



Dr. Woods' House - Museum Operating Model

COUNCIL DECISION

March 24, 2025

Agenda



January 15: PRC...January 22: EMT...February 19: PRC...March 19: PRC...

March 3: Council ► **MARCH 24: COUNCIL** ► November 24, 2025 ► December 8, 2025

Summary of Findings

WHAT WE HEARD

Consolidate
Heritage Management

Diversify
Programming

Enhance
Heritage Promotion

Expand
Funding Sources

Build a Strategic
Path for Heritage

WHAT WE LEARNED

Economic
Sustainability

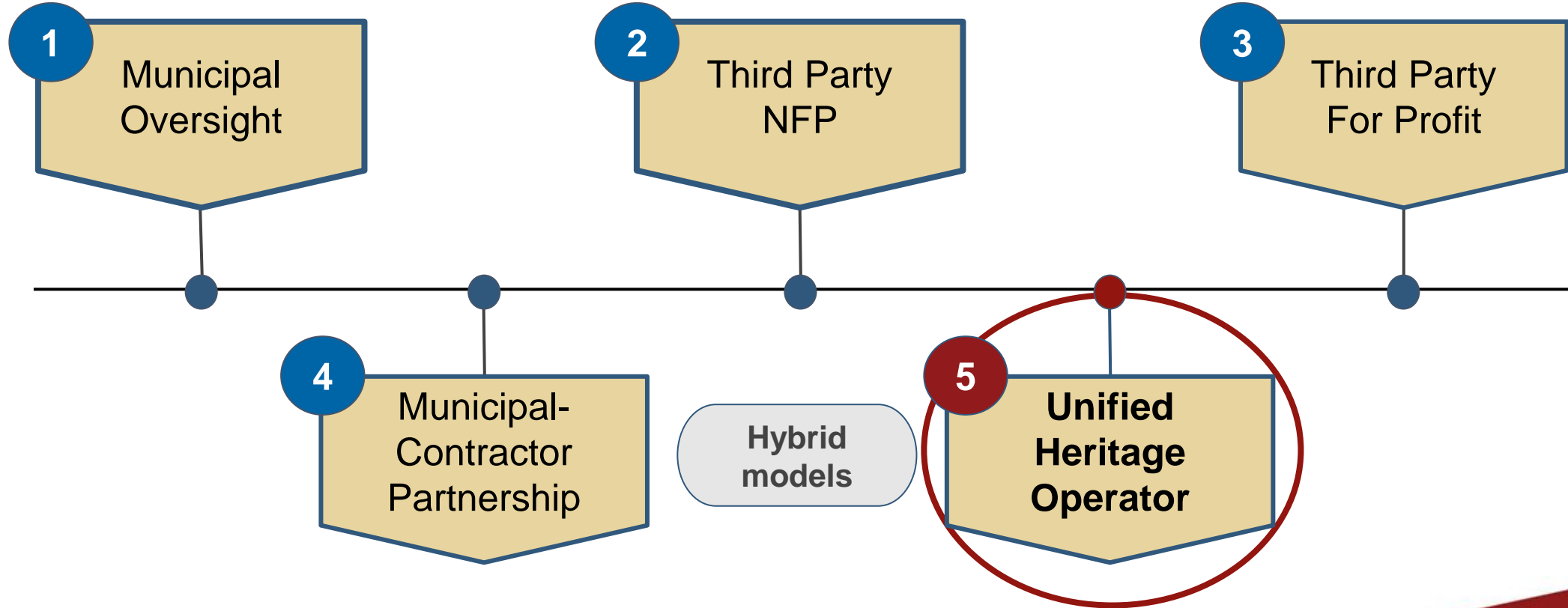
Heritage
Preservation

Community
Engagement

Accessibility
and **Usability**

Public Funding as a
Core Revenue Stream

Operations & Cost Analysis: 5 Models



Why a Unified Heritage Operator?

1. **Data:**

Scoring positions this hybrid model as the most robust.

2. **Community-supported:**

Aligns with a key recommendation of community and partner engagement.

3. **This model balances:**

- financial sustainability
- preservation consistency
- strategic oversight

Advantages:

- Scalability
- Resource efficiency
- Reduces duplication across sites
- Fosters innovation in programming and community engagement

Challenges:

- Some governance complexity
- Limitations on grassroots engagement

Next Steps: MOVING FORWARD in 2025

Ongoing: Committed annual municipal funding

✓ Cultural Collections Assistant *until August 2027*

WE
ARE
HERE

1. Select the
Operating
model

2. Fund
building the
Transition plan

Bring
together
key
heritage
partners

Stabilize by building and
developing the coalition team

Work to establish new
operating model

Formalize
governance
structure

Build a
roadmap
with
milestones

Undertake
financial
planning

Develop a
monitoring
& evaluation
framework

Engage
with critical
community
partners

Pilot
programming
& collections
mandate

Adapt to
sector
trends

Council Request for Decision

That Council allocate \$45,000 from the Operating Reserve to fund the development of a transition and operating plan for Dr. Woods' House Museum, including costing and other resource implications, utilizing the *(insert selected option here)* governance model.

That Council direct Administration to submit an Unfunded Service Level Adjustment for the transition to and operations of the Dr. Woods' House Museum for Council's consideration during the 2026 budget process.

Discussion

