



Council Report

Report Number: CAO2025-002

Meeting Date: April 22, 2025

Title: **Partnership Agreement – Maryboro Lodge Museum Corporation**

Description: Partnership and Funding Agreement between the City of Kawartha Lakes (CKL) and Maryboro Lodge Museum Corporation (MLMC) to operate and manage the Fenelon Falls (Maryboro Lodge) Museum, and associated collection and community programming.

Author and Title: Ron Taylor, Chief Administrative Officer

Recommendations:

That Report CAO2025-002, **Partnership Agreement – Maryboro Lodge Museum Corporation**, be received;

That the Partnership Agreement, substantially in the form provided in Appendix A to Report CAO2025-002, be approved;

That the Mayor and Clerk be authorized to execute the Partnership Agreement with Maryboro Lodge Museum Corporation;

That the Museum 2024 budget deficit, to an upset limit of \$130,000, be paid to the Fenelon Falls Museum Board and financed from the City's General Contingency Reserve (1.32090);

That, effective upon execution of the Partnership Agreement, and following disbursement of monies by the Board to reconcile the 2024 deficit, the Council-established Fenelon Falls Museum Board be dissolved, and all current and predecessor terms of reference, other supporting and any applicable by-laws or agreements, be rescinded; and

Department Head: _____

Financial/Legal/HR/Other: _____

Chief Administrative Officer: _____

That all Board members and volunteers, current and past, be commended and thanked for their exemplary community service.

Background:

The Fenelon Falls Museum Board was established by Council in 2001 to manage the Fenelon Falls Museum (Maryboro Lodge) facility and collection through local volunteers. The Board has continuously up until now, actively managed the facility, programming and events, and collection management with limited resources. Much of the application-based funding supports for Museum programs has been secured by the Board, to the benefit of the City and local community.

A copy of the most recent Fenelon Falls Museum Board Terms of Reference is attached as Appendix B to this report.

The Terms of Reference states: "Members shall continue to serve beyond the end of their term until the appointments of their successors have been approved by Council."

A core group of appointed volunteer members remain active, as well as a consistent Ward 3 Council member appointment.

Members of the Board, Council, City staff, and Board members of the newly formed and incorporated Maryboro Lodge Museum Corporation (MLMC) have been in regular and ongoing discussions of best and stable funding and operational structures to maintain the operations and management of Maryboro Lodge Museum, the surrounding property, and associated programs and collection management.

The result of these discussions was the formation of a separate community-based not-for-profit corporation, known as Maryboro Lodge Museum Corporation (Articles of Incorporation attached as Appendix C).

The purpose of this report is to recommend that the current Fenelon Falls Museum Board and structure discontinue, and that the City enter into a formal fee-for-service partnership agreement with Maryboro Lodge Museum Corporation, to manage and operate the Museum facility and associated collections.

Rationale:

The Fenelon Falls Museum Board "Committee of Council" has for some time operated in a "hybrid manner," with consolidated functionality of other City Volunteer Management Boards and Advisory Committees/Boards of Council.

This Board has continued to "do more with less," and the current structure is no longer appropriate to execute the expected roles and responsibilities, while stabilizing, advancing and expanding Museum operations and the collection.

Providing appropriate and sustainable base operating funding, and clarifying roles, responsibilities and expectations of parties, through the recommended Partnership Agreement (Appendix A), is necessary to best advance and manage the Museum operations, programming and collection.

This updated partnership will also resolve and clarify past under-investment and gaps in the Museum operations, facility and collection, including but not limited to:

1. Adequately funding base staffing and programming, while supporting and sharing (with expert City staffing resources) the Museum's collection management and records management;
2. Communicating effectively the co-ordination and maximization of grant funding opportunities and applications;
3. Communicating effectively the co-ordination of the use of the adjacent Garnet Graham Park, for the scheduling of special events; and
4. Providing needed storage space, coordinated facility improvements, and the provision of chattels, such as a trailer (see Appendix D, being a trust arrangement pertaining to a trailer used by the Museum).

Other Alternatives Considered:

Council could direct that the current structure (Council-appointed Board) be maintained. That is not recommended, as operating and management responsibilities would need to be shifted internally and funded appropriately.

Alignment to Strategic Priorities

Formalizing this partnership with Maryboro Corporation contributes to the strategic priority of Good Government, and specifically the stated action of "... collaborate with other community builders, partners and institutions."

Financial/Operation Impacts:

The proposed partnership structure between the City and the newly created corporation, and the associated funding commitments by the City represents great value for service and programming at the Maryboro Lodge. Moreover, the enhanced funding proposed allows for stable core operations, and improved collections and records management.

The recommended funding outlined in the Partnership Agreement proposes annual base operating funding to MLMC of \$175,000 for each of the fiscal years of 2025, 2026, 2027, 2028 and 2029. This investment will establish predicable, stable and sustainable base funding to operate the Museum effectively.

The City Treasurer is working with the current Board to reconcile the Museum's 2024 budget deficit, and close out their current bank account. There is an estimated 2024 budget deficit of approximately \$130,000. The large deficit is the result of reduced grant funding for events as well as a reduction in donations in 2024, in comparison to 2023. The Museum continued to hold events and as a result there are significant payables owing at the end of 2024. It is recommended that Council authorize the City Treasurer to reconcile the 2024 Museum budget, including payment to the Fenelon Falls Museum Board, to an upset limit of \$130,000, and that this be financed from the General Contingency Reserve (1.32090);

Capital funding for maintenance and repair of the City-owned Maryboro Lodge will continue to be funded by the City, via annual Capital budgets.

The corporate structure will result in increased insurance costs overall, as the corporation will be separately insured. Moreover, the corporation will have auditing requirements in order to maintain charitable status (currently being pursued), so will have additional operational costs in this regard. This has been accounted for in the increased funding.

Consultations:

City Solicitor
Director, Development Services
Director, Corporate Services
City Treasurer
Manager, Economic Development
Board Members, Maryboro Lodge Museum Corporation

Attachments:

Appendix A – DRAFT Recommended Partnership Agreement



Appendix B – Terms of Reference – Fenelon Falls Museum Board, dated December 2018



Terms of Reference

Appendix C – Incorporation Documents



Appendix C

Appendix D – Trust Agreement – Museum Trailer



Appendix D

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