Trends in Leadership and Governance at the Municipal Level:
The Ottawa Heritage and Museum Scene after Five Years of the Museum Sustainability Plan
Panel Discussion

- Paulina Abarca-Cantin: Forming a True Council
- Laura Gibbs: Collaborative Advocacy
- Janik Aubin-Robert: Effective Boards
- Isabelle Geoffrion: Community-Based Fundraising
- Henriette Riegel: Creative Partnerships
FORMING A TRUE COUNCIL
1826 :: Established as Bytown
1855 :: Renamed and incorporated as the City of Ottawa
1857 :: Chosen as the capital of Canada by Queen Victoria
1940 :: Master plan for the National Capital Region developed
1988 :: The Heritage Council of Ottawa begins meeting informally under the aegis of the City of Ottawa’s Dept. of Culture and Recreation
1992 :: Council of Heritage Organizations in Ottawa incorporates
2001 :: Amalgamation > City of Ottawa
Legislated by the Province of Ontario, all 12 existing municipalities are terminated and replaced by a new incorporation of the City of Ottawa.
Governance

CITY OF OTTAWA

- A single-tier municipality
- Responsibility for all municipal services including fire, police, parks, roads, public transit, roads, culture and recreation.
- 24 member Ottawa City Council:
  - The Mayor;
  - 23 Councillors each representing one Ward
Museum Sustainability Plan

Councillor Briefing
6 September 2005
IT’S TIME
SUSTAIN OTTAWA’S MUSEUMS

C’EST LE MOMENT
ASSUREZ LA VIABILITÉ DES MUSÉES D’OTTAWA
2006 - 2011 :: Museum Sustainability Plan

OTTAWA STORY IN MUSEUMS

Watson's Mill

Billings

Vanier

Bytown

Pinhey's

Cumberland

Osgoode

Olefenbunker

Nepean

Goulbourn

HERITAGE GATEWAY

Feeding Urban Ottawa - Agriculture, Technology and Environment 1860-1950

Rural Life in the Township of 1880-1917

Rural Life during the Great Depression

Industrial Revolution, Town and Village, Ottawa

19th Century Agricultural Practices

Ottawa's Francophone Experience

Lincoln era: Pioneer Spirit & Technology

The Greater Ottawa Story
A Renewed Action Plan
For Arts, Heritage and Culture in Ottawa (2013-2018)
Leadership, Capacity Building, Connection

Lasting Connections
A vision for heritage in the greater Ottawa area

Council of Heritage Organizations in Ottawa
Conseil des organismes du patrimoine d’Ottawa

Strategic Plan 2012 – 2015

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Ottawa Museum Network
Collaborative Advocacy
The Ottawa Museum Network

Advocacy  Building Audiences  Generating Revenue  Brokering Services
The **MSP: 3 key results for the OMN**

- **Collaboration, partnerships and communication**
- **Shared vision and goals**
- **Increased capacity and infrastructure**
Ottawa’s community museums make you feel at home in Ottawa through meaningful experiences and discovery.

Ottawa’s community museums foster civic engagement and pride.

Ottawa’s community museums support local businesses by attracting visitors and tourists.

The City’s investment in the community museums is an investment in Ottawa’s future.
OMN's Advocacy: the reality

Mayor Jim Watson at Goulbourn Museum
Results

Museum Banners at Ottawa City Hall
Vanier Museopark: Effective Boards

- The creation of Vanier Museopark
- Planning for effective governance
- Board recruiting
- Outcomes and results
Vanier Museopark: Effective Boards

- The Creation of the Vanier Museopark
  - How it all started
  - The impact of the MSP
  - Where are we today
Vanier Museopark: Effective Boards

- Planning effective governance
  - How we operate
  - Who is part of our Board
  - Board resources
Vanier Museopark: Effective Boards

Board of Directors

Partnerships and community engagement

Who

How
Outcomes and Results

- Community engagement
- Partnerships
- Strong leadership
- Sense of ownership
Watson’s Mill: Community-Based Fundraising

- The growing need for a new roof
- The need: $500,000
- Overview of project
- Key steps
- The impact of the MSP on Watson’s Mill’s ability to fundraise
Watson’s Mill: Community-Based Fundraising

- Fundraising Step One
- Stockpiling operating surpluses
Watson’s Mill: Community-Based Fundraising

- Fundraising Step Two
- Public Sector
- Grants – pros and cons
Watson’s Mill: Community-Based Fundraising

- Fundraising Step Three
- Private Sector
- Partner Events
- ArtsVest
- Sponsors = Partners
- Do your research
Watson’s Mill: Community-Based Fundraising

- Results of the Raise the Roof Campaign
- longer-term community relationships
Watson’s Mill: Community-Based Fundraising

- Next Steps
- Endowment Fund
- Future redevelopment of Watson’s Mill
Diefenbunker: Creative Partnerships

- Introduction to the Diefenbunker
- creative partnerships and results
- the impact of the MSP on the Diefenbunker
The Partnership Mindset

- A new Strategic Plan, a new Vision
- Being an anchor in the community
- An experiential learning centre
- Reaching out to new audiences
Strength in Numbers: Museum Partnerships

- Community museum consortium projects (OMN)
- Partnership with nationals
- Partnership with local rural museums for tourism packages

- MVTM, OMA Connexion Card, Inquiring Minds
Good Neighbours: Community Partnerships

- A platform for community representation and activism
- A cultural hub in the West End
- Supporting and attracting local business
Making an Impact: Tourism Partnerships

- Innovative new tourism products
- Marketing the unique
- Partnering with festivals
- Providing unique spaces
Content Co-Creations: Partnerships for Interpretation

- Curatorship a challenge for smaller museums
- New cooperation btw museums and external stakeholders
- Combining scholarship and populism
- Embrace the grass roots institution

- Diefenbunker’s 3-pronged approach to interpretation and content co-creation:
  - Academic, user-generated, artistic
In Summary

- MSP was very valuable
- Done by the community for the community
- Planned increases, sensible projects
- Capacity building
- Money spent where it was needed most
- Generated real results
- Model in municipal government/community museum partnerships
Questions?