quality of life for HRM residents and explores new and innovative methods to bring cultural artifacts out into the community, improving overall public access to the collections.

Goals of the Cultural Artifact Management Strategy			
GOAL 1	GOAL 2	GOAL 3	GOAL 4
Emphasize the public value of cultural artifacts	Improve relationships between HRM and community groups and heritage societies	Emphasize cultural spaces as vital to the quality of life of HRM residents	Improve public access to artifact collections

Part III: Background

In the creation of the Strategy, three background components were considered. The first is the HRM's *Cultural Plan* which sets the framework for managing all of HRM's cultural assets, including cultural artifacts. The second component is the *Community Facility Master Plan* Update, which is scheduled to go before Council for approval in May 2008. The updated plan will guide the construction, maintenance, renovation, and closure of indoor and outdoor recreation and culture facilities over the next 15 years. Lastly, a cross-municipal review was conducted to determine how other mid-sized municipalities, with similar collections, are managing their cultural artifacts.

The HRM Cultural Plan

In 2006, HRM adopted its first ever *Cultural Plan*. The document outlines the policies and actions that will guide the municipality's vision and strategy for the management of its cultural assets. HRM's cultural assets include its cultural artifact collections. The *Cultural Plan* identifies five strategic directions that HRM should follow: (1) *Cultural Access and Equity*; (2) *Community Character and Heritage*; (3) *Life-long Learning and Creative Expression*; (4) *Service Delivery and Partnerships*; and (5) *Investment and Promotion*.

Cultural Access and Equity sets out a strategic direction for making culture more accessible and equitable in the HRM. In terms of managing cultural artifacts, HRM should promote opportunities for all residents to experience culture through service delivery, education, and public participation. *Community Character and Heritage* seeks to conserve, preserve, and promote heritage resources. As a heritage resource, cultural artifacts will aid in the development of HRM's vibrant and diverse cultural identities. *Life-long Learning and Creative Expression* aims to make the city a place for creative development and education. Cultural artifacts are a great source of knowledge that can be interpreted and reinterpreted as educational tools and expressions of creativity. *Service Delivery and Partnership* means to integrate cultural concerns into HRM's decision-making processes, and foster partnerships and collaborations with other levels of governments, community groups, and NGOs. This point is important for the type of management plan HRM uses, relying on community groups and heritage societies to act as stewards of their artifact collections. Lastly, *Investment and Promotion* endeavours to position HRM as a globally competitive "creative city" that attracts new business, residents, and tourists. This strategic direction is particularly relevant in an age where populations are transient and people "shop around" for the cities in which they want to live, work, and play. Providing quality public access to HRM's cultural artifact collections through investment and promotion will greatly contribute to the quality of life in the municipality.

Many of the policies outlined in the *Cultural Plan* are applicable to the management of HRM's cultural artifacts. The most relevant policies are outlined below:

<i>Cultural Plan Policies Relevant to the Cultural Artifact Management Strategy</i>	
Policy 2.1	HRM will integrate culture into its Recreation mandate
Policy 2.3	A more cohesive approach to the collection, protection, preservation, and showcasing of art, heritage, and cultural artifacts will be developed.
Policy 2.5	HRM will use its public buildings to showcase and display local arts and culture of a variety and form.
Policy 3.6	HRM will manage the collection, display, conservation, and interpretation of its museum, archival and arts collection.
Policy 5.8	HRM will adopt a decision-making framework for cultural facilities and infrastructure investment to ensure linkages to <i>Cultural Plan</i> goals.

Although each of the above policies are identified in the plan as having short-term or immediate time frames, action has only been taken with Policy 2.1 with the reorganization of the cultural planning department, now under the purview of the Community Relations and Cultural Affairs division, which includes other departments such as recreation, civic events, and community development.

Community Facilities Management Master Plan Update

In 2005, HRM adopted the *Indoor Recreation Facility Master Plan (IRFMP)* in attempt to coordinate a strategic approach to the provision of indoor recreation facility services. The plan was to guide the deliberation for which facilities should be maintained, reconditioned, retired, or newly built, over the next 15 years. The plan applied to indoor facilities only. In October 2007, HRM announced that the plan, renamed the *Community Facility Master Plan (CFMP)*, will be updated and enhanced in light of the recently approved Regional Plan. The updated plan will incorporate cultural spaces, and major outdoor facilities into its scope. It should be noted that large scale capital projects such as a performing arts centre, stadium, or new metro centre, are not considered in the *CFMP*.

The *CFMP* is governed by HRM's Asset Management and Real Property division, and Asbell Management Innovations (AMI) has been hired as consultants. Public consultation for the plan update was sought via focus groups, public open houses, and an online public opinion survey. A finalized updated plan is slated to go before Council for approval in May 2008. A printout of the online public opinion survey can be found in Appendix I.

The impact of including cultural spaces such as museums and heritage sites in the CFMP is yet to be known. One could assume, however, that the updated plan will affect the management of cultural artifacts in terms of their storage, exhibition and public accessibility. There is an expressed worry among community groups and heritage societies that the needs of their cultural facilities will be overshadowed by other recreational facilities. This underlying concern is warranted when examining the online public opinion survey (Appendix I). The survey questions pit cultural spaces such as art galleries, performing art centres, and museums, against recreation facilities such as sports fields, swimming pools, and ice arenas, in competition for public support. This is problematic considering the different frequencies of the public's use between cultural facilities and recreational facilities. For example, a family with school-aged children may visit an ice rink two or three times a week, but that same family may only visit a museum two or three times a year. It is unfair to ask survey respondents which facilities they prefer or frequent, when cultural and recreation facilities, which each serve very different purposes, are grouped together into one question.

Although the *Cultural Plan* calls for culture to be integrated into the recreation mandate, HRM must make a clear distinction between the functions of cultural facilities and the functions of recreational facilities. A museum cannot compete with an ice rink because they do not serve the same purpose in the community. Both types of facilities are important to the quality of life of HRM's residents, and one should not overshadow the other.

Cross Municipal Review

Leading to the creation of the Strategy, four mid-sized Canadian municipalities with similar-sized cultural artifact collections were reviewed. The purpose of the review was to determine how other municipalities managed their collections. Municipal and museum staff from the cities of Moncton, NB, Waterloo, ON, Regina, SK, and Surrey BC were interviewed on the telephone. Interviewees were asked questions regarding: whether or not the municipality manages the collection directly or through a community group or heritage society; how large their artifact collection is and whether there is more than one collection; whether the municipality has a museum, and how much exhibit space and storage space do they have; whether their collection is displayed in non-museum spaces such as libraries, recreation centres, schools, public buildings, malls, and travelling exhibits; and lastly whether the municipality has any virtual exhibits available online, either through their own website or the Virtual Museum of Canada's (VMC) *Community Memories* program.

VMC Community Memories Program

An online collaborative effort that presents local history exhibits drawn from local museum collections. The exhibits are multimedia using image, text, sounds, and video. Eligible museums must be Canadian Heritage Information (CHIN) members and have no more than two full-time paid staff. There are over 100 community museums that participate in the project. Many link their Community Memories exhibit directly to the museum or municipality's website.

The cross municipal review found that all the municipalities, except for the city of Regina, owned and directly managed their cultural artifact collections. Regina's collection is held in public trust by a not-for-profit museum. Although Regina does not own the collections, the municipality remains the museum's largest financial contributor. Moncton and Surrey have municipally-owned and operated museums, and the city of Waterloo is actively seeking a permanent home for its collections. Both Surrey and Moncton museums have plans to expand their museums and double the size of their exhibit spaces. It is common museum practice that a large portion of the artifacts be warehoused. In Moncton, only 60% of the collection is on display at anyone time, 15% in Regina, and 30% in Surrey. Because Waterloo's collection does not currently have a permanent home, it is only on display for six weeks a year, at a local gallery. It is also common practice amongst the four municipalities to use non-museum spaces such as libraries, other public buildings, malls, and special events, to display the collections and bring exhibits out into the community. All the municipalities, except Surrey, have online virtual exhibits of their collections, either through the Virtual Museum of Canada, or hosted by their own municipal website.

Although the review found that most municipalities were directly managing their artifact collections, the use of community groups and heritage societies as stewards of HRM's cultural artifacts is still an acceptable system of management. That said, HRM must provide adequate financial and supervisory support in order to ensure the system is efficient and effective. The provision of space is one of the most important aspects of artifact management. HRM should, like other municipalities, seek a permanent home for its cultural artifacts, where objects can be exhibited and warehoused – preferably in the same location. There is also a great opportunity to take advantage of non-museum space to display certain artifacts. HRM hosts several special events, such as Tall Ships Festival or the International Tattoo, where mobile exhibits could be set up. The Internet is also a powerful medium for improving public access to HRM's artifact collections.

Part IV: HRM's Collections

HRM has several collections of cultural artifacts. The largest is the *Dartmouth Collection* which comprises of historical pieces dating anywhere from 1170 to 1970. As well, there is a small assortment of archeological objects in the collection that date back as far as 2000 BC. There is also the *Civic Collection*, consisting of objects such as mayoral chains, flags, logos, etc..., previously belonging to the former four municipalities of Dartmouth, Halifax, Bedford, and Halifax County. The city's *Municipal Archives* is the official repository for all inactive municipal records, including those from the former municipalities. In addition, the Archives hold records about individuals, businesses, and organizations that were active in the municipal sphere. Finally, there are several smaller community museums throughout the HRM, with smaller collections of cultural artifacts on display.

The Dartmouth Collection

The largest and most prominent of HRM's cultural artifact collections was acquired by the municipality after amalgamation from the former city of Dartmouth. The Dartmouth Collection holds approximately 40,000 objects. The collection is incredibly diverse, including such items as paintings, parasols, toiletries, toys, Joseph Howe's desk, as well as Quaker House and Evergreen House heritage properties. At this time, the collection's inventory is incomplete, and many records need to be updated. Objects in the collection can be broadly classified into seven categories: (1) *Archival*; (2) *Textiles*; (3) *Visual Art*; (4) *Household/Domestic*; (5) *Industrial/Manufacturing*; (6) *Transportation Documents*; and (7) *Other/Miscellaneous*. The first six categories make up 95% of the collection, with the remaining 5% belonging to the *Other/Miscellaneous* category. See Appendix II for a more detailed overview of the Dartmouth Collection.

The Dartmouth Heritage Museum Society is responsible for the management of the Dartmouth Collection. A temporary management agreement between the Society and HRM was made in October 2005, but it has since expired. The collection is currently housed at the Dartmouth Heritage Museum, located at Evergreen House (26 Newcastle St, Dartmouth). The collection and the museum's administration were moved temporarily to Evergreen House in 2002, after the previous museum location at 100 Wyse Rd was deemed unsafe for both the artifacts and the museum staff. Evergreen House as an exhibit space is very small, allowing for less than 20% of the collection to be displayed at one time. The remaining artifacts are stored in a warehouse at the Joseph Zatzman Storage Facility in Burnside. A third facility, Quaker House, is also managed by the society. It is one of the oldest domestic structures in the HRM, and has been restored and furnished to reflect the period of its construction in 1785. Located on 57 Ochterloney St, the house is open in the summer (closed seasonally), when guided tours and pioneer dress-up days are available to visitors. There is

no space available at Quaker House for rotating or temporary exhibits. Two paid museum staff members – one curator and one director, care for the collection and three facilities, along with a small number of community volunteers.

The Civic Collection

In 1997, shortly after amalgamation, a Heritage Inventory Project was undertaken to compile a comprehensive inventory of objects previously belonging to the former four municipalities of Dartmouth, Halifax, Bedford, and Halifax County. These objects were to form a new Civic Collection of cultural artifacts, representing the social, cultural, and political history of the newly amalgamated HRM. The inventory process involved site visits, cataloguing, bar-coding, and database creation and entry. Objects were inventoried from mayors' offices, police departments, fire departments, hallways, community centres, Council chambers, etc... 974 objects were catalogued from Dartmouth, 401 objects from Bedford, 1470 objects from Halifax, and 237 objects from Halifax County, giving the Civic Collection a total of 3082 cultural artifacts. The 1997 report to Council about the Heritage Inventory Project is found in Appendix III. The artifacts belonging to the Civic Collection are scattered across the HRM. A few of the objects are being stored with the Dartmouth Collection, other are in HRM offices, while many have gone missing. Because of the state of the collection, artifacts cannot be preserved, interpreted or displayed.

The Municipal Archives

In 2004, the Public Archives of Nova Scotia repatriated municipal records to all the municipalities in the province. HRM received over 1km of documents from the former municipalities of Bedford, Dartmouth, Halifax, and Halifax County. In 2005 Council approved a budget for archival storage space and the new position of Municipal Archivist, and one year later, the Municipal Archives were opened to the public. The Archives are located at 81 Ilsley Avenue, in the Burnside Industrial Park.

The Municipal Archives are now the official repository for all of HRM's and the former four municipalities' inactive municipal records. The Archives mandate is to identify, acquire, preserve, and promote access to governmental and non-governmental records that document the history of the HRM. The records are preserved as evidence of the municipality's processes, policies, programs, and citizen engagements. The Archives have a strong management structure. Its mandate is approved by Council under *Administrative Order No.31* and is governed by a strong policy framework. The Archives has an acquisition policy, preservation policy, access policy, copying policy, and volunteer policy. All the policies are available online on HRM's website.

Although the Municipal Archives are not under the purview of Community Relations and Cultural Affairs, it is mentioned here as an HRM cultural artifact collection for two reasons. Firstly, the Archives represent the administrative history of the HRM. It promotes awareness of and appreciation for the municipality's culture and heritage through granting public access to its resources. Secondly and more importantly however, the Archives provide a working model, within the municipality, of a artifact management structure, specifically in terms of the policy framework needed to successfully develop, preserve, and administer a collection.

Other Collections

Approximately 20 smaller community museums operate in the HRM. Many are community museums managed by community groups or heritage societies who act as stewards of the municipality's collections. In some cases, management agreements exist between the community group or heritage society, but many have since expired. In other cases the agreement exists in good faith only and has no official documentation. Without management agreements it is difficult to gauge whether arrangements between community groups and heritage societies and HRM are efficient, effective or mutually beneficial to both parties.

Part V: Existing Problems

Several problems stem from the existing management of cultural artifacts in the HRM. Many of the problems date to the city's amalgamation in 1996 and the difficult transition period that followed. The current state of the Dartmouth Collection is alarming. Museum staff lack resources, space, support that would allow them to care for the collection properly. As such the condition of the artifacts continues to deteriorate. HRM's Civic Collection is in a state of disarray with items missing, lost, or stolen. A lack of policies guiding art loans and gifts add to the inability to properly account for the city's artifacts. Finally, without improving the public's ability to access cultural artifact collections, the purpose behind developing and preserving artifact collections is defeated. These existing problems must be addresses if the goals of the *Cultural Plan* – to transform HRM into a "creative city" and improve the overall quality of life for residents, are to be achieved.

The Dartmouth Collection in Peril

In August of 2002, the Dartmouth Heritage Museum Society hired a private conservator to evaluate the condition of the Dartmouth Collection, including how it is used and how it is housed. At the time of the evaluation, the collection was housed in the old museum at 100 Wyse Rd. The conservator was charged with determining the extent of damage the collection had suffered, as well as providing

recommendations to prevent damage in the future. In her final report, the conservator expressed alarm at the state of the collection, referring to her assessment as a "review of collection in serious peril." The conservator's full report is found in Appendix IV

The conservator's review outlined three major findings. First, the Dartmouth Collection is exceptionally large to be housed in a 'community museum'. The collection has many different types of artifacts, ranging from canoes to furniture to textiles. Each type of artifact requires particular conditions for its storage and display. Some of the artifacts are in pristine condition, many require restoration, and some are beyond repair. Second, the conservator highlighted that the museum was understaffed and the two employees' time and resources were stretched thin. Third, she concluded that the old museum on Wyse Rd was inappropriate for the collection and unsafe for museum staff. Her final recommendation was that the Dartmouth Collection be moved immediately to save its cultural and monetary value.

The Dartmouth Museum was moved to Evergreen House in 2002 and the majority of the collection warehoused. Although this was considered a temporary solution, a new home for the collection has not been found. With only 800 square feet of space, Evergreen House holds the museum's administration, school programming, and public workshops, as well as a small exhibition space where artifacts are on rotational display. Evergreen House is not large enough to interpret, and display the Dartmouth Collection, and cannot handle more than a handful of visitors at any one time.

The condition of the cultural artifacts stored in the Joseph Zatzman warehouse is also poor. The collection has been referred to as "sick" by museum staff. In November 2006, the assistant curator for the museum, attempted to conduct a collection audit, where boxed items would be examined, photographed and their records updated or completed. However, when boxes were opened, mold was discovered and the collection audit soon turned into a sorting project. Moldy objects had to be quarantined from the collection with plastic sheeting, and those artifacts that were mold-free were repacked and re-shelved. The warehouse space itself is dirty. There is evidence of mold, pests (rat droppings), chemical damage, and surface abrasion due to particulate matter. In addition, the storage techniques at the warehouse are entirely inappropriate for the museum collection. Examples of poor storage conditions include: artifacts wrapped in acidic newspaper and tightly packed in boxes; furniture sitting directly on the dirty floor, a furnace blowing hot air directly onto the shelving units; a lack of dust covers, textiles rolled and tightly packed; unlabelled boxes; and unnumbered artifacts. The entire collections audit report is found in Appendix V.

The museum continues to be understaffed. Two employees are responsible for the museum's artifacts, volunteers, programming, administration, and fundraising, as well as the facility maintenance of three separate buildings: Evergreen House, the warehouse, and Quaker House. Staff have little facility maintenance support, leaving the museum's director to make building repairs, or the museum's curator to shovel snow. Museum staff continue to struggle with their ever-growing workload. The more time staff must spend on facility maintenance, the less time they have to dedicate to the development, preservation, study, and display of the collection itself.

The poor condition of cultural artifacts and the lack of appropriate museum space must be addressed immediately or HRM risks the possibility of the collection's demise. Because of its cultural, historical, and monetary value, the repair of the Dartmouth Collection should be priority for the HRM. It should also be noted, that the collection is not insured, therefore any loss of objects in the collection cannot be recuperated.

The Loss of the Civic Collection

At the time of the Heritage Inventory Project some of the Civic Collection artifacts were stored at the Dartmouth Heritage Museum, but most were spread throughout the HRM. The objects were never gathered into one location. Today, very few of these objects can be accounted for. A very small number of artifacts remain in the Joseph Zatzman warehouse, some are scattered throughout various HRM offices, while others are presumed missing or lost. Although there is very little evidence, it is alleged that items were taken by HRM staff and Councillors as personal mementos or because they did not want to see objects handed over to the newly amalgamated HRM. With this allegation, however, it is assumed that staff and councillors took the objects because they thought it was the best way to preserve the artifacts, and their actions were not necessarily malicious in nature. Because of its disarray, no efforts can be made to develop, preserve, study, or display the collection. Efforts should be made to recoup these cultural artifacts and restore the Civic Collection, so that items can be held in public trust and enjoyed by all HRM residents.

Art Loans and Gifts

Many artifacts in the Dartmouth Collection and presumably the Civic Collection are out on loan to municipal offices. The Dartmouth Heritage Museum regularly receives requests for objects to decorate HRM buildings. There is a record of what items have been loaned out, but it is incomplete and out-of-date. Also, no time restriction on the loan or any way to track the artifact when an office moves from one building to another exists. Because of this one cannot be sure of where in the municipality loaned artifacts are located.

In addition, it is unclear when a gift is presented to an HRM Councillor or staff member, whether it belongs to the individual or the municipality. Since many of these gifts may be cultural and monetarily valuable, and in order to halt the further loss of artifacts, this ambiguity should be addressed.

Poor Public Access to Cultural Artifacts

Moving the Dartmouth Heritage Museum from its location on Wyse Rd to its current home at Evergreen House had a direct impact on visitation. According to the Museum's 2006-2009 Business Plan, visitation dropped by almost half from 2002 to 2006. The drop can be attributed the physical barriers associated with the Museum's new location. Evergreen House is tucked away in a residential neighbourhood, on a quiet street, at the top of a very long and very steep hill. The Museum space itself is small, cramped, and not accessible to people with physical disabilities. More than that, the fact that the majority of artifacts are warehoused means that the public has very limited access to the Dartmouth Collection. Although the Museum does reach out to the community in terms of school programming, workshops, and the media, ultimately they are hindered by a lack of cultural space. The Dartmouth Heritage Museum's 2006-2009 Business Plan is found in Appendix VI.

Developing and preserving HRM's collections are important components of cultural artifact management. However, to optimize their cultural value, artifacts must also be interpreted and displayed so that residents are able to connect with the collections in ways that are meaningful to their social, political, and economic identities.

The *Cultural Plan* states goals for making culture more accessible in the HRM. The plan recognizes that accessibility need not refer to physical access alone and considers issues of economic and geographic access as well. The Strategy however, adopts an even broader definition of cultural accessibility. Access to culture refers to the ability, right and permission to approach and use cultural resources, or the general availability of those resources that transmit the beliefs, customs, artistic activity and knowledge of the residents of HRM.¹ The figure below illustrates the different types of cultural access.

Type of Cultural Access	What it Means for HRM
Attitudinal Access	Making residents and visitors feel welcome to participate in cultural opportunities

¹ Access to Culture (2006, Feb 1,) In U.S. Environmental Protection Agency – Terminology Reference System

Physical Access	Removing physical barriers to cultural opportunities
Geographic Access	Providing cultural opportunities throughout the region's various urban, suburban, and rural communities
Intellectual Access	Taking into account varied types of learning and the different ways people use their five senses
Communicative Access	Providing and receiving information effectively, through traditional and non-traditional forms of media
Social Access	Reflecting the interests and experiences of HRM's residents
Financial Access	Making cultural opportunities free or affordable

Adapted from: *Kulttuuria Kaikille: Kultur for allä*, (2006)

Today, cultural access programs are taking a new direction thanks to advances in information technology. Digital collections and virtual exhibits can reach across attitudinal, geographic barriers, and financial barriers to access, and allow people to interpret cultural artifacts based on their intellectual, communicative, and social needs.

The Dartmouth Heritage Museum's participation the Passage Project presents HRM with the opportunity to develop an online virtual museum. The museum began digitizing its collection in 2006, and the digital collection now has over 14,000 photographs. The Museum would also like to digitize its map collection so they are easily and safely accessible to the public. The digital maps could be geo-referenced to one another, which could allow the historic growth of such things as street grids, industry, and commerce to be virtually illustrated. Lastly, the Museum would like to see their compilation of oral history cassette tapes digitized onto CDs, creating a new audio library for the HRM.

The Passage Project

The Passage Project provides community museums with information technology (IT) equipment, information management database tools, digitization training, and IT support so that museum collections catalogues may be digitized. The digitized catalogue is then uploaded to the Canadian Heritage Information Network (CHIN). CHIN's mission is to promote the development, presentation, and preservation of Canada's digital heritage for current and future generations of Canadians. The Passage Project is led by the Federation of Nova Scotian Heritage and supported by federal and provincial funding.

Using information technology to digitize HRM's artifact collection is a powerful and effective way of improving residents' access to culture. Although the digital collections are not meant to replace the physical collections, they do reach across boundaries that might not otherwise be crossed.

Part VI: Strategic Approaches

The Strategy provides four strategic approaches that will improve the current management of HRM's cultural artifacts: (1) improve support for community groups and heritage societies; (2) repair and maintain cultural artifact collections; (3) make cultural space a priority; and (4) adopt new and innovative exhibition methods.

Approach 1: Improve Support for Community Groups and Heritage Societies

The Strategy upholds HRM's current cultural artifact management structure, which is based on partnerships with community groups and heritage societies. In this structure community groups and heritage societies act as stewards of the collection, giving them the authority to develop, preserve, study, and display artifact collections. However, since HRM is the owner of the cultural artifacts and therefore ultimately responsible for them, the municipality must insure that the community groups and heritage societies have the appropriate support required to manage artifact collections successfully.

<i>Approach 1: Improve Support for Community Groups and Heritage Societies</i>	
Action 1.1	<i>Draft a cultural artifact collections by-law or administrative order</i>
Action 1.2	<i>Finalize all existing relationships between HRM and community groups/heritage societies with management agreements</i>
Action 1.3	<i>Provide community groups/heritage societies with corporate communications support</i>
Action 1.4	<i>Assist community groups/heritage societies to create a policy framework</i>

Action 1.1: Draft a cultural artifact collections by-law or administrative order

- HRM should draft a by-law or administrative order that governs the management, maintenance, improvement, operation, control; and use of the municipality's cultural artifact collections. The legal document should clearly express six main points: (1) that collections are acquired for and owned by the municipality; (2) that the municipality delegates the

management of the collections to its Community Relations and Cultural Affairs division (excluding the construction, acquisition, lease, or disposal of real property); and (3) that the authority to develop, preserve, study, and display collections may be delegated to community groups and heritage societies, who shall report to the Community Relations and Cultural Affairs division; (4) that the collections are public assets; (5) that the acquisition and deaccession of the collections are a matter of public record; and (6) that the complete and absolute dissolution of a collection requires the approval of Council.

Action 1.2: *Finalize relationships between HRM and community groups/heritage societies with management agreements*

- HRM should finalize all its existing relationships with community groups and heritage societies who hold artifact collections in public trust with updated management agreements. Each agreement should clearly define the roles, expectations, and limitation of both the municipality and the community group or heritage society, for the care for the collections. The management agreements should be renewed on a 5 to 10 year basis and should be consistent with the municipality's cultural artifact collections by-law or administrative order (see Action 1.1).

Action 1.3: *Provide community groups/heritage societies with corporate communications support*

- HRM should provide corporate communications support to those community groups and heritage societies with which it establishes management agreements. This includes assistance with branding, logos, printing, news releases, media relations, and public affairs. Since the community groups and heritage societies are acting as representatives of the municipality, it is important that their messaging and image is consistent with that of the HRM. HRM should also provide community groups and heritage societies with cost effective connections to the Internet, e-mail, and web-hosting. This will allow for an online presence that will again reflect the messaging and image of the municipality.

Action 1.4: *Assist community groups and heritage societies to create a policy framework*

- HRM should assist those community groups and heritage societies who manage cultural artifact with creating a policy framework to guide the administrative, museological, and public access needs of the collection. Each collection should have at least the following policies in place: (1) an acquisition policy that guides the accession and deaccession of objects in the collection as well as appraisal criteria; (2) a preservation policy that guides the exhibition and loaning of the collection; (3) a research policy that guides the referencing and researching of the collection and the handling of archival material; and (4) a public access policy that guides

the ability, right a permission of the public to approach and use cultural artifacts. This set of mandatory policies should be approved by the municipality. There are also other policies community groups and heritage societies may elect to develop, such as a volunteer policy and a fundraising policy. These policies should be optional and left to the discretion of the community groups and heritage societies.

Approach 2: Repair and Maintain Cultural Artifact Collections

The Strategy acknowledges the public and monetary value of cultural artifacts in the HRM. However the actual condition of much of the artifact collections put this value in jeopardy. The Dartmouth Collection is in ill-repair and the Civic Collection is all but lost. Current art loan practices and the ambiguity surrounding the accession of municipal gifts makes it even more difficult to account for the whereabouts and condition of artifacts. If the management of HRM's cultural artifacts is to be successful, the collections must be repaired and maintained so that their value can be enjoyed by residents and preserved into the future.

Approach 2: Repair and Maintain Cultural Artifact Collections	
Action 2.1	Restore the Dartmouth Collection
Action 2.2	Develop a Civic Collection artifact recovery program
Action 2.3	Develop an internal art loan policy
Action 2.4	Develop an internal municipal gifts policy

Action 2.1: Restore the Dartmouth Collection

- HRM should restore the Dartmouth Collection. This is HRM's largest, most comprehensive, and monetarily valuable collection of cultural artifacts, yet it has been grossly mishandled. First and foremost, the collection should be insured to protect against damages and loss resulting from fire, water, theft, etc... Second, in the short term, measures should be taken to improve the storage conditions in the Joseph Zatzman's warehouse. In the long term, the collection should be moved to a new location entirely (see Action 3.2). Lastly, the municipality should hire another conservator to reassess the extent of damage suffered by the collection since being moved in 2002, and take steps to begin the restoration process.

Action 2.2: Develop a Civic Collection artifact recovery program

- HRM should develop a Civic Collection artifact recovery program in an attempt to bring missing, lost, and stolen objects from the former four municipalities of Dartmouth, Bedford, Halifax, and Halifax County back into the public trust. Notices should be sent out to past and present HRM staff and Councillors appealing for the return of artifacts. A "no questions asked" policy should be instated so that objects can be mailed-in or dropped off at various locations anonymously. HRM should also investigate all its real property holdings and conduct of inventory of artifacts that may be located in municipal offices or other public buildings.

Action 2.3: Develop an internal art loan policy

- HRM should develop an internal art loan policy to guide the request of artifacts for the purpose of decorating municipal offices and other public buildings. The policy should outline who is eligible to make requests, which collections artifacts can be drawn from, and criteria for determining whether the proposed display space is appropriate for the artifact. The art loan should not be transferable between spaces. If an office is moving, applicants should request a new art loan for the same object, to ensure that the new display space is suitable. Art loan records should be kept with the community groups or heritage societies who steward the collections. HRM should simultaneously take inventory of existing art loans in its municipal buildings and office, in an effort to update and complete existing records.

Action 2.4: Develop an internal municipal gifts policy

- HRM should develop an internal municipal gifts policy which governs under which circumstances the gift belongs to the receiver and in which cases the gift belongs to the municipality. The policy should state appraisal criteria to determine whether the gift is culturally relevant and therefore should be accessioned into one of HRM's artifact collections. The policy may also set a monetary cap, stating that all gifts to HRM staff and Councillors over a certain monetary value (e.g. \$100) belong to the municipality and are held in public trust for the residents of HRM. This policy will ensure that the municipality's future artifacts are not lost and will hold HRM staff and Councillors accountable for the gifts they receive.

Approach 3: Make Cultural Space a Priority

The Strategy asserts that the provision of cultural space is integral to the successful management of HRM's cultural artifacts. The current lack of suitable cultural space in the HRM not only has an

adverse impact on the condition of artifact collections in terms of their inappropriate storage and display; it also serves as a formidable barrier against improving the public's ability to access these cultural assets. If the full value of the artifact collections is to be met, the municipality must make the provision of cultural spaces a priority in the HRM.

Approach 3: Make Cultural Space a Priority	
Action 3.1	Ensure cultural facilities are prioritized in the Community Facility Master Plan update
Action 3.2	Locate a new home for the Dartmouth Heritage Museum
Action 3.3	Conduct an inventory of available display space in the municipally-owned buildings

Action 3.1: Ensure cultural facilities are prioritized in the Community Facility Master Plan update

- HRM should ensure that cultural facilities are prioritized in the *Community Facility Master Plan (CFMP)* update. Although culture continues to be integrated into HRM's recreation mandate, a clear distinction should be made between the purpose, needs, and public use of a cultural facility versus that of a recreational facility. The two types of spaces are frequented by HRM residents in very different ways. HRM should grant cultural facilities an equal priority-level to recreational facilities in the CFMP update. The Community Relations and Cultural Affairs division should dedicate staff to the planning process so to ensure that culture is not overshadowed by recreation in the new updated plan.

Action 3.2: Locate a new home for the Dartmouth Heritage Museum

- HRM should assist the Dartmouth Heritage Museum Society in locating a new home for the Dartmouth Heritage Museum. Possible scenarios being considered are the Dartmouth Marine Slips, or the building currently housing the Halifax Regional School Board at Alderney Landing. Moving the museum is integral to the restoration of the Dartmouth Collection. It would also serve as a new waterfront destination, drawing residents and visitors across the Harbour to Dartmouth. The new museum should have a minimum of 9000 square feet of display space and an onsite warehouse for storage. There should also be office space for the museum administration and rooms for school programming and public workshops. The new museum location should be centrally located in Downtown Dartmouth and easily accessible by bus, ferry, foot, and car. A new museum will allow for a larger percent of cultural artifacts to be taken out of storage, enabling greater opportunities for the collection to

be interpreted, studied, and displayed. Overall, a new home for the Dartmouth Heritage Museum will improve public access to the collection.

Action 3.3: Conduct an inventory of available display space in municipally-owned buildings.

- HRM should conduct an inventory of available display space in municipally-owned buildings. The municipality has over 15 library branches and over 25 recreation centres that could potential house temporary and permanent cultural artifact displays. Appraisal criteria for what makes for a suitable non-museum display space should be development, and then site visits should be undertaken to public building in order to determine which cultural artifacts could be safely exhibited. HRM should encourage all staff to act as stewards of its cultural artifacts. The responsibility for cultural artifact displays in recreation centres and libraries should not be views as bureaucratic burden for staff, but rather an opportunity to complement their own departmental directives with the integration of culture.

Approach 4: Adopt New and Innovative Exhibition Methods:

The Strategy recognizes that new ways of improving the public's access to culture is emerging and seeks to adopt new and innovation methods to exhibit HRM's cultural artifact collections. HRM's cultural identity is based on diversity and inclusion. Employing non-museum display spaces and taking artifacts out into the community, connects citizens to cultural artifacts using diverse methods. The growth and development of information technology is also making access to culture quicker, more convenient, more user-friendly, and more democratic.

Approach 4: Adopt New and Innovative Exhibition Methods	
Action 4.1	Complete the digitization of the Dartmouth Collection
Action 4.2	Harness the power of the Internet to exhibit artifacts
Action 4.3	Create a mobile exhibit that travels to special events

Action 4.1: Complete the digitization of the Dartmouth Collection

- HRM should complete the digitization of the Dartmouth Collection. The Dartmouth Heritage Museum has begun the digitization of its photographs, maps, and audio compilations. The on-going Passage Project is a research-oriented project whose objective is to create a network of digitally archived museum catalogues. The completion of both these digitization

projects will leave HRM with a large repository of virtual cultural artifacts, which HRM should then be able to use for multimedia, multi-referenced, interactive exhibits.

Action 4.2: Harness the power of the Internet to exhibit artifacts

- HRM should harness the power of the Internet to exhibit its cultural artifact collections. Online virtual exhibits can bring the cultural and heritage of a museum facility into the homes, schools, and place of work of HRM residents. Multimedia, multi-reference, interactive online exhibits will allow for interpretations of HRM's cultural identity that are innovative, enlightening, and unique. In the short-term, the Dartmouth Heritage Museum should participate in the Virtual Museum of Canada's *Community Memories* online exhibit program. The *Community Memories* exhibit should then be linked directly to the Museum's own website. In the long-term, HRM should develop and web-host its own larger virtual museum, so that its cultural artifact collections can be accessed online across the large geographic-span of the municipality. The virtual museum can also become a powerful education and tourism resource.

Action 4.3: Create a mobile exhibit that travel to special events

- HRM should create a mobile exhibit that travels to special events. Many cultural artifacts do not require specific humidification and light conditions and can be taken out of the controlled environment of a museum or display case. For example, photographs in particular are best suited for mobile exhibits since high-quality copies can be used, while originals remain protected. HRM should take advantage of the various world-class special events that take place in the city every year, and bring cultural artifacts out on display. This will promote and educate residents about the municipality's heritage and culture assets. But more than that, since many of these special events, such as Tall Ships or the International Tattoo, draw in out-of-province and international visitors, mobile cultural artifact exhibits will also act as tourist and marketing campaigns for the city.

Part VII: Governance

The Strategy is governed by the Community Relations and Cultural Affairs division, in the Community Development business unit. The acting manager is Andrew Whittemore.

HALIFAX REGIONAL MUNICIPALITY CULTURAL ARTIFACT MANAGEMENT STRATEGY

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Appendix E - New Home Committee Report to the Annual General Meeting, 18 June 2008

Composition

The New Home Committee is made up of Joe Zareski, Architect, Don Chard, Instructor at St Mary's University and Rick Sanderson, Curator of Maritime Command Museum. All are members of the Board of Directors of Dartmouth Heritage Museum. The Committee works at the direction of the museum Board and may call on available expertise for advice and consultation. All members of the Dartmouth Museum, museum staff and the general public are encouraged to present their opinions and ideas to the committee.

Purpose

The New Home Committee is charged with the task of analyzing the needs of the Dartmouth Museum and determining a new location to carry out the mandate of Halifax Regional Municipality's municipal museum.

Background

Since moving out of the Wyse Rd location, the Dartmouth Heritage Museum main offices and programme base has been Evergreen House. Evergreen House and Quaker House continue to host visitors, year-round in Evergreen House and seasonally in Quaker House. Both have provided excellent opportunity for Exhibition, Education and Interpretation Programming. Museum Administration and Curatorial services are clearly cramped.

Administration functions remove certain areas from exhibition, education and other services. Artifacts are currently being stored in a Halifax Regional Municipality warehouse that is not designed as a museum-grade storage facility. Any curatorial work on the collection involves additional staff travel time and inefficiencies or duplication of functions which compromises computerized artifact management, conservation and security. While we are grateful for a place to store the museum material, we think we can do better.

Committee Actions

The Gillis Study in 2000 (copies available through the Administration offices, Evergreen House) analyzed the needs of the Dartmouth Heritage Museum for Administration and Curatorial functions, permanent and temporary exhibition spaces, three levels of museum-standard artifact and archival storage, education programme needs, public facilities, engineering spaces and other services provided to the public. Analysis of the study produced an order of magnitude cost estimate for a new building based on published national average dollar per square foot rates (see Appendix A).

Discussions with municipal staff and Dartmouth area municipal representatives have moved forward with a good deal of support voiced for the museum's initiative. It is likely that the Halifax Regional School Board will be vacating the old Dartmouth City Hall (presently the Halifax Regional School Board Building) on Alderney Drive perhaps as early as the Fall of 2009. The Committee has reviewed the space requirements of the

museum as outlined in the Gillis Report (July 2000) against the original plans of the c.1966 Dartmouth City Hall Building and has determined that it is a good candidate for an adaptive re-use. The Committee and museum staff has worked with Nova Scotia Museum, Parks Canada, Heritage Branch and Canadian Conservation Institute staff and consultants to review the usage requirements and a first look at the HSRB building. While the building fulfils all of the space requirements and the location could not be better, there are questions regarding the cost of conversion from 1960s office building to 2010 museum.

Some of the features of The Dartmouth City hall building that make it a good prospect include the following:

- 1) Structure: The buildings +/- 7000 sf floor plate is held up by a structure that utilizes long 40' spans. This should allow for optimal exhibition and storage layouts. The structure is also rumored to be designed to take an additional storey, which would allow for future expansion. However, this will need to be determined as part of a feasibility study.
- 2) Sustainable Design: Besides the adaptive re-use of the building, the Dartmouth City Hall is expected to be connected to the Alderney 5 geothermal central heating project, thereby reducing the building environmental footprint.
- 3) Downtown Location: The Dartmouth City Hall is ideally located to bus routes, ferry and makes an obvious cultural and physical link to the Alderney Library and Alderney Landing Stage.
- 4) Architecture: The building is a rare and fine example of mid century modern architecture and is worth preserving as part of the museums mandate. It suggests that the museum is forward thinking and understands that the preservation of our social history is an ongoing effort.

Request for Proposal – Building Assessment

To verify some of the perceived benefits of the Dartmouth City Hall's design for use as a new museum, the committee is suggesting a Detailed Building Assessment be completed. This will call on the expertise of at least an Architect, Structural Engineer, Mechanical Engineer and Electrical Engineer, as well as a museum consultant to assess the following:

- 1) The building present condition
- 2) Necessary upgrades to a minimum code requirement
- 3) Necessary upgrades to satisfy museum program needs (Gillis Report)
- 4) Budget Estimate for OPTION 1) Adaptive Re-use or OPTION 2) New building

The Way Ahead

The Dartmouth Heritage Museum staff and New Home Committee have begun the work of building partnerships with political representatives, museum community professionals and the public. We have identified what we would like to see in a new home. What we must do now is set the specific requirements.

We must work together to design the exhibit and interpretation programmes, build new education programmes, define staff requirements and develop a Statement of

Requirements for a museum engineering study that can be used for either a building conversion or new construction. To that end the Committee expects to receive a report from CCI that will detail the storage needs, procedures for preparing for the move and give some insight into what we can expect from conversion versus new construction. Whatever the budget costs for a new home are, we must be certain that we will open a facility that preserves and secures the collection, represents the history of Dartmouth, appeals to the general public, builds educational opportunities and can carry on into the future.

Respectfully Submitted,

Rick Sanderson,
Joe Zareski

(APPENDIX 'A')

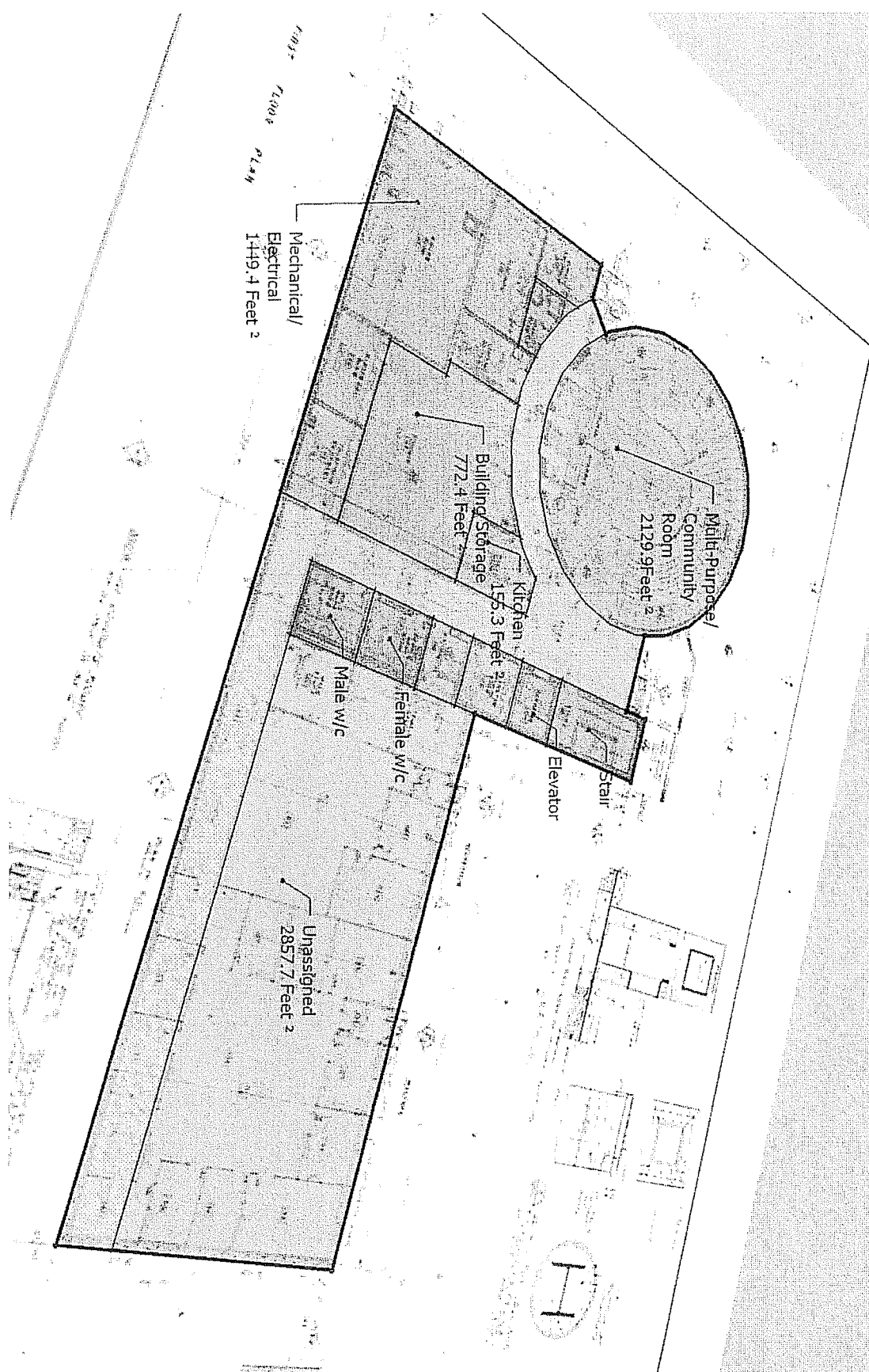
Dartmouth Heritage Museum

New Home Committee - Programme Requirements Summary & Cost Estimate

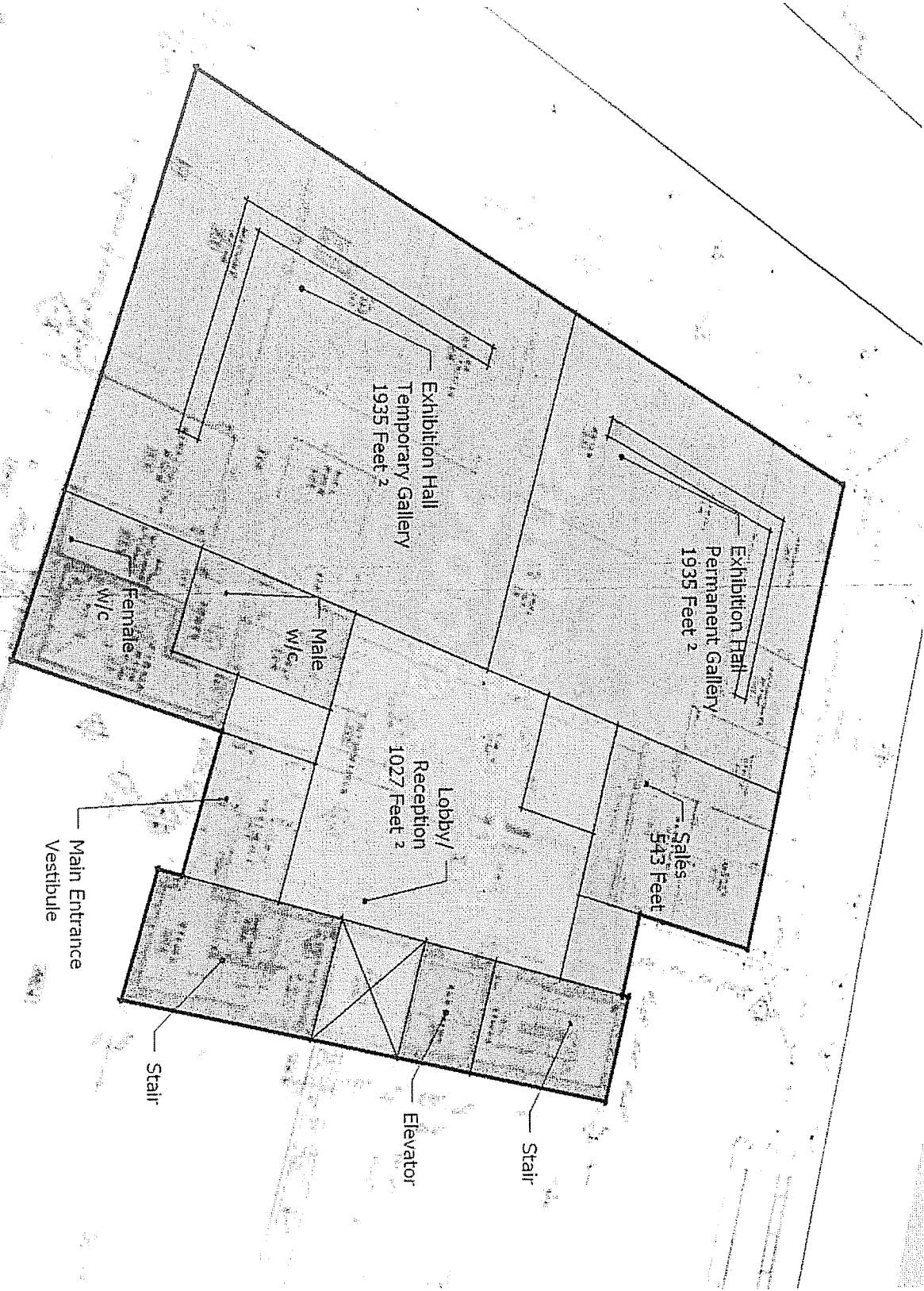
19-Dec-07

Room Name	Proposed Area (sq ft.)	Remarks
Gallery Spaces		3000
Exhibition Hall - Permanent Gallery	1500	
Exhibition Hall - Temporary Gallery	1500	
Administrator		1435
Administration Office	260	
Curator's Office	225	
Curatorial Work Area	550	
Research Study Area / Archives & Library Material	150	
Staff/Meeting Room	250	
Curatorial and Archives		6845
Storage Class 'A' - Fine Art	120	
Storage Class 'A' - Textiles	1050	
Storage Class 'A' - Archives	675	
Storage Class 'B'	2400	
Storage Class 'C'	2100	
Workshop	500	
Public Spaces & Circulator		2840
Main Entrance / Lobby / Display	750	
Reception Area	85	
Cloak Room	130	
Sales Area	500	
Multi-purpose Room	1200	
Kitchen Facility	175	
Building Services		920
Storage - Exhibition Furniture	650	

Storage - Publications & Sales Stock		120
Storage - Meeting Room Equipment & Catering Supplies		150
Mechanical and Electrical Rooms		(in gross-up)
Janitorial & Storage Closets		(in gross-up)
Service Entrance		(in gross-up)
Public Washrooms		(in gross-up)
TOTAL PROPOSED NET BUILDING AREA		15040
	Gross-up factor: 1:1.45	10372
TOTAL PROPOSED GROSS BUILDING AREA		25412
BUILDING CONSTRUCTION COST ESTIMATE		\$ 7,369,600.00
Unit Price for Museum (\$/sf) (from Hanscomb's Yardsticks for costing 2007)		\$ 290.00
SITE DEVELOPMENT COST ESTIMATE		\$ 736,960.00
Assume 10% of Building Cost		
ESCALATION	7% per annum	\$ 567,459.20
TOTAL CONSTRUCTION COST ESTIMATE		\$ 8,674,019.20
Project Soft Costs		\$ 1,301,102.88
Consulting Fees	allow 10%	\$ 867,401.92
Furniture Fixtures & Equipment	allow 5%	\$ 433,700.96
TOTAL PROJECT COST ESTIMATE		\$9,975,122.08



FLOOR

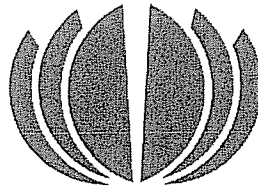




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Appendix F – Canadian Conservation Institute Site Visit – Dartmouth
Heritage Museum Facility Review, August 12, 2008



**CCI Site Visit – Dartmouth Heritage Museum
Dartmouth, Nova Scotia
Facility Review by Siegfried Rempel
August 12, 2008**

Summary

A site visit to the Dartmouth Heritage Museum was conducted to review on-site conditions (collections preservation, security and environment) and to identify issues that might require resolution as well as explore a possible facility for future occupancy by the museum and its staff. The issues raised may require upgrading to improve the profile of the site based on current museum practices and standards.



Current Profile

Historic Properties

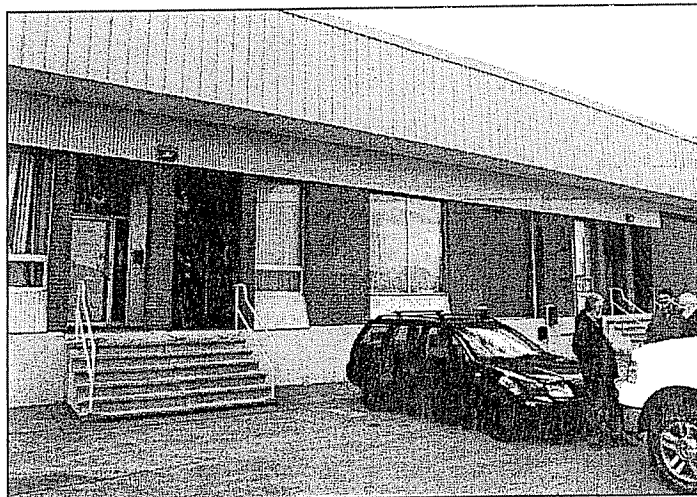
The Dartmouth Heritage Museum has several historic properties (Evergreen House and Quaker House) it is interpreting for the public located in the Dartmouth downtown core. The historic properties have collections maintained within the building for interpretation and represent a popular public venue.

Currently the staff operates from within Evergreen House and new administration and collection management spaces are required for the museum as well as new display spaces for the interpretation of the collections not part of the programming associated with the historic properties.

The museum has had a Functional Program completed by Gillis Architects of Halifax (2000), which has subsequently been applied to the former Dartmouth city hall building as a possible future facility for the museum, its staff and the bulk of its collections. This work has been completed by the New Home Committee of the Dartmouth Heritage Museum Society and includes a proposed adaptive reuse project budget of \$10 million (2007) at \$300/sq ft.

Off-Site Collection Storage

The museum collections are stored off-site in commercially space in an park. The space by the Halifax Municipal Government for collections and Dartmouth Museum staff and administers collections at location.

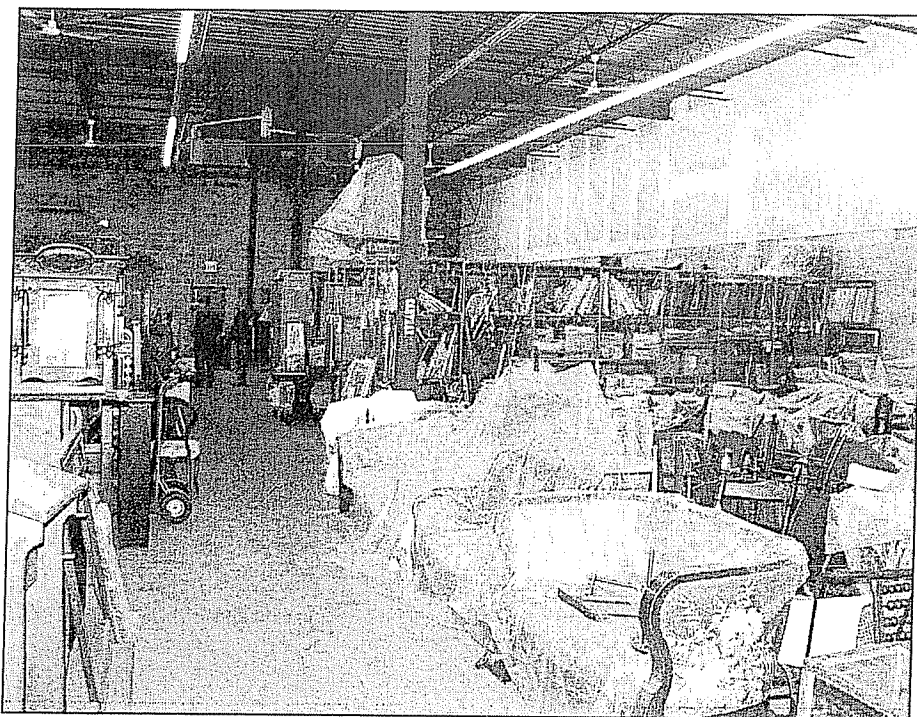


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The facility is unacceptable as a collection storage space. During the visit it was apparent that other tenants within the complex were contributing foul and potentially dangerous volatile chemicals into the museum's immediate work environment affecting both the staff and collections. It would appear that chemical handling operations for the industrial activities taking place elsewhere within the complex are being distributed through out the facility via a common air handling system or some other air distribution process.

This situation constitutes a health and safety threat to staff as well as potentially damaging chemical interactions with components of the collections being kept at this location.



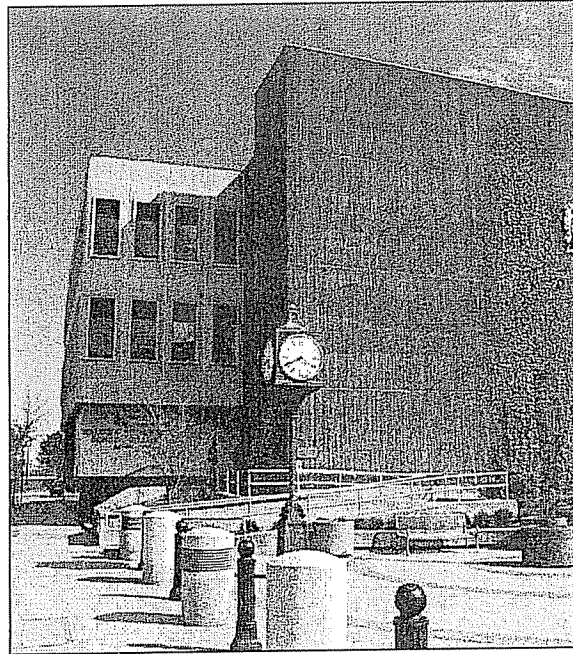
The physical security at the site is also an issue. The cinder block walls separating the adjacent commercial activities on each side of the storage facility are not continuous to the roof but include a section of plasterboard several feet in height that could easily be breached from the adjacent spaces without activating an alarm.

Environmental control at the site is also an issue. Dehumidifiers are in operation within the space to limit high RH conditions and they are plumbed directly to the exterior. Dust is an issue as well as can be seen on various horizontal surfaces within the storage space. This space does not meet basic museum environmental requirements. A new storage facility should be constructed for the collections at a new location.

The staff is proceeding with a collection review at this location to resolve registration issues related to the collections as well as culling the collection of materials that might be considered for deaccessioning based on current museum practices and policies in place within the Dartmouth Heritage Museum. This is an important step in reducing the operational demands that the collection will make on on-going activities within the museum and would ideally take place before a move into new facilities.

Proposed New Museum Building (Former Dartmouth City Hall)

The site visit was completed with a tour of former Dartmouth City currently occupied by municipal operations, in anticipation of the being available for occupancy by the museum staff, collections and displays.



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Hall
other

building

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exhibition

This would be an adaptive building not currently to maintain museum environments and and this immediately facility at a disadvantage a purpose-built facility. adaptive reuse of the

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would provide a “green” perspective to the project but it can also be anticipated that any future occupancy of this building by the municipality would be a re-use of the facility. The building envelope would need to be resolved for museum environmental controls.

The building as found has several advantages and disadvantages and a simple listing of these (without detailed discussion) follows.

Advantages

- 1- Location, easy access to the building from the Halifax side for visitors via the ferry will allow this site to be programmed as a component of tourist activities taking place on the Halifax side of the harbor.
- 2- Location, easy walking distance to the two historic properties that are part of the museum’s programming.
- 3- Flexible Internal Spaces, the existing floors of the building have non-load bearing walls that can be removed to open up the floor space to exhibition displays and other museum functional needs.
- 4- Passenger Elevator, the building has a passenger elevator in the building that services all floors.

Disadvantages

- 1- Non-Functional Spaces, there are some areas that cannot easily be adapted for museum use including the round council chamber on the ground floor.
- 2- No Freight Elevator, the passenger elevator cannot accommodate the larger items in the collections and therefore some exhibit restrictions will be imposed on the staff by the building.

- 3- Lack of a Loading Dock, the ground floor does not have a loading dock. Materials being brought to the building (collections from off-site storage or traveling exhibitions) will need to be loaded from the upper street level requiring additional alterations to the front of the building and variances from the city for street access.
- 4- Limited Future Expansion, the existing square footage of the building appears to just accommodate the current collection size and does not provide for the next cycle (10-15 years) of collection growth and programming development.
- 5- The building envelope will need extensive upgrading to accommodate the museum operating conditions required of typical museums.

Conclusion

The Dartmouth Heritage Museum needs to relocate to new facilities for the future programming and preservation of their collections. The current off-site storage facility is inadequate and will need to be replaced in the immediate future, before a new site for the museum is resolved. The use of the former Dartmouth City Hall has a number of inherent limitations which might be accommodated if the Municipal Government provides alternate off-site services and facilities to off-set the specific collection needs identified in this report. Ideally a purpose-built facility should be considered for the museum but the adaptive re-use of the former Dartmouth City Hall may prove to be viable if a detailed facility assessment is completed and additional resources are put in place. Since this site visit only reviewed one facility a comparative evaluation of sites was not provided.

Siegfried Rempel
Senior Advisor, Collections Preservation
August 29, 2008

Appendix G – CCI Report Observations by Robert Frame, January 9, 2009

CCI Report – Observations

The Canadian Conservation Institute quite properly promotes a high standard for museum environments in order to ensure the long term preservation of collections. The reality is that few institutions are able to afford ideal conditions because of the high capital cost of providing the building envelope and the specialized equipment to accomplish the desired environment as well as the ongoing energy and equipment servicing costs to maintain the standards over time. Consequently, most small and medium sized (and many larger) institutions in Canada find themselves in the position of doing the best they can with resources available to be responsible custodians of collections. That being said, the aim is always to provide the best possible conditions that is practical to achieve.

Sigried Rempel provides a very useful review of present storage facilities of the Dartmouth Heritage Museum and the opportunity to retrofit the current Halifax Regional School Board offices for Museum purposes. He raises challenges that the Museum would be well advised to address. Following are my impressions of his observations.

Offsite Storage

The report condemns the offsite storage facility on the basis of air quality (including dust control), security, and basic environmental standards including humidity management.

The air quality issue is a serious one, particularly if it has implications for the health and safety of occupants of the space as the report implies. This potential hazard should be investigated and measures taken to mediate the threat, if required. The impact of the air quality on collection items will be more difficult to determine but at this point, human safety trumps collections care. The issue of dust is also a concern but from the illustration in the report it is apparent that the museum is employing the practical, if not altogether foolproof, measure of covering the stored items with plastic film. It would seem that some of the fundamental air quality issues could be largely addressed by modifications to the building's air handling system but the cost and practicality of that approach is unknown.

The security risk posed by the drywall partition, it appears, could be addressed with rather simple modifications to (or the addition of) an electronic security system.

The general building environment issue, particularly humidity control, is the most vexing and expensive to address. A building envelope that is not designed for them will simply not survive the impact of maintaining the stringent environmental conditions demanded for optimum housing of museum collections. The fall back position is to moderate the rate and range of change in the space. This is a strategy of accepting that seasonal change in our maritime environment is inevitable and taking measures to slow down the rate and to avoid the extremities of change. This can include the avoidance of rapid changes of temperature by suddenly raising or lowering a thermostat and the use of portable humidifiers and dehumidifiers to moderate changes in humidity.

These questions need to be addressed: Is the present storage facility providing a reasonable level of protection for the collection under the circumstances? Are there practical and affordable measures that could be employed to improve storage conditions in the short to medium term? Can we find the resources to meet full museum environmental standards in a dedicated storage space in the longer term? The answer to the first two questions is probably yes, at least for the time being.

Adaptive reuse of the School Board building

The report describes several advantages and disadvantages of the proposal to retrofit the former Dartmouth City Hall for museum purposes. The concerns include the challenge of redesigning the building envelope to accommodate museum environmental standards, the lack of a loading dock and freight elevator, inflexibility of certain spaces, and limited expansion space.

Preparing the building to accept museum standard environmental conditions will add substantially to the cost of renovating the building for museum use. This could lessen its appeal as a relatively inexpensive alternative location for the museum. The costs may be such that they should be compared with the cost of building a purpose-built building.

Other than the benefit to the collection, the advantages of meeting museum standards include the greater possibility of qualifying for Department of Canadian Heritage funding and perhaps other funding sources and the ability to host travelling exhibitions and loans collections that require strict standards. The disadvantage is cost. Somewhere in between full environmental management and little at all is the strategy of isolating certain areas of the building, say storage areas and one or all galleries, with environmental controls.

A receiving area and a freight elevator are important to the functioning of the museum. It should be possible to accommodate these needs in a comprehensive renovation of the building.

With some amount of redesign and refurnishing, it would seem likely that the former council chamber space could be adapted as a unique and functional performance, lecture, demonstration and activity space to deliver and support museum programs.

The concern with expansion space raises the question of onsite or offsite storage of collections. There are great advantages to having the collection on the premises including easy access for collections care, research, and preparation for display and reduction of risk in transporting objects as well as efficiencies in staff deployment. However, prime mid-city space is expensive storage space and the question of the need for offsite storage still remains, particularly for the larger items in the collection some amount of off premises storage is being considered, this can alleviate expansion pressures on a chosen location.

Mr. Rempel has fairly described the advantages and disadvantages of adapting this building for museum purposes. The disadvantages are probably not insurmountable. In considering future direction on this project, careful thought will have to be given to whether sufficient support can

be marshalled to prepare the museum space to the highest possible standard or whether an adequate and perhaps more affordable solution is more manageable.

Robert W. Frame

January 9, 2009

Appendix H – Terms of Reference for Facility Assessment – 90 Alderney Drive

Outline Terms of Reference – Building Feasibility Study
Dartmouth Heritage Museum Society – New Home Committee (NHC)
March 21, 2009

In order to fulfill its mandate, the Dartmouth Heritage Museum requires a new facility to showcase the permanent collection, host exhibitions, facilitate research and provide educational programming in HRM.

The New Home Committee's recommended options for a facility include either a new purpose built museum –or- an adaptive reuse of an existing city owned building. The New Home Committee believes that the former Dartmouth City Hall, 90 Alderney Drive, Dartmouth – presently occupied by the School Board-could be an appropriate building for the Museum.

In order to set goals for the fundraising committee of the Dartmouth Heritage Museum, the New Home Committee sees the next logical step to be a comprehensive feasibility study. The NHC envisages a specialized consultant team of building professionals comprised of at least an Architect, Structural Engineer, Mechanical Engineer, Electrical Engineer and a museum consultant to analyze the needs of the museum and propose a solution that compares the logistics and order of magnitude cost (Class 'D' estimate) of:

Scenario 1; the adaptive reuse of the Dartmouth City Hall

Scenario 2; a new purpose built facility.

This report should address, but not necessarily be limited to, the following:

- 1) Functional Program
 - a. Interview key Board Members, Museum Director and Curator to determine space requirement needs to meet mandate and programming goals. Analyse the museums existing schedule of space requirements and make any recommendations.
 - b. Visit current collections' warehouse to note storage space requirements.
 - c. Determine net and gross building areas required.

- 2) Adaptive reuse of Dartmouth City Hall (90 Alderney Drive)
 - a. Understanding functional program needs, review existing floor plans of City Hall to determine what program areas can be accommodated.
 - b. Propose schematic layout of program spaces overlaid on existing plan. Provide an order of magnitude cost estimate for interior alterations and /or additions necessary to meet program requirements. Special considerations should be made concerning:
 - i. Code compliance to meet NBC2005 and the NSBC – life safety, washroom count, accessibility, etc...
 - ii. Vertical transportation (elevator for visitors, staff and collection)

- iii. Potential options for future expansion (storage and exhibition space)
 - iv. Site access for shipping/receiving
 - c. Provide analysis of building envelope, and comment on its ability to maintain satisfactory museum environmental conditions to suit the collection. Determine any upgrades required and an order of magnitude cost. Assess condition of:
 - i. Roof
 - ii. All Walls including, Pre-cast panels, Cast-in-place concrete walls
 - iii. Fenestration
 - iv. Curtainwall
 - d. Provide analysis of Structural systems, comment on their ability to support museum storage requirements. Provide order of magnitude cost estimates for any upgrades necessary to do so. Comment on the potential vertical expansion of the structural system to meet potential future programming requirements.
 - e. Provide analysis of Mechanical systems, including services to and from building, and propose alterations to meet the museums functional and minimum environmental requirements. Provide order of magnitude cost estimates for mechanical upgrades. Consider placement of any proposed new equipment to allow for future expansion.
 - f. Provide analysis of Electrical service and its ability to meet the functional requirements of the museum. Determine any upgrades required and an order of magnitude cost estimate.
 - g. Cost Estimate – consolidate order of magnitude estimates of the various disciplines into a total project cost order of magnitude estimate. Separate construction costs from soft costs and make necessary allowances for contingencies, professional fees, escalation to fall of 2010 and furniture fixtures and equipment (FF&E).
- 3) Purpose built museum
 - a. Provide a line-by-line cost comparison of a new purpose built structure to the adaptive reuse of the Dartmouth City Hall. Cost estimate should allow for site development costs, escalation to the fall of 2010, and should be clear on what is not included in estimate (e.g. Land Costs).

Pre-existing Reports

The committee is not aware if any of the above information and/or other studies were commissioned when the School Board moved into City Hall in (or since) c.1996. Prior to releasing an RFP, the committee recommends determining whether any prior study exists concerning the state of the building since it is understood that alterations have been made since its original construction in c.1967. Any pre-existing reports should form part of the terms of reference.