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Item No. 12.1.2
Community Planning and Economic Development
February 16, 2017

TO: Chair and Members of Community Planning and Economic Development

Original Signed

SUBMITTED BY:

Bob Bjerke, Director of Planning and Development

DATE: February 1, 2017

SUBJECT: Creation of a Funding Program for Heritage Organizations

ORIGIN

On April 21st, 2016 the Community Planning and Economic Development Standing Committee approved the following motion:

1. Request a staff report for consideration during the fall budget 2017/18 process that will identify options and opportunities for creation of an annual funding program for heritage organizations in HRM that shall include assessment and recommendations regarding a systematic policy driven approach regarding:
 - a) capital, maintenance and operating costs related to municipally owned facilities and collections operated by the municipality or by arms-length not for profits;
 - b) periodic capital and/or annual operating costs of community owned facilities and collections operated by arms-length not for profits;
 - c) any other funding for heritage programs that may be appropriate to consider as a part of this approach. The process to create the report will include stakeholder consultation and assessment of best practices in other municipalities.

LEGISLATIVE AUTHORITY

Halifax Regional Municipality (HRM) Charter

Policies

59 (3) In addition to matters specified in this Act or another Act of the Legislature, the Council may adopt policies on any matter that the Council considers conducive to the effective management of the Municipality.

Power to expend money

79 (1) The Council may expend money required by the Municipality for

- (x) lands and buildings required for a municipal purpose;
- (ai) public grounds, squares, halls, museums, parks, tourist information centres and community centres;

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- (av) a grant or contribution to
 - (v) any charitable, nursing, medical, athletic, educational, environmental, cultural, community, fraternal, recreational, religious, sporting or social organization within the Province,
 - (vii) a registered Canadian charitable organization.

Halifax Regional Municipal Planning Strategy

CH-3 HRM shall prepare a Culture and Heritage Priorities Plan for consideration of adoption by HRM in whole or in part.

RECOMMENDATION

It is recommended that the Community Planning and Economic Development Standing Committee (CPED) recommend that:

Regional Council direct staff to consider HRM's relationship with community museums, including the review and potential redesign of funding programs, as part of the Culture and Heritage Priorities Plan.

BACKGROUND

The CPED motion references heritage organizations and this motion has been interpreted to concern heritage organizations that are offering the community museum experience. For the purpose of this report, community museums are defined using The Association of Nova Scotia Museums (ANSM) definition as *'institutions created in the public interest. They engage their visitors, foster deeper understanding and promote the enjoyment and sharing of authentic cultural and natural heritage. Museums acquire, preserve, research, interpret and exhibit the tangible and intangible evidence of society and nature. As educational institutions museums provide a physical forum for critical inquiry and investigation. Museums are permanent, not for profit institutions whose exhibits are regularly open to the general public'*.

There are other groups operating in HRM such as heritage societies and interpretive centres that could be considered "heritage organizations" in a broad context. This report focuses on organizations that operate facilities and self-identify as community museums.

Culture and Heritage Priorities Plan

The 2014 Regional Plan recognizes the need for clear priorities to guide investments and decision-making as well as a strategy to implement the 2006 Cultural Plan. The Regional Plan directs the development of a Culture and Heritage Priorities Plan (CHPP) and outlines two major phases for this project; Phase 1 Inventory and Phase 2 Analysis and Prioritization. The CHPP will provide an opportunity for open dialogue and greater clarity on HRM's position on important issues which relate to community museums including:

- preservation and enhancement of streetscapes, cultural landscapes, and heritage districts in the Regional Centre to further the objectives of revitalization and densification;
- preservation and enhancement of historic village centres and scenic landscapes within rural communities;
- partnerships with community organizations involved in events that celebrate social heritage and culture;
- stewardship of HRM-owned buildings and maximizing their use to support cultural activity;
- relationship with community museums, historic artifact collections, and community groups delivering the museum experience and social heritage programming;
- building capacity in the arts and cultural community; and
- expansion of cultural programming and conservation efforts to better recognize Mi'kmaq and other diverse cultures and experiences in our region.

Priorities Plans are directed through the 2014 Regional Plan in recognition of the need for strategic planning documents that clearly link municipal priorities to a decision making framework. The Priorities Plans are expected to create policies, budgets, programs and other resources to support and action identified priorities. The CHPP is anticipated to take two years to complete (2016-2018) and the Phase I Inventory is underway and being worked on in partnership with the Province of Nova Scotia.

Other Related Initiatives

The CHPP will also bring together other concurrent projects that will impact HRM's cultural mandate and relationship with community museums such as:

Cultural Spaces Plan

On July 29, 2014, Council requested the development of a Cultural Spaces Plan in consultation with ArtsHalifax. The Cultural Spaces Plan is intended to include needs assessments, feasibility studies and identify potential partners and service delivery models that may include new cultural spaces and/or recapitalization of existing facilities. Staff will engage with the public, stakeholders (including community museums) and Council to identify priorities for cultural spaces. The CHPP will include strategies to further these priorities and the Cultural Spaces Plan is expected to function as a subset of the CHPP, developing a suite of policies, partnerships, and programs to support new spaces and maximize existing facilities.

Regional Museum Strategy and Collections Rationale

On March 22, 2016 Regional Council directed the development of a regional museum strategy and a supporting regional collection rationale. As outlined in the March 16, 2016 Recommendation Report "Dartmouth Heritage Museum Society Request for Management Agreement and Funding" this strategy will be incorporated into the Cultural Spaces Plan.

DISCUSSION

Current Municipal Support

Municipal support for community museums differs for museums located in HRM owned facilities and those operating in other facilities. HRM covers the facility operating and maintenance costs for museums operating in HRM facilities. In addition, the Dartmouth Heritage Museum Society (DHMS), which operates in two municipally owned buildings and a rented warehouse, also receives a management fee and other supports. Attachment B summarizes the history of HRM's relationship with DHMS.

Museums operating in other facilities are eligible to apply for annual capital funding to a maximum of \$25,000 through the Community Grants Program. Museums may also be eligible for property tax relief through AO 2014-001-ADM, the Tax Relief Program for Non-Profit Organizations Administrative Order. In addition, each fiscal year, Municipal Councillors direct funds from their District Capital Funds and District Activity Funds in support of community events and activities, local organizations or projects and infrastructure enhancements that are deemed to benefit the entire community. Councillors have used this "discretionary" funding to support community museums.

Tables 1 and 2 show the total value of municipal support from 2012-2016. The following are key findings on municipal support for community museums:

- Support for museums operating in HRM facilities was in excess of \$1.3 million with approximately 80% of this funding going to DHMS. The majority of this support was in the form of operating and administration costs (85%) followed by capital costs (12%) and discretionary funding (3%).
- Support for museums operating in other facilities was in excess of \$1.0 million, spread amongst 16 museums and ranging from \$1,950 to \$265,008 for an individual museum. The majority of this support was from property tax exemptions (71%), followed by community grants (19%), and discretionary funding (10%).
- Of the 21 museums in HRM (Attachment A), only Moose River Gold Mines and the NS Sport Hall of Fame have not received funding in the past 4 years.

- Blanks in the table indicate that no funding was given under that particular category, which may be due to organizations not applying for the funding or being ineligible.
- Table 2 does not include the \$25,000 grant to the Army Museum, approved at Regional Council on January 10th, 2017, in support of the development of an installation to commemorate the Second World War.

Table 1 2012-2016 Municipal Support for Museums in HRM Facilities¹

Museum	Operating & Administration Costs (to date 2016)	Capital Costs (to date 2016)	Councillor's Discretionary Funding	Total
MacPhee House	\$57,781	\$15,511		\$73,292
Scott Manor House	\$110,283	\$14,985	\$36,685	\$161,953
Dartmouth Heritage Museum Society			\$4,000	\$4,000
Quaker House	\$32,371	\$54,309		\$86,680
Evergreen	\$85,293	\$67,627		\$152,920
Joe Zatzman Warehouse	\$383,059			\$383,059
Management Fee	\$250,000			\$250,000
Collections Management	\$190,000			\$190,000
				DHMS Total \$1,066,659
	\$1,108,787	\$152,432	\$40,685	Total Support 2012-2016 \$1,301,904

Table 2 2012-2016 Municipal Support for Museums in other Facilities²

Museum	Property Tax (Value of Exemption)	Community Grants	Councillor's Discretionary Funding	Total
Africville			\$2,500	\$2,500
Army Museum		\$3,500		\$3,500
Atlantic Canadian Aviation Museum	\$220,237			\$220,237
Black Cultural Centre	\$264,908		\$100	\$265,008
Cole Harbour Rural Heritage Society (3 sites)	\$20,680	\$17,500	\$6,583	\$44,763
Fultz Corner Restoration Society (5 sites)	\$89,440	\$28,060	\$9,754	\$127,254
Hooked Rug	\$35,500	\$15,000	\$21,146	\$71,646

¹ Values derived from SAP, Council Reports and Facility Management Staff

² Values derived from Council Reports and Community Grants Staff

Museum	Property Tax (Value of Exemption)	Community Grants	Councillor's Discretionary Funding	Total
Museum of North America Society				
HMCS Sackville		\$25,000		\$25,000
L'Acadie de Chezzetcook Association (2 sites)	\$10,644	\$25,000	\$5,575	\$41,219
Lake Charlotte Area Heritage Society	\$59,207	\$49,500	\$31,000	\$139,707
Moser River and Area Historical Society	\$2,191	\$3,900	\$4,500	\$10,591
Musquodoboit Harbour Heritage Society	\$6,835	\$2,575	\$2,500	\$11,910
Shearwater Aviation Museum		\$1,950		\$1,950
SS Atlantic Heritage Society/ St. Paul's Anglican Church	\$15,278	\$3,377	\$1,920	\$20,575
Urban Farm			\$17,240	\$17,240
Waverley Museum	\$2,858	\$16,500		\$19,358
	\$727,778	\$191,862	\$102,818	Total Support 2012-2016 \$1,022,458

Current Provincial Support

Community Museums in HRM may also be eligible for funding under the Province's Community Museum Assistance Program (CMAP). To qualify, museums must demonstrate that they benefit their communities through collections, facilities, information, and public programs. To continue receiving funding, museums must undergo an evaluation every three years, maintain a minimum score, and submit an annual report outlining operating costs, museum visitation and volunteer activity. Eligibility for the program is determined by the Nova Scotia Museum Board of Governors. The program is open to museums throughout Nova Scotia and currently has an annual budget of \$978,584. There are 67 Nova Scotia museums in the program, seven (7) of which are in HRM. Funding from CMAP is relatively modest; 61% of museums receive under \$10,000 with funding levels ranging from \$697 to \$52,047. Participating museums in HRM received \$168,076 in funding from CMAP in 2016, representing 17% of overall funding for community museums in Nova Scotia.

In 2014, the Association of Nova Scotia Museums (ANSM) agreed to take on the redevelopment and administration of the Museums Evaluation Program (MEP) and developed a revised evaluation program. The new program addresses seven areas of museum operations – Governance, Management, Facility, Collection & Access to Information, Interpretation, Community, and Marketing & Revenue Generation. The evaluation process includes a Documentation Review and Site Evaluation. The development of the revised evaluation program was a lengthy process and provides insight into the complexity involved in developing equitable funding programs. For more details on the program, visit www.ansm.ns.ca/museum-evaluation-program.

Mandate for Supporting Community Museums

While HRM has a long history of funding and supporting community museums, there is no definitive mandate or policies guiding this support. Support has typically come about as an ad-hoc response to operating issues faced by museums, linked to specific projects or initiatives or as a continuation (legacy) of previous funding. The need for clear direction and priorities for supporting museums is one of the driving forces for the development of the CHPP. In the interest of clarity, equity and responsible governance, HRM is placing greater emphasis on linking funding programs to established mandates and municipal objectives. Establishing criteria and an equitable process for accessing funding is also best practice for interim funding programs. The recently adopted AO 2014-007-ADM, Respecting Grants to Professional Arts Organizations required two years to create and involved significant reports, new policies, best practices research and countless hours of volunteer effort from the Special Arts and Culture Advisory Committee.

A new program for funding community museums would require the same level of staff and community effort, best practices review, legislative/programmatic support and funding rationalization. The CHPP will consider HRM's role in supporting community museums, the management of historic artifact collections, and social heritage programming. In addition, the CHPP's overarching consideration of HRM's broader cultural priorities and social heritage mandate is expected to provide a vision and strategy for museums and the municipal collection. This will allow for assessment and recommendations and provide the systematic policy driven approach CPED is requesting.

Table 3 below illustrates how the CHPP responds to this motion:

Table 3 Review of CHPP and CPED Motion

Component of CPED Motion	Response through the CHPP
<p>2017-2018 budgeting for an annual heritage organization funding program</p>	<p>2017/2018 budget deliberations will consider the Project Plan and budget for Phase 2 of the CHPP, involving the research and development of cultural priorities, including support for community museums and other heritage organizations. 2018/2019 budget deliberations will consider the inclusion of funding for the implementation of the CHPP and associated partnerships and programs.</p>
<p>Request for assessment and recommendations on an approach for:</p> <ul style="list-style-type: none"> • costs related to municipally owned facilities and collections operated by the municipality or by arms-length not for profits • costs of community owned facilities and collections operated by arms-length not for profits 	<p>This report provides a snapshot of current municipal support for Community museums in HRM and other facilities. The CHPP and supporting components (Cultural Spaces Plan) will assess publically accessible facilities and collections that are of heritage significance and/or offering creative space and social heritage programming. This assessment will clarify HRM's role in supporting these assets, develop programs and partnerships to support this role and institute a decision-making framework for responding to requests and opportunities.</p>
<ul style="list-style-type: none"> • other funding for heritage programs 	<p>This report highlights how HRM and the Province currently funds community museums. The CHPP will inventory current funding programs, research best practices, and propose funding programs and opportunities to support the priorities for built and social heritage.</p>
<p>Stakeholder consultation</p>	<p>In addition to continuing to work with the community museums as mentioned in this report, a consultation plan will be developed and outline how</p>

	the public and key stakeholders will be engaged in development of the CHPP, with key opportunities for input in each stage. In Phase 2 an advisory committee will be struck, inviting participation from key stakeholders. The advisory committee will include ArtsHalifax, Central Region Heritage Group, and other representatives with diverse cultural interests and expertise.
Best practices assessment	CHPP analysis will involve significant research and communication with other regions to look at best practices in culture, heritage and arts development.

Engagement with Community Museums

On November 25, 2016 HRM hosted representatives from 19 HRM-based museums to share information about the CHPP and collect information on their facilities and operations. Since this meeting, Staff have been working with the museums to fine tune a survey for gathering details on facilities, staffing, collections, role in community & interpretation, operations and management. These profiles will be invaluable to understanding how museums currently function and could further municipal objectives. They will also be crucial for informing conversations on how to address needs and support community museums in telling the story of our diverse communities. The profiles will inform the CHPP inventory and these museums will be engaged and consulted in the development of the CHPP.

Requested Interim Funding for Community Museums

On December 15, 2016, Gordon Hammond made a presentation to CPED on behalf of an ad-hoc committee of community museums requesting that HRM create an interim HRM Community Museum operating assistance program as part of the 2017/18 budget. The ad hoc committee indicates that it represents most of the 23 community museums located in HRM. Additional information regarding the proposed operating assistance program was provided to Mayor Savage, Councillors and staff in early January, 2017 (Attachment C).

While the ad hoc committee supports the CHPP, the committee indicates that they have immediate fiscal challenges and do not wish to wait for the CHPP to be completed to potentially receive additional funding support. As a temporary measure, the ad hoc committee is proposing that HRM establish an interim program to assist community museums with their operations. This funding would be calculated based on a percentage of annual operating costs, with museums with smaller budgets receiving a higher percentage than museums with larger budgets.

As previously noted in this report, staff acknowledge that there is a need to review how HRM works with and supports community museums through the CHPP. While Regional Council could choose to allocate additional funding before the CHPP is completed, staff note the following challenges in establishing such an interim program:

- as HRM has not identified any objectives or policies concerning its support for community museums, any interim funding would be a continuation of previous ad-hoc funding decisions that may or may not be consistent with the objectives identified in the future CHPP;
- in the interest of building capacity of organizations, HRM's grants/contributions have typically been in the form of one-time funding for projects and capital infrastructure, as funding levels may vary and funding for general operations may create dependency;
- funding based on operating budgets may further inequities as museums that rely heavily on volunteer effort would not receive as much support as museums with paid staff; and
- administratively, HRM would experience difficulty in developing and running a new funding program on short notice.

Conclusion

The Regional Plan identifies the need to clarify HRM's role in supporting community museums and other cultural organizations through the development of the Culture and Heritage Priorities Plan. With the CHPP now underway, this report provides relevant background on community museum funding and furthered important conversations with stakeholders. The CHPP, expected to be completed in approximately two years, will consider the relationship with community museums and potential funding programs within the broader context of HRM's role and level of support for other related cultural assets and organizations. In the meantime, HRM's and the Province's existing funding programs provide a number of opportunities for community museums to obtain funding. Therefore, staff recommend that the Community Planning and Economic Development Standing Committee recommend that Regional Council direct staff to consider the relationship with community museums and potential funding programs through the Culture and Heritage Priorities Plan.

FINANCIAL IMPLICATIONS

There are no financial implications of the recommendation in this report. The completion of the CHPP, including consultation with the community museums, can be accommodated within existing HRM resources.

RISK CONSIDERATION

There are no significant risks associated with the recommendations in this Report. Community museums are currently able to access a variety of funding opportunities and any risks associated with a new funding program will be reviewed through the development of the CHPP

COMMUNITY ENGAGEMENT

The discussion section of this report outlines how community museums were engaged for this report and engagement plan that will be developed to support the CHPP.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications anticipated with this recommendation.

ALTERNATIVES

The Community Planning and Economic Development Standing Committee may recommend that Regional Council:

1. Direct staff to develop an Administrative Order for an interim funding program for community museums, consistent with the request received from the ad-hoc community museum committee (Attachment C), and return it to Council for its consideration. Should Council provide such direction, staff recommend that Council allocate a specific amount of annual funding and further direct staff to consider the following items:
 - potential partners who may be able to administer the funding program;
 - a streamlined funding administration process to ensure the program can be up and running quickly and minimizes pulling staff resources away from work on the CHPP;

- the information required to consider funding for community museums, such as strategic plans, community outreach programs, audited financial statements, etc.;
 - ensuring that the interim funding is not described as a program to support long-term “operations,” as the program would be temporary in nature and the CHPP may or may not result in a similar program; and
 - ensuring community museums who received funding continue to be invited to participate in the CHPP and understand that any additional funding received may not be carried forward once HRM has established how it will work with and support community museums through the CHPP.
2. The Community Planning & Economic Development Standing Committee could recommend the Halifax Regional Council direct the HRM Grants Committee to provide a staff report regarding options with respect to rationalizing municipal funding programs for heritage organizations including but not limited to project-specific cash grants (including heritage incentive grants), tax relief, less than market value property sales and leasing.

ATTACHMENTS

- Attachment A Community Museums Located in HRM
Attachment B History of Relationship with DHMS
Attachment C Ad-hoc Community Museum Committee Proposal

A copy of this report can be obtained online at <http://www.halifax.ca/commcoun/index.php> then choose the appropriate Community Council and meeting date, or by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

Report Prepared by: Leticia Smillie, Planner III, Planning and Development. 902.490.4083

Original Signed

Report Approved by: _____
Katherine Greene, Policy & Strategic Initiatives Program Manager, Planning and Development. 902.225.6217

Re: Item No. 12.1.2

REVISED Attachment A

ATTACHMENT A COMMUNITY MUSEUMS IN HRM (as defined in this report)

	Community Museum	Organization	HRM support
1.	Acadian House Museum	L'Acadie de Chezzetcook Association (2 sites)	property tax, grants, discretionary
2.	Africville Museum	Africville Heritage Trust	discretionary
3.	Army Museum Halifax Citadel	The Army Museum	grants
4.	Atlantic Canada Aviation Museum	Atlantic Canada Aviation Museum Society	property tax
5.	Black Cultural Centre for Nova Scotia	The Society for the Protection and Preservation of Black Culture in Nova Scotia	property tax, discretionary
6.	Cole Harbour Heritage Farm Museum	Cole Harbour Rural Heritage Society	property tax, grants
7.	Evergreen House, Quaker House	Dartmouth Heritage Museum Society	HRM facility plus facility rental; maintenance + capital costs; annual management fee; database migration; discretionary
8.	Fultz House Museum	Fultz House Corner Restoration Society	property tax, grants, discretionary
9.	HMCS Sackville/ Canada's Naval Memorial	Canadian Naval Memorial Trust	grants
10.	Hooked Rug Museum of North America	Hooked Rug Museum of North America Society	property tax, grants, discretionary
11.	MacPhee House Community Museum	Sheet Harbour & Area Chamber Of Commerce & Civic Affairs	HRM facility; maintenance and capital costs.
12.	McMann House Museum	Moser River and Area Historical Society	property tax, grants, discretionary
13.	Memory Lane Heritage Village	Lake Charlotte Area Heritage Society	property tax, grants, discretionary
14.	Moose River Gold Mines Museum	Moose River	no funding
15.	Musquodoboit Harbour Railway Museum	Musquodoboit Harbour Heritage Society	property tax, grants, discretionary
16.	Nova Scotia Sport Hall of Fame		no funding
17.	Scott Manor House	Fort Sackville Foundation	HRM facility; maintenance and capital costs
18.	Shearwater Aviation Museum	Shearwater Aviation Museum Foundation	grants
19.	SS Atlantic Heritage Park	SS Atlantic Heritage Society	property tax, grants, discretionary
20.	Urban Farm Museum	Urban Farm Museum Society of Spryfield	discretionary
21.	Waverly Heritage Museum	Waverly Heritage Society	property tax, grants

ATTACHMENT B: HISTORY OF RELATIONSHIP WITH DHMS

Adapted from the March 16, 2016 Recommendation Report "*Dartmouth Heritage Museum Society Request for Management Agreement and Funding*"

Prior to amalgamation, the Dartmouth Heritage Museum was owned and operated by the City of Dartmouth in a museum located at 100 Wyse Road. At amalgamation the assets, including more than 40,000 artifacts (the "Dartmouth Collection") and two historic houses (Evergreen House and Quaker House), passed to HRM. Also at amalgamation the Civic Collection was established, consisting of objects previously belonging to the former City of Dartmouth, City of Halifax, Town of Bedford, and Halifax County, which were to represent the social, cultural, and political history of the new municipal unit.

In 1999, a non-profit society, Dartmouth Heritage Museum Society ("DHMS"), was established to manage the Dartmouth Collection. In 2000, a service agreement was entered into between HRM and the DHMS to formalize the management of the collection. The agreement covered the care of over 40,000 items, a large portion of which are archival records, such as documents, photographs, and audio-visual recordings, as well as furniture, household goods, outdoor equipment, and paintings principally concerning the history of Dartmouth. The management agreement outlined the responsibility for DHMS to operate two cultural facilities (Evergreen House and Quaker House) and responsibility for curating and preserving the collection. The agreement outlined that HRM provides DHMS with annual funding of \$50,000 for provision of those services. HRM is also responsible for annual facilities costs (utilities, maintenance, rental fees, etc). In 2005, the original agreement was renewed and that renewal agreement remains in effect.

Upon closure of the original museum in 2002, the collection was moved to a warehouse facility. In 2007, DHMS hired a consultant to perform an audit of the collection; however, the process was halted when mould was discovered within some artifacts in the collection. While the presence of mould is not uncommon in collections, the mould problem was purported to be significant enough to cause unsafe conditions for staff to be working with the collection. Therefore, no further work was done to unpack the collection after the 2007 audit attempt. In fact, from 2007 to 2013, DHMS and HRM staff rarely entered the warehouse, except to check furnace levels and download data-loggers.

In 2008, DHMS transferred the archival holdings of the City of Dartmouth records to HRM Archives as the official repository for historical municipal records. Dartmouth historical municipal records are now preserved and accessible through the HRM Archives' public Reading Room and on-line database. DHMS has continued to acquire Dartmouth archival records donated by the community and currently holds those at the warehouse, along with the artifacts.

In 2009, Regional Council passed a motion which directed that the DHMS be given exclusive right to the use of the former Dartmouth City Hall building (90 Alderney Drive) for the purpose of a permanent museum and creation of a Cultural Cluster.

In December 2012, HRM's Auditor General released the report "Care of HRM Cultural Artifacts/Artworks including the Jordi Bonet Halifax Explosion Sculpture". The report outlined concerns with the state of HRM's artifacts and recommended that HRM complete an up-to-date inventory and condition assessment of the entire collection, as well as create a plan for the on-going maintenance, care and conservation of the collection based on up-to-date information. HRM contracted McIvor Conservation to initiate that work.

In January 2014, Regional Council declared that the building at 90 Alderney Drive was unsuitable for a museum and directed 90 Alderney Drive be declared surplus to the needs of HRM. Regional Council's motion further directed that an equivalent amount of money from the sale of the property was to be put aside to be used toward the establishment of a municipal museum in Dartmouth as part of a cultural cluster. Staff was further directed to consider HRM's support and investment in community museums, regional museums, and collection of heritage artifacts as part of the CHPP and return to Council with recommendations for an HRM regional museum consistent with the direction outlined in the CHPP.

Attachment C

Discussion points for a meeting of the HRM Interim Community Museum Operating Assistance Program Ad Hoc Committee with Mayor Savage, Councillors Mason and Austin, and HRM staff, on Thursday, January 5 2017 at 10am at the Mayor's Office, City Hall

1. Who is the Ad Hoc Committee and whom does it represent?

The committee is comprised of:

- Gordon Hammond, Memory Lane Heritage Village
- Jancie Kirkbright, Cole Harbour Heritage Farm Museum
- Gary Mellville, the Army Museum
- Sunday Miller, Africville Heritage Trust
- Mark Peapell, Atlantic Canada Aviation Museum

The committee represents most of the 23 community museums in HRM but not all, as a few have existing operating assistance agreements with HRM (see HRM Community Museum Annual Operating Budget document).

2. What does the Ad Hoc Committee hope to achieve from this meeting?

There are two objectives:

- The first is to secure the support and leadership of the Mayor and Councillors Mason and Austin for the speedy establishment of an HRM Interim Community Museum Operating Assistance Program with appropriate funding allocated as part of the 2017/2018 budget. Note the use of the word "interim", as all museums recognize that once the CHPP is finalized and approved, some sort of policy-based comprehensive and permanent program will replace the interim program. This is currently not likely to happen until at least 2018, at best, and could be even later if the CHPP is "re-aligned" in mid-process as the earlier Social Heritage Strategy was.
- The second objective (assuming of course that there is support for the first objective) is for the Mayor and Councillors Mason and Austin to provide the Ad Hoc Committee with advice as to how it should proceed to help ensure the speedy establishment of such an Interim program as part of the 2017/2018 budget.

3. What would an HRM Interim Community Museum Operating Assistance Program look like?

The proposed program would be based on a percentage of annual operating costs with smaller museums with smaller budgets receiving a higher percentage than larger museums with larger budgets. Based on the information collected by the committee (see accompanying options document) a program with 20% for small museums declining to 10% for larger museums would cost approximately \$250,000, while a program with 20% for small museums declining to 5% for larger museums would cost approximately \$175,000. Note the current combined operating cost for the Dartmouth Heritage Museum and the Discovery Centre is somewhat more than \$300,000.

4. Potential actions the Ad Hoc Committee could undertake to help it achieve its objective

- Ask all community museums to lobby their Councillors immediately to seek their support (11 Councillors have at least one community museum within their District).
- Meet with HRM staff immediately to try and submit a joint recommendation to the CPED committee at its January 15th meeting.
- Ask the Provincial Ombudsman to review the equitability of the current situation whereby HRM supports some community museums but not others (both operational and capital costs)
- Seek media support
- Lobby for using the \$20M "Citadel Windfall) to establish an HRM Heritage Endowment Fund.
- Other suggestions.

Proposed Interim HRM Community Museums Operating Assistance Program individual museum allocation and overall cost for two options					
Community Museum	Annual Budget	HRM A %	HRM A Cost	HRM B %	HRM B Cost
Acadian House Museum	\$12,648	20%	\$2,530	20%	\$2,530
Africville Heritage Trust	\$234,000	14%	\$32,760	11%	\$25,740
Atlantic Canada Aviation Museum	\$50,000	19%	\$9,500	17%	\$8,500
The Army Museum	\$115,000	16%	\$18,560	15%	\$17,250
Black Cultural Centre for Nova Scotia	No information at present				
Cole Harbour Heritage Farm Museum	\$250,000	14%	\$35,000	10%	\$25,000
Discovery Centre*	From public info budget is \$2-2.5M, \$145,000 from HRM				
Dartmouth Heritage Museum*	Projected 2017 budget is \$180,000, \$120,000 from HRM				
Fultz House Museum	\$45,000	19%	\$8,550	19%	\$8,550
Girl Guides of Canada Archives	No information at present				
Hooked Rug Museum of North America	\$90,000	17%	\$15,300	16%	\$14,400
HMCS Sackville – Canada Naval Memorial	Under development, no current need for participation				
MacPhee House Community Museum	\$5,000	20%	\$1,000	20%	\$1,000
McMann House Museum/Genealogy Ctr.	No information at present				
Memory Lane Heritage Village	\$208,000	14%	\$29,120	11%	\$22,800
Moose River Gold Mines Museum	\$8,500	20%	\$1,700	20%	\$1,700
Musquodoboit Harbour Railway Museum	No information at present				
Scott Manor House	\$28,500	19%	\$5,415	19%	\$5,415
Nova Scotia Sport Hall of Fame	\$572,000	10%	\$57,200	5%	\$28,600
SS Atlantic Heritage Park	No information at present				
Urban Farm Museum	\$25,000	20%	\$5,000	20%	\$5,000
Waverley Heritage Museum	\$7,000	20%	\$1,400	20%	\$1,400
Totals			\$222,035		\$167,885

* The Discovery Centre and the Dartmouth Heritage Museum receive funds from HRM in accordance with existing specific agreements between them and are not considered to be part of the proposed Interim HRM Community Museum Operating Assistance Program.

Annual operating budget percentage assistance options			
HRM Option A – 20% declining to 10%		HRM Option B – 20% declining to 10%	
Annual Operating Budget	Percentage Assistance	Annual Operating Budget	
\$0 to \$25,000	20%	\$0 to \$25,000	20%
\$25,000 to \$50,000	19%	\$25,000 to \$35,000	19%
\$50,000 to \$75,000	18%	\$35,000 to \$50,000	18%
\$75,000 to \$100,00	17%	\$50,000 to \$70,000	17%
\$100,000 to \$150,000	16%	\$70,000 to \$95,000	16%
\$150,000 to \$200,000	15%	\$95,000 to \$120,000	15%
\$200,000 to \$250,000	14%	\$120,000 to \$145,000	14%
\$250,000 to \$300,000	13%	\$145,000 to \$170,000	13%
\$300,000 to \$400,000	12%	\$170,000 to \$200,000	12%
\$400,000 to \$500,000	11%	\$200,000 to \$235,000	11%
\$500,000 to \$600,000	10%	\$235,000 to \$270,000	10%

		\$270,000 to \$310,000	9%
		\$310,000 to \$350,000	8%
		\$350,000 to \$430,000	7%
		\$430,000 to \$530,000	6%
		\$530,000 plus	5%