

VISITOR STANDARDS

**Revised and Approved
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CSTMC

2004/2005

INTRODUCTION

Visitor satisfaction has been a preoccupation for the Corporation and in particular its three museums for many years. Several studies were conducted in the late 1990's which lead to the establishment of Visitor Standards in 1998. They are:

- X Customer Perception Audit - Raymond, Chabot, Martin, Paré, October 1996
- X Visitor Satisfaction - Doug Hoy
- X Visitor Standards - A proposed Approach Doug Hoy, 1997

Since then the Corporation has completed yearly Visitor Surveys and Mystery Visits at each of the three sites. Though these documents were reviewed and acted upon individually by each of the three museums, there was often no documentation on how the Museums tried to implement changes to correct the deficiencies or improve visitor satisfaction. As well, the Visitor Standards were not used uniformly throughout the Corporation and often were not measured.

In April 2004, Management Committee established a corporate Visitor Services Standards Committee tasked with reviewing the 1998 standards for the museums. The Committee met several times during the year and revised the standards significantly as well as proposing several recommendations:

- X To establish a permanent Visitor Standards Committee where information is shared, visitor surveys and mystery visits are reviewed and recommendations to improve visitor satisfaction are tabled and reviewed annually.
- X The means of meeting these standards will be addressed by each Museum.
- X To establish visitor standards for other areas of the Corporation, in particular the web sites, food services, boutiques, facility rentals and any other area deemed appropriate.
- X Develop a process for monitoring results of studies and surveys and ensuring that actions address deficiencies.
- X Develop templates and tools for monitoring and evaluating.
- X Review the Visitor Standards every five years.
- X Targets to be reviewed annually for the next two years after implementation and then as part of the five year cycle for the review of the Visitors Standards.
- X Perform a health and safety audit as it relates to the visitors at intervals of five years.
- X Issue of off-site signage should be investigated as it relates to the •travelling to• standards.
- X A future committee may want to review international standards such as ISO certification to see if there are benefits to pursuing such accreditation and/or compare standards in other museums.
- X Visitor Standards Committee to report to Management Committee bi-annually.

VISITOR SERVICES STANDARDS IN THE CSTMC

The optimal visitor experience includes both learning and pleasure, in a safe environment emphasizing human presence, engagement, accessibility, creativity, credibility, comfort and enjoyment.

Standard museum practices are guided by the following principles in accordance with Museum collection best practices:

- X The museums will optimize visitor satisfaction by meeting visitors' needs in terms of a safe, comfortable, enjoyable and culturally enriching visit.
- X Visitors will at all times be able to orient themselves.
- X Visitors will enjoy barrier-free access to public spaces, facilities, programmes and exhibitions. Where not possible, accessible adaptations will be offered.
- X Visitors will receive equal services in both Official languages except where it is impossible or an inefficient use of tax dollars. In such instances equivalent services will be offered as provided for in the Official Languages Act.
- X Information provided will be accurate and current.
- X Visitors will have access to programming (including exhibitions, educational programs, interpretation and demonstration) that is audience-appropriate, accurate, informative, engaging and meets accepted museum quality standards.
- X Public programming will embrace cultural diversity and make every effort to welcome and include all visitors, whatever their gender, religion or ethnic origin.
- X Museums will provide means for their visitors to express their comments and receive a reply in a timely manner when appropriate.
- X Lighting will be sufficient for visitors to enjoy their visit.
- X Seating will be sufficient and well-placed to give visitors respite.
- X Rest room facilities will be clean, accessible, easy to find and sufficient in number and placement with baby-changing facilities available to both genders.
- X Food will be fresh, reasonably-priced and of sufficient variety to meet the needs of

visitors. It will be conveniently offered in a clean and fully accessible environment.

- X •Bring your own lunch• area will be available.
- X Visitors will be made to feel welcome upon entering the museums, by staff as well as by architectural features such as lighting, design, and amenities. Friendly, courteous staff will be pro-active, helpful and informative.

The visitor services standards as outlined below are tied into the visitor journey, each with its own visitor needs or expectations, services offered by the Museums, standards to achieve, performance targets and evaluation. The table headings are:

NEEDS/EXPECTATIONS

A description of what the visitor needs or expects to know and do based on audits, visitor surveys, comment cards, mystery visits, etc.

SERVICES

The services provided by the Museums to address the visitor needs or expectations.

STANDARD

The elements that will be measured.

PERFORMANCE TARGETS

The level of the performance that has been selected as our objective.

MONITORING/EVALUATION

The methods by which we will review the performance.

Notes:

- When referring to CTS (Central Telephone Service), we mean any phone line for general information, e.g. CAvM reservation line, membership, boutique, etc.

- When referring to •comments from visitors• we mean by any such method that the visitor uses to comment on his/her experience such as comment cards, kiosk, on-line, etc.

NEEDS/ EXPECTATIONS	SERVICE	STANDARD	PERFORMANCE TARGETS	MONITORING/ EVALUATION
PRE-VISIT				
Visitors need to know: - where the museums are located, - what programmes are offered, - which services and facilities are offered; and at what cost.	Information is provided to the public edited in both official language through: - calendar of events - media releases - advertisement - web site - information desk -CTS - membership newsletter - school brochure - telephone listing - listing on major tourist sites	Pre-visit information will be accurate, timely and accessible through a strategic selection of venues. All pre-visit information will be available through the Central Telephone Service, the web site and in •print• form. Unrealistic expectations will not be created.	Information will be 100% accurate. CTS calls will be answered after 6 rings. Staff will respond to enquiries on pre-visit information within two business days. Contact information and telephone list will be updated as required and reviewed monthly.	Evaluation & Research (E&R) contract for mystery visitor(s). Annual reporting to the Visitor Standards Committee (template to be developed)
TRAVELLING TO				
Visitors need to find the museums.	- Maps and information on promotional material and web site - Directions given by staff or through messaging - Signage - Information on public transportation (route number, stop number, local route and contact information)	Directions are easily accessible and accurate.	Visitors should be able to find information and directions within five minutes. Museum perimeter signage must be prominent and legible from 50 metres.	All signage confirmed to be in place and repaired or replaced each Spring. Maps and information reviewed by C & M for accuracy and readability. Mystery visits Comments from visitors

NEEDS/ EXPECTATIONS	SERVICE	STANDARD	PERFORMANCE TARGETS	MONITORING/ EVALUATION
<i>ENTERING</i>				
<p>Visitors need to park their vehicle easily.</p> <p>Visitors need to safely access the Museum.</p> <p>Visitor need to find the Museum entrance readily.</p>	<ul style="list-style-type: none"> - Parking - Access paths - Signage 	<p>Parking will be readily available to all visitors within easy walking distance to museum entrance.</p> <p>Parking for special need visitors will be signed and closest to entrance.</p> <p>Parking for different users (car, buses, etc.) will be clearly defined/marked.</p> <p>Drop-off areas are well defined.</p> <p>Parking and access paths are well illuminated and patrolled regularly.</p> <p>Walking paths are available.</p>	<p>95% of visitors find their way into the museum within 5 minutes.</p> <p>Parking and access paths are cleared of snow and salted before museum opening hours.</p> <p>Parking and access paths are cleared once 5 cm of snow has fallen.</p> <p>Parking and access paths are inspected and maintained if required once a year unless there is a health and safety issue.</p>	<p>Visitor surveys</p> <p>Mystery visits</p> <p>Comments from visitors</p> <p>Incidents reports are reviewed by the Visitor Standards Committee twice per year.</p>
<p>Visitors expect a short lineup.</p>	<ul style="list-style-type: none"> - Admission desk - Information desk - Group entrance 	<p>Visitors will be addressed efficiently and promptly.</p>	<p>Visitors will be addressed within two minutes.</p> <p>Visitors will not have to wait in line more than 10 minutes to gain admission.</p>	<p>Visitor surveys</p> <p>Mystery visits</p> <p>Comments from visitors</p>

NEEDS/ EXPECTATIONS	SERVICE	STANDARD	PERFORMANCE TARGETS	MONITORING/ EVALUATION
Visitors expect to be greeted in their choice of the two official languages.	- Bilingual staff	Visitors are greeted in official language of their choice.	100% compliance	Official languages surveys Visitor surveys Mystery visits Comments from visitors
Visitors need to know what exhibitions, events and amenities are available on the day of their visit. Visitors need to know the rules.	- Information desk - Visitor guide/daily sheet - Signs -Staff	Information is accurate and easily accessible.	100% of visitors are offered information. Information is 100% accurate.	Visitor surveys Mystery visits Comments from visitors Reports to Visitor Standards Committee twice per year
Visitors need to feel welcomed.	- Welcoming area (lobby or other) - Staff -Signs	Entrance will be inviting. Staff will be friendly, courteous and knowledgeable.	Less than 5 complaints/month/museum	Visitor surveys Mystery visits Comments from visitors
<i>DURING</i>				
Visitors expect an enjoyable and enriching visit.	- Programs including exhibitions, demonstrations, special events, targeted programmes, etc.	Programs and exhibitions will be of museum quality, visitor focussed and culturally diverse. Accuracy of program content is approved by a curator or other expert.	90% satisfaction 100% of programs are offered as scheduled. No more than 10% out of order signs for interactives and AV	Visitor surveys Mystery visits Comments from visitors Daily deficiencies reports

NEEDS/ EXPECTATIONS	SERVICE	STANDARD	PERFORMANCE TARGETS	MONITORING/ EVALUATION
		<p>Programs will be scheduled and consistent. Programs that are subject to change will be clearly identified.</p> <p>Programs are delivered by staff trained in accordance with Museum protocols.</p> <p>New programs are tested with visitors before being finalized.</p> <p>Deficiencies are reported daily and acted upon immediately - assessed and action determined.</p> <p>Programs including exhibitions are reviewed every two years.</p>	<p>Broken exhibitions components are repaired or removed within 5 working days.</p>	<p>Reports to the Visitor Standards Committee twice per year</p> <p>Program evaluations are reviewed annually by the Visitor Standards Committee.</p>
<p>Visitors expect to be able to read and understand interpretive text in exhibitions.</p>	<p>- Interpretive text</p>	<p>Text will be readable, legible and bilingual.</p> <p>Formative and remedial evaluations will be conducted.</p>	<p>Maximum grade 6 for titles</p> <p>Maximum grade 8 for text measured as per Fleisch-Kincaid</p> <p>Text will meet exhibition design standards</p> <p>80% comprehension</p>	<p>Visitor surveys</p> <p>Evaluation summaries are reviewed annually by the Visitor Standards Committee.</p>

NEEDS/ EXPECTATIONS	SERVICE	STANDARD	PERFORMANCE TARGETS	MONITORING/ EVALUATION
Visitors need to readily orient themselves throughout the Museum.	- Wayfinding signage - Maps - Staff	Visitors will easily locate exhibitions, programmes and amenities. Courteous and informative staff	Less than 5 complaints/month/museum	Visitor surveys Mystery visits Comments from visitors
Visitors expect clean washrooms. Visitors need functional and accessible washrooms Visitors need to be able to attend to the needs of their children.	- Washrooms - Cleaning staff (Facilities)	Washroom will be clean, accessible and functional. Washrooms meet building codes as well as Health and Safety codes. Baby change tables are located in all washrooms.	Less than 2 complaints/month/museum Washrooms are cleaned at least twice daily and patrolled regularly. Deficiencies are repaired within 24 hours.	Visitor surveys Mystery visits Comments from visitors Deficiency reports
Visitors expect clean exhibitions. Visitors expect clean and tidy public areas.	- Cleaning staff (Facilities) - Technical Services/Operations - Conservators - Visitor Services staff - Garbage receptacles	Exhibitions and public areas are clean and tidy. Garbage receptacles are located throughout the Museum and outdoor areas. Animal display will conform to industry standards.	No visible dust, dirt or garbage (Kleenex, gum, food wrapper, etc.) Exhibitions are spot cleaned daily. Artefacts on display are cleaned at least once a month. Garbage receptacles are emptied at least once daily. Public areas are cleaned daily.	Visitor surveys Mystery visits Comments from visitors Deficiency reports

NEEDS/ EXPECTATIONS	SERVICE	STANDARD	PERFORMANCE TARGETS	MONITORING/ EVALUATION
			Less than 5 complaints /month/museum	
<p>Visitors expect a food service and need a place to eat.</p> <p>Visitors expect to be served in the official language of their choice.</p>	<ul style="list-style-type: none"> - Cafeteria/Catering - Vending machines - Brown bag area - Picnic tables - Covered eating area - Bilingual staff 	<p>Quality, variety and price of food will appeal to visitors/customers.</p> <p>Eating areas are clean, sanitary and comfortable.</p> <p>Self busing stations are available.</p> <p>Recycling is available.</p> <p>Meet industry codes</p> <p>Visitors will be served efficiently and promptly in the official language of their choice.</p>	<p>80% satisfaction.</p> <p>Waiting time for service under 10 minutes</p> <p>Waiting time for table under 10 minutes</p> <p>100% compliance to industry code</p>	<p>Monthly meetings with contractor and Corporation representative</p> <p>Visitor surveys</p> <p>Mystery visits</p> <p>Comments from visitors</p> <p>City inspection reports</p>
<p>Visitors expect to be able to purchase souvenirs of their visit.</p> <p>Visitors expect to be served in the official language of their choice.</p>	<ul style="list-style-type: none"> - Boutique -Products - Bilingual staff 	<p>Variety, quality and price of products meet the needs of targeted clients.</p> <p>Customer will be served efficiently and promptly in the official language of their choice.</p>	<p>80% satisfaction</p> <p>Waiting time for service will be under 10 minutes</p> <p>Less than 5 complaints/ month/museum</p>	<p>Visitor surveys</p> <p>Mystery visits</p> <p>Comments from visitors</p>
<p>Visitors expect a comfortable environment.</p>	<ul style="list-style-type: none"> - Seating - Ambient lighting - Temperature control 	<p>Meet facility/building codes.</p> <p>Meet design standards.</p>	<p>Ambient lights are inspected daily and replaced within 24 hours in public areas.</p>	<p>Visitor surveys</p> <p>Mystery visits</p> <p>Comments from visitors</p>

NEEDS/ EXPECTATIONS	SERVICE	STANDARD	PERFORMANCE TARGETS	MONITORING/ EVALUATION
	<ul style="list-style-type: none"> - Cloakroom, storage - Strollers - Wheelchairs 	Sufficient seating will be available in all public areas.	Less than 5 complaints/ month /museum	
Visitors need to feel safe.	<ul style="list-style-type: none"> - Staff - First aid kits and rooms - Emergency exits - Fire suppression systems - Public announcement systems - Security cameras - Health and Safety Officers - Security Guards 	<p>Meet building codes.</p> <p>Meet health and safety codes.</p> <p>Meet exhibition design standards.</p> <p>Trained staff in first aid and safety procedures.</p> <p>Plans for emergency procedures per museum/site</p> <p>Health and Safety Officer participates and review exhibitions design.</p> <p>Safety inspection plans for exhibition</p> <p>All incidents are reviewed and appropriate action taken.</p> <p>Visitor Services call back and inquire of injured persons.</p>	<p>100% compliance to codes</p> <p>Visitors will see a staff member within every ten minutes.</p> <p>100% response to all emergency calls</p> <p>Health and Safety inspections once a month</p> <p>Injured visitors will be called back within 5 working days.</p>	<p>Visitor surveys</p> <p>Mystery visits</p> <p>Comments from visitors</p> <p>Health and Safety inspection reports</p> <p>Incident reports are reviewed monthly at each museum and twice per year at the Visitor Standards Committee.</p> <p>Health and Safety audit every 5 years</p> <p>Exhibition inspection reports</p>

NEEDS/ EXPECTATIONS	SERVICE	STANDARD	PERFORMANCE TARGETS	MONITORING/ EVALUATION
<i>LEAVING</i>				
Visitors expect to be able to express their comments or opinions and receive a reply in a timely manner when appropriate.	- Comments from visitors (paper and electronic) -Staff	Visitors can easily find their preferred method for commenting. Visitors are offered a variety of ways to express their comments or opinions.	Visitors can find a place or person to express their comments or opinions within five minutes of leaving. When appropriate, visitors will receive a reply to their comments or opinions within 5 working days.	Visitor surveys Mystery visits Reports to the Visitor Standards Committee twice per year

Templates and Tools

Samples:

- X CTS reports
- X Incident reports
- X Interactives • check list
- X Comment cards
- X Deficiency reports
- X Programme evaluation
- X Survey from Official Languages
- X Exhibition evaluation
- X Exhibition inspection reports
- X Health and Safety inspection reports
- X First-aid reports
- X First-aid check list

Templates:

- X Annual report