



TORONTO HISTORICAL BOARD
CIVIC MUSEUM TASK FORCE REPORT
MARCH, 1986



Toronto Historical Board

STANLEY BARRACKS . EXHIBITION PLACE

TORONTO • CANADA M6K 3C3 • 595-1567

March 11, 1986

Chairman and Members,
Toronto Historical Board.

Dear Mr. Chairman:

On behalf of the Members of your Civic Museum Task Force, established on February 6, 1985, I have the honour to submit the following report for your consideration.

Over the past year the Members of the Task Force together with staff of the Toronto Historical Board have, as requested, conducted a comprehensive review of the need for a Civic Museum for Toronto and the conditions under which one might be developed. The review has revealed widespread support for the idea and a clear indication that further professional investigation, in the form of a Planning and Financial Feasibility Study, is justified.

The work of the Task Force has benefited greatly from the assistance received from a wide variety of sources. These include City Departments, most notably the Department of Planning and Development and the City Clerk's Department; the National Museums of Canada; the Ontario Ministry of Citizenship and Culture; Directors of museums and galleries in the Toronto area; Directors of selected civic museums in North America and Western Europe; representatives of heritage organizations in the Toronto area; and last but not least, the Task Force's museum consultant, Ms. Lee Jolliffe.

I trust that the recommendations of this report will meet with your approval.

Yours truly,

George H. Rust-D'Eye,
Chairman,
Civic Museum Task Force.

CIVIC MUSEUM TASK FORCE

MEMBERS

Mr. George Rust-D'Eye, Chairman

Mr. Desmond Conacher

His Worship Mayor Art Eggleton

Mr. Michael Filey

Mr. Roy V. Henderson

Ms. Anne Johnston

Mr. Stephen G. McLaughlin

Mr. William Withrow

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EXECUTIVE SUMMARY

INTRODUCTION

At its Annual Meeting, February 6, 1986, the Toronto Historical Board established a Civic Museum Task Force to investigate and report on the establishment of a museum devoted to the history of Toronto.

WORK PROGRAMME

In the year since its inception, The Civic Museum Task Force has conducted an extensive programme of research. With the help of a professional consultant it has studied the nature and purpose of municipal museums and examined successful examples in North America and Europe; it has surveyed existing museums serving the Toronto area to see if a new facility dealing with the history of Toronto has a place; it has consulted with the National Museums of Canada, the Ontario Ministry of Citizenship and Culture, museum professionals (both locally and internationally), and a wide variety of other organizations and individuals, on the need for a museum, an appropriate concept and the process necessary for its successful development.

CONCLUSIONS

The research has led The Civic Museum Task Force to conclude that the development of a museum focussing on the history of Toronto and its people is indeed an idea worth pursuing. By providing a centre for the study of Toronto it will fill a gap in the existing museum and educational network; it will enhance the quality of life in the City through the preservation and interpretation of the collective experience of its citizens; it will, through exciting and innovative programming offer a major new cultural attraction for the local population and for visitors; it will provide a kind of urban laboratory in which current issues could be reviewed and assessed through an historical perspective; and it will contribute to Toronto's national and international image.

Before going any further, however, the Task Force recommends that a full scale study be undertaken to examine in detail the implications of developing such a museum.

In consultation with the National Museums of Canada, Terms of Reference have been prepared for a comprehensive Planning and Financial Feasibility Study which would address such vital issues as organization, programming, audience, staffing, physical requirements and sources of funding. (Appendix 6.7) While this Study is expected to cost up to \$100,000 the City is eligible for up to 75% of the direct cost of this Study under the National Museums of Canada, Museum Assistance Programmes, reducing the City's share to a maximum of \$25,000. Project coordination will also be required on a contract basis at a total cost of \$40,000, of which half will be required in 1986.

RECOMMENDATIONS

1. That the concept of a museum to interpret the history of Toronto be endorsed in principle.
2. That the Toronto Historical Board carry out a Planning and Financial Feasibility Study in accordance with the Terms of Reference prepared by the Civic Museum Task Force (Appendix 6.7), and that an application be made under the National Museums of Canada, Museum Assistance Programmes for 75% of the cost of the study.
3. That application be made to the City of Toronto for funds to a maximum of \$45,000, to provide for 25% of the cost of a Planning and Financial Feasibility Study and project coordination, and that this amount be added to the 1986 operating budget of the Toronto Historical Board.

1. INTRODUCTION

1.1 Toronto Historical Board

As a corporate body established by the City of Toronto the Toronto Historical Board advises Council on all matters relating to the history of the city. It is concerned with improving the quality of life in Toronto by preserving and promoting the heritage of the city.

The operations of the Board are organized into three sections; Museums, Historical Preservation and General Services. The Museums Section operates sites that interpret specific themes and periods in the history of the city - Colborne Lodge, Fort York, Mackenzie House, the Marine Museum of Upper Canada, Spadina, Scadding Cabin, CNR Steam Locomotive #6213, Steam Tug "Ned Hanlan" - and preserves collections that illustrate that history. The Historic Preservation Section examines, photographs and inventories buildings of architectural and historical significance. The General Services Section provides support services in the areas of administration, information and public relations, design and maintenance.

1.2 Civic Museum Proposals

The idea of a museum that would tell the story of Toronto has been promoted over a number of years. In 1972 the Toronto Historical Board proposed such a museum to illustrate the progress of the city "from time of founding to the present day, and indeed, to project its future goals." A proposal from The City of Toronto Planning and Development Department in 1977 advocated the establishment of "The Museum of Toronto" as a forum for the presentation, examination and interpretation of the story of Toronto. In 1984 the Multicultural Advisory Committee of the Toronto Historical Board reviewed a proposal for a multicultural museum that would aim to "preserve and display the contributions different ethnic groups have made to Toronto."

In the past year there have been a number of new initiatives towards the formation of a civic museum. Participants at a joint workshop of the Toronto Historical Board and the Ontario Historical Society, "Who's Who In Toronto Heritage" March 1985, identified the creation of a civic museum as one of the priorities for action. In October 1985 "Heritage Toronto '85", a conference organized by the Multicultural Advisory Committee of the Board also

identified a civic museum as a valuable means of documenting and interpreting the diverse cultural origins of the people of Toronto.

The Annex Residents Association Community History Project proposed the establishment of "A Toronto Museum of the Nineteenth Century" as the first of a series of museums that would preserve and interpret the history of the city. A local collector, Larry Becker, offered a collection of Toronto memorabilia as the nucleus of a "living museum of Toronto Civic History." Another individual, Steven Robinson proposed a Museum of Toronto History and Geology.

A common theme in proposals for a civic museum is a focus on the history of the city, from its beginnings to the present day. It is significant that the views of a number of different organizations and individuals, on the need for this museum, are represented.

1.3 Civic Museum Task Force

In response to interest in a civic museum the Toronto Historical Board, at its annual meeting of February 6, 1985, established a Civic Museum Task Force. The purpose of the Task Force was outlined as:

- To investigate and report to the City Council on the establishment of a museum devoted to the history of Toronto.
- To consider the need for a civic museum, the purpose it would serve and the public benefits which might accrue from it; the physical requirements, including location, space and environmental conditions; the availability of collections and historical materials consistent with the museum purpose; its organization and administration; an estimate of capital and operating costs and possible sources of funding.
- To review previous proposals for a civic museum, together with relevant examples of municipal museums in Canada and abroad.
- To clarify the relationship of a civic museum to the existing local heritage network and to other related municipal agencies.

- To report to the Board, on the concept of a civic museum, with recommendations for any action required, including the need for a full feasibility study.

Members appointed were:

- George Rust D'Eye, Toronto Historical Board, Chairman
- Executive Alderman Anne Johnston, Toronto Historical Board
- Desmond Conacher, Toronto Historical Board
- Mike Filey, Toronto Historical Board Museums Committee
- Art Eggleton, Mayor of Toronto
- Roy V. Henderson, City Clerk
- Stephen McLaughlin, Commissioner of Planning and Development
- William Withrow, Director, Art Gallery of Ontario

Research assistance was provided by staff of the Toronto Historical Board; R. Scott James, Managing Director; George E. Waters, Deputy Director; Linda Ardoino, Board Secretary and by Lee Jolliffe, Consultant.

2. RESEARCH PROGRAMME

2.1 Methodology

The Civic Museum Task Force reviewed all aspects of the need for and development of a civic museum. Specific approaches included:

- A discussion paper, "A Civic Museum For Toronto" prepared by Lee Jolliffe, Consultant.
- A public presentation "A City Museum For Toronto" by Robert D. Watt, Director, The Vancouver Museum.
- Review of museum proposals from:
 - Community History Project, Annex Residents Association
 - Larry Becker, Private Collector
 - Steven Robinson, Citizen
 - Rudy Pajk, Citizen
 - Kati Rekai, Multicultural Advisory Committee, Toronto Historical Board

- A survey of Toronto museums and related agencies on the need for a civic museum.
- A survey of international civic museums on their facilities and programmes.
- Development of collections guidelines.
- Preparation of documents to illustrate the concept of a Museum of Toronto.
- Development of a description of the facility required for the museum.
- Discussion of potential sites for the museum.
- Continuous consultation with the Planning and Development Department of the City of Toronto with respect to potential sites.
- Consultation with the National Museums of Canada, the Ontario Ministry of Citizenship and Culture and other sources regarding funding.
- Response to numerous media requests for interviews and information on the proposed museum.
- Presentation to the Board of Trade of Metropolitan Toronto.
- Production of Terms of Reference for a planning study in consultation with National Museums of Canada, Museum Assistance Programmes.
- Advertisement for and receipt of letters of intent from consultants for the planning study.
- Preparation of a final report for submission to the Toronto Historical Board and subsequently to City Council.

2.2 **Response to the Civic Museum Idea**

There have been a number of responses to the idea of a civic museum for Toronto. In a May 1985 Toronto Star column Frank Jones focused on what he called "perhaps the biggest need this great city has today", the need for a city museum. The Museum of the City of New York was described as a model for such a museum.

An editorial in the Toronto Star of July 4, 1985 further promoted the civic museum idea; "...the proposal from the Toronto Historical Board for a museum of the city and its past is welcome." "The first step is a feasibility study, and the board needs Toronto City Council's support for that. Council should give it the go-ahead." (Appendix 6.1)

The presentation "A City Museum For Toronto" given by Robert D. Watt, Director, The Vancouver Museum on July 5, 1985 was made in the Members Lounge, City Hall to members of City Council, the press and invited members of Toronto's Heritage Community.

As a result of this presentation a Sunday Sun article of July 28, 1985 on the civic museum by columnist Don Hawkes contained a ballot on the need for a civic museum. Responding readers supported the idea of a civic museum. (Appendix 6.2) Many readers favored a reclaimed historic building that would contain permanent displays, historic rooms and changing exhibitions. However, a number indicated that a building combining the old and the new would be suitable. Almost all of the readers felt that an admission should be charged with the majority preferring a nominal admission fee.

Letters of interest and support were received from a variety of individuals and groups including: Consumers Gas, Ryerson Polytechnical Institute, Toronto Scottish Regiment and the Toronto Transit Commission.

2.3 Relation to Existing Museums

A survey was conducted on the need for a civic museum by contacting museums and other agencies in Toronto which are concerned with the preservation and interpretation of differing aspects of the history of the city. One hundred and one questionnaires were sent. There was a fifty three per cent response which included replies from both government and private agencies. Significantly, over ninety per cent of the respondents felt that a civic museum is needed, an indication that the museum is seen as complementary to their role, not in conflict with it. (Appendix 6.3)

Comments on the potential focus of the museum included:

- "All phases of the Toronto story."

- "The prehistory, history and multicultural diversity of Toronto."
- "The life of the town of York and City of Toronto since its foundation."
- "The geographical, social, political, economic and intellectual factors which shape Toronto's history."
- "Historical leading to contemporary with emphasis on what exists today and how it developed."
- "Origins, constituent cultures, current issues."

While there were different opinions about the location of the museum most respondents preferred a central site. Many replies indicated that either a purpose built or adapted historic building would be suitable, for example:

- "Modern or heritage; in a highly visible, used and known location."
- "A modern dynamic construction or rehabilitated factory / warehouse building."
- "Existing heritage building if available, or a new museum building."
- "Favour use of heritage structure philosophically but purpose-built structure would be more practical."

Overall comments from the representatives of museums and related agencies in Toronto provide evidence of considerable support for, and interest in, the development of the civic museum. There was also an indication of numerous opportunities for cooperative ventures between existing institutions and the civic museum.

2.4 International Civic Museum Models

International civic museums in large urban centres were the subject of a survey for information on their facilities and programmes. (Appendix 6.4) Five museums responded with detailed information:

- Chicago Historical Society, Chicago, Illinois

- Huntly House Museum, Edinburgh, Scotland
- Museum of the City of Brussels, Brussels, Belgium
- Museum of London, London, England
- Stoke-on-Trent City Museum and Art Gallery, Stoke-on-Trent, England

In addition, profiles of three others have been prepared from independent research:

- Amsterdam Historical Museum, Amsterdam, Netherlands
- Museum of the City of New York, New York, New York
- The Vancouver Museum, Vancouver, British Columbia

Representatives of several of these museums offered ideas for Toronto's consideration. The Chicago Historical Society replied that:

"We urge the Toronto civic museum to collect and display materials which reflect the city's rich ethnic heritage."

At Huntly House Museum the curator commented that:

"It needs to deal with ordinary people's lives and experiences in a way that visitors today can relate to."

The director of the Stoke-on-Trent City Museum and Art Gallery indicated that:

"In addition to static displays interpreting the story of Toronto it is suggested that thought be given to the provision of display space in which to house temporary exhibitions. We have built up and maintained a regular museum-going public by this means - much appreciated by local residents."

All eight of these civic museums share characteristics which might be incorporated in a civic museum for Toronto. They are located within or in close proximity to the historic city centres. Whether purpose-built or adapted, the museum buildings accommodate a variety of activities that focus on the preservation and interpretation of the civic heritage.

3. MUSEUM OF TORONTO: PROPOSAL

3.1 Concept

As a result of its investigations, the Civic Museum Task Force has determined that Toronto needs a museum to preserve and interpret the story of the city. It proposes that the Museum of Toronto be a dynamic contemporary institution that interprets all aspects of the history and development of the City and its people from prehistoric times to the cosmopolitan metropolis it is today and will be in the future. (Appendix 6.5)

Collections representing all facets of the history growth and development of the city from the earliest times would be held by the museum. (Appendix 6.6) While some appropriate collections exist in the holdings of the Toronto Historical Board the museum would expect to attract collections presently in private hands.

A permanent thematic exhibition would trace the story of Toronto and its people from prehistoric times to the present day through themes such as: Natural History, Settlement, Immigration, Industry and Commerce, Culture and the Arts, Politics, Architecture and Planning, Leisure Activities, Social Services, Law and the Administration of Justice, Transportation, Housing and Public Utilities.

Temporary exhibitions would present the historical context of current issues as diverse as, for example: Pollution, The Railway Lands Development, The Dome Stadium, Transportation Planning, and Toronto Islands. Other exhibitions might focus on themes in the history and development of the city and its people, such as: Toronto Firsts, Multicultural Toronto, Neighbourhoods, Natural History of Toronto, Public Health, Sports in Toronto, The Canadian National Exhibition, The Mayors and Councils of Toronto, Toronto in Literature, and Architecture in Toronto. Exhibitions could also be exchanged with other national and international cities.

Public programmes would include walking tours, lectures, public meetings, travelling exhibitions geared for special audiences, films, concerts and drama on historical and contemporary life in the city and courses on specific aspects of Toronto's history and development. Historic events would be commemorated. Research and study facilities would also be provided for the public.

The museum's audience would include citizens of Toronto and the surrounding area, visitors to the city, school groups, individual students and researchers and special interest groups.

Opportunities exist for coordination of the activities of the museum with those of other museums in the city. Cooperative ventures might include exhibitions, special events and joint admission schemes. Mutually beneficial public awareness, advertising and information programmes could also be instituted.

The museum should be situated centrally in relation to public transit and major traffic arteries. The site would be chosen in relation to complementary attractions and the heritage of the city, and should be capable of permitting growth should a phased approach be taken.

The building, either purpose-built or adapted, could be a landmark in the city of Toronto. Facilities within the building would include a visitor reception area, permanent and changing exhibition galleries, both open and closed collections storage, research and study facilities, a conservation laboratory, flexible public programming space, public meeting areas, administrative offices and facilities, an auditorium and a museum shop and restaurant.

3.2 Benefits

The Civic Museum Task Force has concluded that a Museum of Toronto would offer a number of benefits.

(a) The Toronto Story

By presenting the Toronto story the museum would encourage civic pride and understanding among residents and provide an orientation to the city for visitors. At present no institution in the city tells the whole story of the history and development of Toronto and the life of its people.

(b) Study of the City

As a centre for the study and interpretation of the city the museum could address current issues such as pollution, urban transportation and public health. It could also encourage citizen understanding and participation by explaining the function and structure of government and its services within the city.

(c) *Quality of Life*

The museum would contribute towards improving the quality of life in Toronto by preserving and and communicating the collective identity of the city. This identity is made up of the specimens, and artifacts that represent the development of the city and its people.

(d) *Economic Impact*

A civic museum would have a positive economic impact on the city. A recent report by the Canadian Museums Association has established that museums make significant contributions to the local economy through both direct and indirect disbursements for labour, goods and services and expenditures made by its visitors through tourism.

(e) *Promotion of Toronto*

A Museum of Toronto would promote the city of Toronto and enhance its international image. It would be a major multicultural attraction and a setting for civic events. With the development of a civic museum Toronto would join other cosmopolitan cities such as Vancouver, New York, London, Amsterdam and Paris, that have developed civic museums as vital municipal institutions.

3.3 *Planning*

The next step in the development of a Museum of Toronto, is a *Planning and Financial Feasibility Study*. This study would allow a detailed and complete assessment of the implications for the city of Toronto of the development of such a museum by:

- Providing recommendations on the organization, collections, programming, audience and staffing.
- Determining the physical requirements of the facility as the basis for a design brief to architectural consultants.
- Evaluating specified potential sites.
- Assessing the financial feasibility of the project.

In consultation with the National Museums of Canada (NMC) Terms of Reference have been prepared for such a study. (Appendix 6.7) While the Planning and Financial Feasibility Study is expected to cost up to \$100,000 the City is eligible for up to 75% of the direct cost under the NMC Museum Assistance Programmes, thus effectively reducing the City's share to a maximum of \$25,000.

The deadline for submission of the necessary application to NMC is June 1, 1986. This submission must be accompanied by detailed proposals from at least three consultants. In order to meet these requirements The Civic Museum Task Force called for letters of intent from consultants interested in the study in accordance with the following timetable:

January 30, 1986: Globe & Mail Advertisement; Invitation for Letters of Intent, Museum of Toronto - Planning & Financial Feasibility Study

February 21, 1986: Deadline for receipt of Letters of Intent from consultants for the Planning and Financial Feasibility Study, Selection of consultants to be invited to submit detailed proposals for the Planning and Financial Feasibility Study begins

Letters of intent were received from twenty four consulting firms, each outlining their approach to the study, relevant experience and the composition of study teams which they would assemble.

March 19, 1986: Civic Museum Task Force Final Report presented to the Toronto Historical Board

March 27, 1986: Toronto Historical Board Civic Museum Task Force Final Report presented to Neighborhoods Committee of City Council

April 2, 1986: Toronto Historical Board Civic Museum Task Force Final Report presented to City of Toronto Budget Review Group

April 7, 1986: Civic Museum Task Force Final Report presented to City Council, Detailed proposals for Planning and Financial Feasibility Study invited from short list of consultants

May 12, 1986: Deadline for detailed proposals for the Planning and Financial Feasibility Study

June 1, 1986: Application to National Museums of Canada, Museum Assistance Programmes, for grant for the Planning and Financial Feasibility Study

October 1, 1986: Planning and Financial Feasibility Study begins

May, 1987: Planning and Financial Feasibility Study completed

The planning study would be undertaken by a team of outside consultants working closely with the Civic Museum Task Force and the Toronto Historical Board. The existing museum staff of the Toronto Historical Board, however, are fully occupied with the management and operation of the Board's five museums and no appropriate personnel are available for the necessary task of supervising, on the Board's behalf, the conduct of the study. Project coordination will be required on a consulting basis for the duration of the study. The total cost of this contract will not exceed \$40,000, of which up to \$20,000 will be required in 1986. The coordination responsibilities would include:

- Providing administrative coordination for the planning study.
- Providing support for the work of the Civic Museum Task Force and the consultants carrying out the Planning and Financial Feasibility Study.
- Facilitating public participation in the planning process.
- Planning for the evaluation of and follow up to the study.

During the planning study stage direction would continue to be provided by the Civic Museum Task Force. Its role would be to:

- Monitor the progress of the Planning and Financial Feasibility Study.
- Report to the Toronto Historical Board and City Council on the results of the Planning and Financial Feasibility Study.

4. RECOMMENDATIONS

1. That the concept of a museum to interpret the history of Toronto be endorsed in principle.
2. That the Toronto Historical Board carry out a Planning and Financial Feasibility Study in accordance with the Terms of Reference prepared by the Civic Museum Task Force (Appendix 6.7), and that an application be made under the National Museums of Canada, Museum Assistance Programmes for 75% of the cost of the study.
3. That application be made to the City of Toronto for funds to a maximum of \$45,000, to provide for 25% of the cost of a Planning and Financial Feasibility Study and project coordination, and that this amount be added to the 1986 operating budget of the Toronto Historical Board.

5. REFERENCES

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Whiting, P. G. and Associates, Economic Impacts Of Heritage Institutions On The Canadian Economy: Discussion Paper: Analysis of Methods. Canadian Museums Association, Ottawa, 1985.

TORONTO STAR EDITORIAL - JULY 4, 1985

A Toronto museum

Toronto has not always been kind to its history. Fort York has suffered the indignity of an expressway running overhead. The Victorian-era lunatic asylum at 999 Queen St. W. was demolished. Old City Hall was threatened with the wreck-er's ball until a public outcry forced a change of plans.

So the proposal from the Toronto Historical Board for a museum of the city and its past is welcome. The board says that it has a warehouse full of artifacts just waiting to be put on display: William Lyon Mackenzie's mayoral chair and the like. And the establishment of a museum would no doubt bring more out of people's attics and basements.

A marble palace would not be necessary to house these gems from the past. Rather, the money for the project could go into the proper display and into the recreation of historical events. The historical board is looking for something a little more stimulating than "a lot of display cases with locks of hair and pistols in them," in the words of Scott James, executive director of the board. James told The Star's Dana Flavelle that the museum would be a place to go "to have the city explained to you."

The first step is a feasibility study, and the board needs Toronto City Council's support for that. Council should give it the go-ahead.

Appendix 6.2

SUNDAY SUN POLL

R E S U L T S

DOES TORONTO NEED A CIVIC MUSEUM?

YES.....62

NO..... 1

WHERE SHOULD IT BE?

DOWNTOWN.....38

EXHIBITION.....32

SUBURBS..... 3

KIND OF STRUCTURE?

RECLAIMED HISTORIC BUILDING.....42

NEW BUILDING ESPECIALLY DESIGNED.. 6

MIXED OLD AND NEW.....20

KIND OF EXHIBITS?

PERMANENT DISPLAYS.....2

HISTORIC ROOMS.....1

CHANGING EXHIBITS.....1

ALL OF THE ABOVE.....60

ADMISSION CHARGE?

YES.....60

NO..... 3

HOW MUCH?

NOMINAL.....47

MAKE A PROFIT.13

Poll conducted July 28, 1985.

Appendix 6.3

TORONTO HISTORICAL BOARD - CIVIC MUSEUM TASK FORCE
QUESTIONNAIRE TO TORONTO MUSEUMS AND RELATED AGENCIES

BACKGROUND

1. Name of institution _____
2. Address/Telephone _____
3. Contact _____

NEED FOR A CIVIC MUSEUM

4. Is a museum that interprets the history of Toronto and the surrounding area needed?
Yes _____ No _____ Don't Know _____
5. What should the focus of such a museum be? _____

6. Where should this museum be located? _____

7. What kind of a building should it be located in? _____

IDEAS FOR A CIVIC MUSEUM

8. One vision of a civic museum for Toronto was presented to the Civic Museum Task Force by Robert D. Watt, Director of the Vancouver Museum (see enclosed paper). Do you agree, in principle, with this view?
Yes _____ No _____ Don't Know _____
If yes, do you have any further comments? _____

If no, describe your idea of a civic museum for Toronto.

13. Describe your staff level (numbers, status) and organization (positions).

14. What kind of programming takes place at your museum?

15. Do you have any ideas about a civic museum for Toronto?

16. Other comments. _____

Please return the completed questionnaire to the Civic Museum Task Force, C/O Toronto Historical Board, Stanley Barracks, Exhibition Place, Toronto, Ontario M6K 3C3. A copy of the final report of the Civic Museum Task Force will be forwarded to you.

CIVIC MUSEUM TASK FORCE - TORONTO HISTORICAL BOARD

RESPONDENTS - SURVEY OF TORONTO MUSEUMS AND RELATED AGENCIES

*Anglican Church of Canada, General Synod Archives
Archives of Ontario
Archives of the Romancatholic Archdiocese of Toronto
Art Gallery at Harborfront*
Art Gallery of Ontario
Bata Shoe Museum Foundation*
Black Creek Pioneer Village
Canadian Broadcasting Corporation Archives*
Canadian Opera Company Archives*
Casa Loma
City of Toronto Archives & Market Gallery*
City of Toronto Department of Public Health*
Centennial College Archives*
Enoch Turner Schoolhouse Foundation
Glendon Gallery, York University*
Hart House Gallery, University of Toronto
Historic Campbell House
Hockey Hall of Fame and Museum
Metropolitan Toronto Police Museum
Montgomery's Inn*
Museum of the History of Medicine
Ontario College of Art Archives
Ontario Hydro Archives
Ontario Science Centre*
Presbyterian Church in Canada Archives
Queen's York Rangers Museum (Regimental)
Redpath Sugar Museum
Royal Ontario Museum
Royal Ontario Museum (Canadiana Building)
Ryerson Polytechnical Institute Archives*
Scarborough Historical Museum
Seneca College of Applied Arts & Technology Archives*
St. Michael's Hospital Archives
The Anglican Diocese of Toronto Archives
The Bank of Nova Scotia Archives*
The Board of Education For The City Of Toronto, Records, Archives
and Museum*
The George R. Gardiner Museum of Ceramic Art*
The Gibson House
The Queen's Own Rifles of Canada Regimental Museum
The Salvation Army George Scott RAILTON Library and Heritage
Centre*
The Womens Canadian Historical Society of Toronto
The Toronto Harbor Commissioners
Thomas Fisher Rare Book Library*
Todmorden Mills Museum
Toronto Fire Department Museum*

*Toronto Transit Commission**
Toronto's First Post Office
Toronto Symphony Archives
Ukranian Heritage Association and Museum of Canada
United Church Archives
University of St. Michael's College Archives
University of Toronto Archives
*York University Archives**

**Responses received after questionnaire analysis.*

February 14, 1986

Appendix 6.4

CIVIC MUSEUM TASK FORCE - TORONTO HISTORICAL BOARD

QUESTIONNAIRE FOR CIVIC MUSEUMS

1. Name of museum _____
2. Location _____
3. Contact _____
4. What is the focus of the museum? _____

5. Where is the museum located? City centre _____
City Suburbs _____ Other, describe _____
6. The museum building is purpose built _____ adapted _____
historic _____ When was it built? _____
7. What is the square footage of the building? _____
8. Indicate the percentages of space allocated for:
Reception _____ Exhibitions _____ Administration _____
Collections _____ Programmes _____ Retail Shop _____
Restaurant _____ Other, describe _____
9. What is the annual attendance? (indicate year) _____
10. If the building is purpose built or adapted for museum use
what was the capital budget? (indicate year)

11. What is the operating budget? (indicate year)

12. List the sources of the operating budget, in order of
magnitude.

13. Describe your staff level (numbers, status) and organization (positions).

14. What kind of programming takes place at your museum?

15. Do you have any ideas about a civic museum for Toronto?

16. Other comments.

Please return the completed questionnaire to the Civic Museum Task Force, C/O Toronto Historical Board, Stanley Barracks, Exhibition Place, Toronto, Ontario M6K 3C3. A copy of the final report of the Civic Museum Task Force will be forwarded to you.

CIVIC MUSEUM TASK FORCE - TORONTO HISTORICAL BOARD
INTERNATIONAL CIVIC MUSEUMS - DESCRIPTIONS

1. Chicago Historical Society Museum, Chicago, Illinois

The museum operated by the Chicago Historical Society focuses on the history of Chicago and American history from 1765 to 1865. The Chicago story is told through exhibitions, public programs and publications. A major exhibition held during 1984 to 1985 was Making Music Chicago Style. This exhibit and an accompanying catalogue surveyed the tremendous contribution that Chicago had made to all kinds of music, music publishing, and instrument manufacturing. Fourteen live concerts and seven film programmes complemented the exhibition. Other programmes include demonstrations; films; lectures; theater; drama; musical live performances and historical reenactments. The annual attendance for the fiscal year 1984 to 1985 was 163,809.

The museum is located in a park two miles from the city centre. The building was constructed in 1932 and added to in 1971. The cost of the 1971 addition was \$4.7 million. Facilities within the 120,638 square foot building include exhibition galleries, collections and public programming areas and a retail shop.¹

During the fiscal year of 1984 to 1985 the operating budget was \$3,024,100. The source of this budget was investment income; real estate taxes; contributions; trust income; government grants; membership dues; general admissions; photoduplication fees and museum store profits.

The society has 103 employees, 19 of whom are part time. This includes four officers (President and Director; Vice Presidents of Finance, Development, Administration), 8 curators (Decorative & Industrial Arts; Library; Archives & Manuscripts; Prints and Photographs; Architecture; Costumes; Paintings & Sculpture; Special Collections), a Director of Publication, a Director of Education & Public Programmes and a General Services Administrator.

¹The space allocation is; Reception 5%, Exhibitions 30%, Administration 5%, Collections 38%, Programmes 10%, Retail Shop 2% and Building Service Facilities 12%.

2. Huntly House Museum, Edinburgh, Scotland

The City Museums and Art Galleries operated by the City of Edinburgh District Council have their headquarters at Huntly House Museum. This museum focuses on the local history of Edinburgh up to 1870 with an emphasis on municipal and administrative history. The annual attendance for 1984 to 1985 was 63,988.

Other branch museums and sites include Cannongate Tolbooth; City Art Centre; Lady Stair's House; Lauriston Castle; Museum of Childhood; Nelson Monument; Scott Monument and Queensferry Museum.

Huntly House Museum is located in the centre of the city in a historic building, circa 1570. The 1075.72 square metres within the building accommodates a reception and shop area, exhibitions, collections, administration and programmes.²

The museum is financed by a local authority grant supplemented by income from sales, admissions and other sources. In 1985 to 1986 the operating budget for the museum is approximately 150,000 pounds. The corresponding budget for the whole museum service is 961,620 pounds.

The service employs up to seventy two full time and part time employees. This includes a City Curator who is also Assistant Director of Recreation for the local authority and an Assistant City Curator who is the principal officer for the museum service.

3. Museum of the City of Brussels, Brussels, Belgium

The Museum of the City of Brussels has a focus on local history and art. It received 88,000 visitors in 1984.

The museum is located in the centre of the city in a historic building dating from the sixteenth century that was restored in the nineteenth century. Since 1981 the museum has been in the process of being renovated. Within the building 800 square metres of space accommodates reception and shop, collections, administration and exhibitions.³

²The space allocation is; Reception and Shop 3.65%, Exhibitions 57%, Administration 24.47%, Collections 11.95% and Programmes 3.12%.

³The space allocation is: Reception and Shop 5%, Exhibitions 50%, Administration 20% and Collections 25%.

The sources of the operating budget are; the city of Brussels, subsidies from the state of Belgium and private donations.

The museum has a staff of fourteen. This includes curators, administrators, security and maintenance personnel.

4. Museum of London, London, England

The Museum of London is administered by a Board of Governors appointed by the Prime Minister, the Corporation of the City of London and the Greater London Council. It was formed by amalgamating the Guildhall Museum founded in 1826 and the London Museum dating from 1911. The new museum was opened in 1975. It provides an introduction to London and its history.

The permanent exhibition focuses on many aspects of the story of London's development and of life in London. It is arranged in chronological order under the following themes; The Thames in Prehistory; Roman London; Saxon and Medieval London; Tutor and early Stuart London; Late Stuart London; Georgian London; Early 19th century London; Imperial London; 20th century London and Ceremonial London. The museum is visited by about 550,000 persons each year of whom 43% come from Greater London, 31% from the rest of Britain and 26% from other countries.

The purpose built museum building is situated in the centre of the City of London adjacent to the Barbican conference and convention centre. The museum provides 125,000 square feet of space.⁴ The estimated cost at completion was approximately 7.5 million pounds. The current operating budget of the museum is over 4 million pounds. It is funded jointly by the Government, the Greater London Council and the City Corporation. From April 1986 these costs will be equally divided between the Government and the City.

The museum employs a staff of over one hundred and thirty persons in the areas of administration, premises, security, photography, laboratory, stores, education, public services, exhibitions, publications, documentation, curation, library and archaeology.

⁴The space allocation is: Reception and communication, 29.91%, Exhibitions 30.75%, Collections 12.46%, Conservation - Curatorial and Administration 14.4% and Shop and Restaurant 3.05%.

5. Stoke-on-Trent City Museum and Art Gallery, Stoke-on-Trent, England

The City Museum and Art Gallery operated by the Stoke-on-Trent District Council provides a panorama of the City and its environs, from ancient times to the present day. Collections are held in the areas of ceramics, fine arts, decorative arts, natural history, social history and archaeology. The public may view study collections by appointment.

The social history gallery exhibits a typical terrace type living room interior, a wash house, chemist's shop, fish and chip shop range and counter, and a public house bar. Numerous temporary exhibitions are arranged annually. For example, in 1985 the exhibition The Making Of Six Towns marked the 75th anniversary of the Federation of the Six Towns making up the modern City of Stoke-on-Trent. The attendance in 1984 was 201,431.

The museum is located in the city centre in a purpose built building opened in 1981. This opening marked the culmination of many years' work by the City Council, which had previously achieved the distinction of being the first local authority in the United Kingdom to build a new museum and art gallery in the post-war years. The building, designed by the City Architect's Department, features a narrative sculptured frieze above the main entrance, depicting the elements of art, industry and natural resources which combined to found the area known as the "Potteries". In 1981 the capital cost of the building was 3,249,370 pounds. Within the 8,243 square metre building there is a reception area and museum shop, a lecture theatre, a cafeteria and bar, display areas and offices and workshops.⁵

The annual operating budget for 1984 to 1985 was 772,790 pounds. The operation of the museum is funded by the local district council. Forty nine persons are employed by the museum. This includes full time professionals, craftsmen, attendants and part time cleaners.

⁵The space allocation is: Display 3516 sq m., Storage 1399 sq. m., Offices & Workshop 784 sq. m., Circulation 1562 sq. m., Lecture Theatre 296 sq. m., Foyer (Shop & Reception) 240 sq. m., Cafeteria & Bar 225 sq. m., and Archaeological Society 221 sq. m.

6. *The Amsterdam Historical Museum, Amsterdam, Netherlands*

The historical collections of the city of Amsterdam are displayed in the Amsterdam Historical Museum. While the museum was established in 1926 it is now housed in a complex of renovated heritage buildings with contemporary additions located in the centre of the city. It opened in 1975. The restoration of the buildings and their conversion into a museum took twelve years.

The museum exhibits portray Amsterdam, from settlement to town and from town to urban city. The changing role of Amsterdam in its own country and in the world is also interpreted. Exhibit themes include; *In The Course Of Time - Introduction To The History Of Amsterdam; Amsterdam's Origin, and On The Way To Today*. The civic art collection forms an integral part of the exhibition.

Within the museum there is also a library, a print room and an education department. Other facilities include a museum shop and a museum restaurant.

7. *Museum of the City of New York, New York, U.S.A.*

The Museum of the City of New York contains collections that relate to the present and past social, economic and political history of New York City. The museum is operated by a nonprofit organization. Founded in 1923 the museum moved into its present Georgian style building in 1932.

While the museum has permanent exhibitions on the history and development of the city it has gained notoriety for a series of contemporary issue oriented exhibitions held during the mid 1970's. Public programming includes tours, lectures, talks, drama, concerts, education programmes for children and adults and the sponsorship of community programmes.

Facilities in the museum building include a 200 seat auditorium. A museum shop sells books, toys, puzzles, posters, pewterware, glassware, prints and postcards related to the collections.

8. Vancouver Museum, Vancouver, British Columbia

The Vancouver Museum is the largest museum in Canada that has as part of its mandate the collection, preservation and interpretation of the civic heritage. Established in 1894 the museum is governed by the Vancouver Museums and Planetariums Association with over half of the operating funding coming from the city of Vancouver.

The history department of the museum collects, exhibits and preserves artifacts which reflect the development of Vancouver, from the mid-nineteenth century to the present. Major galleries on the history of the city include "Exploration and Settlement, Milltown and Vancouver, the Metropolis." Temporary exhibitions have been held on themes related to the city, for example in 1974 Vancouver Between The Streets focused on the architectural heritage of the city.

The museum is located in a museum planetarium complex, opened in 1968 at a cost of \$4,500,000. There is a museum shop and museum restaurant in the complex.

Appendix 6.5

CIVIC MUSEUM TASK FORCE - TORONTO HISTORICAL BOARD

VISION OF A MUSEUM OF TORONTO

The Museum of Toronto is to be a dynamic contemporary institution that interprets all aspects of the history and development of the City and its people from prehistoric times to the cosmopolitan metropolis of today.

1. MANDATE

- *Serving the needs of the citizens of Toronto for community identity and education.*
- *Encouragement of civic pride and understanding among the residents of the city.*
- *Provision of an orientation to the city for its visitors.*
- *Preservation of collections that illustrate the collective identity of the city.*
- *Creation of a centre for the study and interpretation of the city.*

2. BENEFITS

- *Complete story of Toronto and its people.*
- *Major cultural attraction.*
- *Unique educational facility.*
- *Vehicle for citizen participation.*
- *Positive impact on local economy.*
- *Enhances and complements existing museums.*
- *Home for treasures of the city.*
- *Promotion of heritage preservation.*
- *Laboratory for the study of the city.*
- *Setting for civic events.*
- *International profile of the city.*

3. COLLECTIONS

- Objects that represent all facets of the history, growth and development of the city and the surrounding area.
- Treasures of the city donated by private citizens.
- Existing Toronto Historical Board Collections.
- Collections borrowed from other institutions for special exhibitions and activities.
- Contemporary items collected by the museum.

4. EXHIBITS

- A permanent thematic exhibition tracing the story of Toronto and its people from prehistoric times to the present day through themes such as:
 - Natural history.
 - Patterns of settlement and immigration.
 - Industry and commerce.
 - Culture and the Arts.
 - Politics.
 - Architecture and Planning.
 - Leisure activities.
 - Social services.
 - Transportation.
 - Housing.
 - Public utilities.
- Changing exhibitions presenting the historical context of current issues, for example:
 - Pollution.
 - Major developments, e.g. Railway Lands.
 - Urban Transportation.
 - Public Health.
 - Prostitution.
 - Education.
 - Crime.
- Special exhibitions on interesting themes in the history and development of the city and its people, such as:
 - Toronto Firsts.
 - Multicultural Toronto.
 - Natural History of Toronto.
 - Sports in Toronto.
 - The Canadian National Exhibition.
 - The Mayors and Councils of Toronto.

- Toronto in Literature.
- Church Architecture.
- Hydro Electric Development.
- Street Railways.
- Exhibitions exchanged with other cities.

5. PUBLIC PROGRAMMES

- Multilingual audio tours of the permanent exhibitions, e.g.:
 - The Toronto Story
- Lectures and films on historical and contemporary life in the city, e.g.:
 - Discovered In Toronto
 - Made In Toronto
 - Films Produced In Toronto
- Courses on specific aspects of Toronto's history and development e.g.:
 - Archaeology In Toronto
 - Architecture In Toronto
 - Toronto Neighbourhoods
 - Industry and Commerce In Toronto
 - Immigration patterns.
- Walking Tours of the city, e.g.:
 - Financial and Industrial Districts.
 - Residential Neighbourhoods.
 - Natural History in the City.
 - Ravines, Waterways, Islands
- Recreation and celebration of Historic Events.
- Concerts featuring Toronto performers and Music that Originated in the city.
- Drama with a focus on the history and contemporary life of the city.
- Research facilities for the public.
- Public meetings.

6. AUDIENCE

- Citizens of Toronto and the surrounding area.
- Visitors to Toronto.
- School groups.

- *Individual students and researchers.*
- *Special interest groups.*

7. RELATION TO EXISTING MUSEUMS

- *The central museum interpreting the story of Toronto.*
- *Activities coordinated with other museums.*
- *Co-operation with other museums in promotion and development of the Toronto story.*
- *Possible joint ventures in the areas of admission, publications and special events.*

8. SITE

- *Central.*
- *Visible.*
- *Proximity to the history of the city.*
- *Easily accessible by public transit and major traffic arteries.*
- *To complement other visitor attractions and facilities.*

9. BUILDING

- *Purpose built structure or adapted heritage building.*
- *Distinctive architecture, potential landmark.*
- *Access through prominently identifiable entrance.*
- *Disabled access.*
- *Reception area for individual visitors and large groups.*
- *Permanent and temporary exhibition galleries.*
- *Open collections storage.*
- *Collections study facilities.*
- *Conservation lab.*

- *Administrative offices and facilities.*
- *Flexible space for public programming, civic receptions and events.*
- *Auditorium for lectures, films, concerts and drama.*
- *Public meeting areas.*
- *Museum shop selling books, posters, postcards and souvenirs with a Toronto theme.*
- *Museum restaurant with a Toronto theme.*
- *Resource centre specializing in Toronto History.*

January 23, 1986

Appendix 6.6

CIVIC MUSEUM TASK FORCE - TORONTO HISTORICAL BOARD

PROPOSED COLLECTIONS GUIDELINES FOR A CIVIC MUSEUM

This document provides a preliminary explanation of the collecting activities of the museum.

1. Purpose of the museum

The museum exists to serve the needs of the citizens of Toronto for civic understanding, identity and community education as well as to provide an orientation to the city for its visitors.

2. Collection goals

To collect significant artifacts and specimens that illustrate all facets of the history, growth and development of Toronto and its environs from its origins to the present day.

3. Coordination of collections

The collecting activities of the civic museum should not duplicate those of existing Toronto museums and related agencies. The existing collections of the Toronto Historical Board will form the core of the civic museum collection. The civic museum can borrow collection materials from other public agencies, as required, for special exhibitions and programmes.

4. Collection facilities

The museum shall have adequate facilities for receiving, handling, treatment, storage, study and exhibition of its collections. The growth of the collections will be planned in relation to these facilities.

5. Collection acquisition

Specific subject areas in which the collections are to be developed should be identified in order that development in each particular area be pursued. Particular emphasis should be placed on the development of contemporary collecting activities.

Collections shall be acquired through donation, exchange and purchase according to accepted ethics of acquisition. All acquisitions will thus need a full, clear and satisfactory documentation in relation to their origin.

6. Access to collections

The museum shall provide collection study facilities and procedures shall be developed to insure that the public has reasonable access to collections for study purposes.

December 1985

Appendix 6.7

CIVIC MUSEUM TASK FORCE - TORONTO HISTORICAL BOARD

TERMS OF REFERENCE

MUSEUM OF TORONTO - PLANNING AND FINANCIAL FEASIBILITY STUDY

1. Toronto Historical Board

The Toronto Historical Board is a corporate body established by the City of Toronto. It is concerned with the improvement of the quality of life in the city through the preservation of the heritage of the City. The Board operates museums (Colborne Lodge; Fort York; Mackenzie House; Spadina and the Marine Museum of Upper Canada) which preserve and interpret particular themes in the history of Toronto. It is responsible for the documentation of buildings that are of architectural and historical significance and advises Council on all matters relating to the history of Toronto.

The Board has seventeen members appointed by City Council for three year terms, two from among the members of council and the balance from interested citizens in the city. It employs up to fifty full time and one hundred part time staff organized into three sections: Museums, Historical Preservation and General Services. The 1984 operating budget of over two million dollars was provided primarily by the City of Toronto. During 1984 the museums operated by the Board received over 150,000 visitors.

2. Civic Museum Task Force

The idea of a civic museum for Toronto is not new. It has been promoted in recent years by a number of individuals and groups. In response to these initiatives the formation of a Civic Museum Task Force was announced at the annual meeting of the Toronto Historical Board on February 6, 1985. Its purpose was:

"To investigate and report to the City Council on the establishment of a museum devoted to the history of Toronto.

To consider the need for a civic museum, the purpose which it would serve and the public benefits which might accrue from it; the physical requirements, including location, space and environmental conditions; the availability of collections and historical materials consistent with the museum purpose; its organization and administration; an estimate of capital and operating costs and possible sources of funding.

To review previous proposals for a civic museum, together with relevant examples of municipal museums in Canada and abroad; and to clarify the relationship of a civic museum to the existing local heritage network and to other related municipal agencies.

To report to the Board on the concept of a civic museum, with recommendations for any action required, including the need for a full feasibility study." (Appendix 5.1)

In response to these terms of reference the need for and requirements of a civic museum have been documented. The relationship of the proposed museum to existing museums and related agencies in Toronto has been examined and other civic museums have been surveyed for information on their facilities and operation. The concept of a civic museum has been illustrated through the development of a vision of the museum and a profile of the museum facility. (Appendices 5.2, 5.3.)

The final report of the Civic Museum Task Force will be presented to the Toronto Historical Board at its annual meeting on March 19, 1986. The report will recommend that approval in principle be given to the establishment of a Museum of Toronto and that funds be allocated for a Planning and Financial Feasibility Study. This report will then be routed through the Neighbourhoods Committee to City Council for its meeting on April 7, 1986. After approval by City Council an application will be submitted to the National Museums of Canada for a grant under the Museum Assistance Programmes.

3. Museum of Toronto

The Museum of Toronto is to be a dynamic contemporary institution that interprets all aspects of the history and development of Toronto and its people from prehistoric times to the cosmopolitan metropolis of today. As a centre for the interpretation and study of the city, - past, present and future - it will serve the needs of both residents and visitors.

The museum would collect and care for materials representing all facets of the history, growth and development of the city and the surrounding area. A permanent thematic exhibition would trace the story of Toronto and its people. Changing exhibitions would present the historical context of current issues and focus on interesting themes in the development of the city and its people. Related public programmes would include tours, lectures, films, courses, concerts, drama, and special events, all on themes relevant to life in the city.

The museums activities would be coordinated with those of other museums in the city. Opportunities exist for joint ventures with these institutions in areas such as admission, publications, promotion and special events.

The museum requires a central location. It should be easily accessible by public transit and major traffic arteries. The site would be chosen in reference to the visual heritage of the city and to other attractions and facilities.

A building for the museum, either purpose-built or adapted, could be a landmark in the city of Toronto. Visitors would have access through a prominent identifiable entrance. The building facilities would include a visitor reception area, permanent and changing exhibition galleries, both open and closed collections storage and study facilities, a conservation lab, flexible public programming space, administrative offices and facilities, an auditorium and a museum shop and restaurant.

The Museum of Toronto is envisaged as an active participatory institution which will attract and involve people of all backgrounds in learning about Toronto. With its opening Toronto would join other cosmopolitan cities, such as Vancouver; New York; London; Amsterdam and Paris, who have already developed civic museums as vital municipal institutions.

4. The Planning And Financial Feasibility Study

4.1 Objective

The objective of the study is to develop a master plan for the development of a civic museum for Toronto which will:

- Provide recommendations on the organization, collections, programming, audience, staffing and financing of the proposed civic museum.
- Provide physical requirements as the basis for a design brief to architectural consultants.
- Evaluate specified potential sites for the museum.
- Report on the financial feasibility of the project.

4.2 Content

The study will provide the following information:

(a) Organizational And Institutional Plan

Review of the existing organizational structures within the Toronto Historical Board and a recommendation for the most effective administrative structure for the proposed museum.

Recommendations on the mandate of the civic museum.

(b) Collections Analysis

Analysis of the custodial collections of the Toronto Historical Board listing major artifacts and themes to be used in the museum.

Identification of additional areas of collecting activity and potential sources for acquisitions.

(c) Audience And Market Analysis

Study of the potential audience by market segment, e.g. residents, visitors, school groups, tours, special interest groups.

(d) Public Programming Plan

Proposal for the development of imaginative and comprehensive permanent and changing exhibits and varied public programmes (e.g. lectures, courses, tours, school programmes, special events, research facilities, extension activities) to interpret the story of Toronto to citizens and visitors.

Recommendations on audience development for the first five years of museum operation and strategies for marketing the museum to the target audience.

(e) Staff Requirements

Recommendations on the number and types of positions required to operate the civic museum and its programmes.

Analysis of the relationship of the current Toronto Historical Board staff structure to the staffing of the proposed museum.

(f) Physical Facilities Requirements

Recommendations on the activities, services and functions to be included in the museum with the proportion of total floor area to be allocated to each.

Outline of the acceptable standards and special requirements for each function; e.g., environmental requirements, public/staff access, health/safety, lighting, floor loadings, etc.

(g) Site Analysis

Review of site requirements for the proposed museum including historic setting, relationship to other cultural attractions, public accessibility.

Evaluation of specified site alternatives.

(h) Capital Budget

Preparation of a budget for capital development with cost projections in the categories of:

1. Site purchase, if applicable.
2. Site development.
3. Building construction and or renovation.
4. Furnishings and equipment.
5. Exhibit preparation and installation.

Recommendations regarding the phasing of capital development in the event that the recommended level of funding is not immediately available.

Review of capital funding sources.

(i) Operating Budget

Preparation of a budget for the first five years of operation with cost projections based on the recommended level of capital development in the areas of:

1. Administration.
2. Collections.
3. Conservation.
4. Research.
5. Exhibitions.
6. Public Programmes.
7. Maintenance.
8. Marketing and Communications.

Recommendations on the phasing of operating budget requirements in line with possible phased capital development.

Review of operating funding sources.

(j) Implementation Plan

A schedule for the capital development, opening and first five years of operation of the proposed museum.

4.3 Responsibilities

The Toronto Historical Board and its staff will be actively involved in the study. The Board will make available all existing files and data produced by the Civic Museum Task Force as well as any other relevant information to assist the consultants with the study. A Project Coordinator designated by the Toronto Historical Board will be available to assist the consultants throughout the study and the Managing Director and Deputy Director will be in contact with the project on a regular basis. In addition the consultant will have regular contact with the the Civic Museum Task Force. In particular the consultant will meet with the Project Coordinator, the Managing Director and Deputy Director of the Board and the Task Force to receive comments at the commencement of the study, at the first interim report, second interim report and draft of the final report stages. Throughout the study the consultant will also be expected to arrange for appropriate consultations with: other staff and members of the Toronto Historical Board, The Planning and Development Department of the City of Toronto and other civic departments, government funding agencies and private sector sponsors, and with other individuals and organizations as required.

4.4 Selection Process

The process of selecting a consultant for the Planning and Financial Feasibility Study consists of the following stages:

- (a) Advertising of the study and receipt of letters of intent from interested consultants.
- (b) Review of letters of intent and short listing of consultants who will be requested to submit detailed proposals for evaluation.
- (c) Receipt of detailed proposals from short listed consultants for evaluation by the Civic Museum Task Force and the Toronto Historical Board. These proposals may be submitted to the National Museums of Canada as part of a grant application under the Equipment and Upgrading Assistance Programme.

- (d) If funding is approved selected consultants from the short list may be interviewed and a contract for the study awarded to the selected consultant.

Letters of intent submitted by interested consultants should outline:

- Previous experience including description of projects that demonstrate work of a similar nature to the proposed study.
- Composition and qualifications of the study team including curriculum vitae of each member highlighting experience that is relevant to the proposed study in the areas of museum planning including architecture, marketing, funding and facilities planning.
- A statement of the consultant's approach to the project.

Detailed proposals submitted by short listed consultants will include:

- Outline of project organization listing the members of the study team and associated reporting relationships.
- A work plan detailing the major tasks to be carried out by the study team with an estimate of the number of days that each member would spend on the project and a sum total of this time.
- An estimate of the cost of services and related expenses in the areas of:
 - Consultant(s) fee(s).
 - Travel (transportation, accommodation and meal expenses).
 - Administration (secretarial, telephone, xerox, computer, etc.)
 - Report printing (75 copies)

4.5 Timetable

Letters of intent should be received by the Civic Museum Task Force, Toronto Historical Board by February 21, 1986. Subject to approval by City Council on April 7, 1986 detailed proposals will be invited from a short list of consultants. These proposals are to be received by the Civic Museum Task Force, Toronto Historical Board on or before May 12, 1986.

It is anticipated that the study will begin in October, 1986. A minimum of two interim reports would be submitted by the consultant to the Civic Museum Task Force - Toronto Historical Board:

- (a) After the completion of the Organizational and Institutional Planning, Collections Analysis, Audience and Market Analysis and Public Programming Plan sections.
- (b) After the completion of the Staff Requirements, Physical Facilities Requirements and Site Analysis sections.

A complete draft report will be submitted for comment with the final report being submitted to the Civic Museum Task Force - Toronto Historical Board in May, 1987.

4.6 Result

The final report will include:

- (a) Executive Summary.
- (b) Recommendations.
- (b) Methodology.
- (c) Museum Mandate.
- (d) Organizational Plan.
- (e) Collections Analysis.
- (f) Audience and Market Analysis.
- (g) Public Programming Plan.
- (h) Staffing Analysis.

- (i) *Physical Facilities.*
- (j) *Site Analysis.*
- (k) *Capital Budget.*
- (l) *Operating Budget.*
- (m) *Financial Feasibility.*
- (n) *Implementation Plan.*
- (o) *Bibliography.*
- (p) *Appendices.*

The final report will also include, where appropriate throughout, artist's renderings, line drawings, diagrams, charts, tables and other supporting materials. The consultant will provide 75 copies of this report. The report will be accepted by the Toronto Historical Board after review and comment by the Project Coordinator, the Managing Director, the Deputy Director and the Civic Museum Task Force.

January 28, 1986