

## **Regional Municipality of Waterloo**

### **Administration and Finance Committee**

### **Minutes**

Tuesday, September 9, 2014

10:00 a.m.

Regional Council Chamber

150 Frederick Street, Kitchener

---

Present were: Chair T. Galloway, L. Armstrong, J. Brewer, D. Craig, R. Deutschmann\*, J. Haalboom, B. Halloran, R. Kelterborn, G. Lorentz, C. Millar, J. Mitchell, K. Seiling, S. Strickland, J. Wideman and C. Zehr

Members absent: T. Cowan

#### **Declarations of Pecuniary Interest under “The Municipal Conflict of Interest Act”**

C. Zehr declared a conflict related to agenda item 4b), CR-CLK-14-010, Appointments to Municipal Elections Compliance Audit Committee, since he has been appointed to serve on the committee.

#### **Presentations**

a) David Marskell, Chief Executive Officer, THEMUSEUM, addressed the Committee regarding a financial update; a copy of his [presentation](#) is appended to the original minutes. He outlined the financial challenges and potential impact on programming, noting that annual budgets are typically \$150,000 - 300,000 short. He summarized the Region’s return on investment, the local tourism and economic impacts and he highlighted accessibility initiatives and community stage activities.

\* R. Deutschmann left the meeting at 10:06 a.m.

D. Marskell concluded his presentation highlighting the organization’s Strategy #2 – real collaboration with partners. In response to a question from the Committee Chair about

collaboration expectations, D. Marskell advised that he will be meeting with Regional staff to discuss collaborative opportunities but he doesn't have a proposal at this time.

In response to a Committee inquiry about examples of community collaboration in other regional municipalities, D. Marskell cited other initiatives and stated that he's concerned about the future and is hoping for increased financial support in line with inflation.

### **Request to Remove Items from Consent Agenda**

T. Galloway advised that item 4b) will be taken separately.

### **Motion to Approve Items or Receive for Information**

Moved by B. Halloran

Seconded by J. Wideman

That the following item be accepted for information:

- F-14-111, Investment Position at June 30, 2014

Carried

### **Regular Agenda Resumes**

Moved by B. Halloran

Seconded by J. Mitchell

That the following item be accepted for information:

- CR-CLK-14-010, Appointments to Municipal Elections Compliance Audit Committee

Carried

In response to a Committee question about the female representation on the Municipal Elections Compliance Audit Committee, Lee Ann Wetzel, Manager, Council and Administrative Services/Deputy Clerk, advised that only one female submitted an application. She outlined future options for promoting increased submissions by females, noting that accounting qualifications are not a prerequisite for a committee position.

### **Information/Correspondence**

a) Council Enquiries and Requests for Information Tracking List was received for information.

1700118

**Other Business**

J. Brewer requested that the two Cambridge bus routes which were eliminated and/or adjusted in the 2014 budget be included in the 2015 budget review. Staff indicated that this issue can be included in the 2015 budget review. T. Galloway advised that a staff report will be prepared for a future Planning and Works Committee outlining proposed public transit operational adjustments.

**Next Meeting – September 30, 2014****Motion to Go Into Closed Session**

Moved by G. Lorentz

Seconded by L. Armstrong

That a closed meeting of the Administration and Finance and Planning and Works Committees be held on Tuesday, September 9, 2014 immediately following the Administration and Finance Committee meeting in the Waterloo County Room in accordance with Section 239 of the “Municipal Act, 2001”, for the purposes of considering the following subject matters:

- a) receiving of legal advice subject to solicitor-client privilege and proposed or pending litigation related to a matter before an administrative tribunal
- b) receiving of legal advice subject to solicitor-client privilege, proposed or pending litigation and labour relations related to a matter before an administrative tribunal
- c) receiving of legal advice subject to solicitor-client privilege and proposed or pending disposition of property in the City of Kitchener
- d) receiving of legal advice subject to solicitor-client privilege and personal matters about identifiable individuals
- e) receiving of legal advice subject to solicitor-client privilege related to a contract
- f) receiving of legal advice subject to solicitor-client privilege and proposed or pending litigation related to an agreement
- g) receiving of legal advice subject to solicitor-client privilege and proposed or pending acquisition of land in the City of Cambridge
- h) receiving of legal advice subject to solicitor-client privilege and proposed or pending litigation related to an agreement
- i) receiving of legal advice subject to solicitor-client privilege and proposed or pending acquisition of land in the Region of Waterloo
- j) receiving of legal advice subject to solicitor-client privilege and proposed or pending litigation related to an agreement

- k) proposed or pending acquisition of land in the City of Kitchener
- l) receiving of legal advice subject to solicitor-client privilege and proposed or pending litigation related to an agreement
- m) personal matters about identifiable individuals related to committee appointments
- n) receiving of legal advice subject to solicitor-client privilege and proposed or pending litigation related to a matter before an administrative tribunal
- o) proposed or pending acquisition of land in the City of Kitchener
- p) proposed or pending acquisition of land in the City of Waterloo

Carried

### **Adjourn**

The meeting adjourned at 10:15 a.m.

**Committee Chair**, T. Galloway

**Committee Clerk**, S. Natolochny

**M**

THEMUSEUM

# Background

- At a 10<sup>th</sup> Anniversary update to Council, Mayor Craig asked for more information about our funding model.
- While we are not here asking for a large incremental increase we do hope to receive an increase in line with inflation.
- Our priority, today, is to begin exploring collaborative ways to make us sustainable.



# Strategies for our Future

1. Build relationships with businesses and community leaders for insight and partnerships.
2. Strengthen relationships with the Regional Museum network and local cultural organizations.
3. Monetize original content through collaborations
4. Evolve the brand
5. Increase Board impact

# Support for Museums Across Canada

- “In general, public museums and art galleries revenues come from the following sources:
  - Government 65%
  - Earned revenue 26%
  - Donations & sponsorships 9%
- “...national museums in Ottawa can earn 18 - 22 per cent of costs

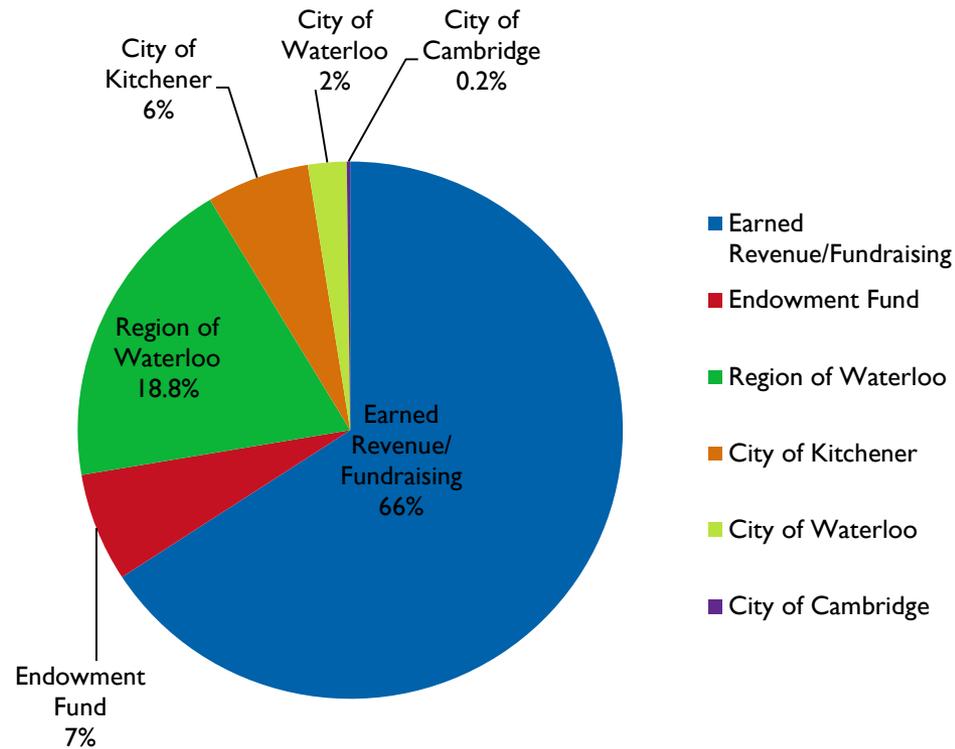
Canadian Museums Association

The Record – June 2013



# THEMUSEUM

## Must Generate 73%





# What Holds Us Back

- With a \$1.96m budget, THEMUSEUM attracts world class exhibitions for the Region
- Each year, THEMUSEUM falls short between \$150K and \$300K dependant upon Endowment income
- In theory, our Endowment fund principal would make up the short fall which is an unsustainable model
- We cannot charge \$20 per person
- One alternative is to dramatically reduce the programs offered at King & Queen



# Our Value – Tourism and Economic Impact

- Thousands of residents and tourists visit Downtown Kitchener to see THEMUSEUM annually
- According to TREIM (Provincial Economic Impact Tool) THEMUSEUM attracts \$3M - \$8M per year in tourism spending annually
- We collaborate, putting the Region on a much larger Cultural map, to bring members from other organizations as far as Toronto to London



# Our Value – Accessibility for all

- \$5 Wednesdays attract thousands of guests monthly showing people wish to visit and the price point is an issue.
- Waterloo Region Agencies receive more than 2000 passes annually, donated by THEMUSEUM, at a value of almost \$25K.
- Hundreds of passes also donated for not-for-profits, schools and groups to help their fundraising
- Camp subsidies allow all children to participate

# Our Value – Community Stage

- Brush Off - Live Painting Competition
- Colin Boyd Shafer, Cosmopolis project, Kitchener Native
- OPEN EARS festival of music and sound
- Local bands, High School MERGE Event
- James Nye, Kitchener artist
- Imagine A Show, Waterloo Region youth photography
- Graffiti Artist, Andrew Thom



- World Refugee Day Art Exhibition
- Carrie Musselman, Kitchener artist
- Button Factory Arts Sketch Club
- Artisan Zone feature artist
- Margarita Kuznetsova, local Russian artist
- Ivano Stocco, Guelph artist
- Tom Dietrich, Guelph artist



## Our Value – Community Stage Continued

- *In-Translation* Eastwood Collegiate Art Show, Ken Hall's *The Legacy Project*, Tri-Con, Kid's CBC, Family Hack Jam 2.0, Nerd-Nites, Sue Johanson, Junior Achievement Tech Camp, Trinity Nightingales Russian Children's Choir Showcase, UW: National Engineering Month, Nexus, An Evening with Roberto Alomar, Love You Forever Robert Munsch, Culture Days, Summer Lights Festival, Taco Fest, Night Shift, Citizenship Ceremony, CIRCUS Music Event, Bob McDonald, Brownie/Girl Guides Sleepover, Kitchener Waterloo String School Christmas Concert



# Our Value – Fostering Partnership

- Ongoing / new Corporate Partnerships: BMO, Christie Digital, RBC, Sun Life
- Cultural Exchange 4.0 – Municipal Candidates discussion on arts & culture
- Web Panel Start Up - Can assist many organizations
- Collaborations with artists / cultural groups



# Return on Your Investment

- The Region supports THEMUSEUM with \$374K which THEMUSEUM leverages into more than \$1.9M
- Which means for every dollar the Region invests, THEMUSEUM invests more than \$4.00
- Tens of thousands of residents, day trippers and overnight tourist are attracted to the downtown core and businesses
- Thousands of students are awed, inspired & enlightened
- If run on a cost recovery basis THEMUSEUM would need to charge \$27.00 per person.



# Strategies for our Future

- **THEMUSEUM Strategy #2**  
Strengthen relationships with Regional Museum network and local cultural organizations.
- We are asking your support to help build a model of efficiency through real collaboration that will benefit THEMUSEUM and other cultural organizations.