ADMINISTERING SUPPORT FOR MUSEUMS

Stakeholder Engagement Summary

August 2020

Background

Museums play an important role in ensuring that the past is recognized and remembered. The City of Winnipeg (City) has provided both financial and administrative support for a number of museums in the community, specifically Le Musée de Saint-Boniface Museum, Transcona Historical Museum, The Historical Museum of St. James – Assiniboia, Ross House Museum, Seven Oaks House Museum, and Grants Old Mill.

In December 2019, City Council approved a number of recommendations regarding the financial and administrative support the City provides to the aforementioned museums, including disbanding the Museums Board and reviewing the current agreement and lease structures.

Engagement

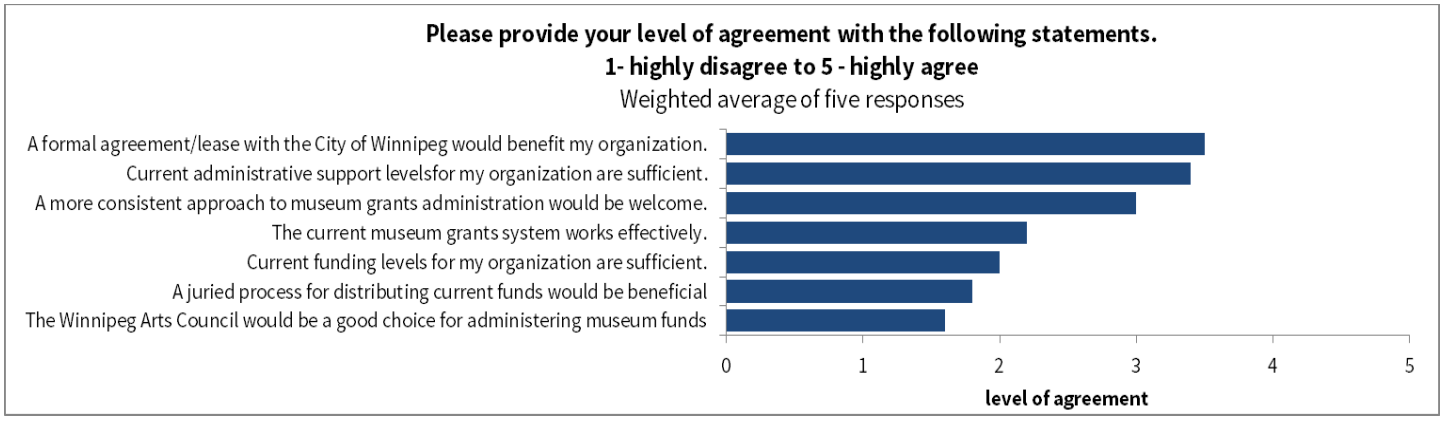
Museum stakeholders were contacted in March 2020 and invited to provide their feedback on the support provided to museums, their relationship with the City, and options and alternatives for the future through a short questionnaire, followed by a meeting to discuss their responses in greater detail. The questionnaire included several questions asking stakeholders to rate their level of agreement, followed by open-ended questions to gather more detailed feedback.

Meetings were held virtually and the focus was to go through questionnaire responses, gather additional details, and allow for questions and discussion.

Notes were circulated to meeting attendees to ensure the discussion was captured correctly, and several provided corrections and additions to clarify the notes.

Key Feedback

- Stakeholders consider museums to be part of the City, rather than as an external entity.
- A juried process was not seen as a good option for distributing museum funding.
- The Winnipeg Arts Council was not seen as a good choice for administering civic museum grants by any of the stakeholders.
- Stakeholders recognize their individual needs and think their individual circumstances should be reflected in any solution that is proposed for the administration of museum funding and support.
- Stakeholders are seeking a better understanding of their roles and responsibilities in relation to the City.



Museum	Questionnaire	Meeting
Grants Old Mill	Completed on April 2, 2020	Held on April 14, 2020 with one representative
Seven Oaks House Museum and Ross House Museum	Completed on March 10, 2020	Held on April 16, 2020 with two representatives
Le Musee de Saint-Boniface Museum	Completed on March 10, 2020	Held on April 7, 2020 with three representatives
Transcona Historical Museum	Completed on March 17, 2020	Held on April 6, 2020 with four representatives
The Historical Museum of St. James – Assiniboia	Completed on April 7, 2020	Held on April 8, 2020 with two representatives

Winnipeg

What We Heard	How It Was Considered*
Feedback relevant to all museums	
There is an opportunity to re-examine all museums and create a better relationship.	The City remains committed to continually examining and adjusting its services to best serve clients and citizens.
Multi-year grant agreements would be valuable as that would reduce the paperwork required and provide a level of certainty for museum planning.	The Public Service is in the process of creating multi-year grant agreements based on the multi-year budget.
Museums require a clearer breakdown of civic accommodations costs and how they are calculated.	Council has directed that the Public Service create leases or agreements for these 6 museums.
Support for multi-year budget and having a sense of funding for the next four years.	Although the multi-year budget requires Council approval each year, the budget provides some level of certainty for future museum planning.
Operating expenses are increasing and current funding levels are not sustainable.	Any increase in funding of grants is at the discretion of Council. The grant provided by the City is intended to form only part of total funding for museums along with fees, fundraising, and other grants.
Stakeholders consider museums to be part of the City, rather than as an external entity.	While these museums are treated as third-party entities operating within City-owned facilities, they do have access to limited administrative and human resources support. In addition, the facilities are maintained by the City.

*Recommendations will require consideration by elected officials before proceeding
All feedback and museum-specific feedback and corresponding responses are in Appendix D.
All feedback from museums is available in Appendices A and C.

Next Steps

The feedback from museums will be considered by the Standing Policy Committee on Protection, Community Services and Parks (SPC-PCS), along with revised recommendations on how to proceed.

Museum stakeholders will be contacted when the administrative report is publicly available and will have the opportunity to appear as a delegation.

Appendices

Appendix A – Questionnaire responses

Appendix B – Meeting agenda

Appendix C – Meeting notes

Appendix D – Feedback from Museums and Responses

Appendix A – Questionnaire responses

#1

COMPLETE

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Page 1

Q1 What is your title?

Jack Moore- President
Peter Martin - Vice President
Alanna Horejda- Museum Curator

Q2 What organization do you represent?

Transcona Historical Museum

Page 2

Q3 Please provide your level of agreement with the following statements.

Current funding levels for my organization are sufficient.	**disagree**
Current administrative support levels (maintenance, answering questions) for my organization are sufficient and should not be changed.	**agree**
The current museum grants system works effectively.	**highly disagree**
A more consistent approach to museum grants administration would be welcome.	**highly disagree**
The Winnipeg Arts Council would be a good choice for administering museum funds	**highly disagree**
A policy and process for distributing the current funds through a juried process would benefit my organization	**disagree**
A formal agreement/lease with the City of Winnipeg would benefit my organization.	**highly disagree**

Q4 What does your organization need to succeed in the future? Please provide your views including any resources or supports required that may be specific to your organization.

A Funding agreement that would support the operations of the museum and include incremental increases to support the ongoing increases to expenses. Our "transfers to accommodating budget line" increased $6000 last year and and additional $1000 this year. However our operating budget has not increased. Those funds have come from the small percentage of the budget that we can use as Salary and benefits and Transfer to civic accommodations we do not have access to pull money from those budget lines leaving us with a very small % of our budget to directly control.

Information on how the transfers to civic accommodations amount to prepared each year with a breakdown of the costs.

We need the current staffing levels to remain as is, and the level of support we receive from the City. The Museum Curator CUPE position is vital to the museum and it should have no effect on the funding of the museum. If the curator is redeployed the museum will have to fill the position as well the administrative support from the city will likely change and decrease. Transferring those costs to the museum on a budget that is very limited that has not increased in a number of years. You are asking us to do more with less. It is getting more and more difficult to maintain the operations of the museum on the current funding level- which has not increased since 2012.

The museum has investigated a building expansion that would increase the exhibition spaces, collections spaces, programming spaces to make the museum more of a community hub which would include making the entire building fully accessible as currently the main gallery is the only space accessible in the building. The building is nearing 100 years old and will continue to need repairs and upgrades, The museum can't function if the building is in need of repairs.

That the City openly acknowledge their responsibility to the City of Winnipeg Museums and uphold those responsibilities for their museums. That the City of Winnipeg not divest in their cultural heritage by removing funding and support to the City of Winnipeg Museums.

Q5 Do you have an idea or suggestion on a process to administer the grant funds?

The City of Winnipeg Museums Plan B option that was suppliedto the SPC and EPC was a plan that all of the museums agreed upon.

Q6 Do you have any ideas for future ways forward for museums that do not include increased funding or resources provided by the City? Please provide any options or alternatives you would like to suggest.

Without increased funding or resources there will come a time when we may have to cut our programs offered to the public, reduce staff, cut our hours of operation, and potentially even close. The museum has joined the Manitoba Heritage Trust and we have been fundraising to add to our operational budget and projects. We are looking to increase our own self generated venue, developing sponsorships packages, charging fees for programs, holding fundraisers. At the moment there are funds are coming in but they aren't substantial.

There may be potential to share expenses with other City of Winnipeg Museums but we aren't sure what they would be and how that would work.

Page 3

Q7 Do you have anything else you would like to add?

We need to know the formula on how Civic Accommodations is calculated. We need more transparency on how the number is calculated and how the dollars are spent.

Why change the process at all? Status quo won't cost you more money. It will encourage museums to go out and fundraiser to supplement their budgets. This arrangement is working, and has been working for many years -why change it now. There is no cost saving for the city to change the program.

#2

COMPLETE

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Page 1

Q1 What is your title?

Eric Napier Strong - Curator / Manager

Q2 What organization do you represent?

Seven Oaks House Museum & Ross House Museum

Page 2

Q3 Please provide your level of agreement with the following statements.

Current funding levels for my organization are sufficient.	**neutral**
Current administrative support levels (maintenance, answering questions) for my organization are sufficient and should not be changed.	**agree**
The current museum grants system works effectively.	**neutral**
A more consistent approach to museum grants administration would be welcome.	**highly disagree**
The Winnipeg Arts Council would be a good choice for administering museum funds	**disagree**
A policy and process for distributing the current funds through a juried process would benefit my organization	**highly disagree**
A formal agreement/lease with the City of Winnipeg would benefit my organization.	**agree**

Q4 What does your organization need to succeed in the future? Please provide your views including any resources or supports required that may be specific to your organization.

-Continued payroll &administrative support. The SOHM Board does not have the capacity to pick up these functions, and we would require additional funding in order to contract this work out.

-Continued complete maintenance support from Central Control. Both SOHM & RHM operate in City-owned buildings, and maintenance responsibilities should be clearly outlined in our operating agreements. We are happy to continue leveraging City funds to secure funding for conservation & restoration of the heritage property (a function which the City could not achieve on its own) – but it would be unreasonable for the Board to expend operating funds on maintenance of a City-owned property.

-Consistent core operating funding. Existing museum grant funds for SOHM/RHM must be kept at their current level and must not be jeopardized by a move to an open juried process. At the current time, SOHM/RHM would not be able to compete in this field and would lose their funding.

-The ability to accept funding from community foundations or endowments (eg: The Winnipeg Foundation, the Heritage Trust Program) would promote organizational growth and greatly improve our ability to leverage City funding.

-A clear operating agreement which outlines the integral relationship between the SOHM Board and the City, and does not attempt to saddle the Board with an inappropriate lease.

-A permanent, year-round staff person who can leverage grant opportunities, plan marketing/programming during the school year and ensure organizational continuity. SOHM/RHM have no permanent staff member due to their seasonal operation. Both museums have achieved remarkable success since 2016 only because the current Curator works as a contractor elsewhere over the winter and has returned repeatedly. This arrangement is not a viable long-term plan, and the organization will inevitably regress when staff turnover occurs.
This permanent staff person might take the form of a museum consultant under a City department, or even an external contractor hired with a portion of the previous Museum Board funds. One position could be responsible for all museums, or simply all seasonal museums.

-For the City to recognize its museums and heritage properties as historic resources and not burdens. A minimal effort to protect, promote and support the development of these organizations would pay dividends for tourism and local education. Consider the success of our film industry and the value of our Exchange District, orthe value of cultural tourism across Europe. Regional Metis culture has a unique appeal for tourists, and there is a remarkable opportunity with sites like SOHM & RHM to develop City-owned properties into robust cultural/tourist sites with a minimal investment.

Q5 Do you have an idea or suggestion on a process to administer the grant funds?

The key point is that the funds designated for these six city owned museums must be treated as distinct from the general “open” museum grant and not be amalgamated with the open museum funding assigned to WAC. This fact has been firmly established and repeatedly emphasized in all reports by the Mayor’s Task Force and directives from the Committee. Competitive project funding is completely inappropriate and unfair for organizations such as ours.

Because of the symbiotic relationship between the SOHM Board and the City (eg: our dependence on City services and admin), external administration of the grants does not seem sensible and would likely create additional complications.

We would not necessarily be opposed to these funds being externally administered only if they were kept distinct from the open, juried pool currently assigned to the Winnipeg Arts Council. If these funds are to be administered by an external organization, it would be preferable for this to be done by a group with heritage specific experience (eg: Heritage Winnipeg). WAC’s own statements to the committee highlighted that there are major concerns and inconsistencies between project grants for visual artists and operational funding for museums.

A Museum Consultant (details outlined below) hired through the City or an external organization would have the specialized knowledge and experience required to critically evaluate applications from City museums and disburse funds according to both need and merit.

Q6 Do you have any ideas for future ways forward for museums that do not include increased funding or resources provided by the City? Please provide any options or alternatives you would like to suggest.

The $45,580.00 in funding which was previously allocated to the Museums’ Board for administration and/or a portion of resources saved from re-deploying the CUPE curator position should be used to establish a Museum Consultant position.

The Museums’ Board historically hired a Museum Consultant to help coordinate and assist the museums which receive City grants. This position should be re-established and made responsible for:
-Administering museum grant funding.
-Assisting seasonal museums with grant applications and organizational development.
-Liaising with City staff to ensure maintenance or grounds issues are handled appropriately.
-Liaising with City staff regarding payroll and administration, to minimize impact on the City Clerks.
-Facilitating applications to provincial/federal restoration grant programs, which would multiply City funds and defray the cost of maintaining heritage properties.

This model is the only realistic way forward for the 3 season facilities (SOHM, RHM, Grant’s Old Mill), and would permit them to grow far beyond many of their current limitations.
This position could exist under Community Services or Library Services (as suggested in a previous submission to the Committee). It could also be conceived as an external consultant (operating under WAC or another agency), in order to reduce demands on City resources (eg: benefits, pension, etc). On the other hand this distancing would introduce additional complications as the need to liaise with City departments for maintenance and services would not be eliminated.

SOHM & RHM have seen major growth since 2016, when the Board chose to run a brief deficit and invest in effective leadership. Our balance sheets reflect massive growth in both grant funds leveraged and self-generated revenues. RHM was set to close because the Manitoba Historical Society found it un-manageable. Since SOHM took over management in 2018, RHM has generated a small profit (which is re-invested in community programs). We have found major efficiencies and opportunities for growth by pooling the resources of these two museums. There is potential for all of the City’s seasonal museums to grow further and become resources for the City with a minimal investment in some type of management.

Q7 Do you have anything else you would like to add?

Regarding Question 3:
A) The existing operating grants for SOHM & RHM are (barely) sufficient as core operational funding. We would not request additional funds during the current budget cycle. With this reliable core funding in place we are able to leverage other grant programs and generate our own revenues. The real need is consistency (due to a lack of permanent staff, as outlined above) and clarity on our relationship with the City.

B)The support received in terms of maintenance is generally reasonable, though there is room for improvement. SOHM/RHM would not be able to operate without the payroll support received. Administrative support from the City Clerks is very good. The real issue is with communication, clarity and reporting.
The absence of any clear structure for museums in the City makes it difficult to handle any problems. We have no contact person for general issues and there is no orientation to City services provided to the Board. Our staff have developed contacts on an issue-by-issue basis, and there is no coherence or clarity to which services the City will or will not provide.
In most instances there are no major problems once connected with the appropriate City staff, but it takes a lengthy process of trial-and-error to discover the right contact. Short-term museum staff develop connections which are eventually lost, and the organization is left without the knowledge of contacts or processes and unable to function effectively. A coordinator (such as the Museum Consultant outlined above) is needed to facilitate all services for the City-owned museums and reduce the drain on City staff.

C/D) A more consistent approach is required, but this must be developed carefully in consultation with each museum. Major differences between our organizations and our varying dependence on the City make it impossible to arrive at a reasonable blanket solution, even within our small group.
The City must recognize that the SOHM Board cannot be treated as an external organization. We operate with a City owned collection, in a City owned building, and are a board convened by the City for the purposes of caring for the City's museum.
Other City museums which are independently incorporated charities with permanent staff, may be in a different situation.

E) As outlined above, the Winnipeg Arts Council lacks heritage or museum-specific knowledge and expertise. This solution would be acceptable only if funds for the 6 City-owned museums are kept permanently distinct from the general juried museum grants.

F) A juried process is absolutely inappropriate for this arrangement.
SOHM operates seasonally. We have no permanent staff. Other City museums being discussed (eg: St. James Assiniboia, Transcona, St. Boniface) all have a 1-3 permanent year-round staff members. These individuals have the expertise, training and time necessary to build their organizations into a degree of independence and may stand on better footing to compete for juried funding. Even these organizations will struggle to compete on an open (un-even) playing field against multi-million dollar operations with numerous staff and professional grant-writers/fundraisers (eg: the Manitoba Museum or the Royal Aviation Museum). Seasonal operations such as SOHM, RHM, and Grants Old Mill will never have this staff capacity to develop into competitive organizations. The idea of forcing SOHM to compete against these organizations in a juried process is laughable. A less equitable competition could hardly be imagined.
The Board of SOHM has effectively been created by the City for the purposes of managing its museum. To force the Board to compete for core operational funding is wholly inappropriate. We are not an external organization requesting project funding – we are a creation of the City dependent on core operational funding.
We are able to leverage the City's contribution to secure substantial additional funding (eg: Provincial museum grants; federal student employment grants; Provincial heritage restoration grants). This allows us to operate the site with an efficiency which far exceeds what the City could achieve on its own.

G) A consistent operating agreement is critical, but it is impossible for our Board to enter into a lease agreement.
Our recent shared management of Seven Oaks & Ross House Museums have highlighted the difficulties here. Seven Oaks House Museum has an operating agreement which recognizes the integral relationship between the SOHM Board at the City. No lease or distinct insurance is required.
Ross House Museum historically operated with a lease agreement. Presumably this is because the Manitoba Historical Society was an external organization which effectively ran the Museum as a contractor for the City (taking an associated administrative fee). This does not accurately reflect the relationship with the Seven Oaks House Museum Board. Over the past two years City departments have attempted to force the SOHM Board to enter into this same inappropriate lease, which has led to protracted negotiations, piece-meal

attempted to force the SOHM Board to enter into this same inappropriate lease, which has led to protracted negotiations, piece-meal changes to the document and major uncertainty for the museum's operations.
The Seven Oaks House Museum Board is not a legal entity distinct from the City. "The Board" cannot enter into a lease agreement. Individual citizen board members cannot reasonably be asked to sign the lease and take on personal liability after volunteering to assist the City with running its museum. This concept is irrational, legally incoherent, and frankly offensive to your volunteers.
While some museums in the City-owned group may be incorporated entities, this is not the case for SOHM.
Coherent, matching operating agreements must be developed for both the Seven Oaks House Museum & Ross House Museum properties which recognize the integral relationship of the SOHM Board with the City, and clearly outlines the responsibilities of both parties.

#3

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Page 1

Q1 What is your title?

Director, and
Manager of Finance and Operations

Q2 What organization do you represent?

St. Boniface Museum Board

Page 2

Q3 Please provide your level of agreement with the following statements.

Current funding levels for my organization are sufficient.	**disagree**
Current administrative support levels (maintenance, answering questions) for my organization are sufficient and should not be changed.	**neutral**
The current museum grants system works effectively.	**disagree**
A more consistent approach to museum grants administration would be welcome.	**neutral**
The Winnipeg Arts Council would be a good choice for administering museum funds	**highly disagree**
A policy and process for distributing the current funds through a juried process would benefit my organization	**highly disagree**
A formal agreement/lease with the City of Winnipeg would benefit my organization.	**N/A**

Q4 What does your organization need to succeed in the future? Please provide your views including any resources or supports required that may be specific to your organization.

- Need to address current gaps in HR/capacity:
• nobody in marketing or communications;
• programming/coordination position is currently reduced to a 0.8 EFT;
• janitorial/general maintenance position is currently reduced to a 0.8 EFT;
• note that curator position is currently vacant and will likely remain that way in light of pandemic.

- Require access to consultants for heritage building maintenance support & expertise

- Require support for updating fire plan

- Require a clear way by which to engage stakeholders (City, Province, Federal) for tripartite agreements to meet heritage building conservation goals (ex: outstanding inability to secure funds for roof rafters analysis from 4 years ago; building needs to be painted asap)

- Require each City department that provides support/services to the museum to be aware of their obligations toward the museum; a clear framework across departments of our museum's standing within the city.

- Require an identified point-person to navigate City structure on our behalf when experiencing difficulty accessing services/support

- Ability to keep using self-generated revenues to complement operating support

- Ability for our programs to be included in the Leisure Guide as City services/programs

- Ability to be supported/featured/included in Indigenous Services Branch

- Ability to be supported by/featured/included in French Language Services

- Entertain the purchase of a facility for adequate storage: St. B Museum Board currently pays $45,000 annually in rent alone and is responsible for all utilities and maintenance of systems. If a suitable building were purchased and amortized, it would become an asset and the need to pay rent would be eliminated.

- Through Clerks & Governance: mandate Indigenous representation on the St.BMB.

Q5 Do you have an idea or suggestion on a process to administer the grant funds?

Prior to providing ideas for administration of grants, we would like to reiterate our position that the St. Boniface Museum Board exists only by way of a By-Law and continuance in the City's Charter. The Board's mandate is to operate and manage the building at 494 Taché and any other building used for the purpose of a museum, on the City's behalf. The board is not incorporated, does not legally exist 'separate and apart' from the City. What is commonly known as the 'St. Boniface Museum' is a service/program/initiative of the City's. As such, requiring your own entity to enter into a legal agreement with you for its ability to act on your behalf is (overall) an inefficient way to administer an operating allocation. A streamlined flow through an appropriate department would be more efficient.

St. Boniface Museum Board has ideas which all require further research, discussion or consideration. St.BMB notes that the civic museums had provided a well-developed 'Plan B' which was satisfactory to all. St.BMB is not an expert on how the City functions or how it sees itself able to provide an appropriate framework for the civic museums, internally. St.BMB provides these suggestions only as examples that could be an intelligent/practical fit for this museum. Not knowing every aspect of other museums' functioning, we cannot speak on their behalf.

1. Prepare multi-year agreements which are subject to appropriation. Continue providing 'bridge financing' in new fiscal year until budget is passed; consider raising that financing to 50% of previous year's funding level. Eliminate need to invoice; flow the funds once required approvals have occurred.

2. Create a museums consultant position that would provide administrative and navigation support to civic museums, and compile and provide data analysis for reporting and decision-making by City. This consultant would also administer support levels as determined through annual budget process.

a. In this case, the annual budget process could be determined by SPC, or
b. The consultant would have the authority (like other funding support programs in other levels of government or jurisdictions) to make recommendations for approval by Council. The consultant would already have access to very solid framework/metrics for analysis, which had been created after extensive community consultation by the Museums Board.

3. Require St. Boniface Museum Board to present annual report and budget requests to Standing Policy Committee on Protection Community Services and Parks, for consideration. (This is the procedure currently outlined in the By-Law). Budget allocation to be included in and flowed through appropriate City-identified budget line and department (City would need to decide where to flow it from, if not from Clerks).

4. Administer St. Boniface Museum Board's operating support through the French Language Services department. Require St. Boniface Museum Board to present annual report and budget requests to SPC as currently outlined in the By-Law. Budget allocation to be included on and flowed through Corporate Services Department – French Language Services' budget line.

5. Recognizing that most of the civic museums are in Métis heritage buildings, consider whether as a group the administration of budget allocations could flow through Indigenous Services Department.

6. Considering that each of the museums is in a designated heritage building, administer budget allocations through PPND.

Q6 Do you have any ideas for future ways forward for museums that do not include increased funding or resources provided by the City? Please provide any options or alternatives you would like to suggest.

-Reduce Entertainment Tax Refunds to organizations such as True North by 1% and reorient some of those revenues to museums.

-Consider property tax increases and reorient a portion of those revenues to museums.

-Consider payroll contributions from civic employees (Wpg Police Service collects mandatory contributions from its members for its museum).

-No increased funding is not sustainable; the museum operations require stable, multi-year funding with at minimum cost of living increases. If no increased funding is available, the City needs to analyze where it can internally increase support to lower the St. Boniface Museum Board’s current responsibilities with available funding levels.

Page 3

Q7 Do you have anything else you would like to add?

1. CLARIFICATION FOR SATISFACTION LEVELS CHOSEN IN TABLE

Current funding levels for my organization are sufficient:
Highly disagree - Current levels of funding have not seen an increase in almost 10 years. New costs of doing business have changed in the last decade, particularly in terms of IT needs, backup needs, database requirements, network maintenance, effective marketing and social media, the need to be ever-more-present on a variety of platforms in order to be competitive, have a voice, remain relevant and generate revenues.

Current administrative support levels (maintenance, answering questions) for my organization are sufficient and should not be changed:
1) Highly disagree – as it pertains to building requirements, legal issues, communication, 311 (picnic tables; trees) and
2) Agree – as it pertains to finance, human resources, WCEBP, video surveillance, security & monitoring, insurance

The current museum grants system works effectively:
Highly disagree –
1. Current process for Operating Grant Agreements is not effective: it is dependent on budget timing which can see extreme delays some years, particularly following an election. Errors or omissions in drafted grant agreements further delay the process (requires vigilance on our part to ensure agreement does not contradict current Bylaws and preceding agreements or legal standing). Last year, the agreement was sent by regular mail as opposed to couriered delivery which further delayed signatures. These delays create cashflow issues when the process extends beyond mid-April (in early May 2019 we were positioned to lay off staff as the delay was significant). Additionally, with other funders, grants are funder-generated, meaning they flow immediately once budget and approval are in place; the need to 'invoice' for a grant (and then be subject to a 30-day turn-around for payment) adds another layer of delay and is not best practice elsewhere; the funds should just flow directly once approved. The first payment in January if no budget is passed is effective for cashflow; going past mid-April without a 2nd instalment creates cashflow issues (since we are required to provide employees with 14-days notice of layoff as per CUPE agreement), coinciding with the busiest programming season and highest amount of materials being purchased.
2. Requiring your board which has no legal standing outside of the City (and which is also fully insured by City) to sign an agreement with yourself on your behalf for operating funds (to manage and operate the museum on your behalf), is not effective. We wonder if it is even legal and binding…

The Winnipeg Arts Council would be a good choice for administering museum funds:
Highly disagree –
1. The WAC is facing its own financial setback and will need to focus on doing what it does best: which is to be a responsive and innovative arts service organization for Winnipeg.
2. Just because the WAC is a cultural organization, it does not mean it has any expertise in understanding 'local community heritage museums that also operate in heritage buildings'.
3. The Winnipeg Arts Council is not responsible for the overall ability of the St. Boniface Museum Board to deliver on its mandate. Operating support is but one component of the museum's annual success. An anonymous juried process could jeopardize the City's ability to deliver this public/core service in any given year.

A policy and process for distributing the current funds through a juried process would benefit my organization:
Highly disagree - Our local 'heritage museums operating in City-owned or City-leased heritage buildings' community is very small and would not be able to sustain the level of rotating experts/peers required for strong, diversified juried processes. Travel and accommodations from other jurisdictions with comparable expertise would be too costly for the size of the envelope.

A formal agreement/lease with the City of Winnipeg would benefit my organization:
Not sure – Firstly, we are not an 'organization'. Secondly, the City is in a 99-year renewable lease for this building, which does not allow for subletting and is tied to the operating of a museum by the City. However a formal determination of responsibilities & outlining of legal relationship would be highly beneficial.

2. ST. BONIFACE MUSEUM BOARD'S ACCESS TO CITY RESOURCES

It is essential that aside from an annual operating budget, the St. Boniface Museum Board continue to partner with the City's various

It is essential that aside from an annual operating budget, the St. Boniface Museum Board continue to partner with the City's various departments to ensure delivery on its mandate and public service. Currently (and by no means is this meant to be an exhaustive list), the following departments work with us as colleagues in a variety of circumstances and for a variety of purposes:

- Corporate Finance, (including: Taxation, Risk Management, CFO)
- Corporate Payroll
- Corporate IT (including: Technology Planning)
- City Clerks
- Community Services Department
- Materials Management
- Connectivity & Communications
- Municipal Accommodations
- Advertising
- Historical Buildings
- Planning Property & Development
- Environmental Standards Branch
- Police & Fire
- WCEBP (including: Pension, LTD, EAP)
- HUB (re: benefits - on behalf of the City)
- Labour Relations
- Legal Department
- 311 (trees, picnic tables, water)

3. GRANT ADMINISTRATION DOES NOT SOLVE ALL PROBLEMS

As explained previously, the grant administration is but a small portion of the museum's ability to operate. We are tired of being treated as an outsider when in fact we are not. We are very disappointed at the empty sections pertaining to civic museums in the Community Trends and Performance Report (for the 2020 budget). We submit our data by way of annual reports and audits each and every year, as requested by the City, yet our work and achievements on your behalf for this service to the community is not compiled or shared with the community or Council for consideration. In the Arts, Education and Culture section, there are no key goals identified for museums; there is no mention of civic museum in the Service Level Statistics either. This is an example of another gap which is separate from the granting process, yet still needs to be addressed. The task force recommendation was to establish some form of hub within the city structure in order to also address all of these other issues ...

Thank you for the opportunity to provide some thoughts prior to consultation.

#4

COMPLETE

Collector:	Web Link 1 (Web Link)
Started:	Thursday, April 02, 2020 1:24:52 PM
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IP Address:	142.161.118.146

Page 1

Q1 What is your title?

President

Q2 What organization do you represent?

St James Assiniboia Pioneer Association

Page 2

Q3 Please provide your level of agreement with the following statements.

Current funding levels for my organization are sufficient.	**disagree**
Current administrative support levels (maintenance, answering questions) for my organization are sufficient and should not be changed.	**disagree**
The current museum grants system works effectively.	**disagree**
A more consistent approach to museum grants administration would be welcome.	**highly agree**
The Winnipeg Arts Council would be a good choice for administering museum funds	**highly disagree**
A policy and process for distributing the current funds through a juried process would benefit my organization	**disagree**
A formal agreement/lease with the City of Winnipeg would benefit my organization.	**highly agree**

Q4 What does your organization need to succeed in the future? Please provide your views including any resources or supports required that may be specific to your organization.

We need stable, fair and adequate funding that we can rely on. Presently we are funded at 2010 levels, although the City has increased the required level of financial reporting and insurance. As well operating costs have risen significantly.
Although our contract with the City stipulates that we are only responsible for operating and maintenance costs, we are told we are responsible to raise funds for capital building projects as well. Presently we are preparing to put together a fund raising plan to replace/repair our sluice and water wheel which were damaged or removed by ice on Sturgeon Creek 2 years ago. Our Board is strictly volunteers who are taxed to the limit just keeping the Mill open and providing the required services to our Community and City. We have neither the expertise or time to mount a major fund raising campaign to repair a City-owned building, especially when our contract stipulates that the City is responsible.
We presently have a museum showcasing the operation of water-powered flour milling with no working sluice or water wheel.
This past year, Councillor Gillingham had to use LDR funds so that we could update our lighting and bring the building up to code.

Q5 Do you have an idea or suggestion on a process to administer the grant funds?

Our group of 6 City owned museums put forward a proposal to Council last fall. It was by no means perfect but was by far the most sensible and easy way to handle funding and indeed, all museum dealings. It entailed using the City employee, who would need to be redeployed, as a one-person, consistent message conduit between the museums and the City. She is very knowledgeable about the museums and could be a very valuable resource. Presently, there are a number of different City employees who we must deal with and often it is difficult and time consuming just to find the right contact. As she is already a City employee, this would eliminate the need to spend precious dollars on museum funding administration.

Q6 Do you have any ideas for future ways forward for museums that do not include increased funding or resources provided by the City? Please provide any options or alternatives you would like to suggest.

In the future, it appears that Museum Boards will have to try and arrange corporate funding to augment the City funding model. As our economy is faltering, this would be a very difficult task, especially in the short-term (next 5 yrs).

Page 3

Q7 Do you have anything else you would like to add?

This is a very complex problem with every museum having a different funding contract with the City. Could a working group be established to try and come up with a model that would be fair and consistent to all 6 museums? That done, then maybe an equitable plan could be developed to help produce the funding required to keep these facilities functioning.

#5

COMPLETE

Collector:	Web Link 1 (Web Link)
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Time Spent:	04:32:16
IP Address:	207.161.127.227

Page 1

Q1 What is your title?

Executive Director/Managing Curator

Q2 What organization do you represent?

The Historical Museum of St. James-Assiniboia Inc.

Page 2

Q3 Please provide your level of agreement with the following statements.

Current funding levels for my organization are sufficient.	**highly disagree**
Current administrative support levels (maintenance, answering questions) for my organization are sufficient and should not be changed.	**agree**
The current museum grants system works effectively.	**neutral**
A more consistent approach to museum grants administration would be welcome.	**highly agree**
The Winnipeg Arts Council would be a good choice for administering museum funds	**neutral**
A policy and process for distributing the current funds through a juried process would benefit my organization	**neutral**
A formal agreement/lease with the City of Winnipeg would benefit my organization.	**agree**

Q4 What does your organization need to succeed in the future? Please provide your views including any resources or supports required that may be specific to your organization.

Equitable, reliable, consistent City funding for our year 'round operation in the management of 3 City owned buildings(1856 municipally & provincially designated Red River Frame 2 storey farmhouse, 1911 District of Assiniboia First Municipal Building/Galleries to be designated,& the 1800's Exhibit/Interactive Log structure.)
As one of three 'year-round operations.
The Historical Museum of St. James-Assiniboia Inc. currently receives 7% of the total funding presently available to civic museums. Approximately 84% of the 100% of City operating grants is being allocated to 2 museums. There has to be a more level playing field & funding can not be allocated based upon past funding amounts, total budget, staff size or bias.
Civic Accommodation fees should be levied for all civic museums that receive operating grants. Services should be the same for each museum without exception because there have been inequities in fee amounts charged and extra services provided. There needs to be a level playing field across the board.
Either all pay Civic Accommodation Fees as a direct transfer out from the awarded gross operating grant, or none do.

Q5 Do you have an idea or suggestion on a process to administer the grant funds?

Ideally, returning back to a line item on a departmental budget. This museum was receiving its operating funds under Community Services prior to 2006 & subsequently, City Clerk's. The understanding is that Living Prairie Museum for example, has no required juried process to operate and continues to be supported at the departmental level, so this model seems to work . Fire Fighters and Police Museums have also managed well under their models but are volunteer based and require no juried process.
Keep our funding at the departmental level.

Q6 Do you have any ideas for future ways forward for museums that do not include increased funding or resources provided by the City? Please provide any options or alternatives you would like to suggest.

Some varying thoughts:
Keep the current funding base and add museums that are funded under departments to the mix. Divide funds for 'year-round operating civic museums according to current tax base statistics in a constituency, and a Museum's actual number of City-owned historic buildings/resources - square footage, etc., managed for the City by professionally trained staff. Department funded museums should also be funded under the same criteria and same funding base model as every City owned museum. There might be a slight variance in operating funds but the divide should be minimal given the current tax payers in any given constituency. Incorporate an equalization formula to ensure a democratized process.This also can be applied to seasonal City owned museums but a somewhat different funding criteria compared to 'year-round operations. Criteria should include professionally managed collections and historic significance of structures.
Some City and non-City owned museums have received a cornucopia of funds, other City Museums have had to find ways & means to exceed expectations & survive in an inequitable playing field.
Small, medium or large museum designations are generally categorized by budget, number of paid staff and other factors including theme based prerogative . Programing, product output or number of buildings & cultural objects curated did not equalize funding under the CMRB. model.
Greater funds to operate for some museums has meant more paid staff, personnel benefits, etc. and has created a false reality of 'largeness" & limiting factors for other museums.
Reference to Civic Accommodation fees:
Keeping status quo of administrating funds by City staff but at the top transferring out 25% of total museum sector funding including at the department funded level and creating a fund for maintenance & services. Its already formula based upon percentages and not all museums receive the same services anyway. Result in equalized service/maintenance. Emergency funds for historic resources owned by the City already are funded from different sources.

Q7 Do you have anything else you would like to add?

Stay well and stay healthy during this difficult time in our history.

Appendix B – Meeting agenda

ADMINISTERING SUPPORT FOR MUSEUMS

Meeting Agenda

April 2020

Museums play an important role in ensuring that the past is recognized and remembered. The City has provided both financial and administrative support for a number of museums in the community, specifically Le Musée de Saint-Boniface Museum, Transcona Historical Museum, The Historical Museum of St. James – Assiniboia, Ross House Museum, Seven Oaks House Museum, and Grants Old Mill. In late 2019, the Public Service was directed to consult with stakeholders on options and alternatives and provide a written report back to the Standing Policy Committee on Protection, Community Services and Parks.

Meeting Purpose:

- Provide background on recent administrative report that was adopted by City Council in December 2019.
- Discuss ideas for how the City can effectively provide financial and administrative support.

Agenda

1. Introduction
2. Background
3. Review questionnaire responses
    a. Feedback on current system
    b. Ideas for ways forward
    c. Discussion and further detail on responses
4. Summary of key points
5. Next steps and closing

Winnipeg

Appendix C – Meeting notes

Administering Support for Museums
Stakeholder Meeting: Grants Old Mill

Location:	Remote Meeting: Microsoft Teams	**Date:**	April 14, 2020
		Time:	11 a.m. – 12 p.m.

Attendees	Reg Sims (RS)	St. James – Assiniboia Pioneer Association (Grants Old Mill)
	Marc Lemoine (ML)	City of Winnipeg
	Destiny Watt (DW)	City of Winnipeg
	Leah Cowan (LC)	City of Winnipeg
	Morgan Vespa (MV)	City of Winnipeg
	Tamara Pomanski (TP)	City of Winnipeg

Meeting Notes

1. **Introduction**

2. **Background**

ML: Has the museum received the contract?

RS: have not received yet. Address for museum is home address. Museum is not opened 4-5 months of year.

TP: The contract should be coming soon.

ML: This process came out of museum committee and wrapped up. Met with museums and tried to come up with next steps. One was a Special Operating Agency model. This came out the Standing Policy Committee and was referred to the Public Service. The SOA model was more designed when there are functions within the City competing with the private sector and generating revenue. Council took feedback from museums and asked for an engagement with museums to try to understand a different model that might work. The City asked for survey responses to provide feedback on their needs. We are following up with this meeting to get further clarification to make sure we haven't missed anything. Next, we will compile information from meetings and survey and will provide directly back to Council so they can understand what is most needed, in the words of museum representatives.

RS: Think this is a good time to facilitate some change and find something that will work better for all museums and for the City. City received a copy of the Plan B that museums had sent. Every plan would have problems because each museum is distinctly funded and everything is different. There could be an opportunity to come up with an equitable and easier method of funding. This seems like a good time to come up with a better model that is more equitable and easier to maintain.

ML: Want to facilitate dialogue and realize museums are looking for funding, just as the City is. Want a way that works for City and museums to move this process forward with available resources.

3. Review questionnaire responses

a. Feedback on current system

Current funding levels for my organization are sufficient. (response: disagree)

RS: Can't see any organizations saying their funding is sufficient. Funding levels set in 2010 and have remained fairly constant since then. NO way to agree because the cost of everything has gone up and more onus placed on museums. Have to spend funding on financial review each year, $1,500 to $1,700 on insurance. Operating grant helps fund summer student, minimum wage has increased so they have to be paid more.

Current administrative support levels (maintenance, answering questions) for my organization are sufficient and should not be changed. (response: disagree)

RS: Sometimes getting a response back from civic employees has been difficult. Spent time in federal government and if ever did not answer an email or phone call within two working days, there would be problems. I can go weeks or months without receiving any answers.

ML: What types of requests are you making?

RS: Not wanting to provide specific names; bigger picture things; have to go to Councillor Gillingham to get Public Service to reply. Have to get a face to face meeting to get answers.

ML: Issues related to the building?

RS: Yes, need more reliability with building maintenance. Technician is reliable for smaller issues. Recently needed to upgrade lighting. Concern over milling grain and flour because it is combustible. Was able to get Land Dedication Reserve funding to do upgrade.

ML: Council set aside most recommendations but did include asking Public Service to look into agreements with regards to buildings for each of the museums. Hoping this will be helpful in letting everyone know what their responsibilities are and what the City's responsibilities are. May not solve all problems but should make things easier.

RS: Most small things are not an issue. Bigger picture things (sluice, water wheel). To show water power milling from 1800s is difficult without these functioning elements. Being told to raise money to get these things done. Contract states anything to do with the building are City responsibilities. The museum is volunteers doing their best to keep doors open and programming going. Major fundraising for $100,000 is huge – do not have capacity.

The current museum grants system works effectively. (response: disagree)

RS: Without museums board, no system in place. Did not like funding through Winnipeg Art's Council proposal. It would be too subjective regarding who has better relationship with Arts Council. Plan B that I liked was that it would still be under the control of the City where there is more equity, wouldn't have the bias of the a third party council.

A more consistent approach to museum grants administration would be welcome. (response highly agree)

RS: So hard to plan in advance without knowing what kind of funding is coming for the next year or what contingencies might come along.

ML: Council did approve a four year budget. Requires approval each year but also provides some certainty for the next four years. The grant remained the same for the next four years.

RS: It is important to be able to plan into the future. Grant applications always ask for budgets. Want to make the point that this is operating grant. Able to get some small grants for other sources but the money that will keep the doors open, and meat and potatoes comes from the City and why we need consistency.

ML: Subject to change but would be surprised if it did.

b. <u>Ideas for ways forward</u>

The Winnipeg Arts Council would be a good choice for administering museum funds (response: highly disagree)

RS: Answered above.

A policy and process for distributing the current funds through a juried process would benefit my organization (response: disagree)

RS: Have seen a juried process can be a favourites picking – flavour of the day or the year. Something with a higher visibility and the jury may not be aware of everything going on. Like a consistently set budget that we can rely on.

A formal agreement/lease with the City of Winnipeg would benefit my organization. (response: highly agree)

RS: Makes sense for everybody. Everyone has to live within certain guidelines and need to know those guidelines.

c. <u>Discussion and further detail on responses</u>

What does your organization need to succeed in the future?

RS: Need stable, fair and adequate funding. At least stable and fair would be 2/3. Need to replace equipment. Volunteers are not qualified for major fundraising. Can apply for different grants and provincial and federal grants. Resource pot is growing smaller with less discretionary funding.

Do you have an idea or suggestion on a process to administer the grant funds?

RS: Proposed having the current City employee (Alanna from Transcona Museum) as she is already paid by the City to be our contact person and run it out of the Library Services. Have collections, programs, contacts with the community. That seems to be the most viable solution. This plan was the best we could come up with given limited time.

Do you have any ideas for future ways forward for museums that do not include increased funding or resources provided by the City?

RS: A lot of museums are going to have to look at getting community-based funding. Have been looking at community for donations to help with funding along the way. Have made fairly good contacts back in Feb/March. Going to have to put more onus on the community to help fund some of these things.

ML: This year will be strange with the pandemic.

RS: Major costs every year are for four summer students. Get funding from Young Canada Works and Canada Summer Jobs. That's only half their salary. Have to pay the rest ($15,000-$20,000). Get funding from province and locally and then work on donations.

Any other comments?

RS: Working group. Group of museums did a questionnaire to see differences in contracts. Some have to pay a user fee. Don't think museums funding needs to be changed but handling of buildings should be dealt with. Who should replace major components of the building? Contract should state – responsible for routine maintenance but not capital projects? We would know who is responsible for what? If Ross House all of a sudden needs a roof, do they have to do a fundraiser or does the City replace the roof?
Was surprised to see the differences in the contracts. Went to one of Councillor Pagtakhan's meetings with the museums and discussed difference in the contracts. It was mind blowing how different everyone was. This needs to be straightened out for better transparency.

ML: Agree and have heard this from a number of museums. Agreements based in history and have been different over the years. Now is a good opportunity to look at bringing consistency and/or better understanding. Make sure everyone understands the services available for access to the ones they need.
RS: Councillors receive calls about why the museums are not being fixed. Councillor Gillingham comes to a lot of board meetings and explains a lot of background. People may not understand why it is not the same for every museum.

4. <u>Summary of key points</u>

RS: Covered most concerns but want to take this opportunity to improve the system. There is an opportunity to make things better for all involved. This might be a good chance to take it.

ML: Not sure about solving all problems in the short term but can take steps in that direction.

5. Next steps and closing

ML: Will put together notes and send to participants. Will include survey and notes back to elected officials with recommendations for the future. Appreciate your participation.

RS: Thank you for the time.

Administering Support for Museums
Stakeholder Meeting: The Historical Museum of St. James-Assiniboia Inc.

Location:	Remote Meeting: Microsoft Teams	**Date:** **Time:**	April 8, 2020 10:30 a.m. – 11:30 a.m.

Attendees	Bonita G. Hunter-Eastwood (BHE)	The Historical Museum of St. James-Assiniboia Inc.
	Barry Hillman (BH)	The Historical Museum of St. James-Assiniboia Inc.
	Marc Lemoine (ML)	City of Winnipeg
	Destiny Watt (DW)	City of Winnipeg
	Leah Cowan (LC)	City of Winnipeg
	Morgan Vespa (MV)	City of Winnipeg
	Tamara Pomanski (TP)	City of Winnipeg

Meeting Notes

1. Introduction

ML: Meeting with museums to understand museums' portfolios. Allows us to gather information and museums to come forward and share their viewpoints.

2020 budget adopted with four year budget. 2020-2023 grants at same level as 2019. Draft contract from Legal should be provided. Clerk's signed off on hard copy. Please indicate where contract should be sent.

2. Background

ML: Museum committee recommended changes going forward, including SOA model.

Report forwarded to Public Service and CAO's office. Report by Destiny and Marc to Standing Policy Committee with other suggestions because an SOA model would not work in this case. Museums representatives expressed their views at the meeting in response to the report.

Council adopted a few recommendations including standardized legal agreements for museums. Museums are in City buildings and contact has to do with City buildings; setting up framework around responsibilities including fees. Hoping that this will be set up in 2020.

Council directed Public Service to reach out to museums and bring everyone together to listen to what museums need and find a solution that works for both museums and the Public Service.
As a result of meetings, create a report that will include results so decision makers have an understanding of the input from museums. Will share notes from the meeting with the museum and these notes will go forward as well so we are accurately conveying needs.

BHE: Thank you for the opportunity. Have repeated that it comes down to equitable and fair treatment in order to operate fully and completely. Funding levels have been low compared to

what is available. We understand that funding is locked in. Satisfied with relationships with Public Service and content with that. Have not run into any problems. Always had situations dealt with and questions answered. We would love to be able to be part of a line item in a budget. Having been around for a long time, would prefer a process that comes through City staff rather than a juried process. Museums are all very different. The Board's preference is to be treated that way.

3. <u>Review questionnaire responses</u>

a. Feedback on current system

Current funding levels for my organization are sufficient (response: highly disagree)

BHE: Down to 1990 funding levels. At the mercy of 2005 decisions by Council. Did not get the requested increase. Museum provides education programs, including schools, seniors, special needs, and others. Museum is connected to the Human Rights Museum. We survived and thrived because of creative solutions; including antiques roadshow fundraiser. Museum has made every effort possible. Part of the problem is this hasn't made a difference in funding. The museum is made up of City-owned building with three structures which is a lot to curate. Need an equitable funding level. On the other side, we are realistic. The last thing we want is to see any more decrease. Equitable funding solution would be best.

ML: Council did move to four year budgeting model and intent is to provide some security for departments and grantees. Council adopted the grant through 2023. Hopefully it helps to provide a strong chance; still subject to approval every year.

BHE: that is promising and every year we will look forward to that being approved.

Current administrative support levels are sufficient (response: agree)

BHE: Could probably say 'strongly agree'. No complaints because it has been great for us. Prefer this because there is flexibility, policies, controls, processes. We feel confident with this process, it's not going to be given over to any other biases what so ever.

DW: There are a number of museums that do not have any lease agreements or use agreements with the City. Do you think having that agreement is why you may be more satisfied than the others? Does the use agreement clearly lay out the responsibilities for the parties?

BHE: I think it's a good thing and every building should have it. It works and there are other organizations that still access means through City funds to get work done so everyone seems to have a different situation. We have a lease which is a good thing since 1985. It's probably a good idea.

The current museum grants system works effectively (response: neutral - change to agree).

BHE: System works well if we are looking at the current system, contract, annual report, financials, everything works well through City Clerk's or through City staff. Contract, annual report, financials and everything works well through City Clerk's or through City staff.

A more consistent approach to museum grants administration would be welcome (response: highly agree).

BHE: Focused on citizen review board. Want same administrative processes. If there were a way to revaluate and spread the money out more evenly and consistently, that would be ideal.

BH: What we are looking at with that was the financial aspect; not knowing from year to year whether the funding will be cut or an increase in civic accommodation fees (which is akin to a cut to funding).

BHE: Any increase in civic accommodation for our museum meant a large reduction in operating funds. In other museums, funded with a higher gross grant amount, it wouldn't affect their bottom line as much.

BH: If there are some museums that not are not paying civic accommodation fee, when they get an increase in funding, they get an actual increase in funding. Ours is tied into the fees for civic accommodation and there is not a level playing field.

BHE: There may be a misunderstanding. Some museums said they didn't pay civic accommodation fees. There may be incorrect information out there. Should be consistent across the board.

ML: Yes, fair point; It is different among museums. It's a historical thing; over time some have been seen as leasing rather than grandfathered in. Transcona pay and others like St. Boniface and Seven Oaks do not pay. Review that PPD is going to do will help tenants understand how the fees are calculated. Some tenants get dollar leases and others pay full rent; it's an issue for the City overall.

BH: Have to say that the museum is happy with relationship with the Control and have a good relationship with Ryan and Brad because we get the essential maintenance that needs to be done. The relationship is good and the turnaround is good when things come up. One of the things that could be mentioned is when we have worked with the City and City employees, things have been done more efficiently than hiring outside contractors. Outside contractors cost city more because they are unfamiliar with the building. City has to bring someone in anyone to explain to the external contractor what has been done in the past. Having City people handle maintenance would be more efficient.

BHE: City has been efficient, have had a situation all summer with needles. Quickly clean up. Recently had asbestos abatement in the washroom; please with City work.

b. Ideas for ways forward

The Winnipeg Arts Council would be a good choice for administering funds (response: Neutral)

BHE: Have peers evaluating through a juried process. It could be a benefit but possible not. Not sure. That is why we are neutral. There may be cuts to the Winnipeg Arts Council. Museum can't weigh in properly without more information. Over the years, still considered a civic museum and want to continue connection to the City. Living Prairie Museum has civic employees.

BH: Arts Council situation has unanswered questions; it may or it may not be good. Without knowing what safeguards there are that funding would be available, it is difficult to comment. If Arts Council needs become stronger, would museums be cut out of the funding program? Have gone into this in good faith but found out there are a lot of things we don't know.

A policy and process for distributing the current funds through a juried process would benefit my organization (response: neutral)

DW: response above outlined being unsure about the details.

A formal agreement/lease with the City of Winnipeg would benefit my organization. (agree)

DW: See above

Organization needs to succeed in the future.

BHE: Consistent, reliable and procurable equitable funding as a year-round organization operating the museum for the City. There is a lot to curate and have done the best at fundraising. Partner with organizations locally; mini museums; Canada 150; weekend programs. Won award from Heritage Winnipeg. Have proven ourselves but have not reaped reward. Have encouragement from Council now. Seek out corporate and other gains but can only do so much with one full time person and a volunteer board.

BH: This is where the equitable part of the funding is required. Many times looking at simplistic view of things that museums have larger budgets and others have larger staff levels; can't truly accept the museum that way because St. James museum does a lot with lesser budgets and is able to do more quickly because of the smaller size. A smaller ship can turn around more quickly. Have to be assessed by programs and what has been done, not just the idea that more funding should be provided to larger organizations. The decision on funds shouldn't come down to size of the organization. Other museums may have to make some difficult decisions. We aren't in a position to cut staff with only one staff member. There has to be a fair way to spread out available resources to all museums.

ML: Very much understand; you want to be evaluated on what is coming up. A juried process may include an opportunity to be evaluated on plans and resources required for those plans. Would you be comfortable with a juried process?

BH: Not a criticism against museum board. Museum board was set up as a juried process in a sense. Had thought when we applied for funding it was looked at by the Board. Put in requests for increased funding and the validity of those increases but the process didn't come to affect. Larger museums with larger funding get the same amount of funding and in some cases more. The big question is who the jury would be. All have particular biases. Their decision would be based on biases. Can't have a juried process with someone who is totally unfamiliar. A juried process would require discussion around who the jury would be to remain unbiased. Base decision on the outcomes and which museums have done a good job.

BHE: Part of the problem is that with a juried process we would have to go retroactively; inequitable funding levels have created a divide. With more money could do websites and fancy promotions and advertising? Talked about shared resources 25 years ago but it doesn't seem to work. This great divide and historical funding situation has caused this problem. Some assessment where an organization that has grown would be evaluated on that. Outside sources and peers assess student grants.

BH: With a juried process, have to consider how complex a process it would be and how many hoops there would be. Museums that have an advantage would have higher staff levels to have people working on grant submissions. When there is a staff of one full time staff member it becomes difficult. The process would have to tell you about the museum but not an onerous submission.

BHE: Any good museum given a good amount of resources can achieve an impact. Comes down to available funding and other factors that have entered into it. Everyone can perform equally.

BH: Comes down to exceptions made within City (Living Prairie and Fire Fighters museum). Why would some museums be singled out? There is an unlevel playing field: don't exclude some because certain organizations are being favoured over others and it's unfair as to why.

ML: A lot of this is related to historical practices; everyone has been dealt with historically in a different matter. This is one of the things that could be looked at in long term. It becomes an easy process when there's more money to hand out rather than less.

Ideas or suggestions for administering funds

Have touched on it enough; moving to a department.

Alternative ways forward

BHE: Comes down to political will. It could be simpler if the City looked at every constituency and tax dollars and the museum's square footage. This could be a simple solution to see what revenue comes in and number of buildings.

c. Discussion and further detail on responses
Anything else to add

BHE: Thought questionnaire was great: simple and short and covered everything.
BH: other thing that we had discussed was uncertainty of everything with what might happen once dust settles and how this might impact on things. Impossible for you to know. School programs not likely to occur; canceling programs.
Other funding sources on hold.

DW: City is in same situation with loss of revenues and reducing programs, activities, and hiring. We are all in this together.

BH: Grateful for current funding levels; makes a huge difference with making adjustments.

BHE: We are grateful for what we get. Thank you.

4. **Summary of key points**

5. **Next steps and closing**

ML: Appreciate you taking the time to participate. Report due back in May or June; likely no until the fall. Report will include responses. Notes from discussion will be shared. If you have any comments, corrections can be made. Decision makers will have your insights going forward. This will be a long term effort going forward. We appreciate your time.

Administering Support for Museums
Stakeholder Meeting: Le Musee de St. Boniface Museum

Location:	Remote Meeting: Microsoft Teams	**Date:** **Time:**	April 7, 2020 1 p.m. – 2:30 p.m.

Attendees	Brigitte Bouchard-Morris (BBM)	St. Boniface Museum Board
	Serge Gautron (SG)	St. Boniface Museum Board
	Vania Gagnon, Director (VG)	Director, St. Boniface Museum
	Marc Lemoine (ML)	City of Winnipeg
	Destiny Watt (DW)	City of Winnipeg
	Leah Cowan (LC)	City of Winnipeg
	Morgan Vespa (MV)	City of Winnipeg
	Tamara Pomanski (TP)	City of Winnipeg

Meeting Notes

1. Introductions

ML: update on 2020 grants – approved by Council through the 2020 Budget (multi-year budget outlines same funding levels for four years).

VG: Received a draft of grant. No difference from last year so will be able to get that back quickly.

2. Background

ML: Museum Board had a suggestion around how museums could be better supported. Consulted and came up with an SOA model.

This was referred to the CAO's office and the Public Service looked into the SOA model – it turned out it was not that suitable and came forward with a different suggestion through an administrative report.

Council laid over a number of suggestions and asked that Public Service consult further. Council adopted a few recommendations including dissolving museum committee and directed that the City look at setting up a standard lease agreement. The idea here is to create an understanding of what museums can expect from the City and what museums would be responsible on their own. That will be coming forward in 2020 from Planning, Property and Development (PPD).

Today's meeting is ensuring we understand St. Boniface Museum's perspectives and go through responses. Want Council to understand what the museum's viewpoints are. Try to ensure we are coming forward and understand your points of view to ensure we come forward with a solution that works for the City and museums.

VG: Tried to be detailed in responses to the questionnaire. St. Boniface Board is concerned with relationships outside of how money flows with the work that happens across departments to ensure success of museum. There are some things that fall through the cracks. If looking at speaking with other departments, it would be a big step forward for the museum and their relationship with the City. St. Boniface museum is different because of the legal standing with the City.

BBM: Vania said it well. There is a unique twist to the relationship between St. Boniface Museum and the relationship with the City. There is a history to guide us in the relationship going forward.

ML: The Public Service wants to provide your perspective so the decision makers have that information when they are making their decision. Your responses and notes from this meeting will be submitted to decision makers. The four year budget is subject to change but the expectation is that grants will likely stay the same from 2020-2023.

3. <u>Review questionnaire responses</u>

a. Feedback on current system

Current funding levels for organization are sufficient (response: disagree)

VG: Response to number 7 also clarifies the further responses – each explanation provided in number 7.

Other departments received CPI increases and our funding level was frozen because it was administered as a grant. This happened when we separated the finances from the City in order to become eligible for other funding programs. Happy to see an anticipated level of $450,000 for the next four years. A cut at this point would have been devastating.

The museum faces the same types of technology and social media requirements that are needed by any business but budget hasn't changes to reflect increased needs.

Current administrative levels are sufficient and should not be changed (neutral)

VG: agree in some areas or work and disagree in others.

Some working relationships are quite strong and we have no problem reaching out across various departments. Has to do with either a good will on employee's part or someone in corporate structure. There are other departments or areas where the museum has struggled and it has created some inefficiencies. Sometimes certain employees might not feel they have the authority to do something with or for us.

For example: Picnic tables on site are rotten or dangerous. Call 311 and then get response that the site is no on their list. This is a waste of time for everyone.

Have come across bumps with staff accessing the Employee Assistance Program. Have some staff struggling and were turned away. This is a more significant obstacle to the relationship and services. There's a wide range of hiccups.

A lot of relationships work very well (e.g. video surveillance, security and monitoring). Previous director was on site for 30 years and had long standing working relationships across departments. There is turnover at the City also and it depends on who has been in their role for how long or what were they told by their predecessor. Having things in writing would make everything easier and more consistent.

ML: put down highly disagree for building requirements. Do you have any particular recommendations around this? Is there anything we can build in to the lease agreements?

VG: It is tough to say because when it comes to building requirements, there is a heritage element to consider. City nominates board with expertise across different sectors. None of the staff on site or board members is an expert consultant in heritage buildings. The Province used to provide resources through the Historic Resources Branch. Province has not replaced some consultant positions. Do not have access to a trusted heritage building maintenance consultant. In terms of maintaining the heritage building itself – the St. Boniface Museum Board is responsible for annual inspections and anything that needs to be fixed is usually done within operating budget. There are things beyond that (like sprinkler system, painting building) that need replacement and the board is not be a position to save up for these things. As Director, do not know who I should be having these discussions with to get ready.

ML: Have heard these things from other museums. City is trying to rationalize the 900 buildings we own. Trying to determine how to be a good landlord. St. Boniface Museum is unique but these complaints are similar and hopefully can be addressed through lease agreement.

A more consistent response to grants would be welcome (response: neutral)

VG: not sure what a more consistent approach would be. The current approach is consistent; seems to be the same thing year after year. Question may have been looking at all museums across the City. Was right thing to do to move non-civic museums to WAC. The Board is not an organization separate and apart from the City. Having a grant is challenging because it is not a grant to an outside organization. St. Boniface Museum is unique. Not sure if there are other commissions of the City that are in the same situation.

ML: Others do feel the same way. City is trying to treat a lot of the museums the same; treating as an outside entity. See the board as self-sufficient. City appoints 200 boards per year; partial boards, etc. For a lot of larger grants, there have been issues with organization appointing boards on their own and some things have happened. Overall goal of appointing boards is that there is a mechanism to have a board in place so that there is public knowledge of who sits on it. . Operation of museum, how spends money, etc. is up to the board. To some extent, the board exists on its own.

BBM: Approach to grants have been consistent but there may be reasons to rethink the approach going forward. Approach for grant administration. Desired multi-year agreement type. Want to underscore this point.

ML: Noted and this may or may not be something going forward. Four year budget provides some certainty even without increase.

Winnipeg Arts Council would be a good choice for museum funds (response: highly disagree)

VG: Don't need to add more in terms of what is on the questionnaire.

A juried process would benefit my organization (response: highly disagree)

VG: In anonymous process, you don't know who is evaluating your application. Typically peer organizations but these civic museums are so unique that it would be difficult to find jury members who have similar experiences; could go out of province. Don't feel it would be efficient to provide honorariums and travel/accommodations for this and it comes back to the idea that if the City is entertaining the idea of allowing phantom adjudicators to decide operating fate it could be disastrous. The greatest fear is that the whole pot gets blended together with other museums. City has responsibility to civic museums.

b. Ideas for ways forward

Current grant system works effectively (response: disagree)

VG: not sure about the having a legal agreement. City used to take care of all of ins and outs. Used to be a grant funder and different levels of government may opt for multi-year agreements. Aside from number, applying and reporting back is done at one point in time for three or four years and keep with regular cycle. This could be subject to allocation of funds through budget process. This eliminates asking and waiting for the answer. With a museum like St. Boniface who has been providing service for City for 52 years could benefit from this as a way of administering operating funds.

Another thing that is helpful is flowing 30% of this year's operating funds if budget is not passed by a certain date. In election years the budget could be quite late and the museum could be a cash flow crunch. When budget is late, it becomes risky for the museum. Last year the museum was almost ready to lay off staff. If there is a way to consider flowing 50% of previous year's grant in January could benefit to increase efficiencies. Having a little bit ~~extra~~ more as a first installment would eliminate panic in April when we typically ramp up activities, staffing and spending for upcoming busy season.

Providing somebody with audit and financial statements does not end up going anywhere. Not sure if there is someone who reviews and compiles the info submitted. We are asking for a point person for this reason – so that accomplishments and challenges can be submitted and shared appropriately. We speak to this in our operating support applications but it does not end up belonging to anyone.

ML: Clarity for Board and others; applications are not suiting needs for everyone. Made for grant consideration and also auditing. All grantees are required to submit that information.

VG: Agree that everyone should be reporting back on use of funds every year. Disappoint lies in response to question 7: grant administration does not solve everything. We were looking through the most recent community trends report and saw that none of the museum's data is in the report. This document is on trends and progress and did not see any data in there. We don't show up in the Arts, Education and Culture section and there's no mention of museums in the Service Level Statistics, yet we offer services…This could be because there is no one in the city that owns it. Someone in City could be compiling and putting this information forward.

ML: What about current services offered by the City? How do you feel about status quo or do you see a different model?

VG: Plan B provided by six museums merits consideration. We agreed on Library services because of the similarities between services provided; that plan was put forward quickly with everyone coming together. If there is an opportunity to take Plan B and see if it can be adapted to a certain branch of a department and move forward that way. Relies on the ideas of there being a point person somewhere, whether the title is museum consultant or someone else involved in that type of work according to formal agreements that are being developed. If one person was knowledgeable about each museum's set of responsibilities and relationships with the City, things could be done more efficiently and sometimes consultants do have authority to evaluate grant applications and make recommendations with regards to the final decision. There was framework that museum committee had agreed on to make granting level recommendations. There are things in place already to structure and guide an employee. St. Boniface Museum stood to gain significantly. Someone has to decide if they are willing to give authority to make funding recommendations to Council using guidance.

Organization needs to succeed in the future

VG: mostly linked to operating funds. Some are listed without increases in hard costs or operating funds. Updating fire plan, supposed to be renewed annually and has not been done. Need to be able to call whoever it is at the City and get help with updating fire plan.

Feel as though the museum is a City service but has to purchase space in the Leisure Guide.

ML: You note the ability to keep self-generated revenues – what does that one mean?

VG: Total functioning budget is between $580,000 and $750,000 depending on the year and projects– important to be able to keep self-generated revenues (admissions, individuals traveling, reservations, net proceeds, etc.) that allow to reinvest into programming. Operating dollars only cover operating – IT networks, general maintenance, regular staff, utilities, storage lease. Self-generated revenue and project dollars from funders ~~that~~ allow activation of site and public programs.

ML: Is there a concern that this may change?

VG: Museum does keep that revenue now. In the old structure, everything went through the City. It is important to continue this to be able to succeed.

Museum would like to be tapped into Indigenous Relations Division. Have tried and have not had a good response. The museum has a Metis mandate and are recognized as one of the leaders in Metis heritage and interpretation. A stronger relationship with that department would be helpful. Nicole Young has done a good job of keeping us looped in with French language Services. The Board has put in place a reconciliation sub-committee; although board is mandated to be bilingual, want to ensure board has Indigenous representation.

ML: That may be a low hanging fruit that could be addressed. Could send a resolution from the board to represent an official decision to define Indigenous representation from their perspective and this is something that could be brought forward.

Alternatives for Administering Grants

VG: provided a detailed response. Currently in By-law, supposed to be presenting to standing policy committee and they hear the request for the budget. The By-law hasn't been changed in a while. If not going to be administered from the Clerk's department, you may look at somewhere in PPD, Indigenous Relations, French Language Services (for St. Boniface Museum). Could have an employee or consultant dedicated who is providing annual levels of funding to be approved by Council.

DW: Where do you see funding for dedicated position coming from?

VG: Hoping to take $45,000 that was supposed to be for now defunct board to contribute towards dedicated staff. Now that I see the budget, it has been put back into general revenue. Not sure where it would come from.

ML: a lot of issues get dragged into money discussions. The City struggles with funds as well.

VG: The original innovative idea was to use $45,000 and put it to that use, but that may not be an option now.

Alternative ways forward

VG: Our understanding is that there is a legal agreement that prevents reducing entertainment tax credit. All of the responses are there; property tax increases are being discussed. Try to make the case that no increase is not sustainable. Frozen for ten years and the board renegotiated collective agreement with the staff to completely rethink the staffing; eliminating top level jobs to invest in front line workers. Board has been working hard at finding innovative ways to keep operating. Diversifying revenues but larger projects with building are challenging the budget.

ML: Is there any extra capacity within organization to take on extra work from other museums? By far the most professional organization. Could we share skills among the smaller museums? Would have to be reasonable fee.

VG: Do have the capacity and we are recognized as a certified professional museum. Vacant position is Curator, so would hesitate until that position is filled. DO provide support when we can. Until the museum is in a position to have enough staff to do things we need to do, it would be foolish to start spreading thinner. If there was other financial support, could look at assisting other museums; could not be done for free. One of the issues is that other civic museums often ask how database works, policies, etc. Hiccup is that database is in French, so the museum is limited in who can make use of that.

ML: Interested in keeping this in mind for the future. People look at museum's grant as one amount and we are interested in looking at how museums can work together to find efficiencies.

VG: Have spoken with other museums and it may be worth looking at shared storage space. Transcona and Ross House may be struggling and St. Boniface Museum is reaching their limit. Could be ways to find efficiencies to support each other in that way. Also lacking in Marketing and Communications - could pool resources from within grants for that support. Could need someone to coordinate those things.

c. Discussion and further detail on responses

A formal agreement would benefit my organization (response: not applicable)

VG: Board is not a legal entity outside of the City. Board is enacted by City By-law and in the Charter. It's a choice of language issue. The Board is appointed to act on the City's behalf. And when you ask a board to sign something with yourself, not sure that stands up. Really not sure. If City is looking at 494 Tache, in original lease with City and grey nuns, there was no opportunity to sub-let. These discussions may someday be sitting with legal services and other people who have that corporate memory. First time that the City instituted new grant agreements there was some push back from the Board. Have gone ahead with grant agreements because that is how the money is flowing now.

ML: Not sure what will come out of these different agreements. The idea behind it is more to try to address the first situation with regards to clarity – which services can you access, which are the responsibilities of the City and which are the responsibilities of the museum. The City needs to try to clarify accessing services and in what timeline.

VG: Working relationships with the City is critical; collaboration and support is essential. From what I understand, the next step is to outline how we work together and what services are provided.

4. <u>Summary of key points</u>

ML: Sometimes these discussions have been challenging with recommendations brought forward that did not have support. Museum committee did not consult administration with

their Plan B. Our goal is to try to get more input from all museums and present that to decision makers. Appreciate the hard work put into survey.

5. Next steps and closing

ML: Want to include information that was provided and coming out of meeting Morgan will put together notes on what we heard, and share back with you so we have agreement on what was captured. Supposed to come back in May or June.

Want to make sure museums are successful.

VG: With four year budget and with levels maintained, it does feel as though it is a good time to take the time needed to figure this out. Having a known number to work with is helpful in terms of stability; don't have to get caught up in budget process every year. This may be a good time to focus on this other work.

ML: Agreed.

SG: Thank you for the opportunity.

BBM: Thank you to you and team for your time.

Administering Support for Museums
Stakeholder Meeting: Seven Oaks House Museum and Ross House Museum

Location:	Remote Meeting Microsoft Teams	**Date:** **Time:**	April 16, 2020 9 a.m. – 10 a.m.

Attendees	Eric Napier Strong (ENS)	Curator/Manager, Seven Oaks House Museum and Ross House Museum
	Merle MacAulay (MM)	Board Chair, Seven Oaks House Museum and Ross House Museum
	Marc Lemoine (ML)	City of Winnipeg
	Destiny Watt (DW)	City of Winnipeg
	Leah Cowan (LC)	City of Winnipeg
	Morgan Vespa (MV)	City of Winnipeg
	Tamara Pomanski (TP)	City of Winnipeg

Meeting Notes

1. Introductions

2. Background

ML: Start with providing background on why are we here.

- Museum committee reached end of lifespan and made suggestions about what should come next.
- Conducted survey to recommend future of museums.
- Included looking at SOA model which came out of museum committee. Administration was asked to look at this and determined an SOA model wouldn't be appropriate (SOA model is for agencies competing with private industry).
- Came forward with a report that involved turning museum funding over to Winnipeg Arts Council (WAC) and museums provided feedback on the report.
- Public Service was asked to consult with each of the museums. We heard there was not a lot of support to move grants over to WAC. If we are not going to go to WAC, what does make sense? Is there another model? Responses provided through the questionnaire.
- Wanted to follow up to see if there is any other information from the feedback provided.
- Council adopted some of the recommendations; including creating standardized contracts on how buildings are managed. This should be coming in 2020 regarding how the building is managed.
- Council adopted the 2020 budget for museums, multi-year budget from 2020-2023. Museum should see a grant agreement coming over from the City.

Questions or comments following background?

MM: New to involvement with the City; volunteer with Seven Oaks. Have been on the Board for one term and a half a term. A huge learning curve; it has been a challenge to find information. Getting professional people on the Board but lack institutional memory. Goal within strategic planning is to have information available.

Do not have constitution or any rules to operate. Working with the City has been a challenge to understand. When took on management of Ross House, that complicated the issue even more. It is so different with the relationship with the City, financial relationship. Eric has been with the museum since2016. Museum open from late May to early Sept. Eric does not work full time. A lot of work is done year end and beginning in planning process with budgeting and applications happening early in the year. It is an interesting challenge.

ML: Thank you for your contribution and sitting on Boards throughout the years.

MM: Have experience working in volunteer organizations. Enjoy this type of work. One challenge is to go further with fundraising.

ENS: Was comprehensive in survey response. Merle touched on a key point: a lot of process and discussions within unicity museums do not have a blanket solution. We are in a different place with operating environment, staffing. Optimistic we can find a solution for museums that may need a different type or level of support.

3. **Review questionnaire responses**

Current funding levels for my organization are sufficient (answer: neutral)

EPS: Existing grants are barely sufficient for core operational funding. If we have core funding levels in place, can leverage other funding. Can only do this if basic operating funding is in place. One issue is lack of permanent staff and clarity on relationship with the City.

ML: City adopted a four year budget. Has to be re-adopted every year, but has listed grant funds from 2020-2023. Grant funds did not change for Seven Oaks or Ross House. Can provide more reliability.

MM: That along makes us more aggressive in our planning.

Current administrative support levels are sufficient (answer: agree)

EPS: The real challenge is understanding the system and who to contact to get things done. Having clarity over this would help. The support for maintenance is good, but there are upgrades that need to be done that have not been done. Administrative support is excellent.

Would not be able to operate without the payroll support. Always timely in responding and help sort out issues. Problem is communication, clarity, and understanding supporting structure. There is an absence of clear communication and structure. No central contact person. Turnover in terms of staffing and constantly restarting the cycle of who is in charge. No central control, had to determine who to talk to. No problems once connected but it can be a length process to get connected. Some sort of a coordinating decision or museum consultant would be huge to facilitate all services.

ML: Are services related to the building or other services?

ENS: To give a clear and concrete answer, would need some time. In a general sense, looking for core operational funding, City care of building, and payroll support.

MM: Asked about who opens the houses and who closes them. It is very confusing as to who is responsible. Have not found a listing of what the City will do. Once have found the right place, staff are wonderful about following through. Have had instances where can't get an answer on the alarm system. The alarm systems are under different contract relationships so it's quite a challenge.

DW: In agreement with lease agreement and that may help to clarify responsibilities within agreement structure.

MM: Not a lease, but an operating contract listing what City will do vs. what museum is expected to do.

ENS: A lack of a structure effects City negatively. Seasonal museums that are not winterized; have to shut off water, etc. When first started, museum was doing these things. City has a winterization unit that was not supporting and winterizing was done incorrectly one year. City had to do repairs.

MM: Very strong commitment by people on the board because they live close and had a commitment to the area. Getting people with professional expertise on the board but do not have

Current museum grants system works effectively (answer: neutral)

ENS: Major differences between our organization within group of six museums. Blanket solution can't be found. Board of Seven Oaks cannot be treated the same. There is some disagreement on this: The Museums operate a City-owned collection, in a City building. Other museums may be a different situation.

DW: Can you elaborate on City owning collections?

ENS: Have to go back: Seven Oaks was owned by City of West Kildonan. City picked up responsibility as part of Unicity agreement. City inherited collection and convened Board for purpose of running the museum. Contents and collection currently insured by the City. Seven Oaks Board is not independent so not sure how the collection could be owned by anyone other than the City.

A more consistent approach to museum grants would be welcome (answer: highly disagree)

ENS: Cannot treat museums the same with a blanket solution.

Winnipeg Arts Council (WAC) would be a good choice for administering funds (answer: disagree)

ENS: Issue is that WAC lacks heritage and museum knowledge and expertise. There is a difference between juried grants and operational funding for a heritage institution. Not necessarily opposed to the WAC period; core issue is that basic funding for six, City-owned museums has to be kept separate from the other museum grants that were assigned to WAC's administration in 2018.

Juried process would benefit (answer: highly disagree)

ENS: Most inappropriate way to approach this situation. Seasonal operation; no permanent staff. Other organizations might stand on better footing to compete for fundraising.

MM: Why was WAC selected?

ML: WAC group manages stable operating funding for a lot of organizations – theatre centres, ballets, arts organizations. In 2018, moved over 6 museums that City traditionally funded. Went back to them and they seems pleased with the funding arrangement. Went to WAC to see if WAC could bring some value to these organizations. At City Clerk's, just administering the contract but not sure if any value added is provided to museums. An attempt to see if WAC would be a better fit.

ENS: See where you are coming from. Did not want current funding amalgamated. Operating funds should be protected given special relationship with the City. Moving to an external organization could further complicate issues around buildings, leases, etc.

ML: Consistent with opposition so likely not a model to suggest again.

MM: Good to hear.

A formal agreement/lease would benefit my organization (answer: agree)

ENS: Agreement is important to understand roles and responsibilities. A lease would not be possible. Different existing agreements. Seven Oaks House has an operating agreement that recognizes the relationship with the City. Ross House historically operated with a lease agreement. Every year, have to discuss closing Ross House. So far it's been fine but is a concern. Board of Seven Oaks House is not a legal entity, not incorporated. Board cannot enter into a lease agreement. Individual citizen members who were asked to sign lease agreement and take on legal liability themselves as volunteers. People are upset about this. City is asking volunteers to take on personal liability. Need coherent and matching operating agreements to recognize integral relationship of Board with City and clearly outlines responsibilities.

ML: Understand concerns and arguments raised. City owns 900 buildings. A number are occupied by non-City departments. Operating on behalf of the City and tries to get lease agreements, funding agreements with those who are occupying the building. Standardized model is causing friction. Want to find solution that works for volunteer board and staff. City does not have desire to enter into management/oversight. Want to allow board to use grant

funding to hire experts. If you have solutions or better agreements that would work better, open to it. Liability issues always an issue. With volunteer boards, liability often comes up.

MM: Would be important to understand what City expects vs. what museum expects and need an operating agreement that clarifies roles. Lease agreement for Seven Oaks says we need insurance and later on says the museum does not need insurance.

ENS: Not a complete solution but operating agreement at Seven Oaks House Museum has been fine and established clarity. Agreement is okay in principle. The difference between the two is the issue. Look for a sustainable path.

What does your organization need to succeed in the future?

ENS: Need continued maintenance support from Central Control. Operating agreement should outline responsibilities; it may not be sustainable to use operating funds to maintain a City building. Need ability to accept funding from other organizations. City will issue tax receipts for donors but cannot take advantage of community foundation funding. Because not an independent charity, cannot receive at this time. The City needs to recognize that museums are historical assets and not burdens.

DW: The report contained an area about the heritage trust program. Report said this is an option for museums. Did you see that?

ENS: Saw that it was in there but have not had further instruction or discussion on this.

DW: There are links to the endowment fund. Need some initial funds to put into that.

ENS: One thing for the administrative report to say something, but another to provide information to the museums so they can take advantage of that.

Another thing that would help us grow is a permanent staff person. Museums have no permanent staff member. Have increased self-generated revenue. Could have a permanent person work on grant applications, marketing, etc. for all museums, or maybe just seasonal museums. This would allow seasonal places to develop and prosper.

Museums recognize they are historical assets and not burdens. If resources were put invested in, could be an opportunity for tourism and revenue (film, etc.).

MM: How many have you visited Seven Oaks? It is quite intriguing. Just recently learned that the building next to the main house is the oldest building standing on original foundation in Winnipeg. Built shortly after Inkster took this section of land. Original house could be 1836. Eric has historic background. This house is way older than St. Boniface Museum. Potential for tourism is huge if marketed properly. Could bring in battle of Seven Oaks in teachings and schools. There is a lot of history and Metis culture here. Ross House has similar origin. Lots of untapped potential.

Other ideas for process to administer grant funds

MM: Was a person with the City who works in heritage. Mr. Menzies is now working for the City.

ENS: Thinking of heritage unit in Planning, Property, and Development. Having someone with heritage knowledge, that unit is well positioned to understand this and administer funds. Museum consultant/coordinator could do this within that division. Funding should be kept distinct from other museums.

Other ideas to support museums

ENS: Museums Board no longer operating. There was $45,000 for administration of Board. Could be used to establish museums consultant position. Could liaise with City staff, liaise on payroll and administration, facilitate applications to leverage City funding through federal/provincial/private grants. A model like this is the only realistic way forward for seasonal facilities. Other suggestions was under Community Services, might be under PPD Heritage Unit. There are additional strings attached [to a City position], could be an external consultant (under WAC or other). An external consultant would introduce more complications re: City liaison.

DW: The available funds may not be enough for the work required, with benefits, etc.

ENS: Could come up with a model within available funds. Could be topped up by the museums or could be an external position. There are different options: could be the ideal way and then other options. Could be a 0.6 or 0.7 FTE. ....

ENS: Museums Board no longer operating. There was $45,000 for administration of Board. Could be used to establish museums consultant position. Could liaise with City staff, liaise on payroll and administration, facilitate applications. A model like this is the only realistic way forward for season facilities. Other suggestions was under Community Services, might be under PPD Heritage Unit. There are additional strings attached, could be an external consultant (under WAC or other). Could introduce more complications.

DW: The available funds may not be enough for the work required, with benefits, etc.

ENS: Could come up with a model within available funds. Could be topped up and could be an external position. There are different options: could be the ideal way and then other options. Could be a 0.6 or 0.7 FTE.

MM: How to determine allocation from each museum? Would it be in proportion to their grant?

ENS: It is hard to say.

MM: This might result in further arguments amongst the museums.

ML: One of the original goes was to find synergies among museums to help them participate. Some are much bigger than others and have resources. Wanted to find synergies, could be curating, storage, grant funding, etc. Want to look at how to provide those different opportunities.

MM: Sounds totally logical. Attended final meetings of museums board. Interesting diversity amongst them all. All looking after their own place.

ENS: Never felt museums board was making an effort to include member museums or come up with efficiencies. Decided to make a website without giving control to museums. Am optimistic that efficiencies could be found by working together. Have built bridges with other museums and organized an alternate submission to the Committee, opposing the WAC grant model. If there was a specific plan, a museum consultant position could have authority to force museums to come together and find efficiencies. If museums understand that there are consequences, it could have them come together.

ML: Looking at how funding could be used to leverage external, if museums could provide direction to do things that need to be done. Challenge is that six museums have operated separately.

ENS: Could be seen as a contract, rather than a permanent position. Could define what is required and provide actions and consequences for consultant to carry out.

4. **Summary of key points**

DW: Any closing comments?

ENS: Have gone through everything at good length.

MM: Nothing further to add other than there are committed volunteers but just need to help them to work more effectively. Do not have answer but it is worth looking at a more long term solution.

5. **Next steps and closing**

ML: Council directed to do outreach with museums. Have now met with all museums. Wanted to take museums comments back in a report to committee. Will attach survey results. Will also provide notes back so you can review. Will provide to committee to reflect what was said. Have heard some common themes but also diverse views. Will look at how to address this and likely to be coming back to committee in the fall. Could be treating museums with status quo this year. Thank you for your participation.

MM: Encourage you to visit museums. Ongoing development and need to figure out how to solve the problem. Organizations like to use the park. Need to look at beyond the next few years. Eric can put excitement into the area and past history.

ENS: This process has been torturous trying to get this sorted out. Have not had these comprehensive discussions and optimistic we can figure something out. Thank you for your time. If you need anything else, please reach out.

MM: Even knowing some future years of funding is helpful.

ML: Museum will be receiving something notes shortly.

Administering Support for Museums
Stakeholder Meeting: Transcona Historical Museum

Location:	Remote Meeting Microsoft Teams	**Date:** **Time:**	April 6, 2020 10:30 a.m. – 11:30 a.m.

Attendees	Alanna Horejda (AH)	Curator, Transcona Historical Museum
	Jack Moore (JM)	President, Transcona Historical Museum
	Peter Martin (PM)	Vice President, Transcona Historical Museum
	Darcy Robert (DR)	Treasurer, Transcona Historical Museum
	Marc Lemoine (ML)	City of Winnipeg
	Destiny Watt (DW)	City of Winnipeg
	Leah Cowan (LC)	City of Winnipeg
	Morgan Vespa (MV)	City of Winnipeg
	Tamara Pomanski (TP)	City of Winnipeg

Meeting Notes

1. **Introductions**

ML: Council approved grants for 2020, same level as 2019. They were passed and museum will be seeing a contract very soon.

2. **Background**

ML: Start with providing background on why are we here.

- Museum committee reached end of lifespan and made suggestions about what should come next.
- Included looking at SOA model which came out of museum committee. Administration was asked to look at this and determined an SOA model wouldn't be appropriate.
- Came forward with a report that involved turning museums over to Winnipeg Arts Council (WAC) and museums provided feedback on the report.
- Council adopted some of the recommendations; including creating standardized contracts on how buildings are managed. This should be coming in 2020 regarding how the building is managed.
- Public Service was asked to consult with each of the museums. We heard there was not a lot of support to move grants over to WAC. If we are not going to go to WAC, what does make sense? Is there another model? Responses provided through the questionnaire.
- Wanted to follow up to see if there is any other information from the feedback provided.

Questions or comments following background?

AH: Did our best to complete questions that were there. The current system works but the redeployment of Transcona position was a big question – will redeployment be moving forward? That will change a lot of how things are done at the museum.

ML: No particular agenda going forward. Public Service brought forward recommendation for position to standardize.

PM: Question: on the accounting, always had question about accommodations – budget gets removed for accommodations and if we are looking after things (certain services), could we pay less for those services?

ML: this is a common question from museums. City has 900 buildings and outside groups in all of them; City wants to standardize and ensure tenants understand; what is City responsible for, what is tenant responsible for. Standardized agreements should provide direction on this.

PM: Don't want money, but keep that portion in a pot so it's not a budget line item; budget is reduced by that amount. 6-7% of budget can be controlled; the rest are pieces that can't be controlled (staffing, accommodations, etc.). Want to know actual dollars so we have some certainty and clarification of true budget within our control.

JM: Feelings on new funding agreement is widely known; not in agreement. Main concern is redeployment the curator position. So many smaller issues that have to be dealt with; everything being closed down; have to look at different companies. Want that item delayed because there are so many smaller issues if the curator is redeployed.

ML: No agenda around timeline for this. Want to look at standardizing but recommendation could include a timeframe.

JM: not only affects the curator position; also affects assistant curator. Assistant curator is an employee of the museum so the city has taken on responsibility of doing her payroll at the same time as the curator and has given option of contributing to City pension plan, so if you take away the curator position, why would City feel it necessary to continue doing one payroll and the pension plan piece. There are smaller issues that have to be dealt with.

ML: same with St. Boniface; used to do their payroll. We continue to have employees contribute to pension plan. Want to ensure we find one that works for the Transcona Museum; also paying from Seven Oaks. Has been raised by Finance and CRA; this is one issue to look at going forward.

3. <u>Review questionnaire responses</u>

DW: opportunity to elaborate on any of your answers from the questionnaire

a. Feedback on current system

Current funding levels for my organization are sufficient (answer: highly disagree)

AH: Museum responded that way because of grant freeze since 2013; expenses have gone up but operating grant has not. It is difficult to do everything the museum wants <u>and needs to do</u> with the frozen funding levels.

Current administrative support levels are sufficient (answer: disagree)

Current museum grants systems works effectively (answer: highly disagree)

AH: grant application system is involved and it is hard to know if the time the museum is putting into the grant is worth it; not sure if this is the best application.

ML: with the process, trying to standardize that grantees complete the same application. Council adopted a four year budget with the same budget for museum grants for four years

A more consistent approach to museum grants would be welcome (answer: highly disagree)

AH: Although we are putting a lot of work into the application, the system seems to be working

ML: any changes you would like to see?

AH: not that I can think of at this time

Winnipeg Arts Council (WAC) would be a good choice for administering funds (answer: highly disagree)

Juried process would benefit (answer: disagree)

AH: May benefit the Transcona museum but other museums do not have full time professional staff so it may not be fair for other museums.

ML: elaborate?

AH: juried process based on plan and TR museum has museum trained staff; other museums are volunteer-based and may not get the same level of funds as those with professional applications

A formal agreement/lease would benefit my organization (answer: highly disagree)

AH: were hung up on the word 'lease'.

ML: do you not see yourself as a lease holder?

AH: not sure of history of how we ended up in the building, but my perspective as a City of Winnipeg employee, that is work location. We are a City of Winnipeg location and board is appointed to run the museum. Board is supposed to sign a lease for the building when the museum is a City department.

ML: have heard this from other museums as well; they see themselves as a department. Don't give direction on how to operate. The City provides the building; the museum can use the building how they want and don't tell them how to spend the money. City appoints lots of boards.

PM: Considering building is protected, a historical building. Does City have to have input? Limited because of historical status.

ML: true of most of the museums we are speaking with; most are owned by City of Winnipeg and have historical status. This impacts what can happen there. Follow rules around historical buildings to maintain historic look and feel. Can't commit on behalf of PPD what will be in the lease, but if there are ideas that you want in the lease, can submit that and we can give this to municipal accommodations.

b. Ideas for ways forward

JM: How does the City come to the civic accommodation amount? The accommodation expenses are increasing but grant money is not.

The museum does not get a breakdown of how PPD comes to accommodation amounts. Increased $6000 last year; $1000 this year. How does the City come to figures? The museum would like a breakdown of this.

DW: Some museums pay accommodations fee and others do not. Cannot address how Municipal Accommodations comes to the fee amount; Municipal Accommodations would have to speak to this. Eye opening that some museums pay this and others do not. When Public Service comes back with proper leases, this will be clearer.

ML: departments pay for space every year and this may increase but operating budgets may not;

JM: How did some museums get out of paying?

DW: Report research showed it is inconsistent. Each museum is different. Some have agreements and others do not. Needs to be a much more consistent process for all; it's clear that everyone is not treated equally.

JM: Is Transcona paying more because some museums aren't paying at all?

DW: All departments pay a civic accommodations fee. Increases could be due to inflation.

JM: $6000 was a big increase.

LC: Have spoken to museums folks about Municipal Accommodations fees. Fees could be based on operational costs, utility costs, from previous year. Cost could be dependent on overall costs for operating the building from the year prior. Have looked at this for other museums in terms of how fees were calculated.

AH~~DR~~: Understanding there are associated costs to run the building but then why were the costs reduced $4000 and then go up $6000?

LC: I remember the reduction in fees and had to get an amendment to contract to account for reduction. Calculation that's done with Finance and PPD based on costs of operating building, utilities, etc. Part of this could be expense incurred on building (e.g. work needed on the building).

ML: have to be careful; unfortunately get lumped into pool with other city buildings. Buildings can be expensive to run. Could be related to the specific building; based on square footage. Want to know how each of $ get spent. Will look to get breakdown going forward on future leases.

DW: Other ideas for grant funds question. Response was related to library services. Can you elaborate?

AH: civic museums got together and came up with Plan B. Libraries was brought up because they do similar programming to museums. The thought was that they may be best fit due to offering programs to the public; somewhat similar to what libraries are doing. That was the idea behind the plan B.

ML: Is there anything specific you liked or didn't like around Plan B? Would Library Services provide different services than what is currently offered? Are there different things you saw Libraries doing?

AH: Don't recall. Also dealing with question of redeployment. Came up with this for cuator position to administer same support as Clerk's.

DW: Question around further ideas.

AH: Started Manitoba Heritage Trust and have been fundraising and charging fees. Could be ways to share expenses with other museums; not sure what that looks like. If funding remains static but civic accommodations costs increase, may have to significantly reduce budget and that could mean reduction in staffing and other consequences. Don't have any grant ideas at this time.

c. Discussion and further detail on responses

DW: Last question response included 'why are we changing the process at all?'
AH: Status quo at the moment. Good relationships with civic accommodations; with City doing payroll; Status quo is working at the moment.
JM: Happy with the way things are working now. Alanna is doing a great job. Increasing community awareness. So far, so good.

ML: No concerns at this point with time required to administer grants. City is looking for ways to standardize and simplify. Always looking for ways to do things better and standardize costs.

4. Summary of key points

ML: Concerns with the status of the curator position; breakdown of civic accommodations; application form requires a lot of effort and of the value of the application is not known (same funding amount every year).

AH : getting same budget for four years but still have to put work into the application. No pay off to doing the work on the application.

ML: application is more for City's benefit; for auditing and City records. Should museums have to fill in the same information every year?

5. <u>Next steps and closing</u>

ML: Meeting with all civic museums.

> Public Service plans to go back to Council with the information museums provided and want to reflect museums' points of view and any extra information. Want to come forward with any recommendations that come out of this.
>
> Report could go forward in May or June, it is unlikely that will happen in current environment. Want to stay in touch and let museums know when the report is coming forward.

Any further comments?

AH: thank you for the meeting. Beneficial for us to hear your points of view but also for you to hear ours.

JM: agree. Thank you.

ML: We will stay in touch as we move forward.

Appendix D – Feedback from Museums and Responses

Appendix D: Feedback from Museums and Responses

Feedback related to all museums

What we heard	Response/Consideration
There is an opportunity to re-examine all museums and create a better relationship.	The City remains committed to continually examining and adjusting its services to best serve clients and citizens.
Multi-year grant agreements would be valuable as that would reduce the paperwork required and provide a level of certainty for museum planning.	The Public Service is in the process of creating multi-year grant agreements based on the multi-year budget.
Museums require a clearer breakdown of civic accommodations costs and how they are calculated.	Council has directed that the Public Service create leases or agreements for these 6 museums.
Support for multi-year budget and having a sense of funding for the next four years.	Although the multi-year budget requires Council approval each year, the budget provides some level of certainty for future museum planning.
Operating expenses are increasing and current funding levels are not sustainable.	Any increase in funding of grants is at the discretion of Council. The grant provided by the City is intended to form only part of total funding for museums along with fees, fundraising, and other grants.
Stakeholders consider museums to be part of the City, rather than as an external entity.	While these museums are treated as third-party entities operating within City-owned facilities, they do have access to limited administrative and human resources support. In addition, the facilities are maintained by the City..
The City needs to recognize that museums are historical assets and not burdens.	The Public Service recognizes the value of museums as an asset to all citizens.
The Winnipeg Arts Council is not a good option for administering museum funding. Issue is that WAC lacks heritage and museum knowledge and expertise.	The Winnipeg Arts Council manages many grants on behalf of the City of Winnipeg and provides expertise and excellence in this area. Some museum grants were successfully transitioned to WAC in 2019. This model was initially proposed for these museums with the hope that WAC could provide value added to the museum funding process for these museums as well.
Museum grants should remain under the control of the City, possibly with a dedicated position for museum support and contact (Plan B included control within Libraries). Another option was someone with heritage knowledge, such as within Planning, Property and Development. Use $45,000	There are many possible options for administering museum funding including the status quo. There are no concerns from the Public Service with the City Clerk's Department continuing to distribute the operating grants funds to the six museums

from the Museums Board to contribute towards a dedicated staff person.	operating in City-owned facilities. This could also be transitioned to another department.
There could be ways to share resources among museums.	The six museums undertake many of the same tasks including artifact restoration, advertising, grant applications and payroll. Museums could collaborate to facilitate resource sharing.
A juried process is not preferred because juries may not be fully aware of context.	There are many possible options for administering museum funding including the status quo. There are no concerns from the Public Service with the City Clerk's Department continuing to distribute the operating grants funds to the six museums operating in City-owned facilities. This could also be transitioned to another department.
Support for formal agreements and consistency for the use/maintenance of museum buildings. Agreements should include: - Who is responsible for routine maintenance - Who is responsible for capital projects	Council has directed that the Public Service create leases or agreements for these six museums. Grant agreements could include contact information for both municipal accommodations and the grant administrator.
User fees should be applied consistently.	Council has directed that the Public Service create leases or agreements for these six museums. Municipal Accommodation fees are tied to each individual City property being occupied and vary by property.
Museums should be treated in an equitable way that recognizes the individual needs of each. There are major differences between our organization within group of six museums.	The City Clerk's Department remains committed to continually examining and adjusting its services to clients and citizens.
Museums have the same types of technology and social media requirements that are needed by modern organizations but their budget do not reflect increased needs.	Any increase in funding is at the discretion of Council. The grant provided by the City is intended to form only part of total funding for museums along with fees, fundraising and other grants.

Museum-specific Feedback

What we heard	Response/Consideration
Le Musee de St. Boniface Museum	
Museum would like to be connected into the Indigenous Relations Division. Would like Indigenous representation on the Board.	The Board can pass a resolution to represent an official decision to define Indigenous representation from their perspective and City Clerk's can bring such forward to the Public Service or to Council for consideration.
The museum has had struggles with certain departments because there is a lack of understanding of the level of support that should be provided.	Museums at the present time are treated in many respects as a 3rd party entity occupying and operating in a City-owned facility. Museums do access some other services through the City Clerk's Department for some grant administration and HR support and through the Planning, Property and Development Department for facility support. Additional grants in service could be allocated through Council and could be requested through resolution of the board.
On the topic of a lease, the Board is enacted by City By-law and in the Charter. The Board is appointed to act on the City's behalf. Not sure if the Board can sign something in agreement with itself (the City).	Section 522 of the City of Winnipeg Charter stipulates that The St. Boniface Museum Board shall continue to supervise the operation of museums for which it was responsible immediately before the coming into force of this Act. The Board is appointed to regulate the use by the public of the Museum, to supervise the expenditure of such moneys as Council may appropriate for the purposes of the Museum and generally to manage and supervise same.
Museum had a challenge with getting staff access to the Employee Assistance Program.	The City Clerk's Department will advise Human Resources of the concern.
Museum does not have access to a heritage building consultant. The Board is not in a position to save for larger capital costs not included in regular maintenance.	Any increase in funding is at the discretion of Council. The grant provided by the City is intended to form only part of total funding for museums along with fees, fundraising and other grants.
Disagree with developing a legal agreement since the museum is a part of the City.	The museum operates within a facility which is part of a ninety-nine year lease agreement between the City and Grey Nuns. Council has directed that the Public Service create leases or agreements for these six museums.
It is unclear if audit and financial statements are being reviewed and compiled. None of the museum data is in the Community Trends report.	The audit and financial statements are part of the reporting requirements for the operating

	grant agreement between the City and the Museum.
It would be helpful to allow for 30% of the operating funds to be dispersed if the budget is not passed by a certain date.	On December 14, 2016, Council enacted amendments to the Expenditures before Budget Adoption By-law No. 8164/2002 to delegate authority to the CAO to approve grant payments in the amount of up to 30% of the grant for operating expenses provided by the City of Winnipeg in the previous fiscal year.
Museum has to purchase advertising space in the Leisure Guide.	City Departments are also required to purchase ad space in the Leisure Guide.
If grants are not going to be administered from the Clerk's department, the City may look at somewhere in Planning, Property and Development, Indigenous Relations, or French Language Services. Could have an employee or consultant dedicated who is providing annual levels of funding to be approved by Council.	There are many possible options for administering museum funding including the status quo. There are no concerns from the Public Service with the City Clerk's Department continuing to distribute the operating grants funds to the six museums operating in City-owned facilities. This could also be transitioned to another department.
Museum should be allowed to continue keeping self-generated revenue.	Museums are expected to generate revenue through fees, fundraising and other grants in addition to the City provided grant. Museums do keep all additional funds generated.
There may be an opportunity to share resources, such as storage space.	The six museums undertake many of the same tasks including artifact restoration, advertising, grant applications and payroll. Museums could collaborate to facilitate resource sharing.
Use a portion of the entertainment tax credit to fund museums.	This would be at the discretion of City Council.
Transcona Historical Museum	
There are Human Resources issues that have to be sorted out before the curator position at Transcona Historical Museum can be changed (e.g. payroll administration, pension).	The City Clerk's Department will advise Human Resources of the concern.
Museum would like to know more about taking on responsibility for building maintenance and if that portion could be removed from operating fees.	Council has directed that the Public Service create leases or agreements for these six museums.
There is a lot work going into grant applications; it is difficult to know if the time being put into grants is worth the effort.	Grant applications are required of all organizations requesting a grant from the City and form the basis of evaluating the grant request.
The status quo is working well (good relationships with the City; City doing payroll).	There are many possible options for administering museum funding including the status quo. There are no concerns from the Public Service with the City Clerk's

	Department continuing to distribute the operating grants funds to the six museums operating in City-owned facilities. This could also be transitioned to another department.
The word 'lease' is difficult because the Board is appointed by the City and the museum is in a City location; the museum is a department.	Council has directed that the Public Service create leases or agreements for these six museums
Historical Museum of St. James - Assiniboia	
Current system with grants, financials, and reporting works well.	There are many possible options for administering museum funding including the status quo. There are no concerns from the Public Service with the City Clerk's Department continuing to distribute the operating grants funds to the six museums operating in City-owned facilities. This could also be transitioned to another department.
Inconsistency in museums that pay the civic accommodations fee. This means the playing field is not level.	Council has directed that the Public Service create leases or agreements for these six museums. Municipal Accommodation fees are tied to each individual City property being occupied and vary by property.
Neutral response to a juried process; would have to be peers evaluating. Need more information on the funding safeguards.	
There has been a good relationship with City staff and the work is more efficient than with outside contractors.	
An idea system would include a way to evaluate and spread the funding out more evenly and consistently. More equitable funding is required. Museums should not get more funding because they are larger organizations; funding should be based on merit and at what has been shown.	Funding of grants is at the discretion of Council. he grant provided by the City is intended to form only part of total funding for museums along with fees, fundraising and other grants.
Grants Old Mill	
Getting a response back from civic employees can be challenging at times.	Council has directed that the Public Service create leases or agreements for these 6 museums. The City Clerk's Department will forward this concern for consideration in development of these agreements.
Issues related to building maintenance of larger fixes are not as reliable (sluice, water wheel).	Council has directed that the Public Service create leases or agreements for these six museums. The City Clerk's Department will forward this concern for consideration in development of these agreements.

Expectation to fundraise money to ensure functioning building is not possible within current capacity.	Council has directed that the Public Service create leases or agreements for these six museums. The grant provided by the City is intended to form only part of total funding for museums along with fees, fundraising and other grants.
Differences in museums contracts should be straightened out for transparency.	Council has directed that the Public Service create leases or agreements for these six museums. The City Clerk's Department will forward this concern for consideration in development of these agreements.
Seven Oaks House and Ross House	
Working with the City has been a challenge to understand and a challenge to find information.	Council has directed that the Public Service create leases or agreements for these six museums. The City Clerk's Department will forward this concern for consideration in development of these agreements.
Existing funding levels are barely sufficient for core operational funding.	Funding of grants is at the discretion of Council. The grant provided by the City is intended to form only part of total funding for museums along with fees, fundraising and other grants.
The real challenge is understanding the system and who to contact to get things done. The problem is communication, clarity, and understanding supporting structure.	Council has directed that the Public Service create leases or agreements for these six museums. The City Clerk's Department will forward this concern for consideration in development of these agreements.
In support of a lease agreement to clarify agreement structure.	Council has directed that the Public Service create leases or agreements for these six museums.
Ross House historically operated with a lease agreement. Board of Seven Oaks House is not a legal entity, not incorporated. Board cannot enter into a lease agreement. Board members upset about being asked to sign the lease.	Council has directed that the Public Service create leases or agreements for these six museums
Require continued maintenance support for Central Control.	Council has directed that the Public Service create leases or agreements for these six museums. The City Clerk's Department will forward this concern for consideration in development of these agreements.
Need ability to accept funding from other organizations. City will issue tax receipts for donors but cannot take advantage of community foundation funding.	The previous administrative report contained an area about the heritage trust program.
Another thing that would help us grow is a permanent staff person. Could have a permanent	Funding of grants is at the discretion of Council. The grant provided by the City is

person work on grant applications, marketing, etc. for all museums, or maybe just seasonal museums.	intended to form only part of total funding for museums along with fees, fundraising and other grants.