



City of Brockville

General Committee

Agenda

4:30 PM - Tuesday, June 20, 2023

City Hall, Council Chambers

Page

Land Acknowledgement Statement

Chair's Remarks

Disclosure of Interest

Delegations and Presentations

- 6 - 25 1. St. Lawrence - Rideau Immigration Partnership
(Melissa Francis)
[2023 06 20 SLRIP Presentation - Brockville](#)

Correspondence and Communications

Nil.

Reports from Boards and Committees

1. Presentation of the Canadian Conservation Institute Facility Assessment for the Museum
(Natalie Wood, Museum Curator/Director)

Staff Reports

- 26 - 28 1. 2023-101
Next Generation 911 (NGEN 911)
Additional Grant Allocations/ Expenditures

THAT Council approves the additional Next Generation 911 (NGEN 911) expenses of \$80,474 and funds the additional mandatory upgrades to the existing Computer Aided Dispatch system (CAD/Crisys) under the NGEN 911 SOLGEN Grant received from the Ministry of the Solicitor General in April 2023.

[2023-101](#)

General Committee Agenda
June 20, 2023

- 29 - 95 2. 2023-105
Canadian Conservation Institute Facility Assessment
Brockville Museum
- THAT the Canadian Conservation Institute Facility Assessment of the Brockville Museum (2022) be received and;
- THAT staff develop a 3-to-5-year remediation plan for consideration by council during the 2024 operating and capital budget process.
[2023-105](#)
- 96 - 98 3. 2023-94
Community Art Submission
Royal Canadian Legion Banners
- THAT Council approve the Royal Canadian Legion to install banners in the downtown from mid-October to the end of November and;
- THAT Council approve the installation on an annual basis, barring any major changes to the original proposal for this term of Council (to November 2026).
[2023-94](#)
- 99 - 116 4. 2023-100
Community Art Submission
DBIA Street Banners and Decals
- THAT Council approve the DBIA to install banners along King St and sidewalk decals throughout the downtown for the 2023 season.
[2023-100](#)
- 117 - 121 5. 2023-102
Incorporation of the Brockville Tourism Corporation
- THAT Council authorize staff to incorporate the "Brockville Tourism Corporation" with the City of Brockville as a non-share capital corporation under the Ontario Not-for-Profit Corporations Act (ONCA) as substantially outlined in the business case study approved April 25, 2023 ([Report 2023-55](#)) and pursuant to Section 203 of the Municipal Act and;
- THAT Council approve the appointment of Mayor Matt Wren, City Manager Sandra MacDonald and Director of Finance Lynda Ferguson

as ex-officio members to the Municipal Services Corporation Board of Directors.

[2023-102](#)

122 - 123 6. 2023-104

User fees for technical services at the Brockville Arts Centre

THAT Council approve a new user fee of \$40/hr not-for-profit rate for technical services at the Brockville Arts Centre and;

THAT Council amend By-Law 024-2024, 2023 User Fees.

[2023-104](#)

124 - 125 7. 2023-103

Temporary Borrowing Bylaw

THAT Council approves a Temporary Borrowing Bylaw authorizing the Mayor and City Treasurer to borrow temporary working capital, as may be required for the Current Operations, of up to \$6,000,000 for the year 2023; and,

THAT the necessary bylaw be enacted.

[2023-103](#)

126 - 131 8. 2023-109

Refugee Island Pavilion Project

THAT Council approve staff recommendation to complete the Refugee Island Pavilion capital project utilizing the remaining \$53,000 in capital funds, and

THAT Council approve the procurement of construction services from J.I.M. Construction Inc. for \$28,493 to construct the Refugee Island Pavilion.

[2023-109](#)

132 - 139 9. 2023-110

Reynolds Park - Boardwalk & Pavilion Design

THAT Council receive the detailed design for the Reynold Park Pavilion and Boardwalk; and,

THAT staff prepare a project scope based on the detailed design for Council consideration in the 2024 capital budget.

[2023-110](#)

140 - 142 10. 2023-111

Brockville Transit fares during King St. sidewalk sale events

THAT Council approve use of Brockville Transit at no cost to riders during the 2023 King St. sidewalk sale events hosted by the Brockville DBIA; and

THAT the Brockville DBIA reimburse the City in an amount of \$305 per day during the King St. sidewalk sale events to operate Brockville Transit.

[2023-111](#)

Information Items

All matters listed as Information Items are considered to be routine and will be enacted by one motion. Should a Committee member wish an alternative action from the proposed recommendation, they shall request that this matter be moved to "separate" the item.

THAT the following Information Items be passed by Consent Agenda:

143 - 144 1. 2023-106

Project 230026 Parks Pickup Truck
Completed Procurement

[2023-106](#)

145 - 146 2. 2023-107

Project 230051 Public Works Pickup Truck
Completed Procurement

[2023-107](#)

147 - 149 3. 2023-108

Compressor Failure - Centennial Youth Arena
[2023-108](#)

New Business from Committee Members

Nil.

Committee Consent Agenda

THAT the following items as recommended by the General Committee be placed on the Consent Agenda:

Media Question Period

Adjournment

THAT the General Committee adjourn its meeting until the next regular meeting scheduled for July 25, 2023.

Minutes from City Boards and Committees

Airport Commission

Arena Advisory Board

Heritage Brockville

Library Board

150 - 153 Museum Board

[2023 04 11 Museum Advisory Committee Minutes](#)

[2023 05 16 Museum Advisory Committee Minutes](#)

Railway Tunnel Committee

Tourism Advisory Committee

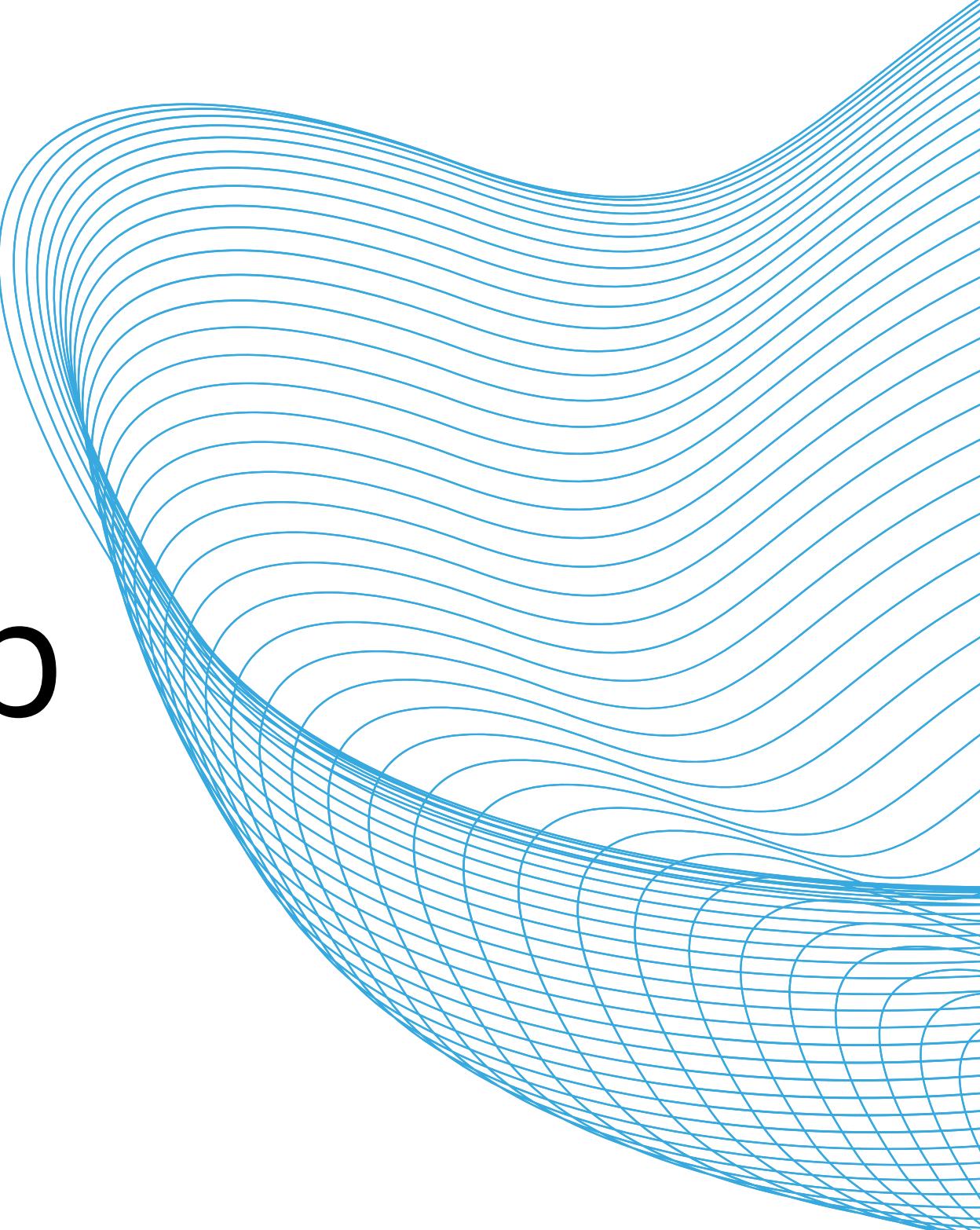
Youth Advisory Council

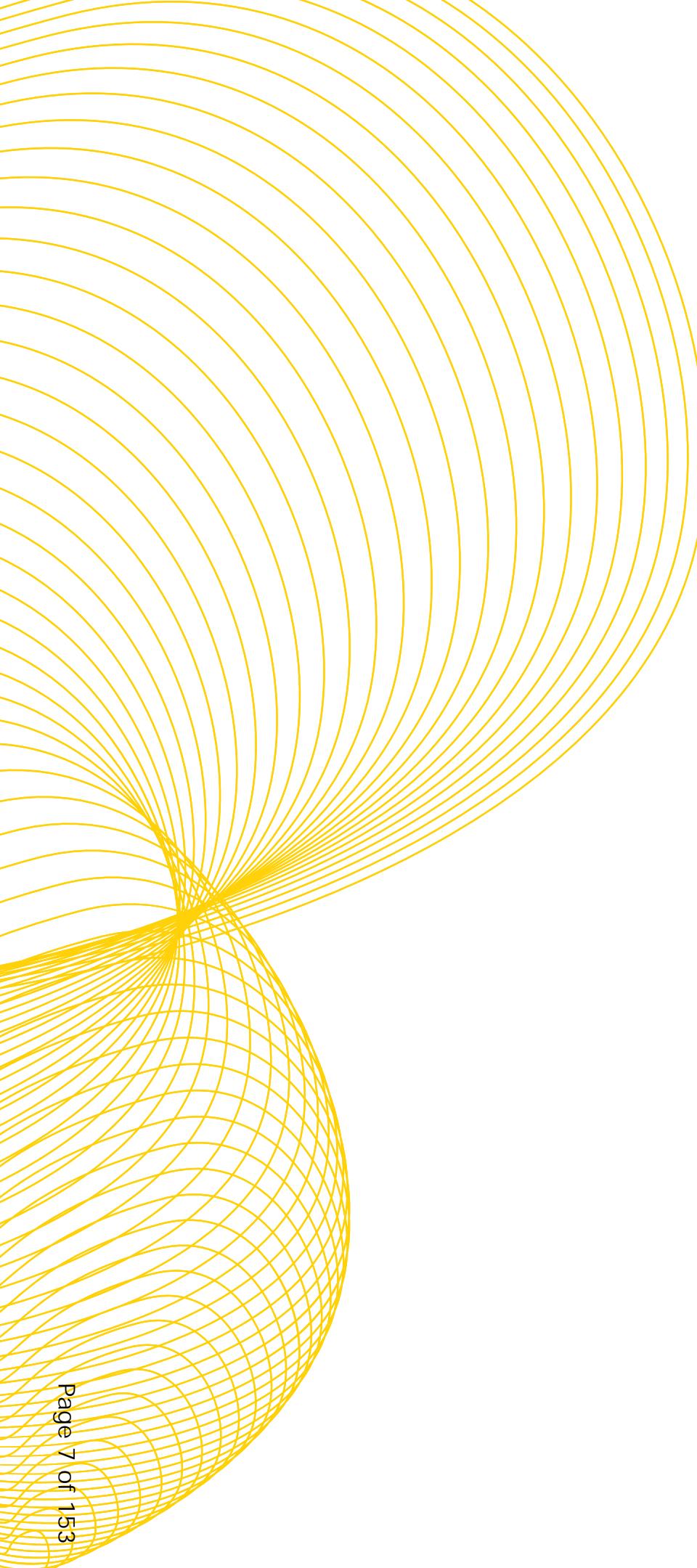


ST. LAWRENCE • RIDEAU
IMMIGRATION
PARTNERSHIP

St. Lawrence - Rideau Immigration Partnership

City of Brockville
June 20, 2023





Who we are



- Funded by Immigration, Refugees and Citizenship Canada
 - Jurisdiction covers Leeds and Grenville
 - One of 86 Immigration Partnerships across Canada
 - Support the development of community-based planning to meet the needs of newcomers
- 



Melissa Francis
Program
Manager



Lauren Smith
Project
Coordinator

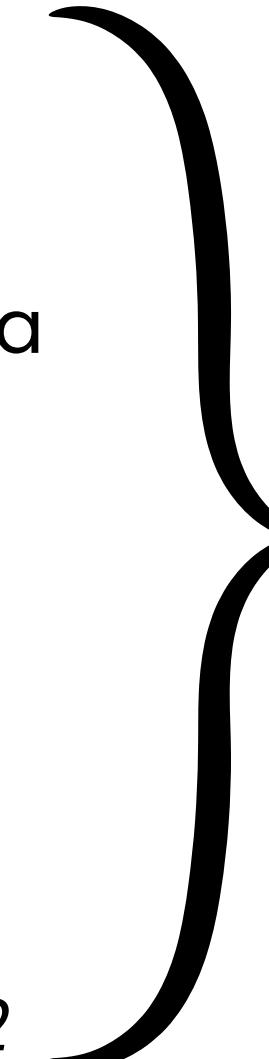
Our Team

- Immigration Partnership Council of 25+ community agencies and individuals
- Employment & Settlement Working Group

Who is an immigrant?

Refers to a person who is, or who has ever been, a landed immigrant or permanent resident. Such a person has been granted the right to live in Canada permanently by immigration authorities.

Immigrants who have obtained Canadian citizenship by naturalization are included in this group.

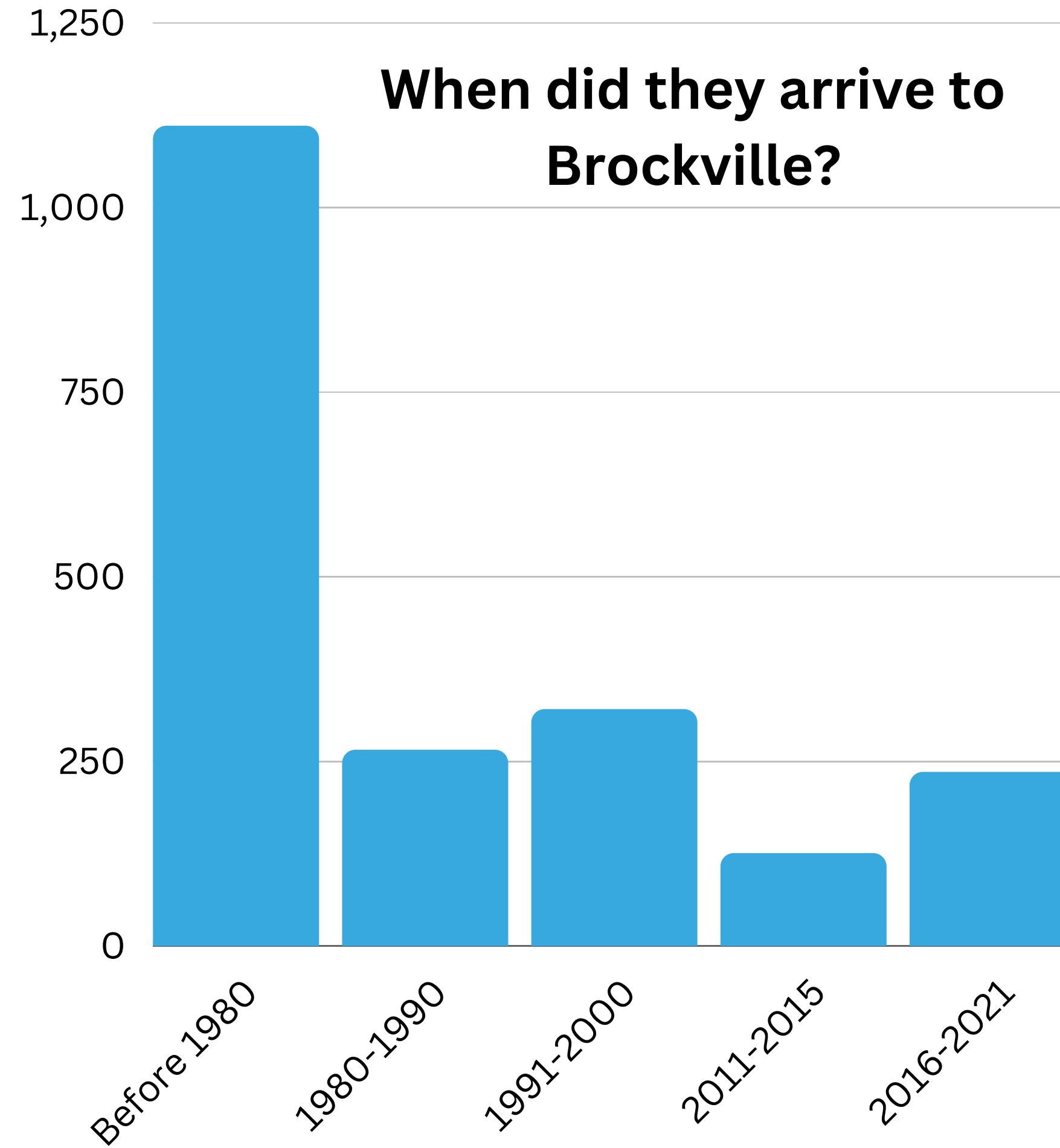
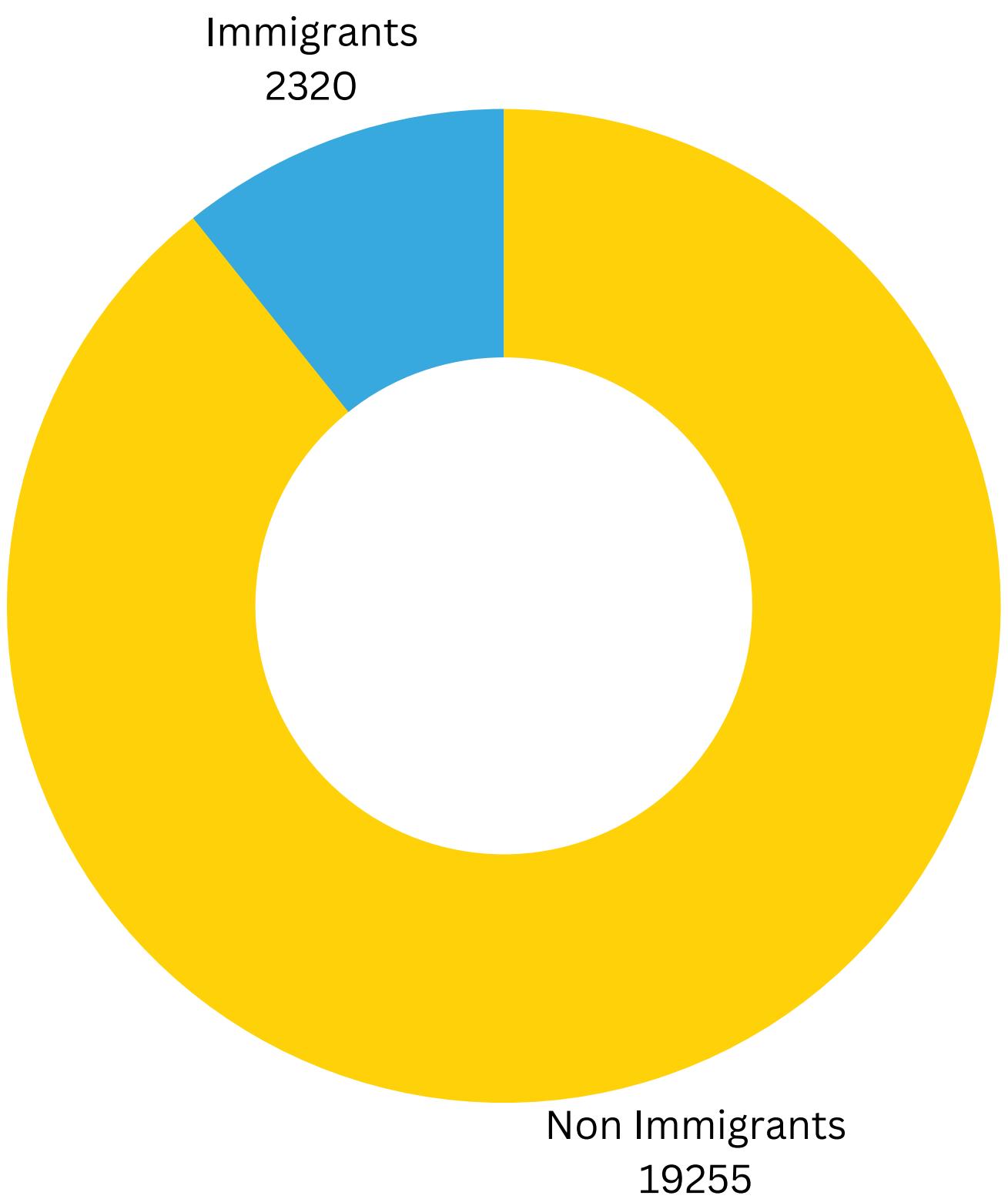


Family class
Refugee
Economic class
Humanitarian/
Compassionate

Brockville Statistics

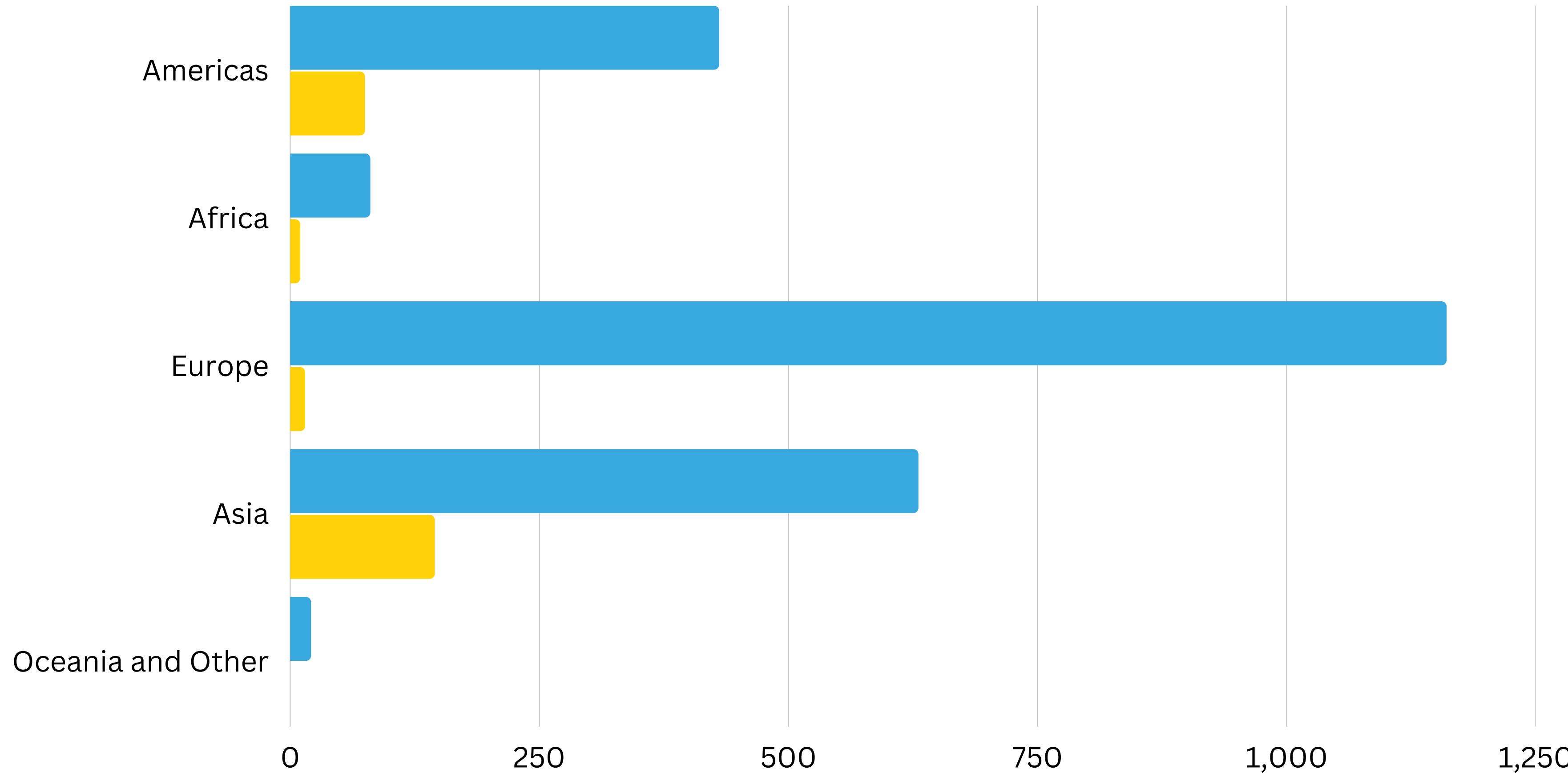


How many Brockville residents are immigrants?

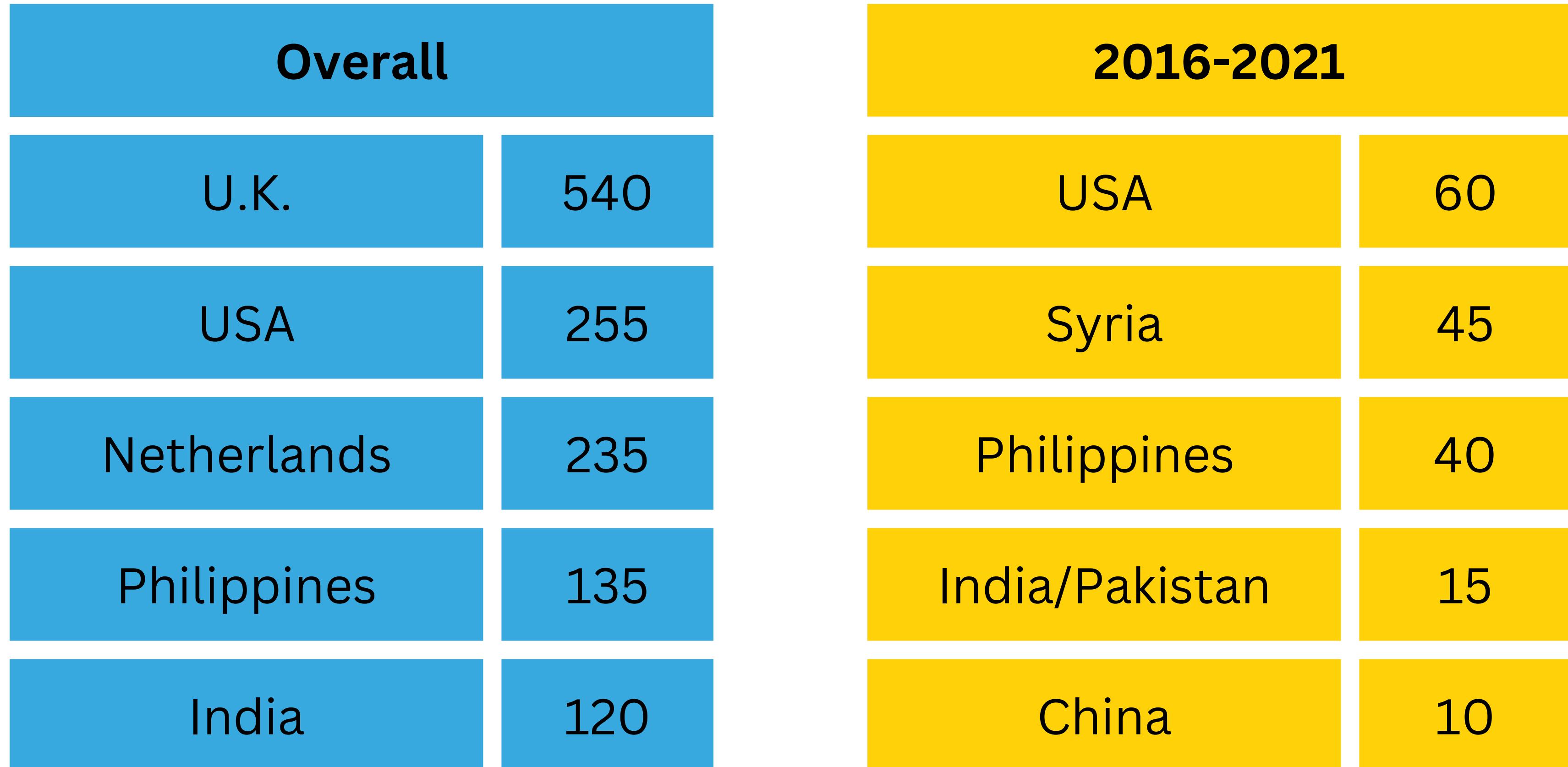


Where are they from?

■ Total ■ 2016-2021



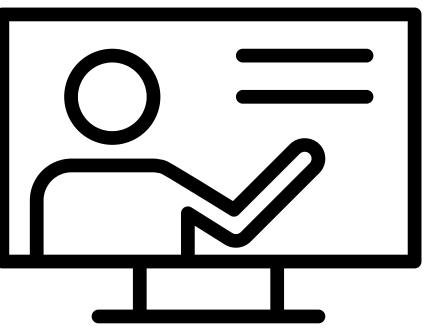
Where are they from?



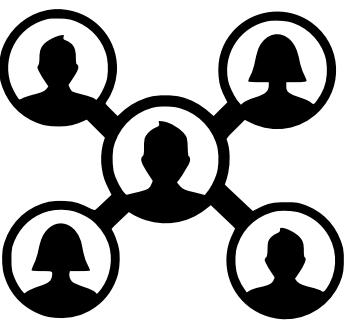
What we do



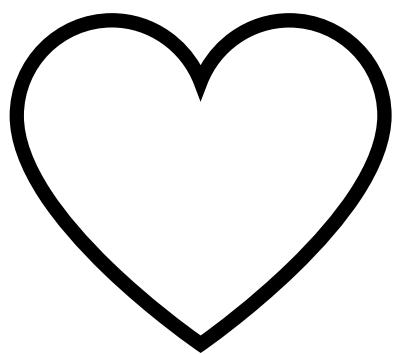
Community
consultations



Training



Referrals



Welcoming
communities

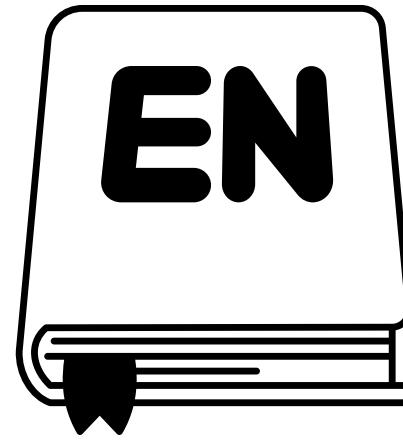
What we don't do



Visa/immigration
advice



Employment
assistance



Language
classes



The St. Lawrence-Rideau
Immigration Partnership presents:

DIVERSITY DAY 2022

FREE

ATTRACTION AND RETENTION OF IMMIGRANTS TO LEEDS AND GRENVILLE

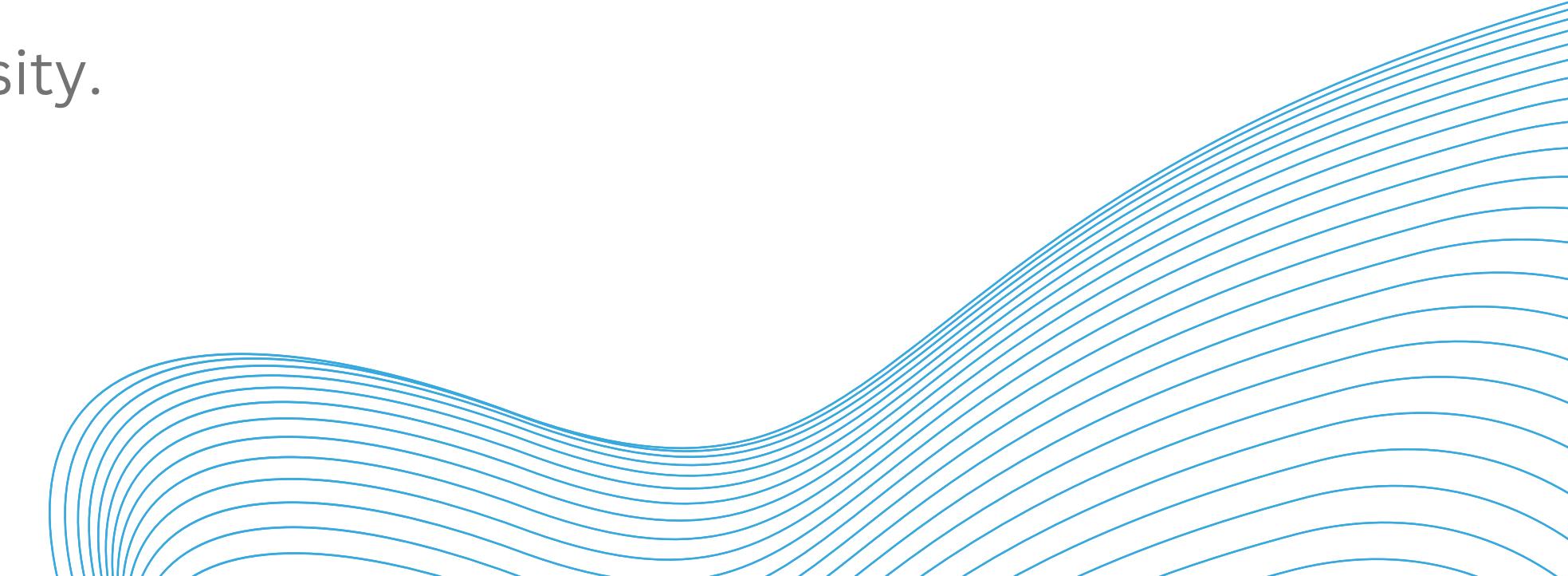
Learn about the attraction and retention of immigrants and international students from the perspective of our local speakers! Also featuring: networking opportunities, a topical game, and lunch.

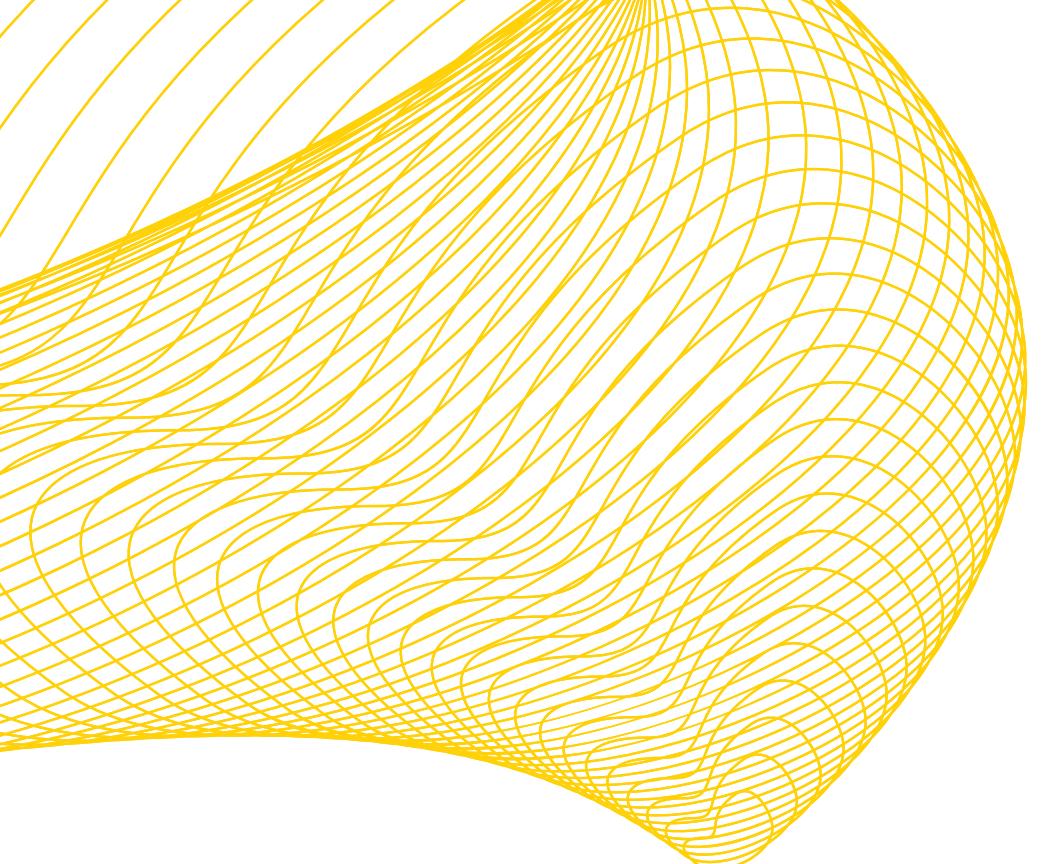
Wednesday, December 7th
8:45am to 1pm
Catered Affairs Heritage Hall
820 Heritage Drive, Kemptville, ON

Register:
www.eventbrite.ca/e/diversity-day-2022-tickets-457233867807K or
lauren@eecentre.com

Diversity Day

Diversity Day is an annual community event that is open to anyone interested in learning more about immigration and diversity.





Annual Leeds and Grenville Immigrant Entrepreneur Award

An annual effort to recognize and celebrate the contributions that immigrant entrepreneurs are making across Leeds and Grenville.



WE ARE Neighbours

In Tehran's hot summer day where temperature of +40 Celsius weren't uncommon, my favourite drink was sekanjebeen. I remember growing the mint myself in our backyard along with other herbs. My grandmother, Bahiyye who was originally from the famous city of Shiraz was particularly an expert in brewing the mint with just enough sugar and vinegar (and sometimes even with some saffron) to make the drink as delicious and heavenly as it tasted!

”



A story-sharing campaign focused on immigrants and their allies that highlights the diversity and different ways of life across Leeds and Grenville.



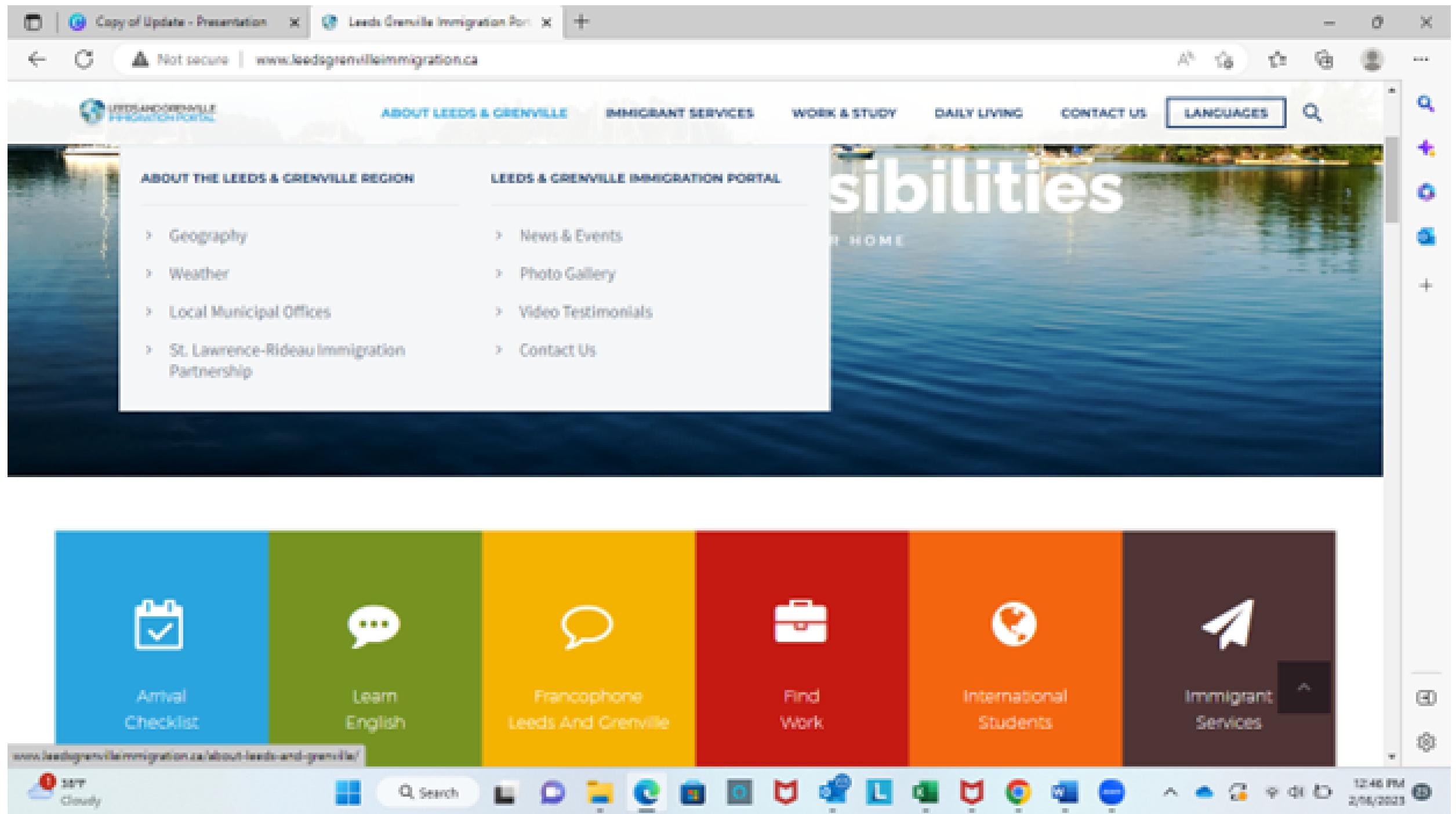
Share your story! Visit weareneighbours.wixsite.com/weareneighbours

We Are Neighbours

A large, abstract graphic on the left side of the page consists of numerous thin, yellow, wavy lines that radiate from a central point on the left edge, creating a dynamic, flowing pattern that covers most of the left half of the page.

Resources

A simple, horizontal yellow bar located below the word "Resources". It is positioned to the right of the main title and has a slight curve at its left end.



The Leeds and
Grenville Immigration
Portal is a multilingual
website designed for
newcomers to Leeds
and Grenville.

www.leedsgrenvilleimmigration.ca

Volunteer Translator List

Volunteer translators for 17 different languages are available to assist local immigrants. Available by contacting the Immigration Partnership.



Volunteer Translator List

With volunteer translators for:

Arabic	Polish
Chinese	Portuguese
Dari	Punjabi
Dutch	Romanian
French	Shona
German	Spanish
Japanese	Urdu
Ndebele	Yorbu
Persian	





Settlement Board Game

This game enables players to learn about the different phases of settlement through a variety of immigrant perspectives. Available for borrow from the Immigration Partnership.



Services

- Connections to immigrant serving agencies
- Promotion of diversity/immigrant themed events
- Support with funding applications for diversity/immigrant themed initiatives
- Intercultural communications training
- Learning events
- Recognition of local immigrant entrepreneurs

Eastern Ontario Immigrant Attraction and Retention Strategy

Establish a shared vision and set of priorities among regional municipalities and develop collaborative mechanisms that foster mutually beneficial planning and support the region's appeal to newcomers.

Contact Us



www.leedsgrenvilleimmigration.ca



343.264.1147



melissaf@eecentre.com



ST. LAWRENCE RIDEAU
**IMMIGRATION
PARTNERSHIP**



Staff Report

Report To:	General Committee
Meeting Date:	June 20, 2023
Prepared By:	Chris Paul, Acting Fire Chief
Report Number:	2023-101
Subject:	Next Generation 911 (NGEN 911) Additional Grant Allocations/ Expenditures

Recommendation

THAT Council approves the additional Next Generation 911 (NGEN 911) expenses of \$80,474 and funds the additional mandatory upgrades to the existing Computer Aided Dispatch system (CAD/Crisys) under the NGEN 911 SOLGEN Grant received from the Ministry of the Solicitor General in April 2023.

Background

Due to proprietary and confidential research and design, our team was unaware of some of the necessary Computer Aided Dispatch (CAD/Crisys) upgrades for a seamless connection to our Owen Sound Police hosted solution. The staff at Crisys had not completed their design for a hardware connection to our hosted platform until after discussions with Komutel and Owen Sound Police.

If approved, this request will conclude our expenses under the SOLGEN phase #1 NGEN 911 grant. Any future upgrades to the Emergency Information Data Object (EDIO) will be researched prior to this hardware integration. If additional EDIO technology is developed and required under the Canadian Radio-Television Telecommunication Commission (CRTC) staff will seek funding under the SOLGEN phase #2 and #3 grant application processes.

Analysis

This analysis provides an update on the Crisys server upgrades discussed in the Council Report ([Link to Report 2023-81](#)) dated May 16, 2023, aiming to enhance the connectivity between our current Computer Aided Dispatch (CAD) Crisys system and the Owen Sound-hosted solution.

Consultant Evaluation and Cost:

In collaborating with Brockville Fire, Owen Sound and Crisys, a thorough evaluation of the proposed solution was conducted by the consultant. It was determined that upgrades are necessary on the Crisys side of the CAD system for seamless integration into the Owen Sound managed solution. These requirements were not included in the

original report as they were unknown at the time. Subsequent discussions with Owen Sound and Crisys revealed the incompatibility of our current hardware and software with the NG911 protocols. Consequently, Crisys proposed the replacement of both the required hardware and software, ensuring a functional system for the next 5 to 7 years. Through the collaborative efforts of Owen Sound Police, Brockville Fire, and Crisys, we successfully negotiated a reduced price of \$80,475.00, significantly lower than the original quote of \$134,000.00.

Enhancements and Future Compatibility:

The Crisys server upgrades are designed to accommodate future NGEN 911 plug-ins, introducing features like texting and video capabilities to enhance user functionality. To meet the requirements of our clients' User Group, we have retained the necessary equipment for Release 35 and introduced a specialized 'VoIP mirror' software module. This module allows the core software to simulate the functionality of full VoIP hardware, except for fault-tolerance capabilities. By adopting this streamlined configuration, we can provide an all-in-one NG911 solution that fulfills the specific requests of the User Group.

Retained Capability and Future Expansion:

Even with the streamlined configuration, the revised solution retains the capability to create and share the Emergency Information Data Object (EIDO), a crucial mechanism for information exchange in NG911. Furthermore, the configuration allows for future expansion and flexibility, with the ability to revert to a fully integrated NG911 setup if required.

Special Note on EIDO Interface Specifications:

We are currently awaiting the EIDO interface specifications from the vendor. While we anticipate a smooth implementation, final assurances cannot be provided until the specifications are received and reviewed. In the event of any specification issues, the fallback plan is to provide EIDOs directly through the ESInet. However, it is important to note that this fallback plan may necessitate the addition of an extra firewall and Session Border Controller to meet Bell's interface requirements.

Alternatives

N/A

Financial Implications

The Brockville Fire Department applied for NGEN 911 grant in January 2023. The department was successful with our application by receiving **\$1,245,000.00** in support of our NGEN 911 transition project. To date, \$982,297.08 has been approved to be spent from the grant.

With Council approval, these additional hardware upgrade costs can be funded by the NGEN 911 Grant (already received by the city).

The following expense need to be invoiced and off the city's books by July 31st, 2023, to be eligible under Phase #1 of the describe grant.

NGEN 911 Grant Phase #1: Project Requirements/Upgrades	Costs/Expenses
Additional CAD "Crisys Upgrades"	\$80,475.00

Conclusion

The revised NG911 solution for the Brockville Fire Department strikes a balance between meeting the essential requirements of Release 35 and providing flexibility for future enhancements. The adjustments have been carefully considered to ensure a functional system that aligns with the department's needs and constraints.

Approved by:	Status:
Sandra MacDonald, City Manager/City Clerk	Approved - 16 Jun 2023



Staff Report

Report To:	General Committee
Meeting Date:	June 20, 2023
Prepared By:	Natalie Wood, Museum Curator/Director Anne Shropshire, Manager, Cultural Services Sandra MacDonald, City Manager/City Clerk
Report Number:	2023-105
Subject:	Canadian Conservation Institute Facility Assessment Brockville Museum

Recommendation

THAT the Canadian Conservation Institute Facility Assessment of the Brockville Museum (2022) be received and;

THAT staff develop a 3-to-5-year remediation plan for consideration by council during the 2024 operating and capital budget process.

Background

The City of Brockville has a responsibility of stewardship for the collection in its care. The City took on this responsibility when it established the Brockville Museum in 1981. Today, this collection represents the tangible and irreplaceable cultural heritage that defines this community's past, present, and future. Minimum standards for upholding this responsibility are provided by the Government of Ontario through the Ontario Heritage Act Regulation 877 and a series of standards for Community Museums in Ontario. As a recipient of annual funding (40% of the museum's annual revenue) through the Government of Ontario's Community Museum Operating Grant (CMOG), the Brockville Museum is required to report annually on its adherence to these standards and Regulation 877. Staff have identified facility limitations potentially threatening the museum's ability to meet these standards.

In an aim to document and seek advice for addressing such potential hazards threatening the long-term preservation of the City's collection, the Brockville Museum applied to the Canadian Conservation Institute (CCI) to receive a Facility Assessment in 2019. The museum was selected to receive the assessment in winter 2020, however this was delayed by the COVID-19 pandemic. The assessment was conducted in September 2022, and the Final Report was received in March 2023.

CCI is a Special Operating Agency within the Department of Canadian Heritage, which advances and promotes the conservation of heritage collections in Canada through its expertise in conservation science, treatment and preventive conservation. CCI's facilities

assessment service includes on-site technical assessments of Canadian museums, archives and historic sites and focuses on the conservation needs of the collections in their facilities. CCI experts provide advice on storage, display and exhibition conditions, security and fire prevention measures, the museum environment, lighting and pest control.

The cost of this assessment was \$1,000, an amount allocated in the museum's 2022 operating budget.

Portions of the report detailing security-vulnerabilities have been redacted for the safety of the museum's collection and personnel.

Analysis

The Facility Assessment Final Report identifies risks to the collection and makes recommendations to reduce these risks. There are numerous recommendations made in the report, but the key priority recommendations (detailed on pages 51-52) include:

1. Relocate collections from the offsite storage facility
2. Prioritize acetate negative processing
3. Remove non-collections materials from storage spaces
4. Add security measures to reduce the risk of unauthorized access to collection spaces
5. Update emergency plan
6. Prioritize comprehensive preventative conservation for the collection in the next strategic plan

This report brings meaningful data to a serious situation and provides useful recommendations for next steps.

As a recipient of annual operating funding from the Government of Ontario's CMOG program, the Brockville Museum is required to meet minimum standards across ten areas of operation, including conservation. Outlined below are areas where the Brockville Museum is not meeting these minimum conservation standards:

- To ensure the security of the collection
 - deficiencies identified in the report:
 - access to storage areas are not adequately secured (discussed in section 4.4)
 - off-site storage location has considerable gaps in the building envelope (discussed in section 5.2)
 - off-site storage location lacks preventative fire and security measures (discussed in sections 5.3 and 5.4)

- To provide an appropriate environment for artifacts
 - deficiencies identified in the report:
 - the bulk of the museum collection is stored below grade and there is a flood risk at the current museum site (discussed in section 4.1 and 4.9)
 - the building envelope is not tightly sealed, leaving the site vulnerable to pests, water penetration, and challenges for climate control (discussed in section 4.2)
 - environmental conditions contributing to an increase in the rate of degradation of cellulose acetate photographic negative collection (discussed in section 4.5)
 - there is considerable overcrowding in collection storage areas (discussed in section 4.9)
 - objects stored at the off-site storage facility are at risk of damage from facility deficiencies (discussed in section 5.6)

Failure to act on these recommendations may jeopardize the museum's continued eligibility to receive funding, not only through the CMOG program, but other government-funded grant programs.

Staff have been working to mitigate these risks with the resources available. In anticipation of the report's findings, staff submitted several items for 2023 Capital Budget:

Approved:

- exterior painting on Beecher House (item identified in section 4.2)
- outfitting a new (converted) collection storage space (issues with converting this room identified in section 4.9)
- funds to begin processing the acetate negative collection (item identified in section 7.2)

Deferred:

- purchase and installation of magnetic locks (referenced in section 1.1 and 4.4)

Financial Implications

Some funds were allocated in the 2023 Capital Budget to address anticipated report findings, but additional funds will need to be allocated in 2024, 2025, and beyond.

Staff will work with other departments and seek additional grant funding to help mitigate costs.

Conclusion

Museums have a fundamental public trust responsibility of stewardship. The Government of Ontario sets standards for the operation of Community Museums in Ontario, which include minimum standards for meeting this public trust by providing appropriate care and management of collections. These provincial government standards also identify municipal councils as the body responsible for upholding these standards where museums are owned and operated by the municipality. The CCI Facility Assessment Report identifies areas where the museum facility is failing to meet minimum standards for preservation, but also provides actionable items to address these shortcomings.

Staff recommend that the CCI report be received for information and that staff return during the 2024 budget process with a 3-to-5-year remediation plan to address concerns presented in the report, identifying actionable items and resources needed to meet future CMOG and other grant eligibility as well as provide proper and responsible care for the City's irreplaceable cultural assets.

Approved by:	Status:
Anne Shropshire, Manager, Cultural Services	Approved - 09 Jun 2023
Sandra MacDonald, City Manager/City Clerk	Pending

Attachments:

[Brockville Museum CCI Report - Appendix 1 - Report](#)
[CCI Report - Appendix 2 Visual Documentation](#)

R E P O R T



Facility Assessment 2022-23

Brockville Museum
Brockville, Ontario, Canada



Final Report
March 2023

Shauna O'Rourke
Postgraduate Intern

Evelyn Ayre
Preventive Conservation Advisor
Preventive Conservation

Report No.
132308



Canadian
Conservation Institute

Institut canadien
de conservation

Canada

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CCI Mission Statement

The Canada Conservation Institute (CCI) advances and promotes the conservation heritage collections in Canada through its expertise in conservation science, treatment and preventive conservation.

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1 Executive Summary

The Brockville Museum was selected to receive a facility assessment in winter 2020, and this assessment was delayed due to the ongoing COVID-19 pandemic. The site visit was completed over two days in September 2022. Based on discussion with Curator/Director Natalie Wood and Administrative Assistant/Registrar Veronica Vareiro, as well as on-site observations made by CCI staff, collections risks were identified and recommendations to reduce these provided. The following report focusses on considerations for the long-term continued use of the museum's existing location. Key guidelines for a new facility, with Category A designation requirements in mind, are summarized in Section 6, "Considerations for New Facilities." Due to the unique concerns experienced at the primary museum site, 5 Henry Street, and the offsite storage facility, these will be addressed independently throughout this report.

1.1 5 Henry Street

The adapted house and extension at 5 Henry Street generally provide conditions appropriate for collections, including an enclosed structure and some degree of climate control. Collection storage spaces, however, are increasingly encroaching upon exhibition and public spaces in the facility. This restricts the museum's capacity to deliver on-site public programming, an integral part of the museum's mandate.

The main facility at 5 Henry Street has the benefit of being in a prime location within a downtown public park, which includes the public docks and a mixed-use condo building. Portions of the site are, however, within a 100-year flood zone, posing a significant water risk to collections stored at or below grade. The primary storage space is in the basement at this site, and while most objects are raised 10-15 cm above the floor to reduce water risks, this may prove ineffective in the event of overland flooding, where water levels in below-grade spaces may exceed this. A water emergency would also put collections at risk from elevated relative humidity and mould, as well as potentially delay access should roads be impacted.

Evidence of pest activity was observed throughout the basement and will require additional vigilance to prevent pest access to collections storage. Addressing this is critical should the museum pursue adapting the former programming room for permanent storage. Measures that would help to reduce pest pressure on the building envelope include increased attention to landscaping details, such as cutting back branches from the structure and reinstating a vegetation-free border along the foundation. Additionally, surrounding parking lots and parkland contribute to pest pressure by providing food sources in the form of overflowing or otherwise scattered garbage.

It is also imperative that cellulose acetate negatives, currently stored on the mezzanine level and actively degrading, be fully inventoried, assessed, and digitized before their contents are irrevocably damaged and ultimately lost.

The exterior is well-lit with overhead fixtures covering all facades, and security cameras are used. Contact sensors are installed on most, but not all, exterior doors. These are supported by motion sensors throughout the building and are monitored by a third-party contractor. [REDACTED]

[REDACTED]

[REDACTED]



room, and 3D storage room use the same key. Due to operational requirements key control is limited, [REDACTED] available to City maintenance staff needing to complete work in the building. [REDACTED] funding to install magnetic locks in all non-public spaces has been requested for the 2023 budget.

1.2 Offsite Storage Facility

The offsite storage facility is unsuitable for preservation, posing numerous hazards to human and collections health. This facility provides basic shelter, but the building envelope is not sealed, and it is infested with mice. As the facility is rented, a large proportion of concerns with this facility are beyond the Brockville Museum's control and this precludes the ability of staff to address them accordingly.

Basic building features, such as fire detection and suppression, are absent. This is of particular concern given its isolated location, which may not only lengthen fire department response but also may result in a fire going undetected before the collection is lost. As the site is not included in fire department inspections, response times to this location could not be verified.

Security features are also lacking at this site. Contact sensors are installed on all doors, but these are not tested, and are not supported by additional equipment such as motion sensors or cameras to establish timelines or capture evidence should a sensor fail. The isolated location of this facility would further extend the duration between a security event (or attempted security breach) and emergency response.

While the offsite storage facility is not located in a flood zone, large puddles were present approaching the door to the unit at the time of the site visit. Evidence of water pooling and algae growth were also observed on the exterior of the slab-on-grade foundation.

As arranged, there is no distinction between collection and non-collection items. This puts accessioned artifacts at risk from accidental handling damage. The arrangement of artifacts, disused cases and miscellaneous materials limits access and makes the space unnavigable. This inhibits staff's ability to respond should an emergency occur in this space, restricts pest monitoring, and puts objects at risk of accidental damage related to trips and falls.

1.3 Priority Recommendations

Key priorities are described in Section 7 Priority Recommendations, and include the following:

1. Relocate collections from the offsite storage facility
2. Prioritize acetate negative processing
3. Remove non-collections materials from storage spaces
4. Add security measures to reduce the risk of unauthorized access to collection spaces
5. Update emergency plan
6. Prioritize comprehensive preventive conservation for the collection in the next strategic plan



1.4 Considerations for New Facilities

While not the focus of this report, staff requested that information regarding requirements for new facilities be included. Key considerations, should the Brockville Museum pursue a new space, are as follows:

- Appropriate space for oversized items, identified as some of the most highly valued (monetarily and visitor engagement), with room for growth, would be required. This would benefit existing objects currently in offsite storage and supports the museum's collecting mandate due to the significant role of industry in Brockville's history.
- Aim to maintain accessibility for tourists by keeping the museum in a downtown location.
- If possible, provide for a separate loading area where garbage could be kept separately from collections work between weekly pickups.
- If the Brockville Museum would like to seek Category A Designation ([Designation of institutions and public authorities – Moveable Cultural Property](#)), consult "[Design Considerations for Preventive Conservation in New Heritage Facilities](#)" (Lambert et. al. 2022) for facility requirements for the Designation program.



2 Introduction

2.1 Methodology

This facility assessment is based primarily upon a site visit to the Brockville Museum by Post-graduate Intern Shauna O'Rourke, Preventive Conservation Advisor Evelyn Ayre, and Assistant Preventive Conservation Advisor Charlotte Parent September 28 and 29, 2022. Guided by Veronica Vareiro, Administrative Assistant/Registrar, and informed by Natalie Wood, Curator/Director, both collection and non-collection spaces were viewed. Observations were made of the building envelope and grounds for both the primary and offsite facilities. Photographs, infrared photographs, and measurements of relative humidity (RH), temperature, light and ultraviolet radiation (UV) levels were taken. This assessment also considers facility documents provided by staff, follow-up emails and discussions with Brockville Museum Staff.

2.2 Scope

This assessment focuses on the long-term preservation of the Brockville Museum's collection, with an emphasis on the impact of the agents of deterioration on collections exhibited and stored at the primary facility, and those in storage at the offsite facility. At the request of Curator/Director Natalie Wood, the capacity of the current facilities to be adapted to suit long-term needs is addressed. Based on direct observations and information discussed with staff, recommendations for modifications to the current space, procedures and practices are provided, as well as considerations should a new facility be pursued.

2.3 Background

The Brockville Museum, established in 1981 and expanded in 1995, operates with three full-time and 4 part-time staff members, and is governed by a City Council-appointed Board. Staff are supported by a team of 40 volunteers who are trained on an as-required basis to assist with specific projects and operational requirements, such as the Open Drawers digitization project and the dusting of objects on display.

The Museum operates year-round, typically from 10am to 4pm for 5 days a week, with hours updated seasonally. Special events, such as their monthly Talk and Tea program, take place on a regular schedule throughout the year and after-hours special programming has been tested with success. Funding is provided by the City of Brockville and Ontario's Ministry of Heritage, Sport, Tourism and Culture Industries. This is supplemented by the fundraising efforts of local volunteer organization, Friends of the Brockville Museum, as well as an "admission by donation" model. The Museum previously accommodated a range of after-hours rentals and events, but space limitations have forced collections work into the primary programming room and conversion of an exhibition space to accommodate small events.

The museum operates out of 5 Henry Street, which consists of historic Beecher House and a modern extension. The Beecher House portion of the building, constructed circa 1820 and 1840, was designated in 1978 (Bylaw 156-78) for its architectural value, as well as its historic connection



to the Beecher family (Ontario Heritage Trust 1978). The historic Beecher House section is shared with the Genealogical Society, which operates independently from the museum in a dedicated space and as such is not in the scope of this assessment. Due to their unique considerations, the primary facility at 5 Henry Street and the offsite storage facility (location not indicated here for security purposes) will be addressed separately.

The museum presents Brockville history, from the city's establishment to present and has primarily focused on local Loyalist and industrial history. To do so the museum manages a mixed collection of 6,500 objects, as well as 15,000 photos and documents. The collection includes textiles, metals, wood, ceramics, paper, photographic negatives, and composite objects. While the Beecher House portion of the building at 5 Henry Street is designated by the province of Ontario, it is not part of the collection and maintenance is the responsibility of the City of Brockville.

The Beecher House portion of the 5 Henry Street facility has a coursed rubble construction and consists of a basement, one section of which is partially finished and currently occupied by the Genealogical Society; main level exhibitions; second storey offices and staff areas; and an attic (unused).

The 1995 addition consists of a finished basement, main level and second storey. The basement includes the 3D collection storage room, laundry and staff washroom, mechanical room, storage for interpretive costuming, the programming/catering kitchen, and a former programming room. The main level has a front desk space, work room for volunteers, Carriage Hall gallery, programming room (formerly a temporary exhibition room), and loading dock/workshop area. The second level has a mezzanine exhibit space, archives room, negatives room, cast iron storage (formerly an exhibit space), and a small miscellaneous storage space.

The museum rents an offsite storage facility to store oversized collection objects, however a range of outdoor furniture, building supplies, disused filing cabinets, deaccessioned objects, and book inventory is also stored here. This facility, located in an industrial neighbourhood, consists of a unit in a warehouse building. The next unit in the warehouse is officially vacant, but currently used as supplementary storage space by another occupant.

When applying for this facility assessment, staff at the Brockville Museum noted key challenges with their existing facilities, including:

1. Insufficient space to store, care for, and grow collections
2. Lack of environmental controls at the offsite storage facility
3. A history of floods at 5 Henry Street
4. A pattern of backflow water incidents at 5 Henry Street related to location at the end of the city's wastewater line



3 Regional Considerations

3.1 Crime

Crime rates for Brockville are slightly under Ontario average (per 100,000 people) overall, with violent and property crime rates both in alignment with provincial rates (Statistics Canada 2022). The majority of this is property crime and petty theft, often associated with addiction challenges and food insecurity in the community (Zajac 2019). Current strengths and challenges in addressing crime-related risks at the Brockville Museum will be discussed in **Section 4.4 Security**, and considerations for the offsite storage facility will be covered in **Section 5.4 Security**.

3.2 Seismic Risk

Brockville is located in a low-moderate (“yellow”) seismic zone, meaning that there is a 1-5% chance of seismic activity causing significant damages in the region every 50 years (Natural Resources Canada 2015). Based on these projections, the Brockville Museum and its collections are at low risk from damages due to seismic activity and no special protections are recommended.

3.3 Climate Projections

Temperatures are projected to continue to steadily increase, including the number and duration of heat wave events. Historically, Brockville experienced 8 days a year exceeding 30°C, and current projections have this increasing to 26-44 days a year by 2050 (Prairie Climate Centre 2019). This means an increased demand on the building and cooling systems to maintain indoor temperatures.

Annual precipitation is also projected to increase, from a historic average of 926mm year to upwards of 1155mm a year by 2050 (Prairie Climate Centre 2019). This puts portions of the museum at high risk from flooding, to be discussed in **Section 4.9 Collection Storage**.

3.4 Wildfire

Based on the provincial Forest Fire Info Map, Brockville and the surrounding region are not considered at risk for wildfires (Ministry of Natural Resources and Forestry 2022). Special precautions to protect against wildfires are therefore not required for either the primary museum site or offsite storage location.

3.5 Tornado Risk

Although in the past 30 years, Ontario has experienced an average of 12-13 tornadoes annually, most of these hit land between Windsor and Barrie (Duffy 2019). The risk of a direct hit for Brockville is likely low and therefore no special precautions for tornado that go beyond general emergency preparedness are recommended at the Brockville Museum.



3.6 100-Year Flood Risk

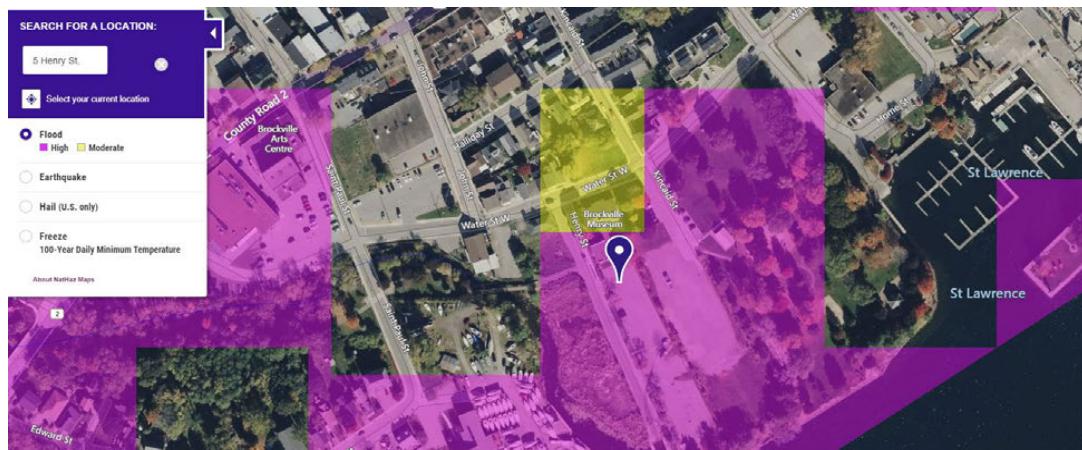


Figure 1. Flood Risk Map for 5 Henry Street

100-year flood zones are high flood hazard zones, defined as having a 1% chance of a significant flood annually. The original structure at 5 Henry Street is within a 100-year flood zone, and the 1995 addition is in a moderate or 500-year flood risk zone (defined as having a minimum 0.2% chance of experiencing flood each year) (FM Global 2022).

All roads providing access to the museum are in moderate to high flood risk zones. In a severe flood event, there is potential that road access would not be possible.

The offsite storage location is not in a flood zone, and it does not appear that any key access routes to this location would be impacted by flooding.



4 Facility Assessment: 5 Henry Street

4.1 Site

Current Strengths and Challenges

The Brockville Museum is part of an active downtown

The Brockville Museum is located next to Centennial Park and backs on to Hardy Park and is within walking distance from several downtown attractions such as the Brockville Arts Centre, the Brockville Marina, and the Aquatarium. This results in regular pedestrian traffic, providing natural surveillance throughout daylight hours.

There is a flood risk in this location

- High flood risk for sections of the property, including Beecher House and the staff parking area. This increases pressure on the building envelope to block flood waters and has the potential to restrict access to the facility should roads be impacted in a flood emergency.
- Moderate flood risk for remaining sections of the property, from the 1995 extension to Henry Street

At the time of the site visit, water damages to the building envelope due to roofing problems was to be addressed, with roofing repairs scheduled for the following week. Fortunately, water infiltration was limited to the lobby area and no collections materials were impacted.

Problematic human activity occurs on site

Problematic human activity occurs at the site and likely presents a security risk to the museum and its collection. Staff noted a history of loitering in stairwells, neighbours commented on racing activity in the back parking lot, and a group of cars was observed loitering here in the late afternoon/early evening. The museum experiences ongoing challenges with drug paraphernalia left on the property and staff needing to contact police for assistance in moving individuals from the site on a semi-regular basis. Vandalism has also occurred: in a recent incident a rock was thrown through the door to the former programming room. Fortunately, this did not result in entry to the facility; [REDACTED]

[REDACTED] Please refer to **Section 4.4 Security** for further discussion.

Food garbage is strewn about the back parking lot and adjoining parkland, with garbage receptacles in these locations overflowing at the time of the site visit. This attracts and supports pest populations, putting additional pressure on the building envelope to block pests from entry. Pest access poses risks to the collection from chewing, soiling, nesting activity etc. Please refer to **Section 4.6 Pest Management Procedures** for additional information on pests. Additionally, this poses a security risk by reducing visual indicators of site maintenance, which can then decrease community stewardship.



Recommendations

Continue to store collections raised off the floor

Continue to store collections located below grade raised at least 10cm off the floor, when possible, to reduce the risk of collections getting wet should flooding occur in storage areas (Canadian Conservation Institute 2018). Keep in mind that while this practice prevents the impact of direct contact with water in most flood scenarios, the presence of water in collection storage would still put objects at risk from elevated relative humidity and associated mould. Note that because portions of the site are in a 100-year flood zone, there is the potential for significant overland flooding resulting in over 15cm of water in the basement. Below grade storage is therefore not recommended, however we understand that this arrangement reflects the space limitations experienced at the current museum site.

Build and maintain capacity to respond to emergencies, such as floods

Review Emergency Plan to ensure water emergency procedures are up to date and priority evacuation objects are listed. Ensure staff lists, supplier lists, and all relevant contact information is up to date and that there is a digital, remotely accessible copy available. To ensure continued engagement with related sections of the Emergency Plan, aim to conduct team tabletop exercises ahead of peak flood season each year. Communication and awareness amongst staff can go a long way in ensuring individuals are aware of what needs to be done, contact information and chain of commands are updated as needed, and that response can be swift and effective should an emergency occur. These can be as simple as a brief brainstorming exercise incorporated into regularly scheduled staff meetings. This is critical given the overland flood risk at the museum site.

Request increased garbage removal from surrounding parkland and parking lots

Removing garbage from the site and surrounding public spaces reduces pest pressure on the building envelope. This has the added benefit of improving public perception of this space. Clearing garbage from the site demonstrates care and can have the added benefit of enhancing community stewardship and thereby site security.

4.2 Building Envelope and Grounds

Current Strengths and Challenges

The Brockville Museum operates in an adapted 19th century home with a purpose-built 1995 extension. The building generally maintains conditions appropriate for mixed collections.

Some features of the site and structure, however, increase risks associated with natural hazards, including water and pest activity, and may put undue strain on HVAC systems.

Coatings are failing on historic Beecher house windows

Lifting paint puts wood sash and frames on the historic Beecher House portion of the building at increased risk. Incomplete paint coatings put wooden architectural elements at risk of rot and provide a food source for insect pests such as wood borers.



The building envelope is not tightly sealed

Sealants, including backer rod and caulking, show signs of failure at both Beecher House and portions of the 1995 addition. Mice and bats can gain entry through openings as small as 5mm, and insect pests require a mere 0.3mm (Strang and Kigawa 2009). Absent or failing sealants on windows and doors do not effectively block pests, increasing risks to vulnerable collection materials such as paper, textiles, and wood. Additionally, once pest populations become established, they are difficult to eliminate. Evidence of pest entry was observed in several locations in the 1995 wing basement, with mouse droppings found in the mechanical room and former programming spaces, and a mouse carcass was identified in the Beecher House basement.

In addition to increasing the risk of pest infiltration, absent or failing sealants increases risk of water entry, and present challenges for climate control due to heat gain/loss. In addition, condensation was observed in a second storey window in the Beecher House portion of the building which could indicate failed sealants and/or glazing with poor thermal resistance. Gaps in weatherstripping were also observed along bottom of staff door, as well as at the workroom/loading area doors. This provides opportunities for heat loss in the cooler months and infiltration in the warmer months, putting additional strain on the environmental systems to maintain setpoints.

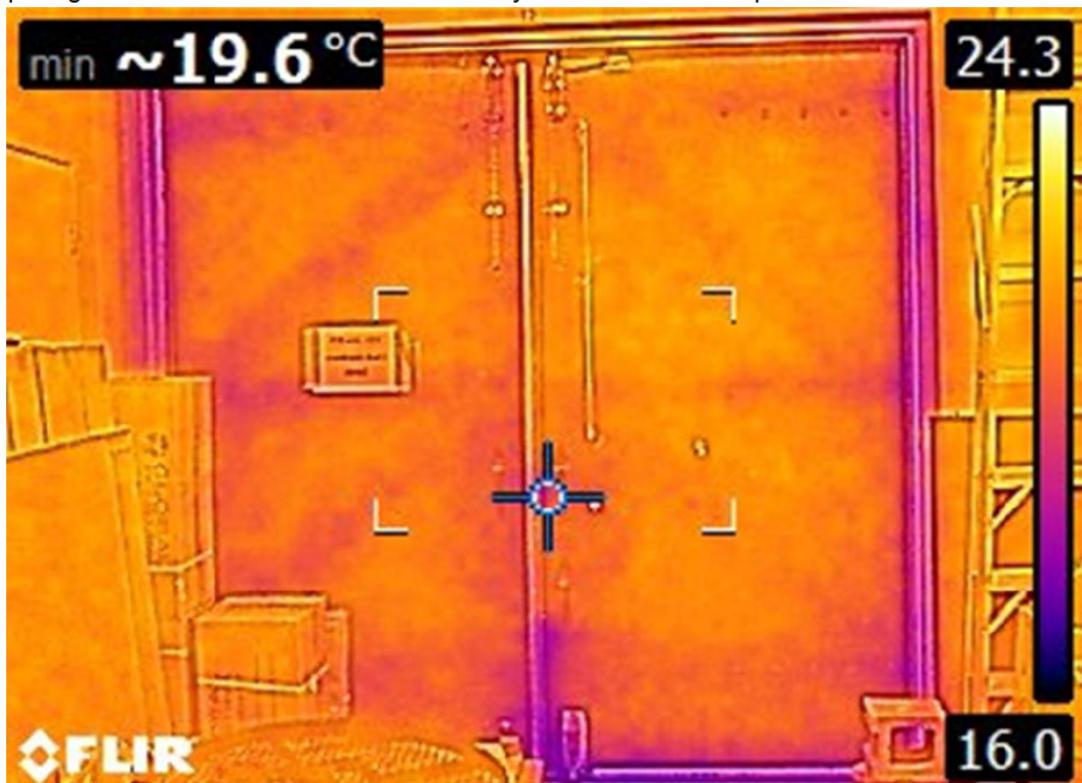


Figure 1: Infrared imaging showing heat loss at perimeter of loading door

While some mortar appears to have been recently repointed, other areas are showing evidence of failure including gaps and crumbly mortar. This puts Beecher House at increased risk for water



infiltration and mould growth. The most recent air quality testing detected mould in the Beecher House basement, and it is imperative for the health of staff and collections that this problem be remediated, and at minimum contained.

The building envelope provides a limited barrier against pest entry

The building envelope is the first line of defense against air and moisture infiltration, and pests. Routinely inspecting and refreshing sealants at all openings improves energy efficiency for HVAC systems, as well as reducing opportunities for pest access.

This includes ensuring that sealants, weather stripping and door sweeps are in good condition and that openings larger than 5 millimetres are sealed or have appropriate mesh installed to block rodent access.

Existing gaps large enough to allow rodent access are evident, with mouse activity observed in a number of locations. Evidence of damage to the collection, such as chewing or nesting, was not identified, though mouse droppings were observed in multiple locations and a carcass was present in the historic basement.

The Brockville Museum has a range of materials vulnerable to mouse activity, including paper, wood, and textiles. Mice also spread hantavirus when dried urine, saliva, or dropping particles become airborne, posing a significant risk to human health (Ontario Ministry of Health 2015).

Water is not effectively directed away from the building

Portions of the site appear to have been graded to direct water away from the building; however, evidence of water pooling was observed at the bottom of exterior stairwells. Algae and moss have become established on the concrete steps on the South-West of the building, indicating that this is a recurring problem.

One contributing factor is the inconsistent use of downspout extensions. Downspout extensions aid in carrying water away from the foundation, reducing opportunities for water pooling and infiltration. A combination of attached metal downspouts and separated stone runoffs were present at many downspouts, but a number were absent. This allows water to pool against the foundation, contributing to structural damage over time. This can produce cracks in the foundation that result in leaks or mould growth. Additionally, there is currently no maintenance routine in place for checking and cleaning out gutters. Build up in gutters blocks the flow of water, reducing their ability to carry water away from the building envelope.

Water-damaged building materials are not replaced

Previously damaged building materials were noted in the 1995 wing, including ceiling tiles attributed to water infiltration at an emergency exit and tidelines on flooring due to the museum's location at the end of the city's wastewater line. This flooding has since been addressed with the installation of water alarms on the facility's sump pumps, which notify facilities staff, though there is currently no protocol to alert museum staff until after alarm conditions are resolved. Significant backflow issues have not occurred since these alarms were installed, however, indicating that the implementation of detection has been a successful interim mitigation measure. The retention of water damaged



building material may obscure latent mould that could become activated in a high relative humidity event, and the tideline staining on these materials may delay the identification of new damage and therefore the response to a water event. This puts staff, visitor, and collection health at risk.

Landscaping is not optimized for preservation

The partial vegetation-free border along the foundation has grown over, rendering it ineffective. Similarly, the garden at the visitor entrance appears overgrown and limits the ability of staff to quickly identify potential building envelope problems during perimeter walk arounds. Tree branches have grown against the building, in some cases up to the roofline, providing direct access for rodent pests and obscuring visibility of building features from ground level. In addition to supporting pest access and hindering maintenance inspections, overgrown landscaping features can negatively impact public perception, reducing the appearance that the site is cared for. Loose brick was observed on the garden border, and river stones are found along the partial vegetation-free border, both of which could be used to break windows. The rock recently thrown through the basement window appears to be from the partial vegetation-free border.

Tree branches extending to the building facilitate rodent access to the roof, and the overgrown front garden provides an ideal summer habitat for mice who will seek shelter in the museum in cooler weather. Additionally, the existing vegetation-free barrier does not extend around the full perimeter and has become overgrown.

Recommendations

Complete proactive, routine landscape maintenance

In coordination with the City, proactive, routine landscape maintenance will help to reduce pest pressure on the building envelope. Additionally, this will provide clear lines of sight for building envelope inspections, especially at the foundation level, allowing staff to identify potential challenges while they are manageable.

Trim tree branches back to provide ten feet of clearance between trees and the building (MuseumPests.net 2014). This is especially important at the roofline, as branches act as a bridge for rodent pests, increasing available access points.

Re-establish the vegetation-free border against the foundation and extend to surround the full perimeter of the building. If possible, change out river stones for pea gravel and ensure brick borders around gardens are well-mortared, to reduce readily available objects that could be used to break windows.

Consider adopting a similar approach to the gardens at the visitor entrance as has been taken at the staff entrance. This reduces the availability of pest habitats, and would improve visibility around the hatch door, improving the ability to detect structural concerns early. This will contribute to an appearance of a well cared for site, enhancing the perception of the museum's exterior.

Install downspout extensions where they are absent and establish routine gutter maintenance program to minimize build up of leaves and debris, at least once a year, to ensure components are in good condition and water is carried away from the building.



Figure 2: Garden conditions at main entrance



Figure 3: Garden conditions at staff entrance

Advocate for complete proactive, routine building envelope maintenance

Routine seasonal and annual inspections enable early identification of problems, such as degrading components, while they are manageable, reducing costs and helping to ensure a suitable environment is maintained for human and collections health. Inspections can be done using a checklist to streamline the process and ensure key components are consistently inspected. For sample checklists, see the [Manitoba Heritage Guide](#). Regular maintenance extends the building envelope's capacity to provide a suitable indoor environment for collection preservation, improves the building's capacity to protect against pest activity, helps to avoid costly structural restoration, and prolongs the lifespan of architectural components.

Where cracking or lifting paint is observed, sand and paint window sash and frame. Complete paint films seal wooden components and protect against rot, water infiltration and pest activity. Paint coatings typically require a 5-year maintenance schedule, and routine annual inspections help to identify and repair paint film failure at an early stage.

Inspect and replace sealants where required, including weatherstripping, caulking, and sealants on all windows and doors to protect against water and insect infiltration, extend useful life of components, and reduce energy requirements to maintain HVAC setpoints. Establish a routine inspection and refresh schedule for mortar to protect against water infiltration.

Replace water-damaged building materials

Replace ceiling and floor tiles with tidelines from previous water damage. This will make small leaks more visible should problems reoccur and mitigate the risk of latent mould becoming re-activated in a high relative humidity event.

Investigate if drainage could be improved for exterior basement stairs

The museum's location in a moderate to high flood zone may limit successful options for site grading to prevent water pooling in the basement stairwells. Consider investigating below-grade drainage options to prolong the lifespan of the steps, concrete pad and foundation. If drainage improvements are not feasible, establish seasonal monitoring to identify concrete failure early and prevent water infiltration at these locations.



4.3 Fire Protection

Current Strengths and Challenges

While fires are infrequent, averaging one per every 140 years for buildings with features and procedures similar to the Brockville Museum (Tétreault 2008), they can have a devastating impact on collections. This can range from the disfigurement of individual objects to total collection losses.

Characteristics of the building and its location reduce fire risk

The museum appears to be constructed from fire resistant materials including brick and concrete. Its location in a mixed residential and commercial neighbourhood should ensure that any fires would be detected quickly should internal systems fail.

In addition, the Brockville Museum is located 600 metres (approximately 2 minutes) away from Brockville Fire Department Station 1, and a fire hydrant is present at Kincaid and Water Street (30 to 40 meters from all faces of the building).

Fire safety equipment and procedures are in place to prevent the ignition and spread of fires

The Brockville Museum has procedures in place that aid in the identification and correction of fire risk. Fire department inspections are conducted annually, and there are clearly visible fire extinguishers throughout the building that are inspected monthly. Electrical inspections are conducted annually, and the historic Beecher House was fully rewired in the 1990s. This should enable early identification of deficiencies, reducing the risk for electrical fire.

Fire detection is installed, with smoke and thermal detectors throughout the museum that are wired to alert the fire department directly. In addition to automatic detection systems, pull stations are present throughout public areas and storage rooms. Floor plans are maintained that record the placement and type of fire detection devices, indicating that smoke detectors are present in stairwells, the programming/catering kitchen, and the staff kitchenette. Thermal detectors are present in the storage rooms, main level workshop/loading dock, volunteer room, and exhibit spaces. Wet pipe sprinklers are present, but coverage is limited to the Carriage Hall and meeting room (formerly the temporary exhibition room).

Stairwells are fully enclosed, which would slow the spread of smoke and flames. The door to basement storage rooms appears to have a ULC rated closer that would automatically close if the detection system was triggered.

Gaps in protection leave the collection at risk of loss from fire

Currently, storage rooms only have thermal fire detectors installed. Thermal detectors typically do not activate until temperatures exceed 58°C (Alarm Grid 2018), and by the time these temperatures are reached a fire is well-established. This longer elapsed time before detection means that response is delayed, resulting in larger losses in the event of a fire. While most fires start outside of collection storage areas (Tétreault 2008) the absence of smoke detectors in collection storage remains a key weakness, particularly with the high volume of wooden, paper, and plastic objects in the Brockville Museum's collection. Thermal detectors are better suited to high-particulate environments where false alarms would occur on a regular basis if smoke detection was in place, or



unheated spaces below the operating range of smoke detectors. Neither of these scenarios are of concern for the on-site storage spaces.

Sprinklers are present in the Carriage Hall and former Temporary Exhibition room; however, it is unclear if these are inspected. The layout of the Carriage Hall, with a mezzanine and large open space, would permit smoke and flames to spread quickly making it imperative that the existing fire suppression system be in good working order.

Gaps in emergency planning and staff preparedness limit response potential

The Brockville Museum has an emergency plan that includes response measures for fire, however the content of this is generic and not reviewed by staff on a routine basis. Because of this, contact information is out of date and staff may not be familiar with the contents of the emergency plan. Additionally, details specific to the Brockville Museum's collection, such as priority objects and their vulnerabilities or locations available to conduct salvage operations, are absent. Inclusion of details specific to the collection, as well as staff familiarity with emergency procedures before an event such as a fire occurs, is critical to ensure that response is rapid, organized, and effective.

Recommendations

Improve early fire detection capability

Install smoke or combination detectors in collection storage rooms to allow for earlier detection and reduce losses should a fire ever ignite in or reach collections storage spaces. While fires are relatively infrequent, ensuring they can be detected early if they do occur enables more rapid response.

Ensure wet pipe sprinklers are inspected annually

Verify that wet pipe sprinklers are included in routine annual inspections to ensure that they are in good working order and any deficiencies can be addressed early. Depending on the company, being able to provide back-up of annual inspections can also significantly reduce insurance costs (CMB Insurance Brokers 2022).

Build on existing fire preventive measures

Current procedures, including having annual inspections of the building carried out by the Fire Department and regular electrical inspections should ensure that conditions that increase fire risk at the Brockville Museum are identified and corrected.

Ensure staff is familiar with the emergency plan

In addition to existing routine inspections, staff awareness is essential. Review fire prevention and response procedures with new staff upon hiring, and with existing staff on an annual basis. When updating the museum's Emergency Plan, ensure that fire procedures are up to date, and priority evacuation objects are listed with relevant location details. If possible, discuss this list with the fire department as part of annual inspections. Ensure that there is an up-to-date digital, remotely



accessible copy of the Emergency Plan available, keeping in mind that the site may not immediately accessible during or following an emergency.

4.4 Security

Current Strengths and Challenges

Features and procedures that contribute to security at 5 Henry Street include:

- The location is within a mixed-use neighbourhood that provides good natural surveillance.
- The exterior is well-lit on all façades.
- Security cameras are installed. Recordings are retained for two weeks, and footage of interest can be saved manually.
- Primary storage spaces, including the 3D storage room, archives and negatives room are kept locked when not in use.
- Security systems are inspected annually, though museum staff is not informed of results (report goes directly to the Municipality).
- Staff complete walk-throughs of exhibit spaces as part of closing procedures.

However, some aspects of the building and security systems put the museum at increased risk from a security perspective.

Locks are not individually keyed, increasing security risks

Almost all locks use the same key, and [REDACTED]. The key for the [REDACTED] Staff requiring access to all spaces for their work have a [REDACTED] key. [REDACTED] This allows the City's maintenance team almost full access to the building, including collections spaces, and their [REDACTED]. Access is supervised by museum staff whenever possible, but City staff is not required to notify the museum that they will be entering the space.

The textiles and painting storage room is individually keyed, retaining an original historic lock. There is only one key available to this room, [REDACTED]. Access to this level of the building is limited to staff and volunteers. Although this access is controlled by a [REDACTED] staircase, staff work areas are arranged around this staircase and unauthorized access during working hours would be detected quickly.

Exhibit cases are keyed separately, and these keys are controlled, however multiple drawers were unlocked at time of site visit. Contents observed included packaging materials for objects currently on display. While these materials do not represent a theft risk, it is preferred to keep drawers locked whenever access is not required (such as during exhibit maintenance).

The basement is easily accessible, [REDACTED]

The former programming room, currently used to process donations, [REDACTED] The access points to this space [REDACTED], and the staircase to these doors is separated from public spaces with a [REDACTED]. This leaves objects stored in this space –



currently limited to those awaiting accessioning decisions and intake processing – freely accessible. If conversion of this room into an additional on-site storage space is to be pursued, locks would need to be added at both the main entrance to the room and the kitchen access points (including a door and a serving window).

The former programming room has windows and a door to the exterior

The former programming room has an exterior door with a window, through which a rock was thrown previously. Wire-mesh glazing (“security glazing”) was installed in response to this incident; however, there are several windows at ground level that do not have security glass or glass break detection devices. If this space is to be converted into a permanent collection storage room, as planned, the presence of windows is a security weakness in the building envelope. Please refer to **Section 4.7** Lighting and **Section 4.9** Collection Storage for further discussion on the risks associated with these windows.

Motion detector alerts

Motion detectors are present in strategic locations throughout the facility, including placement near all exterior doors:

Security system

An alarm system is installed that combines cameras, motion sensors, and contact sensors.

Basement and ground floor windows are not protected

There are ground-level windows at the museum lobby and several basement locations, including the former programming room. [REDACTED]



[REDACTED]. This is especially of concern if the former programming room in the basement is to be converted for permanent storage.

Recommendations

Install locks on collection spaces that are keyed separately and establish key control

Having locks that are keyed separately limits the number of personnel with unrestricted access to collections and reduces the associated security risks. This also enhances the ability to track who has access to where, and to identify when key control has been compromised. At a minimum, collection storage spaces and utility rooms should be keyed separately, with collection storage keys restricted to those who require access for their regular work and stamped “do not copy” (Kelly 1998).

Install locks on the door to back-of-house spaces and the former programming room

Physically securing non-public spaces will reduce the amount of time required for staff to complete end-of-day walkthroughs by restricting access [REDACTED]. This also reduces security risks associated with unauthorized staff or volunteer access, [REDACTED]

[REDACTED] If this space is to be used for collections long-term, add locks to all access points to this room as an added barrier to prevent unauthorized access.

Improve early detection measures

Install contact sensors on all exterior doors and ensure all existing contact sensors are in good working order. [REDACTED]

If the former programming room is to be adapted for storage, wall over all windows and ensure construction is adequately insulated to provide climate control in the space. Consult with the local fire department to determine if the exterior door will need to be retained for emergency egress, and if not consider sealing this access point. If this opening is required for human safety, replace the exiting glazed door with a solid one that cannot be operated from the exterior.

Where ground-level glazing must be retained, install glass break detectors and include them in the monitoring contract to improve the capacity for early detection.

Continue existing preventive security procedures

Continue to conduct walkthroughs of the museum as part of closing procedures, as this should ensure that unusual activity is detected before staff leave for the day. Continue to provide supervision of maintenance staff when advanced notice of access has been provided, as well as advocate for collection safety when work is occurring (e.g., educating about handling requirements, why they are asked to not touch collections). Establish a clear procedure that maintenance staff must provide reasonable notice to museum staff when they require access. Advanced notice of access helps to ensure that museum staff can provide appropriate care for collections in spaces



where work is to occur, such as covering or temporarily relocating sensitive objects, and enables museum staff to accompany workers.

4.5 Environmental Control

Hygrothermographs are placed strategically and relocated on an as-required basis to maintain awareness of the environmental conditions that collections are exposed to in exhibition and collections storage spaces at 5 Henry Street.

At the time of the site visit, all spaces were conditioned for human comfort, with ELSEC readings of 21°C to 22°C in exhibit spaces and RH anywhere from 41% to 50%. The 3D storage room and former programming room were slightly cooler, at 20.7°C with 49% relative humidity (RH) and 19.8°C and 53.7% RH respectively.

Based on the full year of hygrothermograph charts provided for 2019, the “danger boundary” for mould and rapid corrosion (RH 75% and higher) is generally avoided, and when incidents do occur, they appear to be corrected quickly (before most objects would have time to respond).

While human comfort temperatures put collections at risk due to increased rates of chemical degradation, environmental conditions recorded during the site visit are appropriate for the long-term preservation of most materials in the collection. More unstable materials, such as some plastics, will undergo chemical degradation, however the quantity of plastics observed on display and in the primary storage spaces do not warrant specialized environmental controls throughout the building.

Current Strengths and Challenges

Existing systems, in tandem with the building envelope, provide basic environmental control

Four air handling units are used throughout the facility, designed for household-level control. These are supplemented with seasonally programmed fans, one wall-mounted air conditioning unit and one portable air conditioning unit. Staff members noted that maintaining set points is particularly challenging for the Carriage Hall. The high ceilings in the Carriage Hall, combined with poor sealants along the exterior door of the adjacent workshop/loading area, will make it difficult for basic HVAC systems to maintain optimal conditions in this space.

Following the site visit, hygrothermograph charts were assessed for the following spaces:

- 3D storage room, January through December 2019
- Textile storage room, January through mid-March 2019
- “People of Brockville” exhibition space, mid-March through December 2019
- Annex (Carriage Hall): January through December 2019

All spaces provided at least ASHRAE D type of control (ASHRAE 2019), though a full year of data was not available for the textile storage room or the “People of Brockville” exhibition space. This level of environmental control can put vulnerable objects at risk of sudden or cumulative mechanical damage, however damage associated with high humidity (such as delamination, deformation, mould growth, and rapid corrosion) is generally prevented (Michalski 2007). With the exception of the negatives room and some modern materials in the 3D storage room, the collections appear to



comprise primarily of robust materials not vulnerable to chemical degradation at typical room temperatures. Additionally, although relative humidity is often under 25% for sustained periods, the collection should now be “proofed” to the associated RH fluctuations and risk of new, sudden mechanical damage occurring is low (Canadian Conservation Institute 2017). The “danger boundary” for mould and rapid corrosion (RH 75% and higher) was generally avoided, aside from one high humidity event when RH reached 79% in July, but this was corrected within the same day (before rapid corrosion or mould could develop).

It is important to note that there are likely limitations to what the existing building envelope can achieve in terms of providing precision control, and if current temperature and RH patterns are maintained, the risk of sudden mechanical damage is low.

Portable equipment is used to supplement the HVAC system

The dehumidifier in the 3D storage room, while routinely checked and emptied, introduces risk of water leaks and equipment malfunctions such as electrical fire. Given the limitations of the existing HVAC system this may be an acceptable risk, adequately managed with regular monitoring and by keeping objects at least 10cm off the floor to prevent direct contact with water should a leak occur.

Temperature and humidity are monitored, but not continuously in all spaces

Hygrothermographs are placed in strategic locations, including the Carriage Hall and 3D storage room. The hygrothermograph in the Carriage Hall is verified with a standalone, non-recording monitor, and an additional hygrothermograph is rotated through spaces, such as the textile storage room and People of Brockville exhibit, to monitor conditions on an as-required basis.

Hygrothermographs are not conditioned and calibrated on a routine basis; however, during the site visit they were reasonably consistent with measurements taken using an ELSEC 765 device.

Continuous environmental monitoring in all spaces where collections are stored and displayed provides insight into what conditions collections are experiencing, and in identifying seasonal patterns. This data can also help to identify problems with the building envelope and mechanical systems.

Room temperature in negatives room contributes to faster degradation of cellulose acetate

Film stored in the second storey “negatives room” appeared to be primarily from the 1950s and 1960s, an era currently at high risk of film loss due to acetate degradation (Ahmad 2020). Cellulose acetate is actively degrading in this space, as evidenced by strong vinegar odour when approaching and once inside the room. Once this odour is detectable, film is undergoing autocatalytic degradative process and is at risk of rapid, total loss.

Acetic acid is an irritant, posing a human health hazard in addition to a collections preservation hazard. Given that the scent of acetic acid is detectable outside the door to the room, this health risk has the potential to extend to visitors viewing the mezzanine displays if not corrected.

The characteristic vinegar odour is indicative of at least Level 2 acetate degradation, and the negatives may be exhibiting the following:



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- Curling
 - Shrinkage
 - Embrittlement of acetate sheets and paper housings
 - Loss of image legibility
 - Pink or blue colouration due to anti-curl layer reacting to pH changes
 - Formation of bubbles and/or crystalline deposits between layers
 - Channelling on emulsion and film base sides

Chemical deterioration, such as vinegar syndrome, occurs more rapidly at higher temperatures. At time of site visit the negatives room was at 22.4°C and 42.8%RH. While this is below the “high” range of 25°C for unstable materials, cellulose acetate degradation is irreversible and autocatalytic. Deterioration can be slowed by reducing temperature, with the lifetime of unstable materials roughly doubling for every five-degree reduction in temperature (Canadian Conservation Institute, 2018). Reducing RH can also contribute to prolonging the lifespan of unstable materials; however, it is important to note that RH below 20-30% embrittles film bases, introducing the risk of physical damage during handling (Hill, 2018).

The risk to the negative collection is compounded by the fact that it is not fully catalogued, and a large proportion of it is still stored in original envelopes that appear to be at risk of embrittlement.

Recommendations

Triage, digitize and rehouse negative collection

PPE should be worn when working with the negatives collection, including nitrile gloves and respiratory protection that is rated for organic vapours (disposable or fit-tested half-face respirators). Because acetic acid is an irritant its health impacts are cumulative, exposure time should be controlled (e.g., rotations of 15 minutes of work, 15 minutes in a well-ventilated area) to protect staff.

A-D strips can be used to triage the collection, to determine “priority boxes” based on severity of results (for instructions, see [Image Permanence Institute 2022](#)). Due to the build up of acetic acid in this space, first allow the room to air out during off-hours before placing A-D strips to avoid skewing results. Keep in mind, however, that regardless of any priority boxes identified using this method, off gassing from more severely degraded acetates will have impacted surrounding materials. All boxes containing cellulose acetate will need to be addressed in the near future to prevent the loss of individual records.

Given the range of dates observed on boxes during the site visit, it is unlikely that the entirety of the negatives collection is cellulose acetate. When inspecting films, confirm that no cellulose nitrate is present by checking the edge bands for “nitrate.” These are uncommon after the 1940s. Films with edge bands marked “safety” pre-1955 will be acetates. Polyester bases, not impacted by vinegar syndrome, were introduced in 1955 and are also marked “safety” – these can be identified using a birefringence test (see Hill 2020) and do not need to be prioritized for digitization and rehousing. To determine which negatives are at immediate risk of total image loss, inspect a sample of negatives from each box to assess if level of degradation is acceptable or past the point of no return.

Note that individual sheets will not degrade in a uniform manner and level of degradation should be assigned based on the worst area observed (Hill 2020). To assess severity of deterioration, see the



Library and Archives Canada website for their “[visual glossary](#)” (Library and Archives Canada 2022). More severely deteriorated negatives should be prioritized for digitization. The ability to extend the useful life of these is limited and given space restrictions may need to be considered for disposal once digitized.

Key steps to address the negatives room include:

- Identify which boxes contain cellulose acetate. If cellulose nitrate is identified, consult CCI’s [Technical Bulletin 35](#) (Hill 2020) for further guidance.
- Confirm priority boxes, based on inspection of a representative sample of negatives to assess the severity existing deterioration
- Determine acceptable lifetime for original negatives, and retention criteria including minimum acceptable retention period. This will inform requirements for cool vs. frozen storage. Keep in mind that cellulose acetate degradation is autocatalytic and irreversible, and it may be acceptable to retain only the information from the negatives. Frozen storage “buys time” for cellulose acetate negatives but does not reverse the degradation that has already occurred. Additionally, careful limits on time out of frozen storage during access are required, as degradation will continue when negatives are exposed to cool or room temperature conditions.
- Digitize acetates. Dispose or rehouse of cellulose acetate negatives per degree of degradation and acceptable lifetime.
- For any cellulose acetate negatives to be retained, consider using the existing household chest freezer to provide some amount of frozen storage. If large quantities are deemed to be in suitable condition and are important to retain, plan for additional units, keeping in mind that these will have implications in terms of space requirements, upfront costs, and maintenance costs. See [Technical Bulletin 35](#) (Hill 2020) for guidance on packaging objects for frozen storage and recommendations for retrieval/acclimatization procedures to facilitate access.

Increase temperature and relative humidity monitoring capacity

Permanent monitoring in all spaces where collections are exhibited and stored is preferred to spot checking to provide a more complete picture of what objects are experiencing year-round. This data enables staff to make informed decisions regarding environmental set points and provides backup for design decisions when updating environmental control systems or applying for grants.

Currently the number of available, fully functional hygrothermographs at the Brockville Museum is limited, with two permanently placed (one in 3D storage and one in the Carriage Hall) and one rotated through spaces. Staffing limitations preclude routine maintenance such as mechanism calibration and conditioning. Additionally, the availability of parts and knowledgeable repair services is increasingly limited for hygrothermographs nationwide.

Digital data-loggers reduce staff time required for data interpretation relative to hygrothermographs, can be programmed to alarm if conditions exceed danger boundaries, and allow for trends to be tracked digitally in a shareable format. Consider adopting a gradual replacement strategy, first installing dataloggers in spaces not currently monitored by hygrothermographs on a full-time basis.



Establish regular hygrothermograph maintenance

To ensure their accuracy and the readability of charts, hygrothermographs require routine maintenance. Calibrate and condition hygrothermographs annually, or as required if there is reason to suspect data points are inaccurate, to ensure readings are providing an accurate understanding of environmental conditions. For guidance on how to do so, refer to the National Parks Service Conserve-O-Gram, "Calibration of Hygrometers and Hygrothermographs" (1993). To verify accuracy, check readings against another device, such as the standalone monitor used in the Carriage Hall, seasonally. CCI also has Elsec 764 devices available for 30-day loans through the [Environmental Monitoring Equipment Loans Program](#) that can be used to check calibration.

Consider upgrading HVAC systems from household-level control

The current HVAC system(s) are designed to provide household-level control, which is geared for human comfort rather than collections preservation. Replacing this system with one designed for a museum environment may improve the HVAC's capacity to maintain humidity within 25-75% year-round and allow for more precision control of the environment in individual zones (e.g., to enable separate set points for storage and exhibit spaces). Careful assessment is essential when deciding how, and if, to upgrade environmental controls to avoid introducing new risks by installing controls that exceed the building's capacity.

If an HVAC upgrade is not feasible, financially or in terms of what the building envelope can realistically withstand, provide object-level climate control by continuing to display vulnerable objects in display cabinets and cases, and buffer sensitive objects (such as paintings, veneered wooden objects, and objects with loose joinery) against fluctuations in storage with packaging materials such as boxes or cabinets for small objects or polyethylene wrapping for larger objects. This helps to ensure objects are exposed to gradual RH changes, reducing the risks associated with sudden, large fluctuations outside of an object's "proofed" range. For more detail on "blocking" the impact of incorrect RH, see [Agent of Deterioration: Incorrect Relative Humidity](#).

4.6 Pest Management Procedures

Current Strengths and Challenges

The Brockville Museum's unique location surrounded by public parkland, combined with its era of construction, poses unique challenges with regards to pest management. For landscaping and structural considerations see **Section 4.2 Building Envelope and Grounds**.

The museum has some measures in place to manage pest risks, including:

- Routine housekeeping, such as regular dusting of displays, and monthly vacuuming of carpeted areas, removes dirt and dust that supports pests and should enable early identification of new pests in these spaces.
- Rental terms and conditions state that staff "prioritize the care and preservation of the museum's collection" and reserve the right to "deny access to the facility to any persons deemed by staff to be a threat to the museum's collection, exhibitions or property, or to be a threat to the museum's staff and/or volunteers."



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- Staff must be notified if renters wish to have access to kitchen facilities and additional charges are associated with this.
 - Cut and potted plants are prohibited per the facility rental form
 - Objects on display are typically in cases, and oversized objects, such as the car, are displayed in a manner that enables staff access for inspections. Exhibit spaces have light coloured flooring that would make frass visible during walk throughs.

There are, however, gaps in procedures and practices that currently support mice, as observed with the presence of droppings in the basement kitchen and former programming room. A carcass was also found in the Beecher House basement. This puts objects vulnerable to rodent activity at risk.

Rodents currently inhabit the museum

At the time of the site visit, there were several areas with mouse droppings. In addition to limiting the ability to spot new rodent activity, this poses a serious health concern for staff working in these spaces, especially if particulates become airborne. In addition to posing a risk to human health, rodents can damage collections by soiling, chewing and nesting, leaving acidic biological material that weakens organic fibres and promotes corrosion of metals, disfiguring stains, and visible losses such as gnawed edges and holes.

Aspects of maintenance protocols increase pest risk

Bait stations are placed indoors. While poison bait stations help to reduce rodent populations when used on the exterior of the building, they can increase pest risk when used indoors. The baits used in these are not instantaneous, causing mice to die in potentially inaccessible locations such as within walls and drop ceilings. This can result in secondary insect infestations, putting collections at higher risk of pest damage.

The museum's garbage is stored in a workshop/storage area and removed by the city on a weekly basis. This is stored bagged and in plastic bins; however, if not carefully monitored this would provide a reliable food source to support pest populations. This is of particular concern because of its location next to a poorly sealed loading door and the primary exhibition space.

Attractants are stored unsealed

Food sources for pests were noted during the site visit, including food stored in unsealed packaging in the staff kitchen. Additionally, the dishwasher in the basement kitchen is used to clean staff dishes. But because the staff offices and kitchen are located on the second floor of the Beecher House, dirty dishes are kept a bus bin in this staff kitchen until it is filled, and then taken downstairs to fill the programming kitchen's dishwasher. While pest activity has not been observed in the staff kitchen, these dirty dishes provide an easy food source for mice.

There is a lack of in-house IPM reporting

The Brockville Museum currently relies on Abell Pest Control to monitor pest activity. While Abell has placed sticky traps throughout storage spaces, staff reported only receiving summaries of poison bait station inspections on the exterior of the building. There are currently no procedures in



place for staff to independently check traps and record findings. Additionally, the sticky traps that were observed were placed in higher traffic areas of rooms, as well as on the tops of cabinets and shelving units. Pests more frequently prefer dark corners, such as under shelving units, where they are less likely to be disturbed. Existing positioning of these glue board monitors may not provide an accurate indication of what is present in the museum.

The current approach to pest management, while helpful in managing outdoor rodent populations, is reactive and relies on external observations, scheduling, and reporting. Early detection is key in preventing insect infestation, and current monitoring and reporting structure neglects target species sticky traps are often used to detect, including common museum pests such as clothes moths, carpet beetles, and silverfish.

Overcrowding of storage spaces limits the ability to perform thorough inspections

Storage spaces are tightly packed, providing many isolated, dark spaces ideal for pest habitation. This is evident in the workshop room, which has become a collecting point for clutter that inhibits staff's ability to spot potential pest activity and therefore may disguise existing problems. It is particularly important that staff be able to monitor this space, as it is used to store garbage between pickup dates and is an access point to the museum's primary exhibition space.

Recommendations

Request that poison bait stations not be used indoors

While helpful in reducing external rodent populations, poisoned baits do not kill instantly. When used indoors pests may die in difficult to access spaces, attracting insect species such as dermestids. This then increases risk for proteinaceous objects in the collection, such as those containing keratin and collagen. Snap traps that are easily accessible for routine inspection and carcass removal are preferred to prevent these secondary infestations.

Clean existing evidence of rodent activity

For staff safety, and to make it easier to spot new mouse activity, clean these areas, while ensuring appropriate health and safety precautions to guard against hantavirus which may be carried by mice. Wear rubber gloves and thoroughly soak droppings with a bleach solution or disinfectant and allow to sit for five minutes before mopping or wiping up. DO NOT vacuum or sweep, as this creates airborne dust that may contain Hantavirus (Ontario Ministry of Health 2015).

Implement an internal IPM program

Tracking is key to identifying pest activity before an infestation is established, as it enables more rapid and effective response. Pest infestations are often difficult to fully eliminate, so it is helpful to identify them early. The external contractor's reports do not appear to provide the ability to track activity level or seasonal trends and focus solely on the exterior poison bait traps around the building perimeter.

At a minimum, inspect storage areas seasonally. Ideally, sticky monitoring traps should be in place where pests are likely to hide out, such as infrequently accessed corners, along walls and under



shelving. Check traps monthly and record observations in a consistent manner. This can be streamlined using checklists and templates to reduce the staff time required to complete routine inspections, while providing invaluable information.

Improve sight lines in the workshop

Eliminating clutter in this space will reduce available nesting spots throughout the workshop and ensure that activity along the walls is more readily visible, improving monitoring capacity. This will have the added benefit of increasing available workspace, reducing current space pressures at this facility. The current arrangement of this space also poses hazards to staff safety, blocking access to the fire extinguisher and first aid kit, as well as presenting several tripping hazards.

While the poorly sealed exterior doors and storage of garbage in this space make it an unsuitable candidate for increasing collections storage capacity, addressing this space will facilitate access to maintenance supplies and provide an opportunity to consolidate the storage of non-collections material.

Ensure collections storage spaces can be inspected for evidence pest activity

The current configuration of the 3D storage room makes it challenging to thoroughly clean floors and inspect for signs of pest activity. The spaces underneath shelves are clear and no evidence was observed at the time of the site visit, however narrow pathways make this space difficult to navigate, and tightly packed shelves create ample sheltered hiding spaces where pest activity could go undetected. We recognize that this is due to current space limitations, and this will be discussed in greater detail in **Section 4.9 Collections Storage**.

Ensure foodstuffs are stored in sealed containers

While staff reported that there has been no evidence of pest activity in the second-floor kitchen to date, the presence of unsealed food items and dirty dishes has the potential to become a pest attractant. These also provide an alternative food source for pests to move to when eliminated from other areas, perpetuating an infestation cycle.

To prevent the staff kitchen from contributing to ongoing pest concerns, store all pest attractants such as tea, food, and scented cleaning products in sealed containers. Wash dishes immediately to reduce the availability of food and store all cleaning products in the programming kitchen in sealed containers.

Continue existing mitigation procedures

Existing procedures in place help to prevent pest access to collections, and enable early detection in exhibition spaces should pest activity occur, and should be continued:

- Vacuuming, especially of carpeted exhibit and collection storage spaces
- Routine dusting of displays, preventing disfiguring dust build up and enabling regular inspection of floors and objects on open display



4.7 Lighting

Current Strengths and Challenges

Lighting in collection storage rooms is provided by overhead fluorescent tubes and lights are kept off when spaces are unoccupied. While low levels of UV were detected these were well within safe limits for collections, especially given the limited amount of time lights are on in these spaces.

Exhibit lighting is provided by a variety of sources, including:

- Daylight through windows with UV films in the mezzanine space
- Fluorescent lighting with non-UV emitting tubes
- Halogen track lighting
- LED track lighting and case strips

There are several building features and procedures in place that reduce light risk for objects on short and long-term display, including:

- Most display spaces do not have windows. UV levels measured directly at the mezzanine window were well within recommended limits, and no UV was detected within a couple feet of the window.
- There are no windows in the 3D storage room or textile storage room.
- UV and Lux levels measured were appropriate for collections throughout exhibition and existing permanent storage spaces.

Some features increase risks associated with visible light and UV:

- Southeast facing windows in the former programming room would expose collections to direct sunlight in the mornings if not closed off before using this space as a collection storage room.
- High light levels were measured in the former programming room, with 905 lux and UV varying between 0.5 microwatts per lumen to as high as 345 microwatts per lumen depending on distance from the windows. Measurements were taken in the early afternoon, and as the windows in this room are southeast facing this space could experience much higher UV levels earlier in the day.
- Halogen lighting is present in some display cases. Halogen lights produce UV and heat contributing to the formation of undesirable microclimates within cases. This is currently managed by aiming to keep these lights off, and at the time of the site visit only one location with halogen lighting in active use was identified. UV levels at objects lit by this light source were within recommended exposure limits, at 0.5 microwatts per lumen.

Lighting risks are generally well managed throughout the museum. Most objects on display are robust and have low sensitivity to light, with a couple of key exceptions including textiles and documents written with iron gall ink.



Recommendations

Determine acceptable level of fade for light-sensitive objects and proceed accordingly:

Iron gall ink documents are on permanent display in the People of Brockville room and the Travel Trunk exhibit, as well as textile objects containing potentially fugitive dyes, such as reds and purples. Fading is irreversible, and as such it is important to consider how much change is acceptable in an individual object.

When determining thresholds for acceptable fade to objects on display, consult the [Light Damage Calculator](#), available on CCI's website. This will approximate how much fading has already occurred, and the maximum exposure before the object fades further and/or until total loss of information or colourant. Take this into account when planning exhibition rotations, as depending on the value of specific objects to the museum, and Brockville's history overall, it may be necessary to change certain exhibits more frequently. Approaches to this can vary, from limiting display of an object to a certain number of days per year, to turning the pages of a sensitive book on a set schedule. Conversely, it may be decided that the rate of fade is slow enough to be acceptable with no further action required.

Continue to assess light levels when selecting display locations

When designing displays, staff take lux measurements to ensure appropriate materials are selected for each display location. This is an excellent approach that takes individual object sensitivities into account. Consider formalizing this practice as a written procedure to ensure continuity of this approach, providing material types that can be displayed in specific conditions. For example, unpainted stone and ceramic objects have low sensitivity to light and would be suitable candidates for display in locations with higher UV exposure, such as in the lobby area.

Continue to change lamp type as existing case lighting reaches end of usable life

Staff is in the process of converting to LED lighting in display cases. Many of the cases that have not yet been changed did not have lights on, eliminating the energy loss through bulb heat production while reducing light levels for objects within. In contrast to older halogen and fluorescent case lighting, LEDs are highly efficient and cost-effective over the long term. The Brockville Museum's phased approach to retrofitting case lighting balances the needs of the collection with budgetary limitations and should be continued. When selecting LED lamps to retrofit cases, keep in mind that lux and exposure time must still be taken into account. For optimal viewing experience with minimal trial and error, aim for lamps that provide a colour rendering index (CRI) of 90 or higher, R9 value of 90 or higher (or at least 50), and a colour temperature of 3000k (Michalski and Druzik 2020).

Monitor UV film and replace accordingly

At the time of the site visit, the existing films on windows in exhibition spaces were effective in blocking UV transmission. This effectively manages the risk of UV light at the archives room and mezzanine. Based on the estimated age of these films, however, they may be approaching the end of their useful life. This is not a concern for the archives room, where all materials are stored boxed



or in drawers, but may need to be checked at the mezzanine windows periodically, depending on material types to be displayed in this space.

4.8 Display Methods

Current Strengths and Challenges

Displays are thoughtfully curated, with objects appearing appropriately supported and selected accordingly per object vulnerabilities. When designing exhibits, staff use a lux meter to assess lighting conditions and determine the material types best suited to individual cases.

Objects on open display are oversized and cumbersome enough that opportunistic theft is not considered a risk. Vehicles on open display have appropriately placed barriers, far enough back from the objects to deter visitor touching and are arranged in a manner that makes them easily accessible for staff and volunteers to dust routinely.

A grouping of three industrial objects is also on open display, with a much narrower rope boundary. There are a number of moving parts that could pose a pinch hazard if visitors disregarded the barriers, and one metal object is displayed on a standard furniture dolly with swivel casters. These casters do not appear to be lockable and paired with the apparent weight of the iron object this may put surrounding objects and display case at risk if a visitor were to trip or otherwise bump the display.

Recommendations

Formalize and maintain key display practices

Existing practices ensure thoughtful decision making that accounts for individual material sensitivities. Continue to assess lighting conditions when designing exhibits to ensure objects are selected according to individual vulnerabilities. Continue existing cleaning schedule, particularly for objects on open display. In addition to demonstrating stewardship of the collection, this practice should ensure early identification of undesirable changes to objects on display, enabling a more rapid and informed staff response.

Consider minor adjustments to open display method for oversized iron

If possible, change out furniture dolly under the iron object on open display for one with locking casters to prevent accidental movement. Consider moving the rope barrier around the industrial open display, to maintain a minimum “arms reach” distance from objects and reduce potential for visitor touching. If the current furniture dolly cannot be changed, at a minimum move the stanchions further out from this object to reduce movement risk.

4.9 Collection Storage

Current Strengths and Challenges

Space limitations have required the Brockville Museum to turn away large, significant objects. The current space available lacks the ability to properly house and manage oversized objects. It is also



rapidly running out of room for small to medium sized objects. Present solutions have required the re-purposing of exhibition and programming spaces, reducing the number of objects that can be displayed and made accessible to the public. Additionally, this impacts the museum's capacity to provide income-generating activities. The conversion of public spaces for collections storage can only go so far, and limits incoming donations to those that can be moved between spaces using a small passenger elevator.

Staff noted that they are increasingly needing to refuse donations of high value to the museum's collecting mandate due to space constraints, including boats, pianos, and signage from local businesses. While oversized objects are integral to the collection and noted to be favourites among visitors, some of the most narratively important objects in the collection are original negatives and documents. Cataloguing and digitization projects for these collections are ongoing, with a focus on paper records from the archival collection.

Staff have observed that they are having to confront issues of capacity for continued preservation of existing collection, particularly in terms of provision of storage and access. Long-term strategic planning, advocacy, and stakeholder buy-in will be imperative to address these concerns.

Collections stored on-site are currently spread across five locations according to broad categories, including:

1. The 3D storage room
2. Archives
3. Photographic negatives
4. Textiles and paintings
5. Oversized cast iron (formerly the Smart exhibit room)

Most of collections storage is below grade in the 1995 wing

Although the 1995 section of the building falls within a 500-year flood risk zone, putting it at a lower annual risk of major flood relative to the Beecher House basement, precipitation rates are projected to continue to increase throughout the region due to the climate crisis. The facility has experienced problems due to backflow from the city's storm water system, in addition to ground water penetration during periods of heavy rain. Staff noted that groundwater penetration is especially problematic during months when the ground is frozen, and water cannot drain adequately. The Municipality has since installed water alarms on the museum's sump pumps to mitigate this risk, however these alarms only alert the City's maintenance team, and do not directly notify museum staff when triggered. Museum staff is informed after an alarm has been addressed, however this could result in a delayed staff response should a water emergency occur.

Space limitations are apparent in storage space

The Brockville Museum has maximized the use of current collection storage spaces, and current solutions encroach upon exhibition and programming footprints. In the 3D storage room, shelving units are packed beyond capacity. Where it has been necessary to stack objects, it has been done in a thoughtful manner, organized according to weight with Ethafoam sheeting layered between



objects. Access routes are increasingly limited in this space, with raised pallets on either side of a limited workspace and narrow pathways



Figure 4: Arrangement of 3D storage limits access

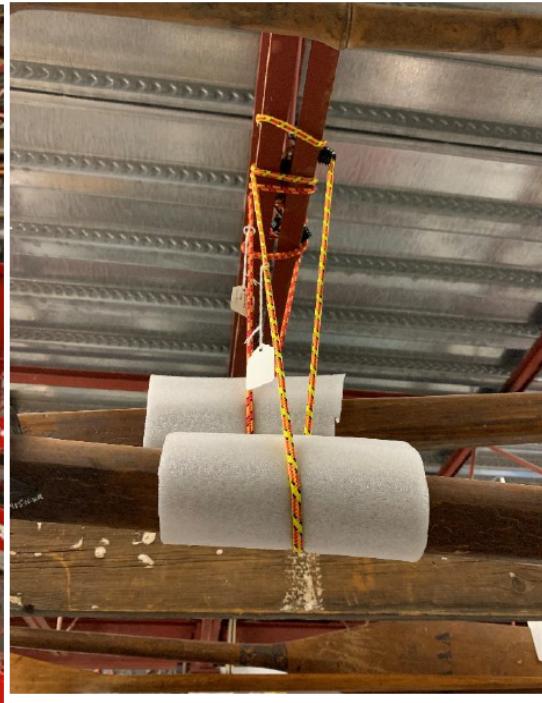


Figure 5: Barrier strategy for hanging storage

between pallets and shelving units. Workspaces in the 3D storage room include a desk and photography station. Donor files are also kept in this space, stored in three standard-sized filing cabinets which are at capacity. Some oversized objects have been suspended from the ceiling, protected from abrasion with foam sheets between objects and hanging materials (such as bungee cords).

In the textile and paintings storage room, all drawers opened during the visit are full, and shelving units are at capacity. Staff work areas are also located in this room, with a photography station and assorted box making supplies.

In the archival room and negatives room, shelving units of boxes and freestanding cabinet drawers are also full. This is compounded by the fact that the museum currently holds a substantial McCormick collection, of which only portions are relevant to the museum's mandate. Staff are actively looking into rehoming options for the rest of the collection, which relates to the history of the St. Lawrence Waterway. This will reduce the resources required to maintain this collection but will provide relatively minimal gains in terms of total available storage space.

Storage furniture and enclosures are well-suited to preservation, and appropriate barriers are in place

In the 3D storage room, objects are stored on powder coated steel shelving and wood pallets, both lined with Ethafoam sheeting. The shelving units have a variety of previous labelling systems,



however objects are currently grouped by theme and stacked by size and weight where to conserve horizontal space. At some point plastic sheeting was draped over all shelving, as well as over all larger freestanding objects. This has protected objects from dust deposition, as demonstrated by the accumulation of dust on some areas of the sheeting but adds a barrier to access.

More vulnerable objects, such as early plastic dolls, and small portable objects, such as rings and projectile points, are housed in custom made boxes. Boxes are clearly labelled, with object lists visible and in some cases photographs of box contents are included. Boxes are constructed from materials appropriate for the long-term preservation of their contents, and objects are supported with carved Ethafoam or wrapped according to individual vulnerabilities.



Figure 6: In-box support and labelling



Figure 7: Example of labelling on exterior of boxes

In the textile and paintings room, objects are stored in drawers, boxes, vertically shelved, and in a rolled textile rack. Shelves and drawers are assigned a unit number and an alphabetical identifier within that number, such as "1a." Drawers and boxes are organized by theme, such as "Ladies clothing – accessories." Objects stored in drawers are individually wrapped in tissue, with accession number, identifying descriptions, and storage location affixed to the outer wrapping. Paintings are stored vertically, wrapped in Ethafoam with photographs of the work affixed to the wrapping.

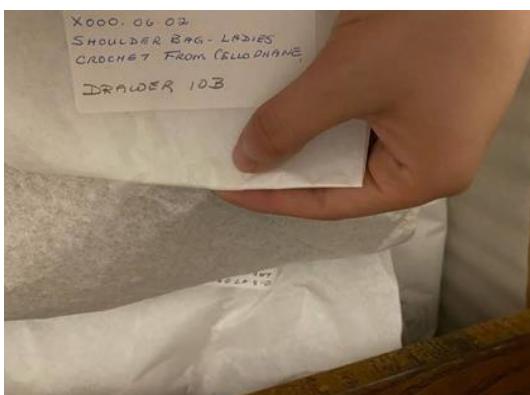


Figure 8: Textile labelling



Figure 9: Storage system for small artworks



Paper records are stored in a separate Archives room, with the archival collection stored in boxes and drawers. As with the other storage spaces, all boxes and drawers looked at in this space were full. This space has two workstations for research and record consultation. Given the importance of maintaining accessibility to archival records for researchers and the general public, this is one storage space where work areas should be retained.

The remainder of the archival holdings at the Brockville Museum are stored in the Negatives room. Negatives stored in this room are boxed and kept in their original paper envelopes. Vinegar syndrome is present in some portion of the collections stored here. For recommended approach to assessing and proceeding with this portion of the collection, please refer to **Section 7.2 Prioritize acetate negative processing**.

Available options to increase storage footprint may only provide a temporary solution

Staff indicated that the proposed solution to the current storage limitations is to convert the former programming space into an additional permanent storage room. This space is currently used as a processing area for incoming donations to be assessed and, if accepted, accessioned into the collection. Use of this space for collections work expanded with the need to provide a quarantine area for incoming objects at the onset of the COVID-19 pandemic.

Key challenges need to be taken into consideration for this space:

- The existing facility does not have a freight elevator. While there is a passenger elevator that could be used to move objects to and from this room, this restricts the dimensions of objects that could be stored here. Given Brockville's industrial history, a significant portion of potential objects of importance to the museum's mandate are oversized, ranging from mechanical equipment to vehicles.
- Building envelope retrofits would be required to make this space suitable for collections storage. See **Section 4.4 Security** and **Section 4.7 Lighting** for specific concerns.
- Programming space would be eliminated, and permanently restricted to the former temporary exhibition space.
- The proximity to the programming kitchen increases pest risk for objects to potentially be stored here. Mouse droppings were found in both the kitchen and former programming space.
- There are currently ground-level windows into this space, as well as an exterior door with a window.

Recommendations

Consolidate staff work areas

The current configuration has photography and limited packaging work areas in the 3D storage room, as well as the textiles and paintings room. Consolidate these to a single location to provide some additional floor space for collection storage and improve staff workflow.

Some available options include:

1. Eliminating costume storage, as it was noted that these are no longer used for programming. This would allow for a permanent photography set up, eliminating the need for the current setups in the 3D and textile storage rooms. This space should also be



sufficient to provide a worktable to fabricate boxes and mounts, centralizing these tools and materials for staff.

2. Declutter the loading area and workbench to provide a suitable space for fabricating boxes and mounts. While this space may not be ideal for objects due to garbage storage, it could provide an opportunity to centralize mount and box materials and tools while also providing a suitable work surface. Keep in mind that the storage of garbage in this space would necessitate careful inspection of all materials prepared here for signs of pest activity prior to introducing them into collection spaces.

Continue to account for object vulnerabilities when implementing space-saving methods

While it is preferred for both ease of access and long-term preservation to avoid stacking objects, it is necessary due to the existing space constraints at the Brockville Museum. Continue to consider object weight, and distribution of weight, when doing so. Continue to provide interleaving material between stacked objects. Where possible group objects that would need to be accessed at the same time together to reduce amount of handling required to access a specific object.

Take collection object movement path into account when designing additional storage space

If conversion of the former programming room into an additional storage room is to be pursued, account for movement in and out of the space. When selecting objects to be stored here, consider weight and dimensions. Ideally objects should be transported on carts and via the elevator, for staff safety and to reduce the risk of accidental damage.

Address storage conditions for cellulose acetate negatives

Refer to **Section 4.5** Environmental Control and **Section 8.2** Priority Recommendations for guidance pertaining to cellulose acetate negative storage conditions.



5 Facility Assessment: Off-site Storage

5.1 Site-specific Risks

The Brockville Museum rents an offsite storage facility that represents a large portion of its annual budget. This facility is in an isolated industrial park with little natural surveillance and presents many challenges for collections care including:

- Its isolated location may extend detection and response time in the event of a breach.
- Fire hydrants were not observed in the surrounding neighbourhood.
- The neighbouring unit is currently used for equipment storage by a landscaping company, posing potential unknown chemical hazards.
- The site is poorly graded, resulting in water pooling against the slab-on-grade foundation.

Currently, staff access this space on an as-required basis. This increases risks to the collection as damaging events, such as water infiltration or pest nesting activity, could go undetected for prolonged time periods. In addition, without regular presence, the space could be perceived as abandoned and become a target.

Due to the high degree of overlap in recommendations to address various challenges at this location, several will be summarized under **Section 5.7** Recommendations for Off-site Storage.

5.2 Building Envelope and Grounds

Current Strengths and Challenges

The offsite storage facility consists of basic warehouse-style construction, providing basic shelter from the elements. Several features of the site and structure put collections at risk, including:

- Lack of a sealed building envelope
- Poor grading resulting in water pooling
- Presence of trees and vegetation against the building

The building envelope is not sealed

Visible gaps in the building envelope were observed, including a 2 cm gap measured at the bottom of the emergency door and open holes where cladding bolts were missing. Weather seals along the bottoms of doors had failed or completely missing, with weatherstripping around the perimeter of these openings in similarly poor condition. Door sweeps are in poor condition, as evidenced by accumulation of debris along the entrance to the unit. Cut outs for utility lines have been left unsealed, and there are visible tears in the plastic sheeting enclosing the space.

These gaps allow pests, dirt, debris, and water to enter, putting collections at risk. Gaps also allow outdoor air to enter and can create collection risks associated with incorrect temperature and relative humidity at this location.



Figure 10: Gaps around gas line and tears in wall material leave the building envelope unsealed

Landscaping is not optimized for a collection storage space

Vegetation has become established in gaps in the concrete slab, including against a roll-up access door to the unit. Additionally, mature trees have grown along the sides of the building, providing ideal habitats and access routes for rodent pests.

Grass along the back of the building was well maintained and brush was cut back from the building, however a vegetation free border is not provided. This provides an access route for pests, and gaps in the building envelope provide easy access inside.

There is potential for water damage to the collection

The property surrounding the offsite storage facility is poorly graded. This results in water pooling against the foundation and has led to moss and algae growth around the majority of the foundation as well as bottom edges of the cladding of the building's exterior. At the time of the site visit recent rainfall had resulted in water pooling in the parking lot and given the proximity of this to the door to the unit, demonstrating that, even though this location is not in a flood zone, water levels have the potential to encroach on the storage space. Downspouts are present, but do not have extensions to carry water away from the building. Additionally, gutters appeared to be leaking at the roofline.

Although the museum's unit does not have running water, utility lines for the neighbouring unit run through it and directly over objects. Due to the limited staff presence at this location, even a slow drip from these pipes could cause substantial cumulative damage to objects below before a problem was identified.

Recommendations

Please refer to the recommendations as outlined under **Section 5.7 Recommendations for Offsite Storage**.



5.3 Fire Protection

Current Strengths and Challenges

The offsite storage facility is located within 10 minutes of either fire station, however detection measures that would enable the fire department to respond are entirely absent. Combined with a lack of natural surveillance, there is a high risk of total loss before a fire could be detected.

These risks are further compounded by the building's construction materials, which would not block fire spread in an ignition event. The walls consist of steel cladding, insulation, and inner plastic sheeting, with numerous tears. Additionally, the lack of plaster or drywall on the inner layer of the walls could enable rapid spread throughout the unit should any paper or foil backings on the insulation ignite in the collection storage space or the neighbouring unit, or if flashover temperatures are reached. This collection storage space does not provide the minimum recommended 60-minute fire rated compartment to block fire from reaching stored collections (Tétreault 2008).

While most museum fires start outside of collections spaces, the most frequent causes of museum fires include unsafe use and practice, smoking, open flames, arson, building system failures such defective electrical panels and/or wiring, pest activity such as chewing wiring, and small apparatus failure (Tétreault 2008). All these factors are out of the museum's control at this location. While wiring could not be inspected for signs of rodent gnawing, extensive mouse droppings were observed throughout the facility. This is especially problematic as this facility is not included in the museum's annual fire or electrical inspections.

Additional risk factors include the fact that the current configuration of artifacts blocks the emergency exit, and the potential chemical storage in the neighbouring unit.

The lack of routine inspections puts collections at risk

This facility is not included in annual fire inspections, and it is unclear if the landlord facilitates any inspections. Deficiencies posing a fire hazard could go undetected in this location with catastrophic results. This is of particular concern given the presence of a natural gas line running through the unit, both due to its inherent flammability if improperly installed or maintained and as an explosion hazard should a fire ever occur in this space.

Controls to detect and respond to fire are absent

Fire detection and suppression systems, such as smoke detectors or sprinklers, were not identified at the time of the site visit. Fire extinguishers were also not observed in this space. The current configuration of objects, former exhibit materials such as display cases, and pallets of books prevents clear egress, posing a human safety hazard in the event of a fire. Additionally, access to the front door requires staff to climb onto and over a large wooden object covered with a sheet, and the emergency exit is blocked by an accessioned vehicle.

Recommendations

Reconcile items stored here to form clear path of egress

To ensure safe egress, remove non-collections material, such as construction supplies and old



display cases. This will improve staff's ability to move through the space and conduct inspections and enable monitoring of object condition.

Install fire detectors that communicate alarms

Early detection of fire events in collections storage spaces is critical to prevent total loss. It is therefore essential that any detection measures are wired to communicate directly to first responders, as opposed to household detectors that require someone to be present to hear the alarm. When exploring options, keep in mind that the low-end operating range for smoke detectors is typically around 4°C, and their efficacy can be impacted by condensation (Kidde 2019). For this location a heat detector is likely more appropriate.

5.4 Security

The offsite storage facility is located in an industrial area with a low volume of traffic. Combined with limited staff access to the site, and limited security features on the building, this puts the collection at risk of security breaches that may go undetected for an extended amount of time.

Lacking security features compound this risk, including:

- Contact sensors, although present [REDACTED]
- [REDACTED]
- [REDACTED]
- The exterior is poorly lit with overhead pot lights, one of which was burnt out at the time of the site visit

Current Strengths and Challenges

The lack of staff presence may make the unit a target

There is no established schedule for checking on the offsite storage facility, which is currently accessed on an as-needed basis by the director/curator and the museum's custodian. This may give the impression that the unit is abandoned, or that its contents are not cared for, making it a potential target for theft or vandalism.

The exterior is poorly lit

The exterior of the offsite storage facility is illuminated with pot lights along the roofline. At the time of the site visit one of these was burnt out and contained a wasp nest.

The security system offers limited detection

The security system at this location is limited [REDACTED]

[REDACTED] Redundancy, such as supporting contact sensors with motion detection and cameras, is key to ensuring continuous coverage in security systems, and is lacking at this site. Combined with



the isolated nature of this location, the lack of cameras increases the risk that activity at this location would go undetected and could not be followed up on.

Recommendations

Request that exterior light bulb be changed

The outward appearance of a facility contributes to a perception of care, and whether it may be seen as a target for opportunistic crime. A well-lit exterior gives the impression that undesirable activity will be visible, serving as a deterrent.

5.5 Environmental Control

Current Strengths and Challenges

The offsite storage facility is only heated to prevent pipes from freezing. While this provides excellent winter conditions for some modern materials, such as plastics, temperature and humidity in this space will closely mirror outdoor conditions. This is not suitable for all but the most robust collection materials.

The environmental conditions in this space are not monitored, however at the time of site visit conditions were 19°C and 60.8% RH. Conditions outside were 14.6°C and 65.9% RH, suggesting the building envelope provides some buffering against temperature and humidity fluctuations. It is important to note however that these are spot measurements and do not reflect the range of conditions the collections are exposed to, particularly with regards to seasonal fluctuations. More data would be needed to confirm, but it is likely that the RH in this space closely follows outdoor humidity. This puts collections at risk from high RH events.

There is a lack of environmental monitoring

Environmental conditions are not monitored or routinely spot-checked at the offsite storage facility. This means that incorrect temperature and incorrect relative humidity that could cause damage has gone undetected and therefore undocumented.

There is the potential for high RH events and damaging fluctuations

Indoor conditions likely closely follow outdoor relative humidity, putting the collection at risk for high RH events (75% RH and above). Active corrosion was observed on one object, indicating that collections stored in this space have experienced high RH events that were sustained long enough to impact objects. High RH also puts objects vulnerable to chemical decay at risk of accelerated deterioration.

RH fluctuations in this space will also follow outdoor conditions. Fluctuations impacting collections will put objects at risk if fluctuations exceed their proofing history. Objects already stored here have likely already experienced these



Figure 11: Evidence of active corrosion on an object



fluctuations and any immediate damage will have occurred, though cumulative processes like corrosion may still be ongoing.

There is the potential for high temperature events

Given limited heating and gaps in the building envelope, collections also experience temperature extremes. This is problematic from a preservation perspective as chemical deterioration is accelerated by higher temperatures, with rates typically doubling for every 5°C increase (Canadian Conservation Institute 2018). Because of this, colder winter conditions are beneficial for some materials, such as many plastics. However, winters are becoming shorter and less cold, while summers are becoming longer and hotter. The current arrangement increases the collection's exposure to high temperatures and may greatly reduce lifespan of vulnerable materials.

Recommendations

Implement environmental monitoring at this location

Monitor the temperature and relative humidity in this space, using a recording device such as a data logger. While the lack of on-site Wi-Fi precludes the ability to check devices remotely or receive danger boundary alerts from monitoring devices, having environmental data for this space will provide a clearer understanding of what collections stored here experience throughout the year. This data would help to support the museum's concerns regarding the space and provide more routine opportunities for staff access to this space.

As conditions in this space closely follow outdoor conditions, objects should be inspected for mould when there are sustained high humidity events. The key danger boundaries to consider are over 75% for a two-week period and over 80% for a 24-hour period (Strang and Guild 2020). If immediate implementation of environmental monitoring to track these events is not feasible, establish routine inspections during periods of high-risk, such as humid summer months and following rainstorms.

Avoid putting additional objects in this space

While any mechanical damage that would occur during routine and seasonal fluctuations in this space has likely already happened for objects that have been stored here for a full annual cycle, new objects would be at high risk. Avoid moving additional objects into this space.

Avoid storing materials vulnerable to chemical degradation in this space

Although cooler winter conditions will mitigate the impact somewhat, summer temperatures in this space will accelerate chemical degradation. The severity of this will vary by material and object condition but may reduce the usable lifetime of the collection to unacceptable durations.

5.6 Collection Storage and Safety

Current Strengths and Challenges

The offsite storage facility provides a basic shelter, with loose-fitting doors (and visible gaps in the walls resulting in a poor to fair enclosure). This building is not included in the Abell pest



management contract, nor is it routinely inspected by staff, though extensive mouse droppings were identified at the time of the site visit.

While limited light exposure and cool winter temperatures may benefit some modern materials the lack of a sealed building envelope, combined with the current organization of space, makes the existing offsite storage facility unsuitable for collections preservation and puts staff at risk.

There are currently artifacts in the offsite storage facility that the museum does not have ownership of, including a 1950s fire truck and circus panels. While attempts have been made to have the owner of the circus panels retrieve them, the status of title transfer for the fire truck is unclear. This object currently occupies a large footprint, and whether it is to be accessioned will inform capacity and design requirements for storage spaces moving forward. Additionally, storing this object in the existing offsite storage conditions without having legal ownership poses a serious liability. If the fire truck is deemed significant to the museum's collecting mandate and title is officially transferred, storage conditions would need to be improved with attention to staff access.

The facility poses significant human health hazards

The current arrangement of artifacts, disused display cabinets, and miscellaneous storage prohibits reasonable access to collection items stored here and blocks doors, including the emergency exit. Personnel must climb onto a collection object to enter the primary room of this facility, and over/under others to navigate the space, introducing a slip and falls hazard.



Figure 12: Extensive mouse droppings on artifact covers

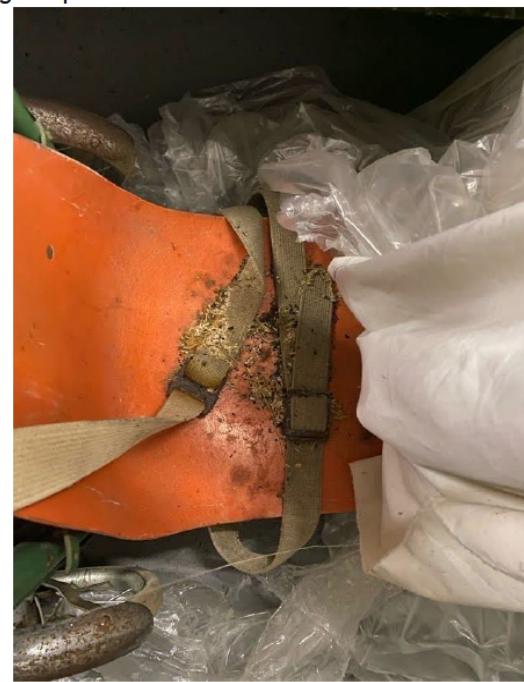


Figure 13: Evidence of possible nesting activity

Gaps in the building envelope provide easy access for all insect and rodent pests and put the collection at high risk for infestation-related damage. There is clear evidence of mice in this space,



putting the collection at risk from gnawing and nesting activity. Mouse droppings were identified throughout the facility, including on artifacts, and sheets over objects had stains that may be consistent with urine trails. Mouse droppings throughout this facility pose a serious human health risk, and artifact coverings including plastic and fabric sheeting should be treated as health hazards. Possible evidence of nesting activity was observed on the surface of an object, and many objects could not be fully accessed to check for nests.

Tears in wall material provide ideal hideouts for bird or rodent nests, and some appear to have grass or twigs protruding from them. Exposed insulation within the unit also provides large amounts of nesting material for rodent pests. Additionally, sugar packets were found in a drawer but appeared untouched, suggesting another food source may be available.

In addition to health hazards introduced by pest activity, the hazards inherent to many industrial objects cannot be monitored in this space, putting staff at risk of accidental exposure. One object has powdery white corrosion on the surface. White corrosion product is formed through the deterioration of a range of metals and their alloys, including lead, cadmium, zinc and aluminum. While the level of hazard varies depending on which metal is producing the corrosion, each poses an inhalation hazard when friable. While this is a common hazard in museum collections and these objects can be safely retained in collections the majority of the time, the lack of access to objects precludes the ability of staff to identify, monitor, and wear appropriate respiratory protection to safely handle such objects while ensuring the longevity of the collection and of their own health.

There is also a possible carbon tetrachloride (CTC) Pyrene fire extinguisher stored here. It does not exhibit signs of expansion due to pressure from contents and therefore cannister explosion is not considered an imminent risk. The cannister does, however, exhibit active corrosion putting it at risk for chemical leaching as the metal weakens. CTC was phased out in the 1950s/1960s due to toxicity and if present would need to be emptied and disposed of as hazardous waste. Even if the extinguisher post-dates the use of CTC in Canada, cannisters are not designed to hold compressed gases in perpetuity. Any compressed gas cannisters should be confirmed to be empty or decommissioned by draining the contents. Evidence of decommissioning (typically a hole near the top of the canister) could not be located. A compressed gas specialist would need to assess it to confirm if the fire extinguishing chemical is present and if so, the steps required to have the extinguisher decommissioned for safe retention (Parks Canada Agency 2021). It is also important to note that this extinguisher is associated with a 1950s fire truck which has not been formally accessioned, and the museum may be liable should damages occur to it or the fire truck due to poor storage conditions.



Figure 14: White powdery corrosion product poses an inhalation hazard



Figure 15: Possible CTC fire extinguisher



There is a high volume of non-collections material

The high volume of non-collections material in collections storage reduces available space for safe movement, visibility of collections, and introduces ambiguity.

Collection objects should be clearly identifiable and accessible to ensure appropriate care. The lack of space has forced the museum to turn away large objects that were significant to the collecting mandate. Access challenges are impeding the capacity of staff to preserve collection objects currently stored here.

The high volume of non-collections material, including deaccessioned objects awaiting appropriate disposal, also introduces uncertainty and may result in important objects mistakenly being handled in the same manner as surrounding building materials. Even with appropriate precautions in place, the configuration of items and lack of swing space makes it probable that accidental bumps or abrasions would occur.

This is further exacerbated by the presence of potentially significant artifacts which the museum does not have ownership of, including the 1950s fire truck and large wooden circus panels. In the case of the circus panels, the decision has been made to not accession the full set, but the owner has been given multiple opportunities to remove them and has not responded.



Figure 16: Fence panels block access to collection objects



Figure 17: Pallets of book inventory occupy a large footprint

Haphazard placement increases the risk of damage during handling

Non-collection materials are stacked haphazardly throughout this storage space, interspersed with, and blocking access to, collection items. In some cases, decorations and building materials are stacked on collection items. This increases the amount of material that must be moved to access a single object, increasing opportunities for handling damage.



Additionally, the arrangement of objects, cases, and palletized book inventory makes the space challenging to navigate and puts objects at risk due to inadvertent handling. Staff must climb onto a collection object to enter the space, putting this object at risk of physical damage and surrounding objects at risk should staff lose their balance. This also means that objects cannot be safely moved through this door.

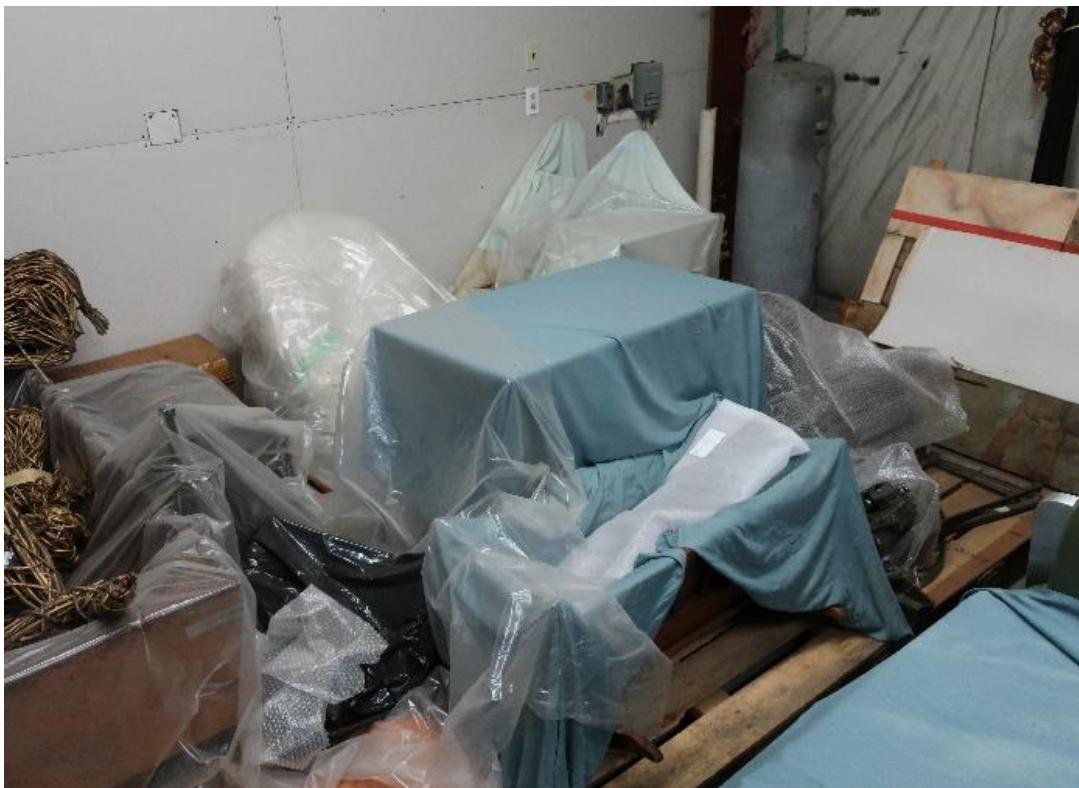


Figure 18: Arrangement of objects increases risk of handling damage

Objects are at risk of damage from facility deficiencies

Objects are generally stored on wooden pallets and shelving, reducing the impact should water enter through the poorly sealed building envelope. However, multiple vehicles that cannot be palletized are stored directly on the floor and would be at risk. Water pipes also run directly over metal and wood objects, putting them at high risk should a leak occur, particularly as routine inspections are not currently conducted. Staff noted that the landlord has not been responsive to maintenance requests, making it unlikely that deficiencies putting collections at risk would be addressed in a timely manner. Lack of action in the event of equipment failure would put objects at risk of damage or loss or incur salvage and conservation costs beyond the museum's capacity.

Already a ceiling fan has fallen on an 1870s steam fire engine. While damage to the fire engine was not apparent, this should be viewed as an important reminder that this space needs to be addressed.



Figure 19: Ceiling fan on an accessioned object



Additionally, unknown substances are stored in the neighbouring unit, [REDACTED] [REDACTED] includes sprayers and tanks, potentially for liquid pesticides or fertilizers. Utility lines run between the units, and the separation wall is poorly sealed, putting collections at risk should a leak occur in the neighbouring unit.

The unsealed building envelope, combined with the lack of an air handling unit, has resulted in the accumulation of dust and debris. In addition to visually disfiguring objects, dust holds moisture and pollutants against objects and contains abrasive particles that could damage the surface of objects.

Recommendations

Be mindful of potential hazards within the collection

Hazards are commonly encountered in museum collections and need to be addressed in a manner that ensures the safety of staff and collections. The following actions should be taken to address hazards identified in the offsite storage facility:

- Have a gas specialist inspect the Pyrene fire extinguisher to confirm if it has been previously decommissioned or if it needs to be emptied. Due to ownership considerations, additional stakeholder consultations may be required prior to doing this.
- When working in this space, an N95 mask or fit-tested respirator with N95 filters and nitrile gloves are strongly recommended to protect staff against pest-borne illness and potentially friable surfaces.
- Where potential hazards are identified, P.P.E. requirements should be affixed to the object tag, outer packaging, or shelf in a clearly visible manner and noted in the object's database record. Ensure that this information, as well as P.P.E. storage locations, is readily available to all staff requiring access to collections.

Note that the above recommendations do not represent a comprehensive assessment of hazardous materials common to museum collections. Additional research may be required on a case-by-case basis if suspect materials are identified and may necessitate guidance from an industrial hygienist.

Take action to reduce the impact of pest activity

- **Avoid storing objects that could provide a food source, or those well-suited to rodent nesting:** Avoid introducing new nesting options or food sources to minimize the impact of rodent damage on collections objects and the accumulation of droppings. While sheeting over the objects currently in storage provides some degree of dust protection, it also provides dark, sheltered spaces commonly preferred by pests.
- **Wear appropriate P.P.E.:** When handling objects or otherwise working in a manner that could disturb mouse droppings, wear nitrile gloves and respiratory protection such as disposable N-95 masks. Thoroughly clean objects with a damp cloth when moving them to a new location – based on amount of rodent activity observed, assume all objects stored here have been in contact and implement health and safety precautions accordingly. For further guidance, refer to the Ontario Ministry of Health's webpage [Diseases : Hantavirus](#) (2015).
- **Isolate objects before re-introducing them to on-site storage:** Before any objects are returned to the museum for display or storage, carefully inspect and clean them in an isolated location to reduce the risk of introducing the infestation from the offsite storage



facility into existing museum spaces. While rodent activity was observed in the basement of the Brockville Museum this did not extend to the 3D storage room and efforts should be made to maintain this.

Improve access to accessioned artifacts

As long as this offsite storage facility is used, it is imperative that access to accessioned objects be improved. The lack of clear pathways discourages staff from accessing the unit, increasing the duration between inspections, and putting the collection at risk should damages occur and go undocumented for a prolonged period. Documentation is essential should an insurance claim be necessary and provides an ongoing understanding of what objects are experiencing. More routine access will enable staff to identify ongoing deterioration processes and respond accordingly, such as informing decision making regarding which objects to prioritize for removal from this space.

To facilitate access to accessioned objects, centralize or remove all non-collection materials. Consider following the RE-ORG method when addressing this location. Manuals and worksheets to guide this approach are available through [ICCROM](#).

Consider the capacity to preserve important artifacts

Museums have a responsibility to preserve objects in their care for future generations. In the case of the Brockville Museum, many narratively important artifacts – such as the steam powered fire engine – are oversized. Space limitations put the museum in a difficult position, and the current offsite storage facility does not provide a suitable solution. The museum's capacity to provide for such items moving forward will need to be carefully considered and should be addressed in future strategic and budgetary planning.

5.7 General Recommendations for Off-site Storage

Recommendations

Prioritize moving out of this space

Problems with the building envelope are beyond museum and Municipal staff's control at this location, and pose a threat to all objects stored here, in the form of pests as well as total-loss risks including fire, water, and inadequate security. Additionally, this facility poses numerous health and safety risks to any staff accessing the unit including extensive rodent activity, lack of emergency egress, the potential for mould to go undetected, and the inability to monitor and therefore safely manage hazards inherent to industrial objects. At minimum, remove priority objects from this facility and ensure clear paths for staff movement through the space. Incorporate the permanent removal of collections from this facility into annual planning moving forward.

Conduct thorough, independent inspections on a routine basis

Although this space is rented and therefore maintenance and routine inspections of the building are the responsibility of the landlord, the use of the space to store accessioned objects makes it essential to conduct more thorough inspections to maintain awareness of object condition and to address risks to the collection. Because staff currently only access this facility when required,



problems such as water leaks actively damaging collection items could go undetected until extensive damage had occurred. Aim to complete walk-throughs of the space at least monthly to identify and correct problems early.

Collection inspections could be conducted using a checklist, providing an opportunity to increase staff presence at the site while enabling earlier identification of leaks, new pest activity, or other issues that could affect collections. Additionally, fire inspections of this space should be integrated with the museum's annual inspection schedule to ensure any deficiencies posing a risk to staff safety are identified for correction. [REDACTED]

[REDACTED]

During staff walkthroughs, prioritize inspections for new damage and remedy immediate fire hazards to the best of staff's ability given the limitations of the facility. Increased staff presence will also provide security benefits, demonstrating that the space is tended.

Request verification and maintenance of existing systems

Verify if contact sensors on roll-up door are functional and communicating with security system, and if not request that these be replaced. Lighting systems on the exterior of the building are insufficient for security purposes, with at least one bulb requiring replacement. Additionally, the fans serving as the unit's ventilation system should be inspected to ensure no additional components are at risk of falling on objects or people.



6 Considerations for New Facilities

Display conditions at the existing 5 Henry Street facility are suitable for collections preservation, particularly with existing protocols regarding light levels and ongoing environmental monitoring program. While environmental controls are limited, collections have likely been proofed to the existing temperature and relative humidity fluctuations, meaning that any resulting mechanical damage will have already occurred. Based on 2019 hygrothermograph charts, the greatest environmental risk to collections is low humidity (under 25%). While cumulative damages from low humidity may be ongoing, most of the collection should now be well-adapted to these conditions. High humidity events (over 75%) appear rare and are corrected quickly, avoiding risks associated with material expansion, condensation, rapid corrosion and mould.

If the Brockville Museum is interested in pursuing the Designation program, increased capacity to provide precision environmental control will be essential. To be considered for the program, ASHRAE A type of control (either A1 or A2) is required. While there may be upgrades that could be made to the existing environmental systems at the Brockville Museum, it is important to recognize that the historic Beecher House building envelope will not be capable of supporting this level of control and a new facility would likely be required. If the Brockville Museum chooses to pursue Designation, additional considerations for new facilities can be found in CCI's "[Design Considerations for Preventive Conservation in New Heritage Collection Facilities](#)" (Lambert et al. 2022).

While exhibition spaces at the Brockville Museum are appropriate for the types of objects found in the collection, storage spaces are limited at the museum and dire at the offsite storage facility. The provision of a new or adapted collection storage facility that prioritizes preventive conservation for the collection and improve collection access is key. This would have the added benefit of being able to return several spaces at 5 Henry Street to their original purposes, such as exhibition and income generating activities, including programming and facility rentals. If this option were to be pursued, improving the capacity to care for oversized objects such as vehicles would need to be prioritized. Vehicles require a sufficient loading bay to move these objects into the building, and large enough openings between spaces for loading vehicles in and out. If it is desirable to be able to have oversized objects on multiple levels of the building, a suitable freight elevator would be needed, and additional engineering may be required to ensure floors were of high enough load capacity to support them.



7 Priority Recommendations

The following recommendations are not presented in a specific order and are intended to help guide decision making processes regarding resource allocation.

7.1 Relocate collections from offsite storage facility

Conditions in the offsite storage facility are detrimental to human and collection health. If a new museum as proposed to city council in 2017 is not feasible, consider a new storage-only facility; at a minimum seek out a more suitable storage space to rent. In the interim, it may be necessary to reconcile the materials currently stored in the workshop/loading area to provide on-site storage for some oversized objects.

7.2 Prioritize acetate negative processing

Documentary evidence is seen as some of the museum's most valuable collections, including the information on photographic negatives. Negatives made of cellulose acetate are actively degrading, as evidenced by the strong scent of vinegar when approaching and within this space. Cellulose acetate negatives are sensitive to elevated temperatures and relative humidity, with chemical reactions on average doubling with every 5°C increase in temperature. Sub-zero temperatures extend the life of cellulose acetate negatives by slowing the chemical reaction; however, they also increase fragility and therefore careful handling is required.

When inspecting negatives, look for "SAFETY" printed on the edge bands. This was used to mark cellulose acetate, in production from the 1920s onwards, as well as later polyester film. Keep in mind that cellulose nitrate was not used for sheet film after 1939, its use for rolled films was not discontinued until 1951 (Hill 2020), and there is therefore some risk of it being present in envelopes predating this. These will typically have "NITRATE" on the edge bands. If nitrates are identified at this stage, assess level of deterioration to determine if images could be salvaged, then immediately package and place them in frozen storage. Degrading cellulose nitrate is volatile and should only be digitized by a trained specialist. Cellulose nitrate that is not salvageable needs to be disposed of as hazardous waste and there are stringent requirements for how to do so.

The strong vinegar odour coming from the negatives collection indicates that chemical degradation has already started and is "well on its way" (Hill 2020). Vinegar syndrome is autocatalytic, and in addition to accelerating the degradation of surrounding acetate negatives can promote degradation in any materials sensitive to acidity (such as embrittlement of paper or corrosion of metals). Vinegar syndrome can result in total loss of images. This process is irreversible, and it is therefore imperative to locate and isolate affected material.

Vinegar syndrome also poses a human health hazard, with long-term exposure putting staff at risk of respiratory irritation and contact dermatitis. Wear gloves and respiratory protection that is rated for organic vapours and take regular breaks in a well-ventilated area. Gelatin used in the image layer of negatives is attractive for mould, and additional precautions are necessary if identified (Strang and Guild 2020).



Because the damage caused by vinegar syndrome is irreversible, it is important to remember that actions taken to address it buy time for impacted collections rather than correcting the problem. Prioritize negatives that are actively deteriorating for digitization and confirm criteria for retention. This should be informed by the minimum useful life required of the original negatives, keeping in mind that for the majority of these objects it is the information on the negatives that is of value to the collection rather than the physical negatives. Consult CCI Technical Bulletin 35 for visual guides to identify stages of deterioration, the impacts of these on handling recommendations, and disposal guidelines. Some conditions to look for include the development of an "oily film" due to plasticizer migration, shrinking, bubbling or wrinkling.

For their long-term preservation, negatives should be stored in a cool, dry environment (Lavédrine, 2007, p. 259). When rehousing negatives currently stored in their original paper envelopes, keep in mind that due to the acidic nature of cellulose acetate uncoated polyester housings are preferable over paper for long-term storage. If select negatives are retained and frozen, develop written retrieval and acclimatization procedures to prevent condensation and accidental handling damage during access.

7.3 Remove non-collections materials from storage spaces

Non-collections materials currently occupy a large footprint in the museum's storage spaces, including photographic equipment and packaging supplies in the on-site storage, and miscellaneous building material, furniture, and retail inventory at the offsite storage facility. While consolidating workspaces at the museum would return some space for on-site storage, the surplus of non-collections material at the offsite storage facility limits staff access and puts objects at risk from accidental handling damage. This makes collections care in the space challenging if not impossible.

7.4 Add security measures to reduce risk of unauthorized access to collection spaces

Prevent unauthorized access to the collections stored at 5 Henry Street by installing a locking mechanism [REDACTED]. If the former programming room is to be converted for permanent storage, electric or independently keyed locks should be added to all access points to this space as well, including the hall door, door from the kitchen, serving window, and exit door. If possible, have all locks changed to be independently keyed and establish key control for the negatives room to ensure all non-museum staff requiring access to this room will be accompanied by a staff member.

7.5 Update emergency plan

At a minimum, ensure contact information included in the emergency plan is updated on an annual basis. The template used for the current plan provides an excellent outline of salvage procedures and decision trees for response phases; however, the last revision was in 2012. Ensure any checklists, procedures, or other considerations specific to the Brockville Museum are included, with attention to any documents produced after 2012. Review and update staff lists, ensuring that all staff are aware of their roles per the "Emergency Response Team" contact list. Verify contact information for suppliers and locate new ones if any have gone out of business since the emergency



plan was last reviewed. Ideally, the emergency plan should include a list of priority objects, their location, and any special considerations for their handling. Ensure staff is familiar with the plan and knows who to call to initiate emergency response.

7.6 Prioritize comprehensive preventive conservation for the collection in the next strategic plan

Ensure collections care and the spaces required to provide appropriate care are accounted for in strategic planning to support collections advocacy. This can also help to keep financial requirements at the forefront of decision making and in ensuring that time is allocated for fundraising activities such as grant writing.



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Appendix 2: Visual Documentation

This appendix aims to provide visual documentation to support priority recommendations 7.1. and 7.2 detailed in the CCI Facility Assessment of the Brockville Museum (2022) and identify steps being taken and considered to address the most pressing issues.

Recommendation 7.1: Relocate Collections from offsite storage facility

Image 1: view of offsite storage facility



Pictured: view of interior of leased off-site storage space, December 2022.

See pages 35-49 of CCI Facility Assessment Report for more images and details.

The museum's off-site storage facility is about 2,000 square feet of leased warehouse space which costs about \$10,500 annually. Climate control is minimal, the building envelope is failing, and the space is overcrowded. The space has been essential for the storage of vehicles and signs, including temporarily housing the New York Restaurant sign before it could be mounted at the museum itself. However, the inadequacies of the space are causing harm to the objects stored there, whether from rodent activity (page 41, figures 12 & 13), poor maintenance (leading to a ceiling fan falling onto an object: page 46, figure 19), or the temperature/humidity levels causing corrosion (page 39, figure 11). Due to the size of many of the objects stored here, there is no space at the museum to house them. This facility also lacks security and fire prevention mechanisms (pages 37-38).

Image 2: Sample of notable objects currently stored at off-site storage facility



1871 Brockville Fire Department pumper



c1900 Sheridan Hearse



Ker's Men's Wear store sign



Recorder Printing Press

Actions being taken:

- RFP to identify potential new space has been drafted
- Plan to relocate smaller items to converted storage space at the museum
- Discussions have taken place with the Fire Department to have the 1945 Fire Truck currently stored in this space returned to the Fire Department later this year

Recommendation 7.2: Prioritize acetate negative processing

Image 3: view of interior of negative collection storage room



Pictured: archival boxes containing hundreds (each) of photographic negatives (boxes in photo on left are two deep)

See pages 20-23 of CCI Facility Assessment Report for details.

The museum's large photographic negative collection contains irreplaceable documentation of Brockville people and events. The size of this collection (containing collections from George Eland, Ian Innis, McIntyre Studios, the Recorder & Times, and others) makes its conservation challenging, and insufficient temperature and humidity levels are causing parts of this collection to deteriorate more rapidly than normal. This deterioration is known as "vinegar syndrome" due to the smell of vinegar it produces. The storage room containing this collection has been emitting a strong vinegar odour since at least 2018. In addition to causing the rapid deterioration of negatives, vinegar syndrome poses a human health hazard. A warning label has had to be placed on the storage room door. The effects are irreversible, the goal is to slow this process by isolating the damaged items, and providing a more suitable environment for the entire collection.

Image 4: sample of deteriorating negatives



Example 1



Example 2



Example 3

Pictured: three examples of deteriorating negatives in the museum's collection (random sampling), June 2023.

Possible remediation actions:

- Through an RFP process, seek out a third party digitization service to document, digitize, and re-house the collection
- Source improved storage conditions (cold storage) for priority items
- Deaccession where appropriate



Staff Report

Report To:	General Committee
Meeting Date:	June 20, 2023
Prepared By:	Anne Shropshire, Manager, Cultural Services Sandra MacDonald, City Manager/City Clerk
Report Number:	2023-94
Subject:	Community Art Submission Royal Canadian Legion Banners

Recommendation

THAT Council approve the Royal Canadian Legion to install banners in the downtown from mid-October to the end of November and;

THAT Council approve the installation on an annual basis, barring any major changes to the original proposal for this term of Council (to November 2026).

Background

In November 2020 a Public Art Policy (POL.R.20.173) was approved by Council. The policy provides for Council to decide whether to accept any public art proposal.

The Royal Canadian Legion Branch 96 installed approximately 40 banners along King St. in 2022. The banners honour the men and women who served Canada in a military uniform. The veterans from the Brockville area served in WWI, WWII, Korean War, Cold War and Afghanistan.

Analysis

Staff from Operations and Cultural Services met with members of the Legion to discuss and review the proposal. The program was a success last year and the Legion is anticipating up to 200 banners for 2023. The banners will be installed on King St. E and W, Courthouse Square and Market St. to Blockhouse. The Legion is responsible for obtaining permission to install banners not located on City property. The banners will be on display from Thanksgiving until the week after Remembrance Day.

A Community Art Application was submitted and circulated to staff in Operations, Planning, Finance (insurance) and Cultural Services . There were no concerns or objections to the proposal. Applications are evaluated based on the following priorities as outlined in the Public Art Policy:

- Culturally significant

- Enhances character of place
- Consistent with other built and natural elements
- Conserve and enhance the historical and cultural heritage of the city
- Encourages beautification, improvement and/or redevelopment of the city
- Revitalizes underused land in the city

Applications are also evaluated based on themes identified in the Official Plan for Public Art:

- Local history
- Civic pride
- Creativity
- Business
- Technology

Staff are also recommending that the installation of the Legion banners be approved on an annual basis for this term of Council (to November 2026) with no changes to locations or quantity. If there are changes, the Legion will resubmit a new application.

A concept of the banner is attached as Appendix One

Financial Implications

There is no cost to the City for the program as the work will be done by Legion volunteers.

Conclusion

The banners and their placement serve to enhance resident's quality of life and pride in their community. Staff are recommending that Council approve the installation of up to 200 banners along King St. E and W, Courthouse Square and Market St. to Blockhouse. Staff are also recommending approval for banners on an annual basis for this term of Council.

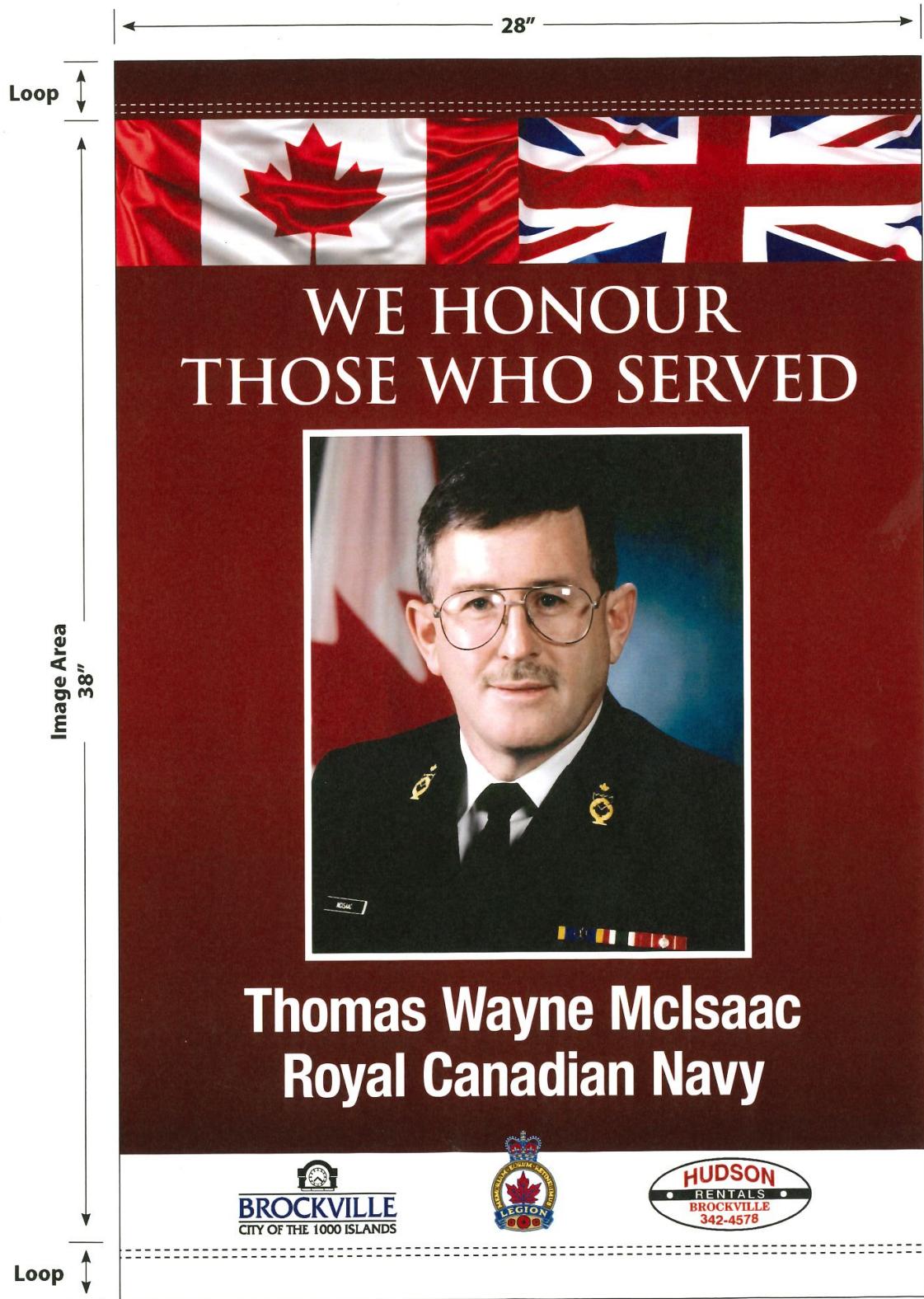
Approved by:	Status:
Anne Shropshire, Manager, Cultural Services	Approved - 26 May 2023
Sandra MacDonald, City Manager/City Clerk	Pending

Attachments:

[Legion banner example](#)

Brockville Legion
Veteran's Street Pole Banners
Banner #15

September 22, 2022





Staff Report

Report To:	General Committee
Meeting Date:	June 20, 2023
Prepared By:	Anne Shropshire, Manager, Cultural Services Sandra MacDonald, City Manager/City Clerk
Report Number:	2023-100
Subject:	Community Art Submission DBIA Street Banners and Decals

Recommendation

THAT Council approve the DBIA to install banners along King St and sidewalk decals throughout the downtown for the 2023 season.

Background

In November 2020 a Public Art Policy (POL.R.20.173) was approved by Council. The policy provides for Council to decide whether to accept any public art proposal.

The DBIA has received funding from STEPS Public Art to install decorative banners and sidewalk decals featuring designs from local artists. The sidewalk decals will be placed around the downtown and feature artwork and a QR code to bring the public to Downtown Brockville's website. The banners will be placed along King St. and feature four 'districts'; Arts, Market, Garden and River (River district will be sidewalk decal since there are no light standards along Water St.). (Map of decal and banner placement is attached as Appendix A.)

Artists were chosen by a local jury through a call for artists. Final designs have not yet been submitted. (Samples of the artists' work is attached as Appendix B.)

Analysis

A Community Art Application was submitted and circulated to staff in Operations, Planning, Finance (insurance) and Cultural Services. As part of the evaluation, staff are recommending:

- Banners are removed by Thanksgiving (for the installation of the Legion banners).
- Sidewalk decals are removed no later than November 15th for winter maintenance.
- Sidewalk decals are only adhered to concrete and not interlocking brick.
- If decals/banners show signs of peeling, vandalism and/or tearing to be removed immediately by DBIA.

- If any construction is required where a decal is located, DBIA will be notified in advance to remove, however in the case of an emergency City staff may be required to remove any decals.
- Banners will be identified as a Downtown Brockville initiative (ie. Downtown Brockville logo or name included with the name of the district).

Recommendations have been shared with and agreed to by the DBIA. Staff have no concerns about the materials used or application process.

Applications are evaluated based on the following priorities as outlined in the Public Art Policy:

- Culturally significant
- Enhances character of place
- Consistent with other built and natural elements
- Conserve and enhance the historical and cultural heritage of the city
- Encourages beautification, improvement and/or redevelopment of the city
- Revitalizes underused land in the city

Applications are also evaluated based on themes identified in the Official Plan for Public Art:

- Local history
- Civic pride
- Creativity
- Business
- Technology

Financial Implications

The project is funded in part by monies awarded when Downtown Brockville's 2022 project with Steps was chosen the winner of the Transformative Art award by RBC Royal Bank Supported I HeART Main Street from projects across the province. The DBIA will seek additional funding through corporate donations.

Policy Alignment

Public Art Policy (POL.R.20.173)

Conclusion

The application meets many priorities outlined in the Public Arts Policy: Enhances character of place, conserve and enhance the historical and cultural heritage of the city, encourages beautification, improvement and/or redevelopment of the city, revitalizes

underused land in the city. Staff are recommending that Council approve the installation of sidewalk decals and banners in the downtown for the 2023 season.

Approved by:	Status:
Anne Shropshire, Manager, Cultural Services	Approved - 01 Jun 2023
Sandra MacDonald, City Manager/City Clerk	Pending

Attachments:

[Appendix A DBIA BannersDecals Map](#)

[Appendix B Artist Selection- Downtown Brockville BIA](#)



DBIA Banner and Decal Locations Downtown

D Decal - Sidewalk

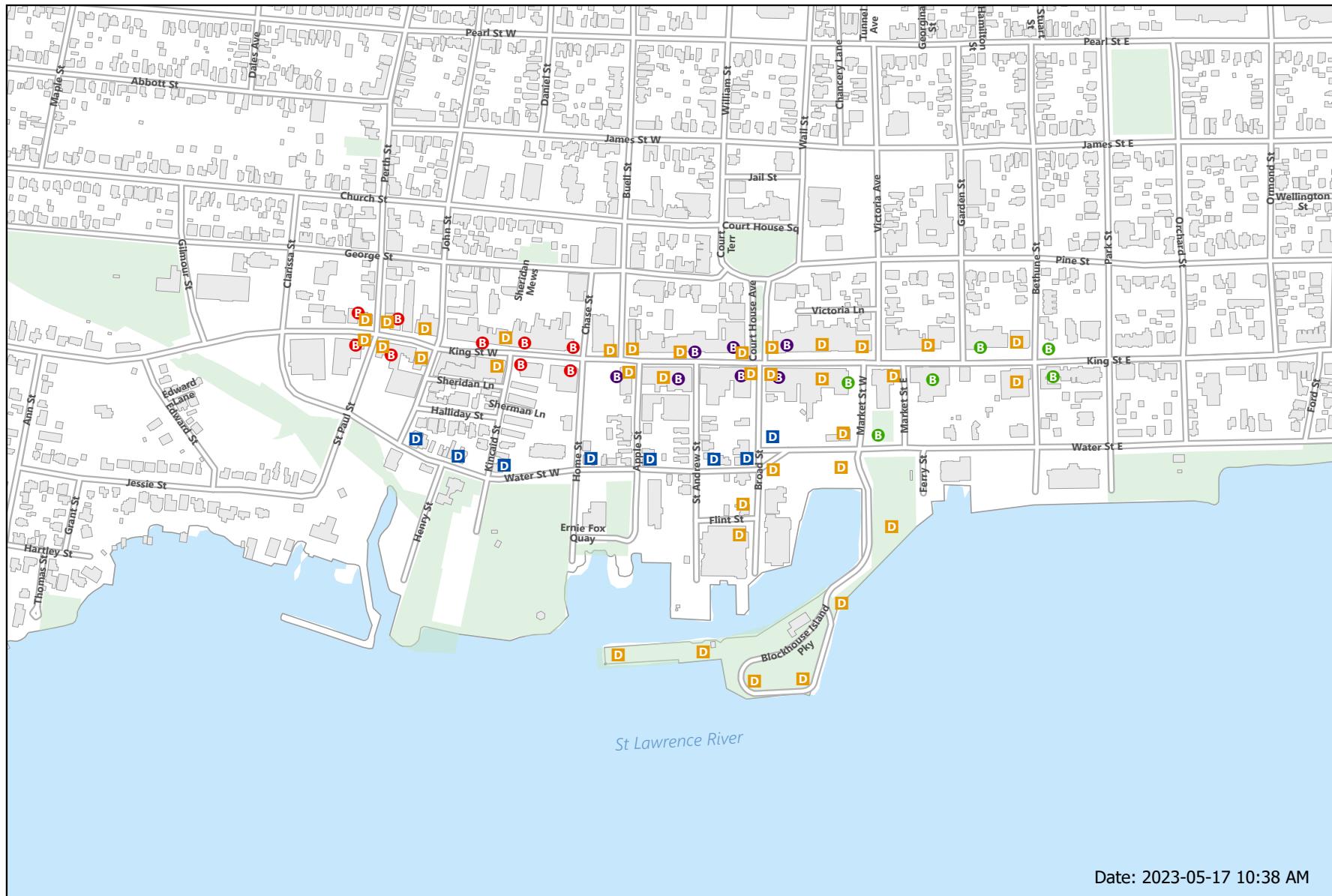
D Decal - River District

B Banner - Garden District

B Banner - Market District

B Banner - Arts District

0 75 150 300 m

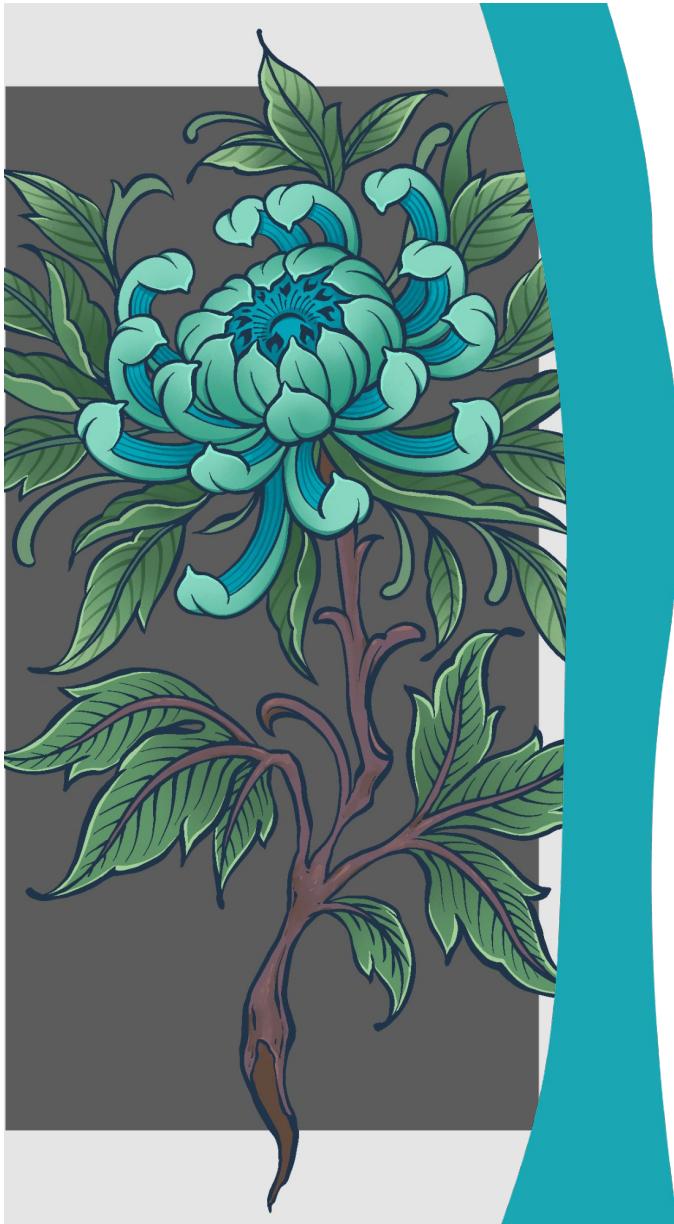


steps



Artist Selection

*Prepared for Downtown Brockville BIA
Selection Committee*



BANNER GARDEN DISTRICT

Rae Keyworth



Hi!

I'm Rae Keyworth!

I was homeschooled and spent most of my childhood drawing and creating things. I've dabbled in traditional and digital art, jewelry making, sewing, weaving, even tattooing, and finally got in to screen printing!

I started teaching myself to screen print in June 2021 and quickly realized it was something I wanted to pursue as a career, so I signed up for local crafts markets while I worked on my social media presence and online shop.

[Website](#)

Connection to Downtown Brockville:

- Work in Downtown Brockville





DECAL (RIVER DISTRICT)

Cody Humble



After attending Algonquin College, and graduating with a diploma as an architectural technician, cody dove right into ground level construction labour work to gain invaluable hands on field experience. With that under his belt, it was back to the drawing pad and computer where he has been occupied with freelance residential design consulting and seemingly any graphic design challenge that comes his way. From logos for local businesses to album covers - and even a custom day planner. With a positive attitude to client consultation and a creative approach to problem solving, no idea is out of the question.

[Website](#)

Connection to Downtown Brockville:

- Work and grew up in Downtown Brockville





BANNER - MARKET DISTRICT

Flips



[Website](#)

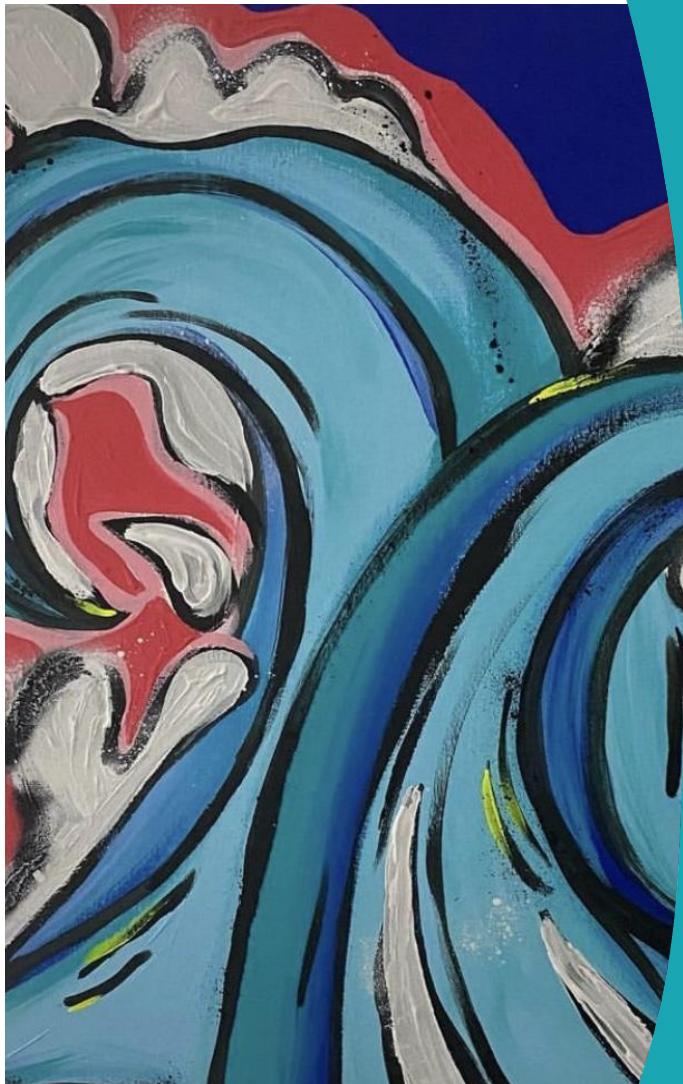
Flips is a Toronto based multi-media artist, life enthusiast and visual storyteller.

Inspired by the blending of cultural forces seen in Toronto Flips' focus is on promoting and celebrating world cultures and connectivity amongst people. His motto is that art has the power to unite people and aims to create works that inspire and instill this message.

Connection to Downtown Brockville:

- Pass through Brockville





BANNER ART DISTRICT
Jill Andress



[Website](#)

Jill Andress is an accomplished artist based in Brockville, Ontario. She has gained recognition for her popular and engaging paint parties in Downtown Brockville where she guides people through the creation of their own unique paintings. Her fun and social approach to painting has made her events a hit with people of all ages and skill levels. Through her instruction, Jill has helped many individuals tap into their creativity and discover the joy of painting.

Jill is also known for her pet portraits and street art style.

Connection to Downtown Brockville:

- Resident, works and grew up in Brockville



SIDEWALK DECAL

Kieran Shea



[Website](#)

I draw monsters every day. They are my favourite thing to draw. My mom is a painter and we work together to create colourful backgrounds. Then we project the monster drawings onto the background and add more detail.

Connection to Downtown Brockville:

- Resident and grew up in Downtown Brockville





DECAL BACK UP

Kansinee

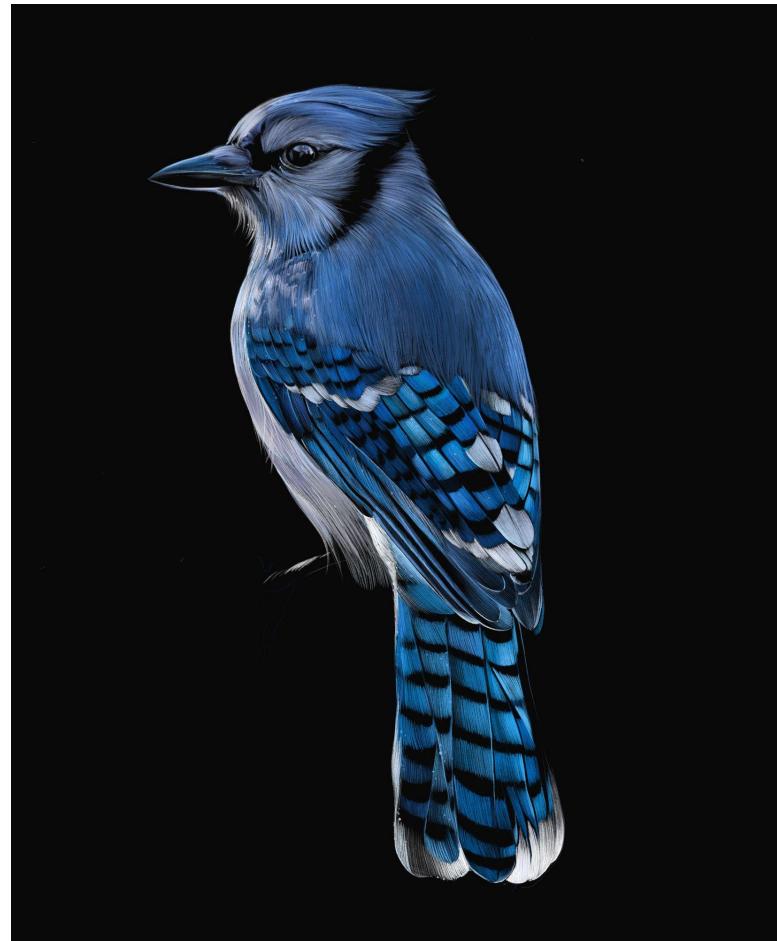


[Website](#)

As a newcomer to Brockville, and a life-long art lover and creator, it would be a wonderful opportunity to be a part of this project! I am a Dutch-Thai artist and have experience in traditional art (graphite, watercolour and acrylics), as well as digital art and tattooing. Growing up in the Netherlands to Dutch and Thai parents, I have been fortunate to have been exposed to different cultures and also to understand the dualities of life and society and how important inclusivity and diversity are within a community. Travelling and exploring have been a big part of my life and a source of inspiration for my art. Most of my artwork is nature-themed, as I believe that nature is both around us and within us - something that connects people and is relatable. Creating something that everyone can relate to is important to me. But also to create something that includes all of life and its diversity.

Connection to Downtown Brockville:

- Resident and work in Downtown Brockville





BANNER BACK UP

Colton Gilson



[Website](#)

Howdy! I am a digital illustrator and a Brockville native with a passion for creating visually striking illustrations that communicate complex ideas and emotions in a fun and vibrant way. I have published numerous comics, worked in film and graphic design, and won an award for my comic "Witch Hazel". I am excited about the opportunity to contribute to the cultural identity of Downtown Brockville.

As an artist, I believe that art has the power to inspire, challenge, and connect people in meaningful ways. I am eager to collaborate with STEPS Public Art and the Downtown Brockville BIA to create artwork that will bring joy and inspiration to those who see it. With my skills, experience, and passion, I am confident that I can successfully create the artwork needed for this project.

Connection to Downtown Brockville:

- Went to school in Downtown Brockville
- Grew up in Downtown Brockville
- Pass through Downtown Brockville





Staff Report

Report To:	General Committee
Meeting Date:	June 20, 2023
Prepared By:	Anne Shropshire, Manager, Cultural Services Sandra MacDonald, City Manager/City Clerk
Report Number:	2023-102
Subject:	Incorporation of the Brockville Tourism Corporation

Recommendation

THAT Council authorize staff to incorporate the "Brockville Tourism Corporation" with the City of Brockville as a non-share capital corporation under the Ontario Not-for-Profit Corporations Act (ONCA) as substantially outlined in the business case study approved April 25, 2023 ([Report 2023-55](#)) and pursuant to Section 203 of the Municipal Act and;

THAT Council approve the appointment of Mayor Matt Wren, City Manager Sandra MacDonald and Director of Finance Lynda Ferguson as ex-officio members to the Municipal Services Corporation Board of Directors.

Background

At the February 28, 2023 Council meeting, Council directed staff to explore options for tourism delivery and report back to the General Committee no later than March 21, 2023.

At the March 21, 2023 General Committee, the Committee directed staff to provide a report to the General Committee of April 18, 2023, with a detailed overview of the creation of a Municipal Services Corporation (MSC) for Tourism.

At the April 25, 2023 Council meeting, council:

- Authorized staff to establish a Tourism Division within the Administration Department reporting to the Manager of Cultural Services;
- Adopted the Business Case Study for the creation of a Tourism Municipal Services Corporation;
- Authorized staff to begin the process to incorporate a Tourism Municipal Services Corporation;

Since April, the City Manager, Director of Finance and Manager of Cultural Services have been working with external legal services to begin to establish a municipal services corporation.

The next step in this process is to file Articles of Incorporation for the Brockville Tourism Corporation.

Analysis

In order to file the Articles of Incorporation to incorporate a not-for-profit corporation under the ONCA, a minimum of three people are needed. Staff are recommending that the Mayor, City Manager and Director of Finance are initially appointed as ex-officio members with up to 2 additional members appointed to the Board of Directors as determined by Council. This would give a range of 3-5 members on the Board.

As a non-share capital corporation, the City would be responsible for electing the board and all fundamental corporate decision making.

The Brockville Tourism Corporation (Articles of Incorporation)

Mission:

The mission of the proposed Corporation will be to market and promote Brockville as a destination for tourists, festival attendees, sport attendees and business travellers. With support from accommodation partners, tourism operators, festival organizers, sports groups, attractions, food and retail establishments, community organizers and the City of Brockville's Cultural Services Department, the Corporation will research, develop and implement destination marketing and promotional programming to grow Brockville's tourism industry.

A long-term marketing plan shall be developed within the initial two-year period.

Guiding Principles:

The Corporation shall be guided by the following proposed principles. They function as guideposts in future decision-making throughout the Corporation's lifecycle irrespective of any changes in leadership, goals, strategies and activities.

- i. The Corporation will take a leadership role in promoting and marketing Brockville as a leading destination for tourism, leisure and business travel with an emphasis on promoting overnight stays.
- ii. The Corporation is a supportive partner to the Brockville & District Chamber of Commerce, DBIA, County of Leeds and Grenville, Regional Tourism Organization(s), other business, government and not-for-profit organization in delivering programming that attracts greater spending and investments in

Brockville. The Corporation will ensure its work is complementary to work done by others.

- iii. Accommodation partners, tourism attractions and affiliated service providers have significant insight and expertise and will be considered and consulted.
- iv. The Corporation will undertake its work based on objective decision-making process that is accountable and transparent, resulting in city-wide benefits.
- v. The Corporation will develop and implement tourism marketing strategies that reflect Brockville's unique character, its cultural and built heritage, diverse communities, social and cultural traditions, recreational and sports assets and business development opportunities.

Corporate Objects:

It is proposed that the City incorporate a non-share Corporation for the delivery of the following specific tourism services:

- i. Promotion of the City for the purposes of attracting tourists and visitors, thereby generating overnight stays and associated economic spin-offs;
- ii. Conduct targeted market research identifying tourism opportunities in Brockville;
- iii. Develop multi-year marketing plans and strategies that address Brockville's strategic goals for a strong tourism and business destination;
- iv. Support and facilitate growth and development of local tourism sector by identifying and promoting opportunities for new tourism-related infrastructure and service investments that will generate positive economic growth in Brockville;
- v. Facilitate a high level of collaboration among the city's tourism industry and the City.

Special Provisions:

- i. The Corporation is limited to providing services to owners or members of the Corporation on behalf of the Corporation of the City of Brockville in lieu of the municipality providing those services itself.
- ii. Directors shall serve without remuneration and no director shall directly or indirectly receive any profit from his or her position as such, provided that a director may be reimbursed for reasonable expenses incurred in performing his or her duties. A director shall not be prohibited from receiving compensation for services provided to the Corporation in another capacity.

iii. Upon the dissolution of the Corporation and after payment of all debts and liabilities, its remaining property shall be distributed or disposed of to the Corporation of the City of Brockville.

Consistent with Report 2023-55, the letters patent and by-laws of the Corporation will set out powers of the Corporation, its membership structure and the process for making changes to the Corporation's by-laws.

The final name, corporate structure, organization, objects and special provisions of the corporation are subject to legal and accounting advice.

Next Steps and Timelines:

1. Approve and adopt the Business Case Study for the creation of a tourism MSC (approved April 2023)
2. Incorporate a tourism MSC as outlined in the Business Case Study (June 2023)
3. Develop corporate by-laws, operating and asset transfer agreements between the Tourism Brockville Corporation and the Corporation of the City of Brockville (September 2023)
4. Development of a transition plan between current third-party entity and the City (June to September)
5. Establish a Tourism Division within Cultural Services Department (on-going)

Financial Implications

Council has authorized costs (up to a maximum of \$25,000) associated with establishing a municipal services corporation be funded from fiscal policy. To date \$2,322.43 has been spent.

Conclusion

Provincial regulations require 50% of the MAT funds collected by a municipality be directed to an eligible, non-profit entity. Establishing a MSC, allows Council to direct 50% MAT funds for the provision of marketing to the corporation. A municipal services corporation also allows the City to continue to play a leadership role in establishing Brockville as a tourism destination.

Approved by:

Anne Shropshire, Manager, Cultural Services

Status:

Approved - 15 Jun 2023

Sandra MacDonald, City Manager/City Clerk Pending



Staff Report

Report To:	General Committee
Meeting Date:	June 20, 2023
Prepared By:	Anne Shropshire, Manager, Cultural Services Lynda Ferguson, Director of Finance & IT Services Sandra MacDonald, City Manager/City Clerk
Report Number:	2023-104
Subject:	User fees for technical services at the Brockville Arts Centre

Recommendation

THAT Council approve a new user fee of \$40/hr not-for-profit rate for technical services at the Brockville Arts Centre and;

THAT Council amend By-Law 024-2024, 2023 User Fees.

Background

Historically the user fees charged at the Brockville Arts Centre (BAC) for technical services has been low.

In an effort to work towards cost recovery, the BAC introduced an increased fee schedule for 2023. The fees around technical services was increased from \$40 to \$50 to cover the cost of the House Technician and relieve the burden on the tax levy.

This has had no impact on commercial rentals, but it can be high for not-for-profit groups.

Analysis

Now that the user fees have been implemented for six months, BAC staff have recognized that the \$50/hr fee for technical services may not be required on all community group performances.

Staff are recommending that an additional fee of a \$40/hr not-for profit rate for technical services be introduced and implemented where the House Technician is not required to be on site and either the Assistant House Technician or part-time staff can be utilized instead. This new fee continues to work towards cost recovery but provides the flexibility to work with different clients' budgets.

Financial Implications

There are no financial implications as both user fee rates are based on cost recovery.

Conclusion

In order to provide the BAC with more flexibility staff recommend introducing a tiered fee schedule for technical services to be implemented based on clients needs and budgets.

Approved by:

Anne Shropshire, Manager, Cultural Services	Status:
Lynda Ferguson, Director of Finance & IT Services	Approved - 12 Jun 2023
Sandra MacDonald, City Manager/City Clerk	Approved - 13 Jun 2023
	Approved - 16 Jun 2023



Staff Report

Report To:	General Committee
Meeting Date:	June 20, 2023
Prepared By:	Lynda Ferguson, Director of Finance & IT Services
Report Number:	2023-103
Subject:	Temporary Borrowing Bylaw

Recommendation

THAT Council approves a Temporary Borrowing Bylaw authorizing the Mayor and City Treasurer to borrow temporary working capital, as may be required for the Current Operations, of up to \$6,000,000 for the year 2023; and,

THAT the necessary bylaw be enacted.

Background

Municipalities are required, annually, to pass a temporary borrowing by-law for funds it deems it may require to accommodate operating expenditures until taxes are levied. The City of Brockville levies their taxes in two installments; the interim billing due late February, and the final billing due late August.

This by-law authorizes both external borrowing from a financial institution and internal borrowing from our reserve fund accounts. The City is required to pay interest on internal borrowing. The rates paid internally are based between the prime bank rate and the current investment rate.

Historically the City has not found it necessary to exercise the use of this bylaw. However, the Bank requires having the documentation on file as it provides the necessary authorization in an unanticipated the event temporary funds are required.

Analysis

Borrowing requirements are dependent upon spending requirements, debt repayment and the collection of taxes.

According to Section 407 (2) of the Municipal Act, 2001, the amount the municipality can borrow is limited to:

407 (2) Except with the approval of the Local Planning Appeal Tribunal, the total amount borrowed at any one time plus any outstanding amounts of principal borrowed and accrued interest shall not exceed,

(a) from January 1 to September 30 in the year, 50 per cent of the total estimated revenues of the municipality as set out in the budget adopted for the year; and
(b) from October 1 to December 31 in the year, 25 per cent of the total estimated revenues of the municipality as set out in the budget adopted for the year. 2001, c. 25, s. 407 (2); 2017, c. 23, Sched. 5, s. 56.

Pending adoption of budget

(3) Until the budget is adopted in a year, the limits upon borrowing under subsection (2) shall temporarily be calculated using the estimated revenues of the municipality set out in the budget adopted for the previous year. 2001, c. 25, s. 407 (3).

Exclusion

(4) In subsections (2) and (3), estimated revenues do not include revenues derivable or derived from,

(a) arrears of taxes, fees or charges; or
(b) a payment from a reserve fund of the municipality, whether or not the payment is for a capital purpose. 2009, c. 18, Sched. 18, s. 6 (2).

Fifty percent of the current year budgeted revenues, not including the exclusions above is \$22,503,350.

Financial Implications

There are no financial considerations currently, as there is no current need to borrow funds.

Policy Alignment

The Municipal Act, 2001, requires such a by-law be in place in the event temporary borrowing is required to pay operating expenses before taxes are levied.

Conclusion

The Temporary Borrowing By-Law gives the Mayor and Treasurer the ability to borrow funds, if required, for operations until taxes are levied, in the event of cash flow issues.

Approved by:

Lynda Ferguson, Director of Finance & IT Services

Sandra MacDonald, City Manager/City Clerk

Status:

Approved - 06 Jun 2023

Approved - 06 Jun 2023



Staff Report

Report To:	General Committee
Meeting Date:	June 20, 2023
Prepared By:	Phil Wood, Director of Operations Travis Raison, Project and Asset Coordinator
Report Number:	2023-109
Subject:	Refugee Island Pavilion Project

Recommendation

THAT Council approve staff recommendation to complete the Refugee Island Pavilion capital project utilizing the remaining \$53,000 in capital funds, and

THAT Council approve the procurement of construction services from J.I.M. Construction Inc. for \$28,493 to construct the Refugee Island Pavilion.

Background

In 2022 Council approved a capital project scope to build a new open-air pavilion approximately 20' x 40' on Refugee Island. The project was a result of collaboration with the Island Breakfast Committee who undertook fundraising for the project. Beginning in 2014 and continuing through 2019, the Island Breakfast Committee held fund raising events for the project. The City of Brockville contributed to funding the project in the 2022 capital budget. As of 2022, City staff have retained an Engineering Consultant to design the pavilion and have also constructed the concrete pad for the pavilion to be built.

In September of 2022 staff provided report 2022-156 to Council. Report 2022-156 detailed the public tender of the the remaining construction portions of the the project. The results of the public tender were unfavorable and in excess of the remaining budget. As a result staff were not able to proceed due to a lack of remaining funds.

Staff have revisited the project to look for cost savings in the spring of 2023. As a result of the re-consideration of the project deliverables, staff are able to propose a solution which would see the refugee island pavilion constructed in 2023 within the approved budget.

The objective of this report is to obtain Council approval to proceed with the Refugee Island pavilion capital project utilizing the proposed procurement methods.

Analysis

History of Procurement:

As reported to Council in staff report 2022-156, the Refugee Island pavilion capital project was publicly tendered in 2020 and again in the summer of 2022. The results of the tendering process were two submitted tenders both of which were significantly in excess of the remaining budget and 1.5 - 2 times the costs of the tender process undertaken in 2020 respectively. By 2022 the COVID pandemic had aggravated budget pressures by significantly increased material costs and reducing the availability of construction contractors. The results of both conditions was a public tendering process in 2022 which yielded unfavorable results. Due to this, staff considered the project on hold until conditions were more favorable and subsequently reported the details to Council in September 2022 by way of report 2022-156.

Modified Scope:

As an alternative to the two previously unsuccessful public tendering attempts, the City Community Project and Asset Coordinator revisited the pavilion design and re-evaluated the scope of work that had been tendered. The effort by staff was to adjust the project deliverables such that the project could move forward more cost effectively.

As a result of the review the following modifications to the scope of work were made:

- The pavilion design was modified to change some materials to more cost effective equivalents.
- The scope of work was modified to separate:
 - The purchase, supply and delivery of the building materials
 - The construction contractor labour
- Delivery of the materials to Refugee Island was identified to be provided by Parks Staff using the City's Parks boat and barges.
- City staff incorporated daily delivery and retrieval of the construction contractors to and from Refugee Island using the Park's boat as part of the regular daily operations by Parks staff on City Islands.

Additionally, the modifications to the design of the pavilion include:

- Removal of the enclosed storage area
- Removal of the stone masonry for this phase of the project
- Removal of the decorative pine sheathing to be replaced with pressure treated wood

All of the modified options can be added during a future phase of the project. The Island Breakfast Committee endorse the changes and suggested that if the base pavilion is built, the committee may reinitiate the fundraising events to fund further project phases and improvements.

The results of these modifications is a sum of aggregate costs which are within the available budget. The detailed cost breakdown is provided in the Financial Implications Section of the report.

Construction Contractor:

During the tendering in 2022, quotes for materials and construction were provided by ADS&A General Contractors Limited and Pryers Construction Ltd. Rob Thompson who had provided a tender submission in 2020 declined to provide a price in 2022.

In early 2023, unrelated to the pavilion tenders, J.I.M. Construction Inc. approached the City to express interest in participating in future City tenders. J.I.M. Construction Inc. is a construction contractor that specializes in carpentry and framing projects. Staff provided the pavilion drawings to the company's staff who then provided an estimate. Staff worked with J.I.M. Construction Inc. to refine the project deliverables to an acceptable scope of work that is within budget.

The details of the estimate from J.I.M. Construction Inc. is in the Financial Implications Section of the report.

Financial Implications

Budget:

The budget for the Refugee Island Pavilion was established in 2018. The budget at that point was comprised of donations fundraised by the Island Breakfast Committee. The funds raised by the Committee from 2014 to 2017 inclusively totaled \$35,735.08. In 2018 and 2019 the Committee raised an additional \$30,668.77.

In 2018 though 2020 City staff among other project activities retained an engineering consultant to design the pavilion and further installed the concrete pad on Refugee Island. The total of these expenses was \$17,722.79.

In the 2022 capital budget, Council approved an additional \$11,504 from the Parkland Equipment Reserve.

In 2023 a total of \$28,550 was reconciled to be carried forward from the Parkland Equipment Reserve.

The result of the transactions to date is a total net budget of \$53,000 available to complete the project.

Previous Tendering (2020 & 2022):

The complete and original project scope was publicly tendered in 2020 and 2022 with unfavorable results which impeded moving the project forward.

Below is the summary of tender results from 2022:

	ADS&A	Pryers
Picnic Pavilion (base scope of work)	\$ 86,472.19	\$ 69,600.00
Base pavilion	\$ 86,472.19	\$ 69,600.00
Optional	Stone Masonry	\$ 20,000.00
	Enclosed Storage Area	\$ 31,918.76
	Metal Roof	\$ 30,678.14
	Pine Sheathing	\$ 11,433.55
All Options Total		\$ 266,974.83
with Net HST		\$ 271,673.59
		\$ 223,159.68

As it can be seen, the tendered values for 2022 were in excess of the budget as tendered.

Material Costs:

Operations staff have obtained multiple quotes to purchase the materials required to construct the modified Refugee Island Pavilion from three local hardware and building material vendors. The results are as follows:

Vendor	Material Cost
Brockville Home Hardware	\$ 22,339.68
Home Depot	\$ 16,050.93
Prescott Home Building Center	\$ 15,775.91

Based on the quotes provided, staff can proceed to purchase the required materials from Prescott Home Building Centre in accordance with the City Procurement Policy.

Construction Contractor:

J.I.M. Construction Inc. has reviewed the design drawings and negotiated terms to proceed. For example, supply of materials, delivery of materials to site and transportation to and from the island during construction. The contractor has provided an estimated a cost of \$28,000 plus net HST in labor to construct the pavilion.

Comparatively, the cost provided by J.I.M. Construction Inc. is less than the previous tenders provided in 2022 and 2020.

Staff recommend a contract be established with J.I.M. Construction Inc. to construct the Refugee Island Pavilion with materials supplied and delivered by the City.

Remaining Costs:

Other costs related to the proposed construction plan are a CRCA Permit for \$445 and building permit with the City building department for \$651.

Total Estimated Costs:

Considering all of the cost estimates, the following summary of can be provided. Not the costs shown include net HST:

Description	Cost
Labour	\$ 28,492.80
Material	\$ 16,053.57
Engineering	\$ -
CRCA	\$ 445.00
Building Permit	\$ 651.00
Staff and Resources	\$ -
Total including net HST	\$ 45,642.37

The current balance of the approved capital budget is \$53,0000. The remaining budget can be used to supplement expenses incurred in staff delivery of materials to Refugee Island, drawings needed for permitting or other incidental material costs.

Policy Alignment

All procurement activities associated with tendering of the Refugee Island Pavilion have been in accordance with:

- Procurement Policy POL.F.20.139
- Budgetary Control Policy POL.F.20.181

The public tendering of the original project scope in 2020 and in 2022 was done in accordance with section 2 - Methods of Procurement and Thresholds of the City Procurement Policy. Reporting of the results of those public tenders was done in compliance with Section 6 - Reporting of the City Procurement Policy.

The RFQ process to obtain quotes for the construction materials has been done in compliance with Section 2 - Methods of Procurement and Thresholds of the City Procurement Policy. Staff are designated the authority to complete the purchase of construction materials as quoted in accordance with Appendix A - Purchasing Authority of the City Procurement Policy.

The recommendation by staff to proceed with J.I.M. Construction Inc. requires approval to proceed. The quote provided by J.I.M. Construction Inc. can be evaluated in contrast to the tenders received in 2022 or as a sole source if evaluated individually. To proceed as a sole source purchase, approval is required by the Director of Finance in accordance with Appendix A - Purchasing Authority of the City Procurement Policy.

Conclusion

The Refugee Pavilion capital project has not been completed and has been on hold since the project was publicly tendered in 2022. The results of the 2022 public tendering were purchasing options that were in excess of the budget.

Operations staff have strategically re-evaluated the project scope to attempt to move the project forward incrementally.

Staff recommend that the project be completed through the procurement methods proposed. Council approval is required to proceed as recommended.

Approved by:

Phil Wood, Director of Operations

Status:

Approved - 15 Jun 2023

Lynda Ferguson, Director of Finance & IT
Services

Approved - 15 Jun 2023

Sandra MacDonald, City Manager/City Clerk

Approved - 16 Jun 2023



Staff Report

Report To:	General Committee
Meeting Date:	June 20, 2023
Prepared By:	Phil Wood, Director of Operations Travis Raison, Project and Asset Coordinator
Report Number:	2023-110
Subject:	Reynolds Park - Boardwalk & Pavilion Design

Recommendation

THAT Council receive the detailed design for the Reynolds Park Pavilion and Boardwalk; and,

THAT staff prepare a project scope based on the detailed design for Council consideration in the 2024 capital budget.

Background

Phase I of the Reynolds Park redevelopment project is currently underway. The first phase of the redevelopment project will see grassed park area, connecting sections of the Brock Trail, in-park parking, entrance way and, water Street parking re-alignment planned to be completed in the summer of 2023.

Phase II of the Reynolds Park redevelopment project includes construction of a new water side boardwalk and open air pavilion adjacent to the St. Lawrence River. In October of 2022 staff provided report [2022-204](#) to Council which, requested authorization to award the design of the pavilion and boardwalk to IN Engineering. Council approved the report and its recommendations during the subsequent Council meeting on October 25, 2023.

Operations department staff have received the completed pavilion and boardwalk design and obtained a detailed cost estimation from IN Engineering .

The objective of this report is to obtain approval of the design with direction to prepare a project scope for consideration by Council during the 2024 capital budget.

Analysis

History of Project:

Prior to beginning construction of phase I of Reynolds Park redevelopment project, staff undertook a public consultation process to gather public feedback the proposed arrangement and future features of the park. Compiling the feedback from the public and stakeholder, staff provided report [2021-203](#) to committee in September 2021, seeking approval from Council to proceed with the finalized concept. The final concept drawing from report 2021-203 is attached to this report for reference. Report 2021-2023 was approved by Council during the regular Council meeting on September 14, 2021.

Design:

Following approval of report 2022-204 by Council in October 2022, staff awarded a contract to IN Engineering to provide a detailed design of the endorsed Reynolds Park pavilion and boardwalk concept and a comprehensive cost estimate for use in a future budget proposal. IN Engineering worked closely with staff and provided the design and detailed costs estimate in the spring of 2023. The cost estimates include options that vary based on the construction materials and methods proposed by IN Engineering.

Attached to this report are excerpts of the detailed design package that show the finalized design as it would be tendered for construction.

Construction Options:

The design from IN Engineering provided three estimates for construction with detailed costs based largely on the material and construction configuration. In all cases the structures are designed as supported by driven piles. The three construction options are as follows with the identified unique distinctions taken directly from the IN Engineering report:

1. Construction of wood joists and wood deck. This includes:

- Foundation - Concrete piers driven to bedrock
- Boardwalk - A deck structure make of wood joists and decking
- Superstructure - Timber framed structure for the pavilion

2. Precast concrete panels. This includes:

- Foundation - Precast concrete piers driven to bedrock
- Boardwalk - Precast concrete slab
- Superstructure - Steel framed structure for the pavilion

3. Poured concrete slab. This includes:

- Foundation - Poured concrete piers driven to bedrock
- Boardwalk - Poured concrete slab
- Superstructure - Steel framed structure for the pavilion

Although all three options are proposed as suitable forms of construction, IN Engineering provides the following recommendation in the Conclusion of the design report:

" It is recommended that the building be constructed with precast concrete for the boardwalk with a steel framed structure as seen in the concept drawings. This is preferred for longevity with the use of concrete and cost effective as compared with the poured concrete."

The cost breakdown for the three constructions options is provided in the Financial Implications section of this report.

Financial Implications

IN Engineering provided comprehensive cost estimates for the three modes of construction based on an AACE Class 5 Estimate method.

The cost estimations for each options are indicated below:

Construction Method:	Estimated Cost:
Boardwalk: Wood joists and wood deck Pavilion: Timber framed	\$598,000
Boardwalk: Precast concrete panels Pavilion: Steel framed	\$756,000
Boardwalk: Poured concrete slab Pavilion: Steel framed	\$901,000

Conclusion

Operations staff have contracted IN Engineering to complete a detailed design with cost estimates for a future Reynolds Park pavilion and boardwalk project. IN Engineering completed the work providing detailed design with three construction options that vary in material and cost.

Staff recommend the design be received by Council and that a future project scope be proposed during the 2024 capital budget for Council consideration.

Approved by:

Status:

Phil Wood, Director of Operations	Approved - 15 Jun 2023
Lynda Ferguson, Director of Finance & IT Services	Approved - 16 Jun 2023
Sandra MacDonald, City Manager/City Clerk	Approved - 16 Jun 2023

Attachments:

[Approved Concept](#)

[Design Page 1](#)

[Design Elevation 2 - Page 2](#)

[Design Layout - Page 3](#)



REYNOLDS PARK PAVILION

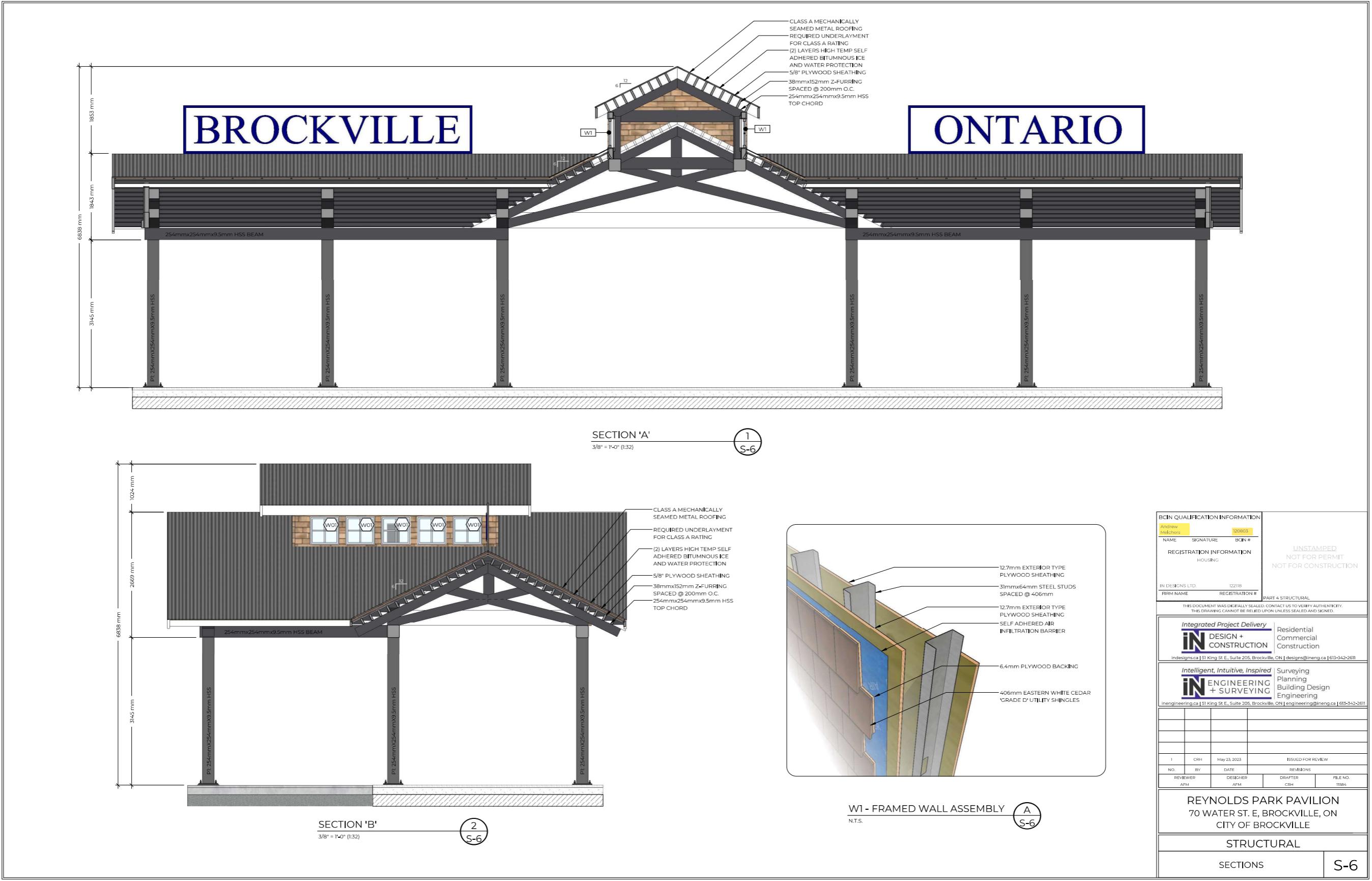
70 WATER ST. E, BROCKVILLE, ON
CITY OF BROCKVILLE



Ontario Building Code Data Matrix Part 4: Structural Design			
Building Code Version: O.Reg. 332/12 Last Amendment: O. Reg. 191/14			
Project Type:	New Construction	Building Code Reference	
Major Occupancy Classification	Open-Air Pavilion		Div. A.1.1.2.
Group A	Assembly		Div. A.11.2.1.(1)a. Div. A.3.12.1.(1)
Building Area (m²)	Existing New Total		Div. A.1.4.12.
Main Floor	0 140.0 140.0		
Total	140.0		
Gross Area (m²)	Existing New Total		Div. A.1.4.12.
Main Floor	0 140.0 140.0		
Total	140.0		
Building Height	Storeys Above Grade: 1 Height Above Grade: 6.8m		Div. A.1.4.12.
Storeys Below Grade: 0			
Importance Category	Normal		Div. B.4.1.2.1.(3). Div. B.5.2.2.1.(2)
Superimposed Dead Loads	Location Description Load (kPa)		Div. B.4.1.4.
Second Floor	Floor 19kPa		
	Walls 1.8kN/m		
	Partition 1kPa		Div. B.4.1.4.1.(3)
	Soil Pressure n/a		
Live Loads	Importance Factor: 1.0 (Normal) (ULS)		Div. B.4.1.5.1.(2)
	Location Description Load (kPa)		Div. B.4.1.5.3
	Roof Roofs 1		Div. B.4.1.5
	Attic 0.5		
	Second Floor Residential 1.9		
	Main Floor Residential 1.9		
Snow Loads	Importance Factor: 1.0 (Normal) (ULS) 0.9(Normal) (SLS)		Div. B.4.1.6.2.
	1 in 50 Year Ground Snow, Ss: 2.2		
	1 in 50 Year Rain Load, Sr: 0.4		SB-1
	Basic Roof Snow Load Factor, Cb: 0.55		Div. B.4.1.6.2
	Calculation Method Simplified (Part 9)		Div. B.4.1.5.2 & Structural Commentaries
	Roof Area Less Than 4550m² for Part 9		
Lateral Force Resisting System:	Typical of traditional wood frame residential construction.		
	Low rise, Steel framed pavilion with structural redundancy and continuity. Prescriptive based lateral force resisting system to Part 9 OBC.		
Wind Loads	Importance Factor, Iw: 1.0(Normal) (ULS) 0.75(Normal) (SLS)		Div. B.4.1.7.1.
	Reference Velocity Pressure, q:		SB-1
	Exposure Factor, Ce:		Div. B.4.1.7.1.(5)
	Importance Factor, Iw: 1.0(Normal) (ULS) 0.75(Normal) (SLS)		Div. B.4.1.7.2.
	Seismic Data Sa(0.2)= Sa(0.5)= Sa(1.0)= Sa(2.0)= PGA		Div. B.4.1.8.5.
	1 1 1 1 1		Div. B.4.1.8.4.(B)
	Fa:		
	Fv:		
Seismic Loads	Calculation Method: Static Analysis Procedure		Div. B.4.1.8.7.
	Dynamic Analysis Procedure		
	(IE Fa Sa (0.2)) ≥ 0.35 or Post-disaster		
	Structural Irregularity: Fundamental Period, <2.0s		
	Seismic Force Resisting System		Div. B.4.1.8.9.
Site Investigation	Type Method Value		Prescriptive Part 9 75kPa (dry soil)
	Soil Bearing Pressure		
	Seismic Site Class		n/a
Other Restrictions	Part 4 design required for:		
	Vertical and horizontal hydrostatic pressure.		
	Required for all reinforced concrete.		
	Soil conditions of peat, filled ground, sensitive clays.		
	Soil bearing pressures less than 75kPa		
	Foundation is subject to surcharge		
	Floor live load exceeds 2.4kPa		

Ontario Building Code Data Matrix Part 9 Housing and Small Buildings			
Building Code Version: O.Reg. 332/12 Last Amendment: O. Reg. 45/22			
Project Type:	New	Building Code Reference	
Major Occupancy Classification	Open-Air Pavilion		Div. B.9.10.2.
Group A	Assembly		
Building Area (m²)	Existing New Total		Div. A.1.4.12.
Main Floor	0 140.0 140.0		
Total	140.0		Div. A.1.4.12.
Building Height	Storeys Above Grade: 1 Height Above Grade: 6.8m		Div. A.1.4.12. Div. B.9.10.4.
Number of Streets & Firefighter Access	Streets: 2		Div. B.9.10.20.
Sprinkler System	Not Required		
Proposed:	None		Div. B.9.10.8.2.
Fire Alarm System	Not Required		Div. B.9.10.18.
Water Service is Adequate	TBC		
Description:	By Others		
Restrictions:	Combustible Permitted		
Construction Type:	Actual Combination		Div. B.9.10.6.
Heavy Timber Construction:	No		
Post Disaster Building	Not a Post Disaster Building		Div. A.1.1.2.2.(2).
Occupant Load	Floor Level/Area Occupancy Type Based On Occupant Load (Persons)		
Main Floor	A (Space with non-fixed seats) Factor (0.75) 187		Div. B.3.1.7.
Barrier Free Design	No Explanation: Public Access Pavilion		Div. B.9.5.2.
Hazardous Substances	No Explanation: N/A		Div. B.9.10.13.
Required Fire Resistance Ratings	Horizontal Assembly Rating (hr) Supporting Assembly (hr) Non-Combustible in lieu of rating?		
Floors	45MIN 45MIN Yes		Div. B.9.10.8.
Roof	45MIN 45MIN Yes		

BOM QUALIFICATION INFORMATION		UNSTAMPED NOT FOR PERMIT NOT FOR CONSTRUCTION	
NAME: Andrew Mills	Signature: 100003	REGISTRATION INFORMATION	
HOLDING		HOUSING	
IN DESIGNS LTD.	122118	REGISTRATION #	
FIRM NAME			
PART 4 STRUCTURAL			
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Intelligent, Intuitive, Inspired			
IN ENGINEERING + SURVEYING			
engineering.ca 51 King St E, Suite 205, Brockville, ON engineering@ineng.ca 613-342-2681			
Surveying Planning Building Design Engineering			
1	CRH	May 23, 2023	ISSUED FOR REVIEW
NO.	BY	DATE	REVISIONS
REVIEWER	DESIGNER	DRAFTER	FILE NO.
APM	APM	CRH	1584
REYNOLDS PARK PAVILION 70 WATER ST. E, BROCKVILLE, ON CITY OF BROCKVILLE			
GENERAL ARRANGEMENT			
COVER PAGE		GA-0	



BUILDING PERMIT SKETCH
1/2" = 1'-0" (1:24)
A-2

ZONING	
BUILDING AREA	sq.ft (m ²)
UPPER DECK AREA	sq.ft (m ²)
USE	
LOT AREA	ft (m)
LOT FRONTAGE @ 6.0 m	ft (m)
FRONT YARD	ft (m)
EXTERIOR SIDE YARD	ft (m)
INTERIOR SIDE YARD (EAST SIDE)	ft (m)
REAR	ft (m)
DWELLING UNIT AREA	
DWELLING HEIGHT	ft (m)
LOT COVERAGE	%
WITHIN 197 ft (60m) OF WATER BODY	Yes/No
DWELLINGS PER LOT	
PARKING SPACES REQUIRED	
LOADING SPACES REQUIRED	
SNOW STORAGE	Yes/No
LANDSCAPED AREA	sq.ft (m ²)
PAVED AREA	sq.ft (m ²)

LEGEND :

- VEGETATION
- LOT / PROPERTY LINE
- SETBACK
- ROAD CENTER LINE

SURVEY DATA IS DERIVED FROM PLAN OF SURVEY BY IN SURVEYING LTD. (INS) DATED mmmm, dd, 202x AND UNDER THE PROFESSIONAL SEAL OF xxx, OLS.

PROPERTY IS UNSURVEYED CONTRACTOR TO CONFIRM ALL PROPERTY LINES, SETBACKS, LOT COVERAGE AND OTHER ZONING PROVISIONS.

BCIN QUALIFICATION INFORMATION Andrew [Signature] BCIN # 122118	UNSTAMPED NOT FOR PERMIT NOT FOR CONSTRUCTION
REGISTRATION INFORMATION HOUSING	PART 4 STRUCTURAL THIS DOCUMENT WAS DIGITALLY SEALED. CONTACT US TO VERIFY AUTHENTICITY. THIS DRAWING CANNOT BE RELIED UPON UNLESS SEALED AND SIGNED.
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	Residential Commercial Construction
	Intelligent, Intuitive, Inspired IN ENGINEERING + SURVEYING engineering.ca 51 King St E, Suite 205, Brockville, ON engineering@ineng.ca 613-342-2681
	Surveying Planning Building Design Engineering
	REYNOLDS PARK PAVILION 70 WATER ST. E, BROCKVILLE, ON CITY OF BROCKVILLE
	CIVIL
	BUILDING PERMIT SKETCH C-2



Staff Report

Report To:	General Committee
Meeting Date:	June 20, 2023
Prepared By:	Phil Wood, Director of Operations Matthew Locke, Supervisor of Transportation & Fleet Services
Report Number:	2023-111
Subject:	Brockville Transit fares during King St. sidewalk sale events

Recommendation

THAT Council approve use of Brockville Transit at no cost to riders during the 2023 King St. sidewalk sale events hosted by the Brockville DBIA, and

THAT the Brockville DBIA reimburse the City in an amount of \$305 per day during the King St. sidewalk sale events to operate Brockville Transit.

Background

City staff were approached by Brockville DBIA staff to propose pre-paying Brockville Transit fares during street closure events on King St. The objective of this proposal is to provide free public transit to riders during the King St. sidewalk sale events to encourage residents to attend the events by bus.

The objective of this report is to obtain Council approval to enter into an agreement with the Brockville DBIA for transit services.

Analysis

The Brockville DBIA has scheduled King St. sidewalk sale events planned for the following summer dates this summer:

- Saturday July 15, 2023
- Saturday August 19, 2023
- Saturday September 16, 2023

The Brockville DBIA estimate that the option of free public transit during these events will encourage attendance and reduce the demand for parking in the downtown core.

Financial Implications

Brockville DBIA propose prepaying equivalent fares of average ridership during their Saturday events. To determine the equivalent fares, Operations staff reviewed the ridership during the most recent King St. sidewalk sale that occurred on May 27, 2023.

The City User Fee Bylaw for 2023 prescribes cash fares at a cost of \$2.50 while a book of paper tickets cost the rider an equivalent of \$1.88 per ride. Ridership of the City transit system on May 27, 2023 saw 192 total rides which is comparable to the average 2022 Saturday summer ridership of 189 riders.

The 192 rides on May 27, 2023 can be summarized as follows:

- Cash Fares: 59 rides which paid full fare
- Paper Tickets: 83 rides that pay a reduced fare
- Monthly Passes: 48 rides that pre-pay a monthly fare
- Kids: 2 rides which do not pay a fare

The total direct cash fares and reduced paper ticket fares for May 27, 2023 resulted in a total collected daily revenue of \$303.54.

City Staff conclude that the equivalent sum of daily ridership during the Brockville DBIA King St. sidewalk sale events would be \$305. Staff recommend that the Brockville DBIA prepay the City \$305 per day for the summer of 2023 to provide equivalent revenue to the City to provide free access to Brockville Transit during the DBIA events.

Policy Alignment

Transit fares are established by the User Fee Bylaw which, was approved by Council during the 2023 budget.

The proposed equivalent fare payment by the Brockville DBIA requires approval by Council to enact.

Conclusion

Brockville DBIA has requests that the City offer Brockville Transit at no cost to its riders during the dates of the King St. sidewalk sale events hosted by Brockville DBIA. The Brockville DBIA has offered to pay a fees equivalent to the daily revenue generated during a typical Saturday King St. sidewalk sale event.

Operations staff recommend the Brockville DBIA pay \$305 per day to provide riders with free access to Brockville Transit during the King St. sidewalk sale events in 2023.

Approved by:
Phil Wood, Director of Operations

Status:
Approved - 16 Jun 2023

Lynda Ferguson, Director of Finance & IT Services Approved - 16 Jun 2023
Sandra MacDonald, City Manager/City Clerk Approved - 16 Jun 2023



Staff Report

Report To: General Committee
Meeting Date: June 20, 2023
Prepared By: Phil Wood, Director of Operations
Report Number: 2023-106
Subject: Project 230026 Parks Pickup Truck
Completed Procurement

Recommendation

THAT Council receive report 2023-106 for information.

Background

Council approved a 2023 capital budget to purchase a new pickup truck for the Parks Division. Staff have completed the procurement process for this purchase. Staff are required to report all purchases in excess of \$50,000 to Council in accordance with the City Procurement Policy.

Analysis

Staff have completed the purchase of a 2023 GMC 2500 Sierra from Gananoque Chev. The truck was received in May 2023. Staff requested quotes for heavy duty pickups from a number of local truck distributors. It should be noted that during the tendering process only GMC/Chevrolet were able to commit to fulfilling deliveries of the potential orders.

The procurement method additionally utilized the Vendor of Record (VOR) group procurement program. The City's membership in the VOR program provides the City of Brockville access to additional pre-negotiated contract discounts from standard retail pricing for GMC/Chevrolet vehicles.

Financial Implications

VOR contract number # OSS-00634452-Vehicle Acquisition and Up-Fitting was employed for the purchase from Gananoque Chev to purchase an in stock heavy duty pickup that met the scope of supply. The truck was purchased for \$62,697 plus Net HST for total purchase price of \$63,800.47.

The project budget was approved by Council funded by debt.

Policy Alignment

All procurement activities associated with this procurement have been in accordance with:

- Procurement Policy POL.F.20.139
- Budgetary Control Policy POL.F.20.181

In accordance with the City Procurement Policy staff are required to report all purchase over \$50,00 to Council. In accordance with the City Procurement Policy, the purchase was approved by the Director of Finance & IT Services and Director of Operations prior to purchase.

Conclusion

Staff have completed procurement of 2023 capital project 230026 - Parks Pickup Truck.

In accordance with City Procurement Policy POL.F.20.139, Staff are required to report all purchases that exceed \$50,000 to Council.

Approved by:	Status:
Phil Wood, Director of Operations	Approved - 12 Jun 2023
Lynda Ferguson, Director of Finance & IT Services	Approved - 13 Jun 2023
Sandra MacDonald, City Manager/City Clerk	Approved - 16 Jun 2023



Staff Report

Report To:	General Committee
Meeting Date:	June 20, 2023
Prepared By:	Phil Wood, Director of Operations
Report Number:	2023-107
Subject:	Project 230051 Public Works Pickup Truck Completed Procurement

Recommendation

THAT Council receive report 2023-107 for information.

Background

Council approved a capital purchase of a new pickup truck for the Public Works Division to replace unit #3313. Unit #3313 was a 2013 public works pickup truck which was taken out of service following it's failing the annual CVOR safety inspection.

On April 25, 2023, Council approved the purchase of a replacement pickup outside of the capital budget by way of staff report 2023-56. Council approved a budget of \$80,000 to purchase an outfit a new truck funded by debt.

Staff are required to report all purchases in excess of \$50,000 to Council in accordance with the City Procurement Policy.

Analysis

Following approval from Council in April 2023 to proceed with purchase of a pickup truck, Staff completed the purchase of a 2023 Chevrolet 2500 Silverado from Gananoque Chev. The truck was received in May 2023. Public works Staff worked with the Parks Division staff to duplicate the procurement method already underway by that division to purchase an equivalent pickup truck approved during the 2023 Capital Budget.

The procurement method utilized the Vendor of Record (VOR) group procurement program. The City's membership in the VOR program provides the City of Brockville access to additional pre-negotiated contract discounts from standard retail pricing for GMC/Chevrolet vehicles.

Financial Implications

VOR contract number # OSS-00634452-Vehicle Acquisition and Up-Fitting was employed for the purchase from Gananoque Chev to purchase a heavy duty pickup that met the scope of supply. The truck was purchased for \$61,847 plus Net HST for total purchase price of \$62,935.51.

The project budget was approved by Council funded by debt.

Policy Alignment

All procurement activities associated with this procurement have been in accordance with:

- Procurement Policy POL.F.20.139
- Budgetary Control Policy POL.F.20.181

In accordance with the City Procurement Policy staff are required to report all purchase over \$50,00 to Council. In accordance with the City Procurement Policy, the purchase was approved by the Director of Finance & IT Services and Director of Operations prior to purchase.

Conclusion

Staff have completed procurement of project 230051 - Public Works Pickup Truck.

In accordance with City Procurement Policy POL.F.20.139, Staff are required to report all purchases that exceed \$50,000 to Council.

Approved by:	Status:
Phil Wood, Director of Operations	Approved - 12 Jun 2023
Lynda Ferguson, Director of Finance & IT Services	Approved - 13 Jun 2023
Sandra MacDonald, City Manager/City Clerk	Approved - 16 Jun 2023



Staff Report

Report To:	General Committee
Meeting Date:	June 20, 2023
Prepared By:	Phil Wood, Director of Operations Vince Wijsman, Arenas and Facilities Supervisor
Report Number:	2023-108
Subject:	Compressor Failure - Centennial Youth Arena

Recommendation

THAT Council receive report 2023-108 for information.

Background

Staff have identified a failed refrigerant compressor at the Centennial Youth Arena. The failure was identified during routine maintenance that follows ice removal at the end of the arena rental season in April.

Staff are reporting this equipment failure to Council for information.

Analysis

Refrigerant Plant Arrangement:

The Youth Arena was constructed during the late 1960's with a period appropriate compressed ammonia ice making refrigerant plant. The refrigerant plant consists of two 50 HP ammonia compressors and related evaporator and condenser equipment.

The two compressors are designed to operate alternating one at a time with the intention of spreading the service time and wear evenly across both compressors. Due to the thermal-inefficiency of the Youth Arena, both compressors are typically required to provide the required chilling capacity to build ice in early fall. During the colder parts of the winter, the system will operate with only one compressor. Having two compressors provides operational redundancy whereby, in the event one of the compressors being out of service, the remaining compressor can continue to operate and maintain ice. With one compressor out of service, the Youth Arena ice operations are at risk.

History of Maintenance:

The refrigerant compressors have scheduled overhauls and maintenance around 5,000 hours of operation. The currently functional compressor was last replaced at the end of its operational life in 2015, while the currently failed compressor was installed in 1993. The failed compressors poor condition was discovered by staff during the routine end of year maintenance.

Repair:

To operate the Youth Arena ice through the 2023/2024 season, a replacement compressor is required. Staff obtained multiple quotes for the replacement compressor and have expedited a purchase order to take delivery in time for scheduled ice building in the fall of 2023.

The new 50 HP Mycom Compressor was purchased in early June through AC Mechanical.

Financial Implications

No budget is in place for the replacement of this compressor as the equipment failure was not expected. In order to complete the purchase the Facilities Division employed the Facilities - General Maintenance Capital Account to fund the purchase. The Facilities Division - General Maintenance Budget is approved annually by council during the capital budget and is in place to fund small scale facilities capital work and/or replacement or repair of capital assets. In 2023 \$50,000 was approved by Council.

The purchase and install of a replacement compressor was publicly tendered in accordance with the City Procurement Policy. The following quotes were obtained from contractors and vendors of industrial refrigeration equipment:

1. AC Mechanical \$31,500.00
2. Black & McDonald \$33,757.11
3. CIMCO Toromont \$35,000.00

Based on the received quotes the submission from AC Mechanical was the lowest acceptable tender. Staff have created a purchase order with AC Mechanical. The delivery and installation is projected to take a 5-10 weeks.

Policy Alignment

All procurement activities associated with procurement of a replacement compressor for the Youth Arena has been in accordance with:

- Procurement Policy POL.F.20.139
- Budgetary Control Policy POL.F.20.181

Conclusion

One of the two refrigeration compressors at the Centennial Youth Arena has been taken out of service. The out of service compressor was discovered to have failed during routine maintenance.

The Youth Arena requires two functional compressors to adequately maintain ice at the Facility. City staff have procured a replacement compressor from AC Mechanical which has a lead time to installation of 5-10 weeks.

Approved by:

Phil Wood, Director of Operations
Lynda Ferguson, Director of Finance & IT Services
Sandra MacDonald, City Manager/City Clerk

Status:

Approved - 13 Jun 2023
Approved - 13 Jun 2023
Approved - 16 Jun 2023

Brockville Museum Advisory Committee Meeting Minutes

April 11 at 2pm, Zoom: <https://us06web.zoom.us/j/82085756046>

Present: Paul Naylor, Joan Watt | Staff: Natalie Wood (Curator/Director)

1.0 Land Acknowledgement

We acknowledge that the land on which we gather, exchange ideas, and share our past, present, and future is the traditional territory of the Anishinaabe, Haudenosaunee and Wendat people.

2.0 Call to Order

2:02pm

3.0 Additions to/Approval of Agenda

Moved by: P. Naylor and seconded by: J. Watt that we approve the agenda. Carried.

4.0 Discussion and Approval of Minutes of the Last Meeting

Moved by: J. Watt and seconded by: P. Naylor that we approve the minutes of the March 14, 2023 meeting as presented. Carried.

Business arising from the minutes: an update was provided regarding the proposed “May is Museum Month” declaration; that this item was on Council’s Agenda for their meeting of April 12.

5.0 Executive Reports

5.1 Chair

- The Chair commented on attendance to former Board of Management member, M. Lawrence’s visitation, on how it was nice to see so many people, and to share stories with the family on Margaret’s commitment to the museum and the 2023 project.

5.2 Curator/Director

5.2.1 Discussion of March Staff Report

- Remarks were made about Summer Student recruitment and how the museum hadn’t had summer students since 2019 due to the pandemic and staffing issues.
- Remarks were made about the budget process and the anticipation that the 2024 budget, better incorporated into the Cultural Services Department budget, would correct past oversights.
- There was a brief discussion about the City’s move to change boat trailer parking in the Henry St. parking lot and how this is very welcome news for the museum which is often the recipient of complaints and queries regarding the parking lot and tickets.
- Committee members complimented the museum staff on the success of the Discovery Pack program.

5.2.2 CCI Report

- Committee members expressed delight that this long awaited report has been completed; acknowledging that it lists many items previously identified by staff, but now in a detailed and official report.

- Remarks were made about next steps, that there will be a discussion between the Curator/Director and the Manager of Cultural Services in the coming months about how best to proceed.
- There was a brief discussion about the fire truck currently stored at the museum's off-site storage location and whether it should remain with the museum given storage concerns and the fact that it was never actually accessioned into the museum's collection. Committee members expressed an openness to further discussions regarding the future of the fire truck.

6.0 New Business

- 6.1 Review of City policies relating to the operation of an Advisory Committee
 - POL.C.19.200: Code of Conduct for Members of Council and Local Boards
 - Committee members remarked that this policy was clear and what they would have expected from such a policy.
- 6.2 Discussion of Committee recruitment strategies
 - 6.2.1 Update from Curator/Director re: potential new appointments
 - The Curator/Director shared that two candidates who had previously expressed interest in joining the committee have put their names forward for appointment and have been recommended by staff; currently waiting for General Committee and Council to receive, and make a decision on, this recommendation.
 - 6.2.2 Discussion of recruitment material for website
 - Paul to take another look to make it leaner.
 - It was recommended that phone numbers not be included on website material.
 - The Curator/Director offered to design the material if provided with content.

7.0 Date, Time, Location of Next Meeting

May 9, 2023 @ 2pm via Zoom (Second Tuesday of the month)

8.0 Adjournment

2:42pm

Brockville Museum Advisory Committee

Meeting Minutes

Tuesday, May 16, 2023 | 2pm | Zoom

Present: P. Naylor (Chair), J. Watt, D. Hamilton, H. Cody, K. Hobbs (Council Rep.), N. Wood (staff)

Regrets: D. Buck

1.0 Land Acknowledgement

We acknowledge that the land on which we gather, exchange ideas, and share our past, present, and future is the traditional territory of the Anishinaabe, Haudenosaunee and Wendat people.

2.0 Call to Order

2:02pm

3.0 Additions to/Approval of Agenda

N.Wood suggested a round of “Introductions” reflecting the attendance of two new Committee Members. All Committee Members proceeded to make brief introductions.

Moved by J. Watt, seconded by P. Naylor, carried.

4.0 Discussion and Approval of Minutes of the Last Meeting

THAT the minutes of the April 11, 2023 meeting be approved as presented.

Moved by J. Watt, seconded by P. Naylor, carried.

5.0 Executive Reports

5.1 Chair

No new remarks to share

5.2 Curator/Director

5.2.1 Discussion of April Staff Report

Committee members remarked on their disappointment over the stolen happy face emoji magnets from the Travel Trunk exhibit

Committee members remarked on the excellent attendance record recorded in April.

5.2.2 Lecture Series Report

A brief discussion took place regarding the submitted report on this topic. The Committee discussed the need to explore program sponsorship opportunities for future programs to ensure they are adequately resourced. By show of hands, the committee voted unanimously:

THAT Lecture Series be retired, and a new program devised to take its place.

5.2.3 Fire Truck Report

A brief discussion took place regarding the submitted report on this topic. The Committee emphasized their hope that a more suitable home might be found where it might still be preserved (that it is not sold for scrap). By show of hands, the committee voted unanimously:

THAT the museum pursues discontinuing responsibility for the 1945 fire truck currently stored in the museum's offsite storage warehouse.

6.0 New and Ongoing Business

6.1 Discussion of Committee recruitment strategies

6.1.1 Discussion of recruitment material for website

Committee Members discussed the draft graphic recruitment document. Members commented positively on the look and information contained therein. Suggested edits included changing the order of "purpose" and "now recruiting", adding the new Committee Members names, and fixing a typo. The Committee agreed that once the changes were made the Curator/Director should proceed with posting to the museum's website.

The Committee expressed delight at the recent successful recruitment of two new Committee Members. P.Naylor suggested a future recruitment event, like the March volunteer open house, focused specifically on recruiting for the Advisory Committee.

7.0 Date, Time, Location of Next Meeting

June 13, 2023 @ 2pm via Zoom (Second Tuesday of the month)

8.0 Adjournment

Moved by P. Naylor. 2:30pm