

**SPECIAL MEETING OF THE BROCKVILLE MUSEUM Board of
Management and the 2032 COMMITTEE
to Receive and Review the Final Report of the
Brockville Museum 2032 Feasibility Study**

MINUTES

Tuesday, March 30, 2021 Via Zoom
<https://zoom.us/j/92431236002>

- 1.0 Welcome, Introductions and Call to Order at 7:02 pm – present Chuck Quick, David Buck, Haley Veronyak, Paul Naylor, Margaret Lawrence, Neil O'Brien, Ralph Newson, Patti Mordasewicz, Natalie Wood.
- 2.0 Margaret Lawrence requested to be excused from her usual responsibility as Secretary to the Board for taking Minutes of this meeting. She requested that Patti Mordasewicz be allowed to record the Minutes of this Special Meeting. It was agreed.
- 3.0 The Museum Board Chair asked the Curator/Director to provide background on the role this Report plays in the path towards expansion. Natalie Wood noted that this is the very first step in moving forward the concept of creating a new facility for the Brockville Museum. Acceptance of the report will put us on the road forward with the project.
- 4.0 Moved by Paul Naylor, seconded by Haley Veronyak that the Brockville Museum 2032 Feasibility Study Report be received for discussion. Carried.
- 5.0 Discussion of Final Report (Development Feasibility Study)

As Chair of the 2032 Committee, Margaret Lawrence outlined the Committee's work in tackling the first phase of this project: we began with the following constraints firmly in mind – no money in the bank; no site; no definitive support from the City beyond conducting a Feasibility Study. The Committee feels that we have received a report from Lord Cultural Resources that meets the demands laid out in the Request for the Study: guidance for setting goals for funding and fundraising initiatives; insight into site selection; projections for operating costs; projections on staffing needs, and an overall costing for such a project. We feel that the Report provides us with guidance for how to move this process to the next steps. She also noted that the Report is not set in stone – what the Committee and the consultants have worked on is “our ideal”. This document begins the process to move from concept to planning.

The Board and Committee proceeded to a section by section review of the Report.

Exec Summary – need correction of a grammatical error in second paragraph.

- 5.1 Introduction – whole report well written. Question to ask: Are they telling us something new?
- 5.2 Contextual and Comparables Analyses – question was raised about suggestion for admission fees – see discussion under 5.5 below.
Comparables – good information brought to the forefront. Also good local comparisons.
- 5.3 Existing Markets/Operation and Potential Markets – school board insight was a very constructive segment.
- 5.4 Recommendations and Assumptions:
 - 5.4.1 A Board member asked for some discussion around the inclusion of an Art Gallery as part of the new Museum, pointing out that it might not be a win/win. Two basic questions – does Brockville need or want another art gallery? And, Can the Museum afford it? A general discussion of these issues followed, sharing some of the insights gained from the recent art exhibit, and what the Committee explored in its consideration of this element. The Committee considered the inclusion of an Art Gallery from several perspectives – what value-added does this bring to the Museum; will it allow for greater success in fundraising initiatives. It was felt by the Committee that the inclusion would broaden the appeal of the Museum to visitors, and would broaden the scope for fundraising for its build. The Curator noted that the Museum already has over 300 art pieces in its collection.
 - 5.4.2 Fixed admission – it was pointed out that in the view of the consultant the Report needed to demonstrate that they had seriously considered revenue generation opportunities for the Museum, and including admission fees demonstrates that. It isn't intended to be a barrier to admission and we could develop ways to recoup the losses of donated admissions. It is also a way to show potential grant funders that we have considered revenue sources.
 - 5.4.3 Membership - the report suggests it would be a simple process to create two separate membership entities, but it is much more complicated than that. Moreover, the Study was not asked to consider this, and it is outside the scope of the Museum to achieve. Moving this aspect forward is one of the most important critical steps required. The Museum Board and the Board of the Friends need to have open and constructive dialogue about how the division would be accomplished, in ways that meet the corporate governance requirements of the Friends while achieving an internal support revenue stream for the Museum. The impact is very significant and will need to be discussed and a constructive path forward identified.
 - 5.4.4 Staffing – the final column of the table on page 45 needs a title or something to clarify.

- 5.5 Capital Cost Summary – like the tone! Encapsulates the issue of flexibility.
Gives the city the flexibility to continue this process.
- 5.6 Attendance, Operating Revenue & Expense Projections – it was generally felt that the stats locally and provincially give some acceptable numbers, and that there is enough caution in the projections to make them trustworthy. This is why we conducted this Study. It is well-rounded and well-thought-out. We have all the basic answers now.

Moved by Margaret Lawrence, seconded by David Buck – that the Museum Board of Management approve the Report of Brockville Museum 2032 Feasibility Study conducted by Lord Cultural Resources. Carried.

The Next step is that the Report should go forward to the city representative on the Board, Nathalie Lavergne, and to the City Manager.

Board members commented that this is a good time for our Report to come forward, amid discussions about Cultural considerations in the City. Our task as Board and Committee members moving forward is to break the report down into smaller goals, with plans to achieve them. The first of these is to obtain Council agreement that a new Museum is a feasible proposition, and that the Museum's Board can continue to explore the feasibility of the project through building community support and, eventually, fundraising.

The current plan is for the consultant to present the Report to The Economic Development, Recreation and Tourism Committee on May 4th. It is the Board's hope that the consultant will be requested to make the presentation to the City Council in full.

Following Council approval, the next step would be to create a financial mechanism to allow this process to move forward.

6.0 Adjournment: There being no further business, Neil O'Brien moved adjournment.