

# HISTORY REPEATS ITSELF

Mom,  
can we  
go to  
another  
one?



## 2010 Annual Report



LE RÉSEAU DU  
MUSÉE D'OTTAWA  
MUSEUM NETWORK

Ottawa's history.  
Up close.  
Faites le tour de  
notre histoire.

**Ottawa Museum Network**  
507-280 rue Metcalfe Street  
Ottawa, ON. Canada K2P 1R7  
T: 613-234-1999 | F : 613-230-8404  
[www.ottawamuseumnetwork.com](http://www.ottawamuseumnetwork.com)

# CONTENTS

01	OMN Mission Vision Values
02	Organizational chart
03	Board of Directors and Committees of the Board
04	Message from the Chair
05	Message from the Director
06	Highlights: A Year in Review <ul style="list-style-type: none"><li>OMN Marketing</li><li>Enhancing Conservation Standards in the OMN</li><li>Building Community Connections</li></ul>
07	The Year Ahead <ul style="list-style-type: none"><li>Passport to the Past</li><li>OMN Marketing and Promotion</li><li>Preserving Our Past: A Conservation Exhibit</li><li>OMN Membership Project</li><li>OMN Audience Development Project</li></ul>





# OTTAWA MUSEUM NETWORK

## MISSION

The Ottawa Museum Network works to promote and advance the interests of member museums by engaging the audience and telling the greater Ottawa story.

## VISION

A thriving, sustainable local museum community that works collaboratively, that is respected and that engages its audience to preserve and celebrate the greater Ottawa story.

## VALUES

The Ottawa Museum Network will fulfil its mission by:

- Working collaboratively
- Valuing member's perspectives
- Speaking with one voice
- Providing proactive, strategic leadership
- Embracing a community wide outlook
- Focusing on results
- Demonstrating integrity, accountability and transparency

## THE NETWORK

The Ottawa Museum Network was founded in 2007 through the City of Ottawa Museum Sustainability Plan. We are an incorporated non-profit organization funded through the City of Ottawa and provisionally through the Department of Canadian Heritage and the Province of Ontario. Our goals are influenced by our mission, which balances the twin objectives of marketing and promotion with capacity building. We are committed to raise awareness of the Network and engage residents and tourists in community museums by telling the Ottawa story. We aim to increase capacity without being prescriptive, embrace cultural diversity and produce relevant and sustainable projects that will increase the organizational stability of Ottawa's 10 community museums.



# GOVERNANCE



## GOVERNANCE

The OMN is governed by a Board of Directors, with one representative appointed by each of the ten member museums. The Board is responsible for fulfillment of the policies and overall financial management of the OMN's affairs and committees. The committees of the Board meet regularly during the year and make their recommendations to meetings of the board. Each Board Member has duties on at least one committee.

## BOARD MEMBERS 2010

Chair	Derek Cooke Diefenbunker Museum
Vice Chair	Mike Steinhauer Bytown Museum
Treasurer	Donna Keays-Hockey Goulbourn Museum
Secretary	Brahm Lewandowski Billings Estate Pinhey's Point
Director	Rachel Perkins Nepean Museum
Director	Ann Robinson Osgoode Museum
Director	Laura Peters Cumberland Museum
Director	Janik Aubin-Robert Muséoparc Vanier
Director	Isabelle Geoffrion Watson's Mill

## COMMITTEES OF THE BOARD

Each Board member has duties on at least one committee.

The **Executive Committee** assists in making important decisions between Board meetings, if necessary.

The **Development Committee** advises and supports the Board and Management on the organization's development and capacity building activities.

The **Marketing Committee** provides advice on matters related to the marketing campaign and collateral development.

The **Governance Taskforce** advises the Board on matters related to governance, such as the application of the by-laws and governance review.

The **Audience Development Working Group** is comprised of OMN Board members and museum staff from member museums. This group will work collaboratively to develop and implement the components of the audience development project.

The **Membership Working Group**, a similar working group to the Audience Development group, works collaboratively to develop and implement the components of the membership project.

# MESSAGE FROM THE CHAIR

In our fifth year, the OMN continues to produce tangible results to strengthen the Network, build capacity and expand the profile of our 10 community museums. A great deal has been accomplished in the past five years, as the OMN and each of her ten museum members continue to progress. These accomplishments illustrate that with the right funding for qualified staff and seed money for development, the OMN can significantly advance not only our own mandate, but that of our member organizations as well. For that, we recognize the support of the City of Ottawa through the Museum Sustainability Plan and the ongoing support from City staff and the heritage community.

The past year was full of landmark achievements for the Ottawa Museum Network. Our marketing campaign, now in its fourth year, continues to grow exponentially and produce tangible results in the form of increased visitor numbers. We also completed our first major project, the award winning *Enhancing Conservation Standards in the Ottawa Museum Network*. This project marks a monumental step for the Ottawa Museum Network by offering services to member museums that add value to each of the 10 museums by building infrastructure and improving museum services. This project is a product of outstanding teamwork and contribution from staff of the member museums and hard work from OMN staff. With some exciting projects in the works for 2011 and 2012, and a marketing campaign that is strengthened each year, the OMN is in an excellent position to deliver high-quality projects and services that support and enhance the museums.

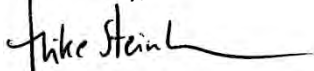
2010 also marks a new successful partnership with Ottawa's Community Health and Resource Centres through the Building Community Connections Project, adding a valuable partner to our growing external Network of community partners. In addition, the OMN continues our strong partnership with Ottawa libraries through the Ottawa Museum Pass, which has been active since 2008.

The OMN continues to play an important advocacy role. The ten museums were represented at Queen's Park Day (February 2010) and Canadian Museum's Day on Parliament Hill (November 2010), organized by the Ontario Museums Association and Canadian Museums Association respectively. In addition, the OMN continues to advocate locally with a monthly top ten newsletter that communicates monthly highlights to local councillors, MPs, MPPs and other heritage groups. The OMN has worked to expand our profile locally and nationally and will continue to advocate for issues that are relevant to our members.

Last, a heartfelt thank-you to our former Executive Director, Andrea Miller. Andrea has been with the organization since 2008 and has led the organization as Executive Director through early stages of the OMN's development. Her leadership has brought the OMN to the five year mark, with the determination to continue to move the organization to the next level.

On behalf of the Board of Directors, we have made a lot of progress in the past five years, and are keen to continue building on our successes in the next five years.

Sincerely,



Mike Steinhauer, Acting Chair

# MESSAGE FROM THE DIRECTOR

This year the Network maintained its commitment by being responsive to member needs with a capacity assessment that addressed the current level of capacity and priority areas that will be used to direct future activities. Overall, the capacity assessment demonstrated the clear progress that the community museums have made in the past three years with increased services, enhanced programs and far more widespread use of best practice management. Museums reported that employees are more qualified, programs and services are more successful and visitor numbers show a marked increase from past years.

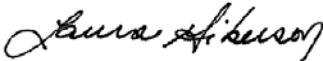
A key learning from our capacity assessment identified that many museum staff, volunteers and Board Members are not aware of the Ottawa Museum Network and did not have opportunities to engage with the OMN. The results of the capacity assessment resulted in a refreshed work plan for the OMN with a stronger focus on:

- Improving internal communications with our members and developing methods of more frequent reporting
- Strengthening our marketing campaign by leveraging funding and creating a more targeted and strategic campaign as well as producing refreshed collateral that will better saturate the market
- Developing a membership project to address the consistently low membership levels across the Network
- Developing an audience development project to strengthen partnerships with local schools
- The OMN endeavours to continue the group benefits plan and access to professional development opportunities to improve recruitment and retention of employees within Network museums

To build a stronger, more sustainable and relevant museum sector means creating collaborative partnerships and finding creative solutions to adapt in the new economy. The OMN is committed to key priorities to improve collaboration, communication and creativity within the Network; to focus on sustainability in all areas of operations and to review the OMN's processes to improve efficiency. In 2011, we will encourage the participation and engagement of our membership as we move forward to a much stronger, sustainable museum community.

I would like to thank the Board of Directors, staff and volunteers for your continued commitment and dedication to the Ottawa Museum Network. On behalf of the OMN I would like to recognize the support of the City of Ottawa through the Museums Sustainability Plan, the Ontario Government through the Heritage Operating Grant, the Ontario Trillium Foundation, the Department of Heritage and Tourism and the Government of Canada's Young Canada Works. Special thanks to CHOO/COPO for ongoing support and partnership in various heritage initiatives.

Sincerely,



Laura Giberson, Acting Executive Director



# A YEAR IN REVIEW

## OMN MARKETING AND PROMOTION

The OMN manages an integrated media campaign annually that advertises the services and programs of members of the Network. 2010 marks the third year of the OMN campaign. The 2010 objective was to provide a more targeted message to young families, ensure consistent coverage across all media for the duration of the campaign and engage a more qualified audience. The campaign included newspapers, magazines and radio advertisements and ran from May to October.

Online visitations also suggest that we are consistently increasing visibility to our website. While unique visitation numbers are slightly down overall this year, we saw significant increased visitation to the site in the shoulder seasons (Apr-May/Sept-Dec). However, this year’s more consistent visitation leading into the fall meant that we did not see as dramatic a drop in visitation to the website coinciding with the end of our marketing efforts and suggests that we are attracting a more qualified visitor to the website. Visitation continues to climb steadily and media partner feedback indicates our advertisements speak to our target audience.

### MAJOR SUCCESSES

- Overall campaign value of \$218,072 –we leveraged funding by 91%
- Consistent visibility in the market from May to November (7 months)
- Marketing reach of over 7 million
- Just over 13,000 visits to the website and 106,247 page views
- New marketing creative was developed focusing on “young family” market
- New radio partners NewCap Radio and Astral Media were brought on board
- Significant media value was achieved with our radio partners
- New Google Adwords Campaign was launched

Total Media Purchase: \$114,134

Campaign Distribution/Reach: 7,062,875

Total media value leveraged: \$218,072 (91%)



### OMN Strategic Objectives

- B1. To raise awareness and increase credibility on the vital role played by the museums of the Network
- B2. To market the products and services of member museums to stakeholders and the audience

The OMN’s media campaign is made possible through the generous support from the City of Ottawa



## ENHANCING CONSERVATION STANDARDS IN THE OTTAWA MUSEUM NETWORK

Individual museum assessments on the collection, museum storage, environment and management plans were undertaken by a Conservator for each of the 10 Network museums. The assessment assisted museums in recognizing areas of strength and areas in need of development for the conservation of their collections. The OMN is pleased to announce that we received an Award of Excellence from the Ontario Museums Association for this project in 2010.



### MAJOR SUCCESSES

- 67 artefacts were treated by the Conservator, with completed treatment proposals for 97 artefacts
- 70% of museum assessment recommendations were immediately implemented
- The project outputs were completed and successfully delivered to museums as outlined in the project plan. Project outputs include the 10 assessment reports, treatment proposals, collections care guides and final Ottawa Museum Network report
- Building a strong partnership with Parks Canada for this project allowed the OMN to conduct high quality conservation treatments in the Parks Canada lab space at no cost to the OMN
- All object treatments were successful in conserving artefacts that were in need of treatment and preserving some significant objects in collections, increasing the life of many museum's collections

*“The museum has had contact with a professional conservator whose unique perspective and training have reminded museum staff about the intricacies of paper conservation. A select number of paper archives will receive much needed treatment that the museum’s limited resources could not provide” (Nepean Museum)*



### OMN Strategic Objectives

- A1. To ensure organizational stability by leveraging additional funding
- A2. To optimize fair and transparent distribution of, or access to, funding & other resources by member museums
- A3. To build capacity through cost efficiency and taking advantages of opportunities

Enhancing Conservation Standards in the Ottawa Museum Network was made possible in part by a contribution from:



Canadian Heritage

Patrimoine canadien

Ontario Trillium Foundation



Fondation Trillium de l'Ontario



Parks Canada

Parcs Canada



## BUILDING COMMUNITY CONNECTIONS

Building Community Connections was undertaken to create new kinds of opportunities for children and youth to access Ottawa's local museums. The project emerged out of recognition that transportation is a serious barrier to museum access. Especially for low-income and immigrant sectors of the community, and especially in the case of geographically outlying museums, transportation prevents individuals and families from visiting museums. With this central challenge in mind, the OMN partnered with Ottawa's Community Health and Resource Centres to deliver youth programming to over 200 participants of their underserved communities.



### MAJOR SUCCESSES

- Developed new partnerships with 8 community health and resource centers in Ottawa
- Lunches were donated by Krackers Katering and distributed to CHRC participants
- Over 200 children participated in the Building Community Connections program
- Museum members were cross promoted with the *2 for 1 admission pass*, distributed to all participants
- 80% of participants reported having a positive or very positive experience during their excursion
- 92% of participants were visiting a Network museum for the first time

*"This project gave our youth an opportunity to participate in a free, fun and educational outing that they wouldn't normally have access to because of social and economic barriers"*

Community Health and Resource Partner

### OMN Strategic Objectives

A1. To ensure organizational stability by leveraging additional funding

A2. To optimize fair and transparent distribution of, or access to, funding & other resources by member museums

A3. To build capacity through cost efficiency and taking advantages of opportunities

Building Community Connections was made possible in part by a contribution from:



# THE YEAR AHEAD

## PASSPORT TO THE PAST

This initiative aims to encourage cross-visitation between museums and to provide an enhanced museum experience to young visitors. The passport encourages visitation to all the museums in the Network to collect all ten stamps. Additional incentives include prizes for every three stamps that are collected and a grand prize for collecting all 10 stamps. The passport includes fun games and activities for children as well as a feature page for each museum of the Network.



## OTTAWA MUSEUM NETWORK MARKETING AND PROMOTION

### Promotional Panels

The OMN plans to develop a series of up to twelve promotional roll up fabric panels to help advertise the local museums in the community. The panels are intended to be displayed in highly visible areas such as libraries, galleries and community centres. The promotional panels will allow the OMN to promote services and programs within the community in a more professional and visible way. The OMN will coordinate a committee of museum staff and Board Members to participate and guide this project.

### Revitalized OMN Brochure

The OMN will revitalize the 2007 brochure in 2011 to provide a more targeted message to young families and ensure that OMN messaging is consistent and relevant to our target audience. The OMN Marketing Committee will advise on the brochure revitalization.

## PRESERVING OUR PAST: A CONSERVATION PROJECT

In 2010, the OMN brought together a committee of museum staff to direct and work on a travelling exhibit. The exhibit is based on the project, Enhancing Conservation Standards in the Ottawa Museum Network. The exhibit was developed in house with the talents of various staff members to design, edit and produce the exhibit. The goals of the exhibit are to: educate the public on conservation at local museums; engage the public with outreach activities and advertising; recognize OMN partners and funders of the conservation project, advocate for conservation by encouraging donors and volunteers; build awareness for local museums through visibility and increase the presence of the Ottawa Museum Network.



*The exhibit will be hosted at 8 of the Network museums:*

Fall 2010	Bytown Museum, Exhibit launch
Winter 2011	Muséoparc Vanier
Spring 2011	Goulbourn Museum
Summer 2011	Billings Estate National Historic Site
Winter 2011	Nepean Museum
Spring 2012	Cumberland Heritage Village Museum
Summer 2012	Osgoode Museum
Fall 2012	Diefenbunker: Canada's Cold War Museum

## OMN MEMBERSHIP PROJECT

*The membership project aims to create a set of high-quality, networked membership programs that enable OMN museums to diversify revenue, develop audiences and build capacities—a program that builds on industry innovations and serves as a model within the sector.*

In mid 2010, the Ottawa Museum Network began working on a plan for a project that would focus on Membership. It was recognized that OMN museums had low-impact or non-existent membership programs and that there was significant value to be gained by working together to develop these programs across the Network. With this focus, the project will aim at developing highly effective systems and practices for *engaging* volunteers, donors and members across the OMN. The OMN developed a concept for the Membership Project and it was approved by the Board of Directors. Between November 2010 and January 2011, a feasibility and project strategy were written by Alex Neuman at the OMN. In January 2011, a project committee, made up of representatives from each museum met for the first time.

The project will be facilitated and led by the staff of the OMN. The project committee has a strong role in shaping the project and will play a large part in carrying its work. The OMN will coordinate a Town Hall meeting in September 2011, inviting museum Board members, staff and volunteers to provide feedback on the project.



## OMN AUDIENCE DEVELOPMENT PROJECT

*The audience development project aims to increase the market share of members of the Ottawa Museum Network by developing a competitive, collaborative approach to audience development; to strengthen and expand the extent to which schools in Ottawa use museums as cultural resources. The Network will work to integrate museum resources as more than a 'frill' or last minute thought into the classroom, integrating museum learning as part of a regular school day.*

The audience development project has been discussed within the Network and has been a priority since as early as 2008. Museum staff and Directors have identified that attracting and retaining school groups has consistently been a struggle. The project proposal was approved by the OMN Board of Directors in summer 2010, with the belief that a Network approach to partnering with schools will be a more successful strategy than working independently. In February 2011, a project committee, made up of representatives from each museum met for the first time. The OMN will coordinate a Town Hall meeting in February 2012, inviting museum Board members, staff and volunteers to provide feedback on the project.



LE RÉSEAU DU  
MUSÉE D'OTTAWA  
MUSEUM NETWORK



Ottawa's history.  
Up close.  
Faites le tour de  
notre histoire.

**Ottawa Museum Network**  
507-280 rue Metcalfe Street  
Ottawa, ON. Canada K2P 1R7  
T: 613-234-1999 | F : 613-230-8404  
[www.ottawamuseumnetwork.com](http://www.ottawamuseumnetwork.com)  
[info@ottawamuseumnetwork.ca](mailto:info@ottawamuseumnetwork.ca)