



Report n° PROG2024-003  
Date: November 13, 2024  
Submitted by: Martin Irwin  
Subject: Clarence-Rockland Museum Strategic Plan

### Nature/Goal

The purpose of this report is to have Municipal Council receive the Clarence-Rockland Museum Strategic Plan at Committee of the whole, review and recommend its approval at the next regular Council meeting.

### Directive/Previous policy

N/A

### Department's recommendation

WHEREAS the proposed Clarence-Rockland Museum Strategic Plan defines key issues and includes strategic goals and recommended directions over the next five years;

BE IT RESOLVED that the Committee of the Whole recommends that Council approves the Clarence-Rockland Strategic Plan, as presented in report PROG2024-003.

ATTENDU QUE le plan stratégique proposé du Musée de Clarence-Rockland définit les enjeux clés et comprend des objectifs stratégiques et des orientations recommandées pour les cinq prochaines années ;

QU'IL SOIT RÉSOLU que le comité plénier recommande au conseil d'approuver le plan stratégique du Musée de Clarence-Rockland, tel que présenté dans le rapport PROG2024-003.

### Background

The Clarence-Rockland Museum, inaugurated on April 29, 2010, currently occupies the former Ste-Famille School located at 687 Laurier Street in Rockland and welcomes roughly 400 visitors annually. It holds a vast collection of artefacts and is also a research centre. Since its opening, it has been managed solely on a volunteer basis by Mr. Gilles Chartrand.

As there are no formal strategies or plans set in place for the Clarence-Rockland Museum, the administration recognized the importance of developing a strategic plan that would guide the City in the Museum's operations through clear strategic goals into 2030.

The City engaged Lord Cultural Resources, a specialist cultural planning firm, to develop a five-year strategic plan. The planning process called for a robust analysis of current Museum practice and operations, an online public

engagement initiative, key informant consultations, and a review of proposed governance systems and recommendations.

The planning process took six months and encompassed a guided tour of the Museum, the waterfront, and the Clarence-Rockland Recreational and Cultural Complex, including the Public Library. Key stakeholder interviews, an online and in-person survey as well as working group strategic planning sessions were also conducted to understand residents' priorities and needs.

## Discussion

The proposed Clarence-Rockland Museum Strategic Plan identifies six critical issues. These key issues were discussed with the Working Group and shape the goals of the Strategic Plan:

1. Establishing a governance and management framework
2. Professionalization of staff and operations
3. Improving physical access
4. Increasing presence and awareness
5. Improving intellectual access and overall visitor experience
6. Connecting and integrating with the community.

The most pressing challenge is that the Museum currently has limited municipal oversight. Run by a long-standing and dedicated volunteer, there is no formal relationship with the City in terms of staffing, policies, and day-to-day operations.

The plan proposes to consider the opportunity to have the Clarence-Rockland Public Library manage Museum operations as the Library's administration and board of directors have indicated that they are ready to explore taking on governance and management of the Museum. The plan suggests to also consider the establishment of a separate charitable organization such as a non-profit, a charity, and/or a "friends of" group.

Having a formal governance framework in place would make the Clarence-Rockland Museum eligible for grant funding, which it is currently not. The administration will consider all governance options available to the corporation and will return to Council at a later date with a formal recommendation regarding a proposed management model. Once a governance framework is approved by Council and put in place, the governing body will be able to address the five other goals and related individual action items.

## Consultation

The consultation process included stakeholder interviews, a public survey and working group sessions.

A series of confidential, one-on-one interviews was held with 8 key stakeholders in the public sector, the arts, education, politics and civil society.

Interviewed stakeholders included:

- Ali Shaker, Community Development Advisory Committee Member
- Catherina Moskau, Chief Executive Officer, Clarence-Rockland Public Library
- Helen Pace, Truth and Reconciliation Advisory Committee Member and Indigenous Grassroots Circle Leader
- Josée Bouchard, High School Teacher at École secondaire catholique L'Escale
- Julian Lenhart, Community Development Director
- Marie Veilleux, Executive Director, Tucker House
- Mario Zanth, Mayor of Clarence-Rockland
- Stéphane Fournier, Municipal Council and Community Development Advisory Committee Member

To understand residents' priorities and needs, a survey was prepared by the consultant team and hosted by the City's digital community consultation platform, Cocoriko. One in-person event also yielded several responses on paper. A total of 70 participants completed the survey.

A Working Group was established and engaged in three review and discussion sessions facilitated by the consultant team. Working Group members included Christine Sarault, Denis Vaillancourt, Gilles Chartrand, Martin Irwin, and Rebecca Cragg.

[Recommendations or comments from committee/ other departments](#)

N/A

[Financial impact \(expenses/material/etc.\)](#)

The approval of the proposed Clarence-Rockland Strategic Plan has no financial impact. However, certain action items to meet specific strategic goals will have considerable budgetary implications and will be presented to Council through its budget approval or funding request processes.

[Legal implications](#)

The selected Museum governance framework will need to abide by the Government of Ontario's Ministry of Heritage, Sport, Tourism and Culture Industries' Standards for Community Museums in Ontario, including its governance standards.

[Risk management](#)

N/A

[Strategic implications](#)

The City's vision as outlined in the 2024–2028 Strategic Plan is that "Clarence-Rockland will continue to be a growing and prosperous community with an enduring small-town feel." The Museum has an important role to play in fostering this vision through engaging exhibitions and programming that bring residents together to explore and discover their history.

### Supporting documents

Attachement 1: Clarence-Rockland\_Museum\_Strategic\_Plan\_EN.pdf

Attachement 2: Musee\_Clarence-Rockland\_Plan\_Strategique\_FR.pdf

Attachement 3: Lord Cultural Resources Presentation (to follow)