



Arts  
Consulting  
Group



# **LAKE MINNETONKA HISTORICAL ORGANIZATIONS**

## **Exploratory Strategic Partnership**

### **Consulting Services**

### **Final Report**

**Douglas Clayton, Senior Vice President**  
**Wyona Lynch-McWhite, Senior Vice President**  
**Cindy Grzanowski, Senior Advisor**  
**Peter Mraz, Associate Vice President**

**May 26, 2022**

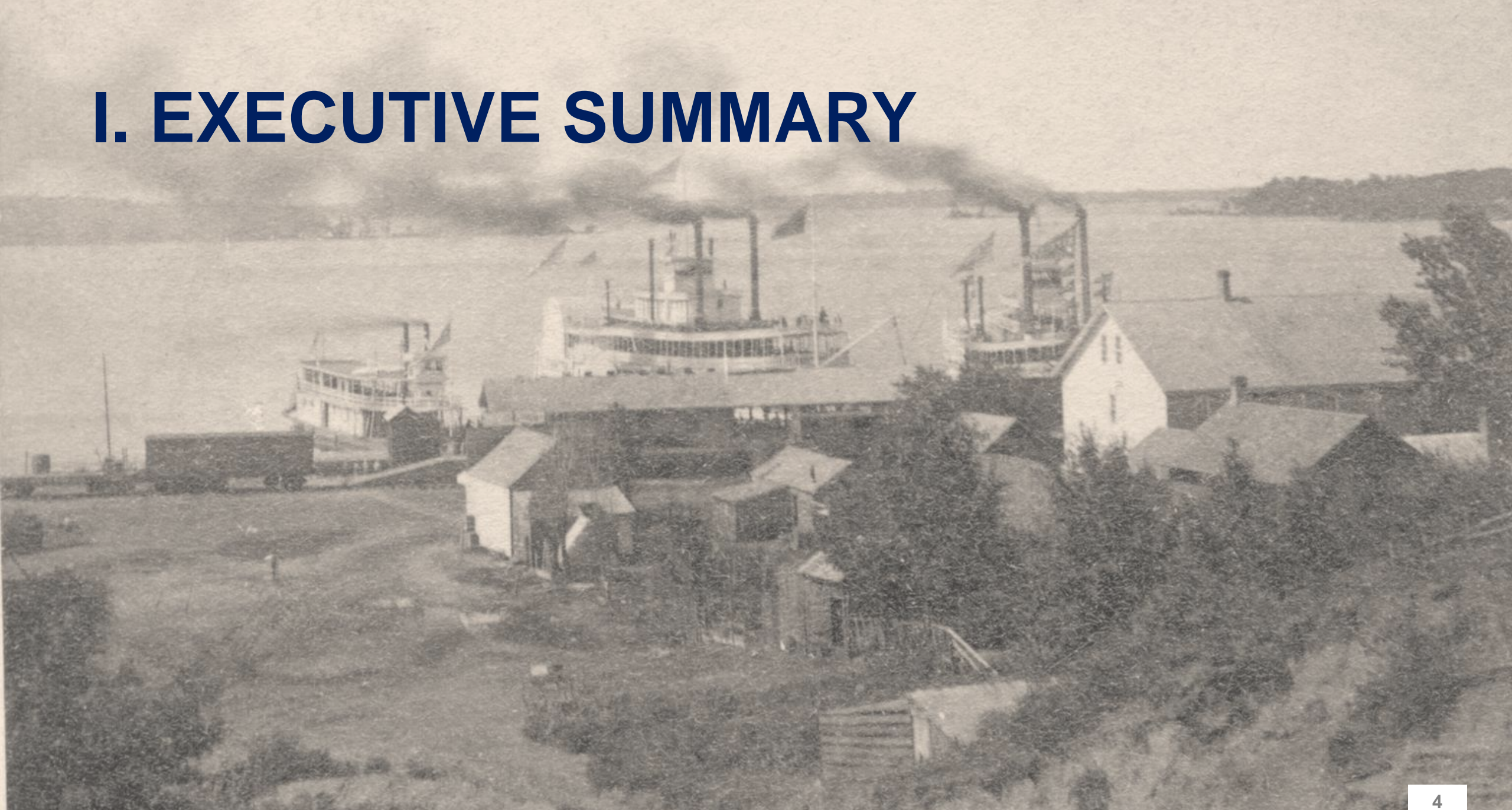
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# I. EXECUTIVE SUMMARY



*Wayzata Waterfront, 1882*

# I. EXECUTIVE SUMMARY

## THE THREAT TO LONG-TERM SUSTAINABILITY

Today, ten historical organizations lay claim to Lake Minnetonka community’s rich history. Each shares the mission of collecting, preserving and interpreting the identity of their portion of the lake. But as a consequence of this abundance of local museum nonprofits, the organizations are **forced to vie with one another for limited resources** such as artifacts, volunteers, donors, members, and visitors. It has also resulted in a **fragmented interpretation of Lake Minnetonka history**, making research more tedious and time consuming.

These organizations are also faced with an existential threat. Their **long-term viability depends on a small number of dedicated volunteer leaders - without whom they would struggle to function effectively**. Unforeseen disruptions can jeopardize this critical talent pool, with significant long-term implications. The increasing challenge of recruiting qualified core volunteers is sounding the warning bell for these organizations.

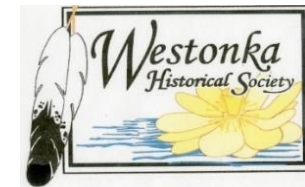
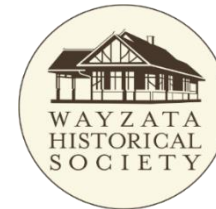
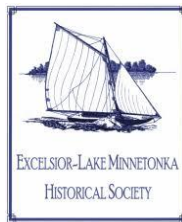
Already, two of the lake’s historical societies have been faced with a threat to their sustainability:

	Situation	Current Status
<b>Deephaven Historical Society</b>	<ul style="list-style-type: none"><li>• Board composed of two active board members.</li><li>• Unable to fulfill its mission, it concluded the community would be better served by ensuring its collection is stewarded by a new group with the resources to meet the task.</li></ul>	<ul style="list-style-type: none"><li>• In February 2022, the DHS board and membership voted unanimously to dissolve.</li></ul>
<b>Steamboat Minnehaha (Museum of Lake Minnetonka)</b>	<ul style="list-style-type: none"><li>• Access to launch &amp; haul-out the boat from Lake Minnetonka abruptly terminated in Fall 2019.</li><li>• Overnight loss of 95% of MLM’s annual revenue.</li></ul>	<ul style="list-style-type: none"><li>• 2020, 2021 &amp; 2022 seasons cancelled.</li><li>• All non-essential operating expenses cut.</li><li>• Risk of accelerated loss of volunteers &amp; operational expertise essential to operating/maintaining a one-of-a-kind historic vessel.</li></ul>

# I. EXECUTIVE SUMMARY

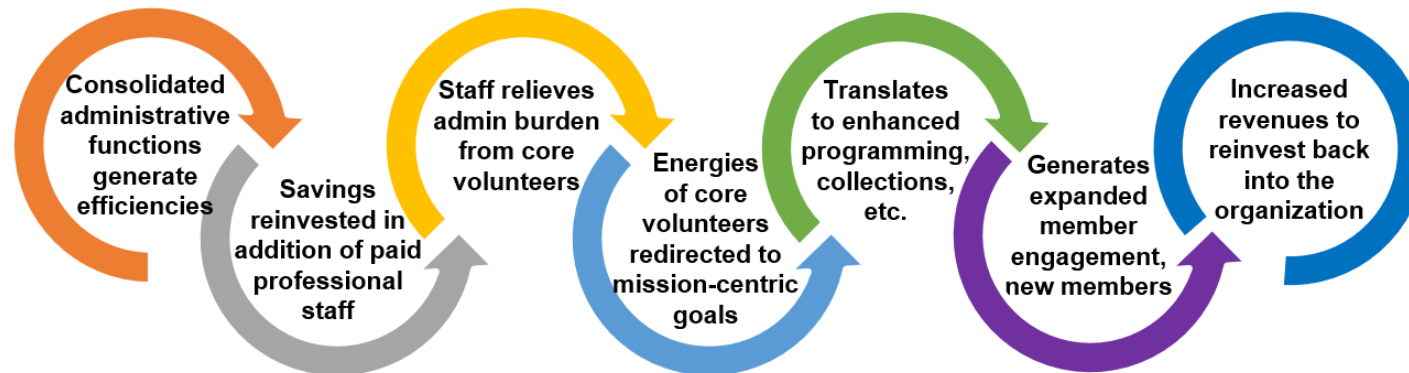
## PARTNER HISTORICAL ORGANIZATIONS

Conversations among six of the lake's local organizations brought them to the realization that they are **all facing similar challenges and that the barriers between the organizations are artificial**, as the history of Lake Minnetonka has always transcended municipal boundaries.



Buoyed by their experiences from past collaboration projects, the group believed a strategic partnership could alleviate sustainability concerns through operational efficiencies, while also opening pathways to enhance fulfillment of their shared missions to better serve the community.

## A Collaborative Vision for the Future...



# I. EXECUTIVE SUMMARY

## PARTNER HISTORICAL ORGANIZATIONS (CONT'D)

The partners chose to **proactively address these challenges** now while the partner organizations are in a good position to do so, with board enthusiasm, financial stability, and volunteers willing to do the work. They applied for, and received, a **Heritage Partnership Grant** to hire a professional consulting firm (Arts Consulting Group – ACG) with the goal of exploring alternative options on the spectrum of strategic alliances.

A Joint Committee composed of representatives from each partner organization was formed to embark on a year-long investigation. The committee's path began with an inwardly focused assessment of the operations of each partner organization. The committee then conducted an extensive outreach to the Lake Minnetonka community (members and non-members via interviews, surveys, town hall meetings as well as a benchmarking study) to gain insight into the community's usage, goals, and aspirations for its historical organizations. Finally the committee thoroughly assessed and analyzed a range of potential alignment structures to identify what would best accommodate the group's collective needs.

### Terminology Used:

#### **LMHO – Lake Minnetonka Historical Organizations**

Refers to the individual organizations in their current autonomous state.

#### **LMHS – Lake Minnetonka Historical Society**

Refers to the partner organizations as they exist in a newly consolidated and yet-to-be branded entity

# I. EXECUTIVE SUMMARY

## KEY FINDINGS

Learnings from this investigation include:

- The partner organizations share great synergies and a track record of successful collaborations over the years.
- Areas of significant opportunity have been identified where collaboration would enable the partner organization to better serve their communities.
- The barriers between the lake's communities are artificial as the communities defy municipal boundaries.
- Strong support for collaboration exists within the greater Lake Minnetonka community as identified by stakeholder interviews/surveys.
- Desire of current volunteers/members to ensure individual organization's focus on their community's identity is not lessened.
- Worry that 'outsiders' will decide the fate of their organization.
- Financial modeling of a consolidated LMHS has identified operational efficiencies that can fund hiring of paid staff.
- The current positions of strength would enable the partners to come together by choice and on their own timetable, rather than being forced to do so by circumstances.
- The Joint Committee has approached this journey as a partnership of equals and its members have forged a strong sense of comradery.



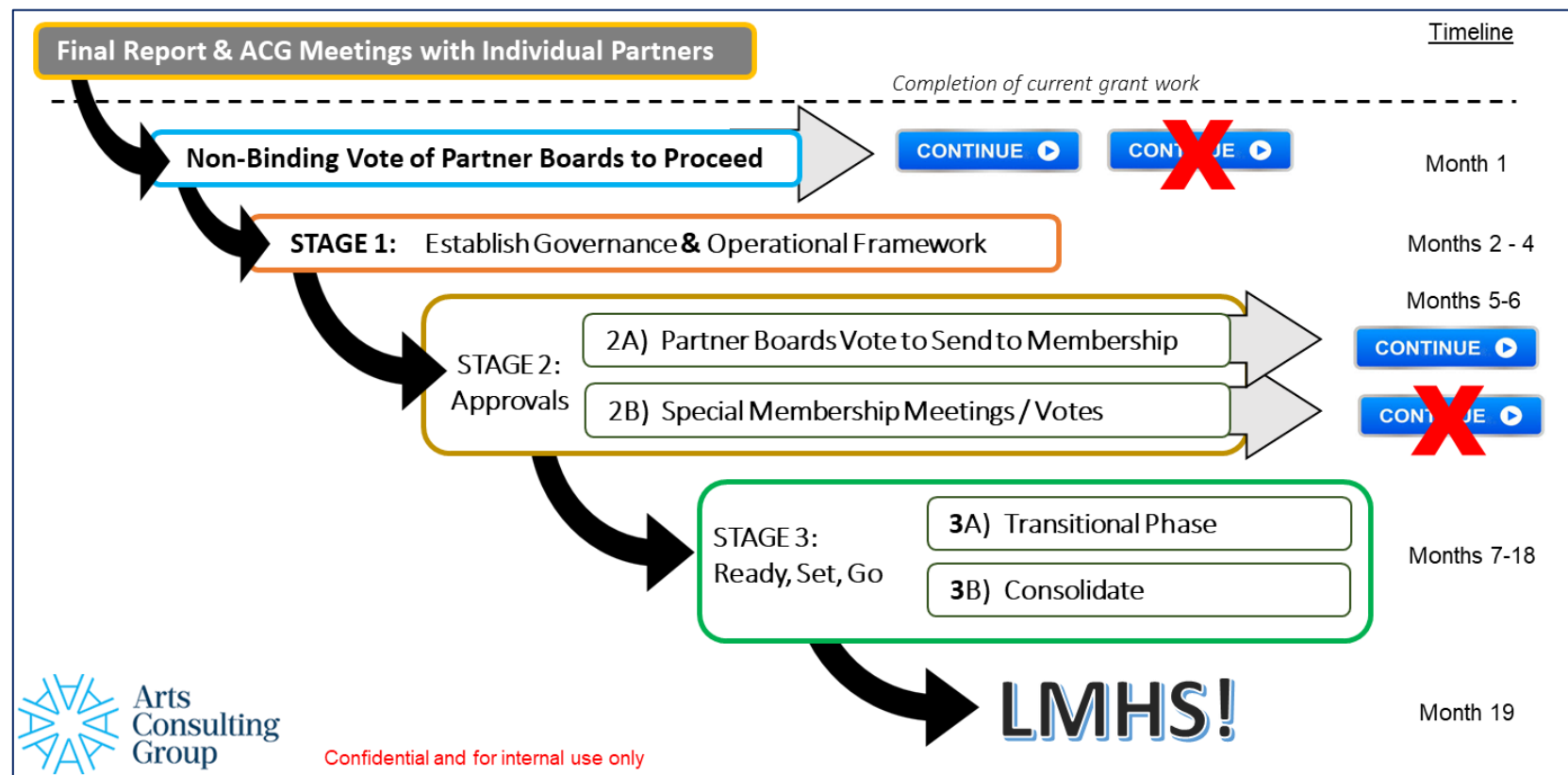
# I. EXECUTIVE SUMMARY

## RECOMMENDATION

The Joint Committee is recommending the partner boards and memberships adopt a **finessed-model referred to as “Consolidation on an Incremental Basis”**. The committee believes the model better positions the partner organizations to proactively address sustainability concerns and better serve the entire Lake Minnetonka community by elevating their shared missions to a new level.

These aspirations are met through an **intentional transition process** over an 18-month period, allowing the individual partner memberships to **collaboratively participate in integrating all administrative and programmatic functions** of the new entity.

The process has **pre-determined decision points** where individual organizations may choose not to proceed with the consolidation effort if significant barriers to an ultimate consolidation are identified.



# I. EXECUTIVE SUMMARY

## CONCLUSION

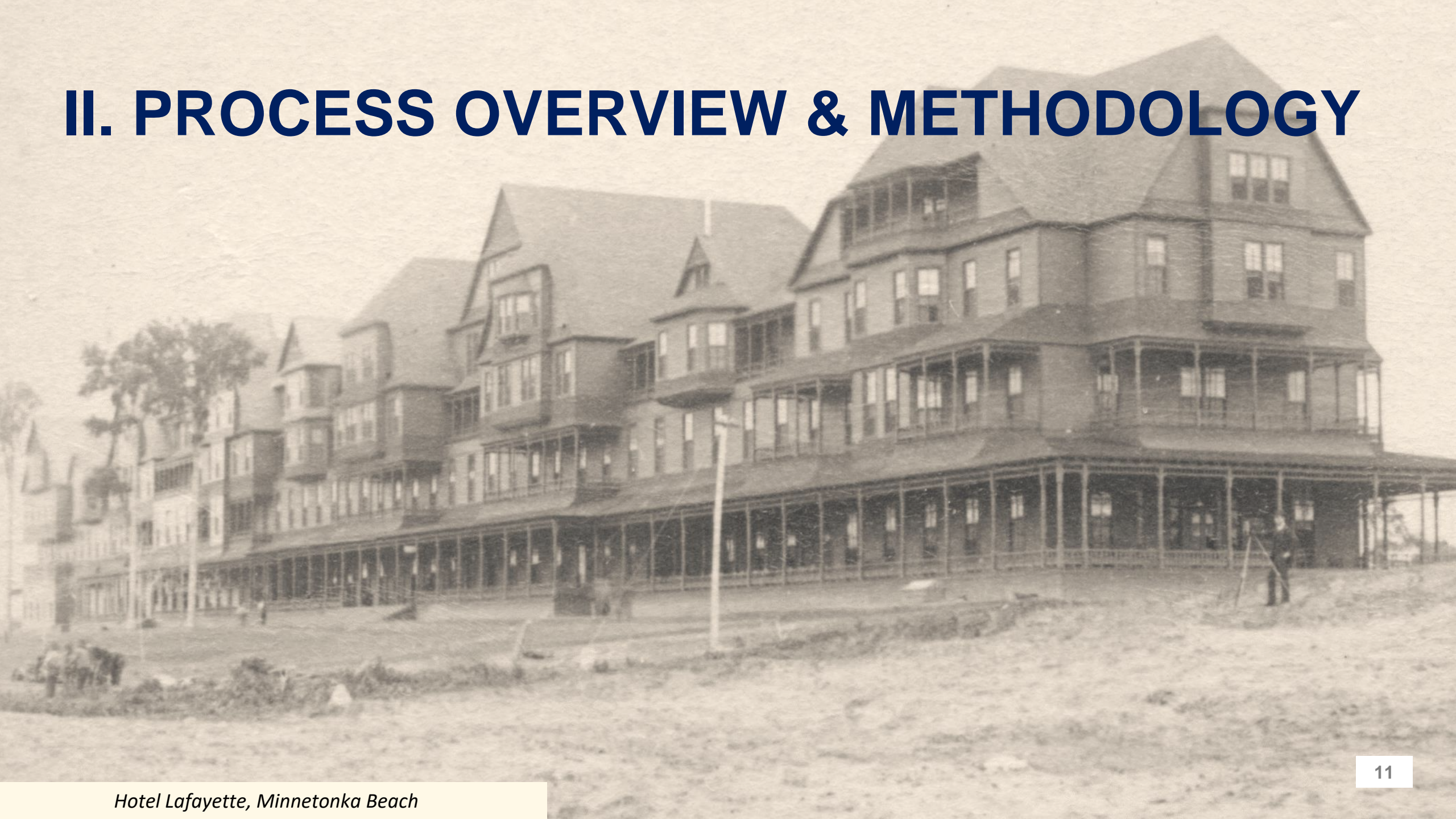
History lovers recognize they are but temporary stewards of their collections. It is incumbent on the partner boards and memberships to be forward-looking...**ensuring long-term sustainability is our duty to those generations who have come before and to those who will come in the future.**

The Consolidation on an Incremental Basis approach enables the partner organizations to be **stronger together** – to proactively address long-term sustainability at a time and method of their choosing.

It **opens new opportunities to fulfill our shared missions** – elevating the visibility of Lake Minnetonka’s history to a level that individual partners could not attain on their own.

These are unparalleled times for nonprofits with challenges being felt on all sides. We are in the midst of a generational shift of priorities – the effects of which have yet to be fully recognized. Yet time continues to march on. The Joint Committee believes **now is the time to act.**

## II. PROCESS OVERVIEW & METHODOLOGY



*Hotel Lafayette, Minnetonka Beach*

## II. PROCESS OVERVIEW & METHODOLOGY

### Caveats

Some changes have occurred since the data was collected.

Two of the partner organizations opted to withdraw from the project prior to its conclusion:



MHS determined...

1. It was simply not the right time for MHS to consider consolidation, and,
2. MHS found great value in the Joint Committee process and wish to continue to collaborate with whatever organization(s) emerge down the road.



DHS, although fully supportive of the consolidation exploration, concluded it was more expeditious for its purpose to dissolve and intend to donate its assets to ELMHS.



**Doug Clayton**  
Senior Vice President



**Wyona Lynch-McWhite**  
Senior Vice President



**Peter Mraz**  
Associate Vice President



**Cindy Grzanowski**  
Senior Advisor

## II. PROCESS OVERVIEW & METHODOLOGY

### Joint Committee

Organization	Joint Committee Delegates / History*
Deephaven Historical Society (DHS)	Barbara Sykora, Mark Read <i>(Feb. 2022 DHS Board &amp; Membership voted to dissolve as a more expedient path forward)</i>
Excelsior-Lake Minnetonka Historical Society (ELMHS)	Lisa Stevens, Scott McGinnis
City of Minnetonka Historical Society (MHS)	Jan Cook, Lisa Fowler, Jim Whisler <i>(Cook stepped away from JC 6/24/2021 &amp; replaced by Whisler; MHS opted to withdraw from JC &amp; strategic alliance project 10/13/2021)</i>
Museum of Lake Minnetonka (MLM)	Tom McCarthy, Steve Tyacke <i>(Tyacke resigned from MLM &amp; JC 10/1/2021; position left unfilled)</i>
Wayzata Historical Society (WzHS)	Aaron Person, Joanie Holst
Westonka Historical Society (WHS)	Liz Vandam, Jeff Magnuson <i>(Magnuson became active JC participant effective Jan. 2022)</i>

*\*Unless noted otherwise, JC delegate served from the formulation of the Heritage Partnership Grant submission until the end of the exploration.*

## II. PROCESS OVERVIEW & METHODOLOGY

### Phases

#### Phase 1: Prepare and Align

1. Joint Committee (JC)
2. Background information
3. Individual Partner Meetings
4. Comparison Report
5. JC Workshop #1
6. Project check-in

#### Phase 2: Ask, Listen, and Learn

1. Stakeholder Interviews
2. Stakeholder Survey
3. Town Hall Workshops
4. Benchmarking Report
5. Project check-in

#### Phase 3: Understand and Strategize

1. JC Workshop #2
2. Operational Modeling
3. Project check-in

#### Phase 4: Plan and Lead

1. JC Workshop #3
2. Draft Final Report
3. Individual Partner Meetings
4. JC Workshop #4
5. Final Report roll-out

### OVERVIEW OF PROJECT ENGAGEMENT

#### ARTS CONSULTING GROUP - ACG

In support of the distinct needs of the partners, ACG attended (virtually due to the pandemic) or facilitated the following:

- (10) sessions with the partner boards (6 at the outset, 4 upon the project's conclusion)
- (7) workshop / modeling sessions held with the Joint Committee
- (1) site visit to each museum/archive location
- (2) virtual Town Hall meetings
- (19) Stakeholder Interviews conducted by phone

ACG also engaged with project leaders via phone / email throughout the project.

#### JOINT COMMITTEE

In addition to participating in sessions facilitated by ACG, the Joint Committee also met:

- 30+ meetings held in addition to those sessions conducted with ACG
- Hosted and attended partner board sessions at all of the museum/archive locations
- Regularly briefed partner boards on progress
- Shared updates with membership via newsletters, email blasts, etc.
- Participated in Grant check-in sessions with MNHS

*(Excluded are JC meetings to develop RFP, interview prospective consultants, etc.)*

## II. PROCESS OVERVIEW & METHODOLOGY

### Types of Strategic Partnerships Considered

Type of Strategic Partnership	Implications
<b>1. Collaboration</b>	<p>No permanent organizational commitment; decision making remains with each organization on a day to day basis.</p> <p>Ex. "Will you put a note about our event in your e-blast?"</p> <p>Ex. "Can you come over tomorrow and help us move our archives to a new space?"</p>
<b>2. Formal Partnership</b>	<p>Administrative collaboration and/or joint programming with a formal agreement.</p> <p>Ex. A written agreement that Organization #1 will store its archives in a space controlled by Organization #2, and that O#1 will pay O#2 \$150 per month as long as the archives are stored there.</p> <p>Ex. A written agreement that two organizations will hold a joint event that they both promote and where all ticket sales and donations at that event are split 50/50.</p>
<b>3. Management Service Organization</b>	<p>New organization responsible for administration with independent governance.</p> <p>Ex. A new organization is created and publishes newsletters about the history of the area, so the current partner organizations don't have to worry about that any more. Individuals who want to contribute to newsletters could work with the new organization instead.</p>



## II. PROCESS OVERVIEW & METHODOLOGY

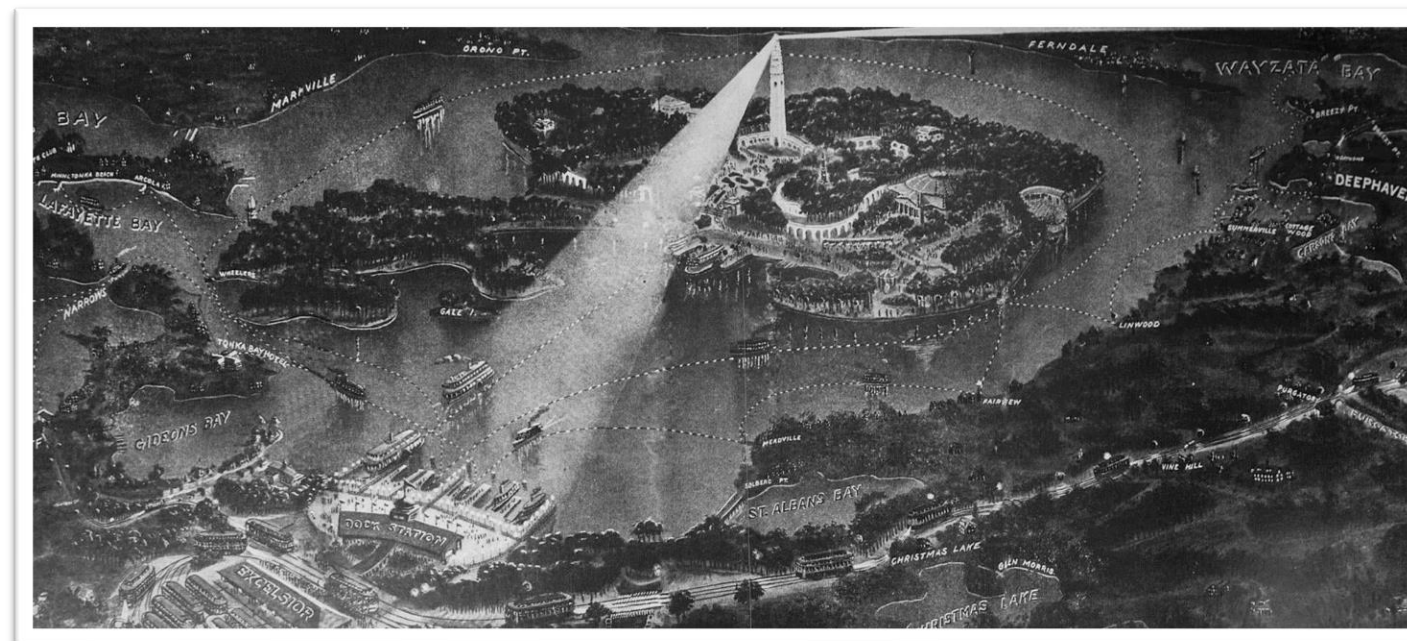
### Types of Strategic Partnerships Considered

Type of Strategic Partnership	Implications
<b>4. Joint Venture</b>	<p>New organization responsible for administration or programs with joint governance.</p> <p>Ex. A new organization is created that is under the ongoing direct control of the current partner organizations, and the new organization creates and publishes newsletters about the history of the area, under the control and in active formal engagement with the boards and volunteers of the partner organizations.</p>
<b>5. Parent-Subsidiary</b>	<p>Single organization governs the administration and programs of other(s).</p> <p>Ex. The boards of all partner organizations except for one go dormant and sign over authority of all partner decisions and activities to the one remaining board. The other partner orgs continue to operate various websites, programs, events, collections, or facilities under their own names, but functioning as committees or staff members who report up to the parent organization leadership and board.</p>
<b>6a. Merger</b>	<p>Integration of all administrative and programmatic functions into one <b>current</b> entity.</p> <p>Ex. The partner organizations agree to go dormant or dissolve, except for one current entity, which agrees to take ownership of all administration and operations currently managed by the partners. Only one active organization (one of the currently existing ones) continues on with all activities occurring under that organization's name and brand.</p>

## II. PROCESS OVERVIEW & METHODOLOGY

## Types of Strategic Partnerships Considered

Type of Strategic Partnership	Implications
<b>6b. Consolidation</b>	<p>Incremental integration of all administrative and programmatic functions into one <b>new</b> entity.</p> <p>Ex. A new organization (LMHS) is created and takes responsibility for all administration and operations currently managed by the partner organizations. The current partner organizations go dormant or are dissolved, and only LMHS exists with an entirely new board and management structure.</p>



Big Island Park, 1906-1911.

#### ■ **Deephaven Historical Society**

- 2019 Christmas Postcard Back and Front
- Bank Account Statements for 07/2020 and 08/2020
- Bylaws
- Fall/Winter 2020 Newsletter
- Member list
- Northome Stone Arch Article
- Overview of operations by Barbara Sykora

#### ■ **ELMHS**

- 2019-YTD Membership and Giving
- Fall 2019 Newsletter
- 12/2019 Newsletter Insert
- Winter/Spring 2020 Newsletter
- Spring/Summer 2020 Newsletter
- Fall/Winter 2020 Newsletter
- 2003 Strategic Plan
- 2010 Strategic Plan
- 2013 Strategic Plan
- 2019 Strategic Plan
- 2018 and 2019 Annual Campaign Letters
- Olaf Searle Press Release
- Oakwood: The History of West Big Island Press Release
- Annual Meeting Presentation 06/2019

#### ■ **ELMHS, Continued**

- Mission Statement
- Articles of Incorporation
- Bylaws
- Board Committee Policy
- FY21 Board Roster
- Publications Committee Policy and Procedures
- Collections Policy
- FY19 and FY20 Budgets
- FY20 Budget and Statement of Activity
- FY21 Budget Draft
- 05/2019, 05/2020, and 10/2020 Fiscal YTD vs. Budget, Statement of Activity, and Statement of Financial Position
- Funders Reports for Feb-Jul 2018, Aug-Nov 2018, Dec 2018 – Mar 2019, Apr-Jul 2019, Aug-Nov 2019, Dec 2019 – Mar 2020, May-Aug 2020
- Oak Hill Tour 2017
- Walking Tour Brochure
- Summer Camp Flyer
- ED Position Announcement 03/2018
- Rachel Houck Resume and References
- ELMHS History 2017
- ELMHS Background Info Narrative
- ELMHS Preparedness Plan

### ■ Minnetonka Historical Society

- Bylaws 2020
- Board Contact Info Oct 2020
- Financial History
- Financial Projections 2021
- Q3 2017, Q3 2018, Q3 2019, Q2 and Q3 2020 Financial Statements
- Brochure 2020
- Software Analysis May 2020
- Technology Grid Jun 2020
- Board Roster 2020
- Minnetonka Demographics
- Membership List Nov 2020
- Quarterly Financial Statements for Q3 2017, Q3 2018, Q3 2019, Q2 and Q3 2020

### ■ Museum of Lake Minnetonka

- 501C3 Status
- Minnehaha NRHP Draft Nomination Oct 2020
- 2019 and 2020 Annual Meeting Presentations
- Board Roster Nov 2020 and Contact Info
- Bylaws
- Job Descriptions
- Mission Statement

### ■ Museum of Lake Minnetonka, Continued

- Organizational Chart Nov 2020
- Sales Tax Exempt Certificate 2020
- Forms 990EZ for 2015, 2016, 2017, 2018, and 2019
- 2017 and 2019 MN Charitable Org Annual Reports
- Member revenue
- Balance Sheet Dec 2019
- Profit & Loss Statement Dec 2019
- Financial Notations
- Non-profit Determination Letter
- 2019 Crew Roster
- Hall of Fame members
- Membership Dues + Giving by Year
- Membership Overview
- Membership Records
- Administrative Tools
- MLM's Current Predicament
- Lake Minnetonka Research Guide
- Archives Collection Policy
- Community Outreach Presentation
- On The Lake (History Presentation)
- A Living Future Brochure
- Keep History Alive
- MTM Steamboatin' News Blog

### ■ **Museum of Lake Minnetonka, Continued**

- MTM Postcard
- Sail Into History Brochure
- The Minnehaha 1906 – 1996
- Annual Ridership Chart
- MLM Event Booth banners
- MLM Special Events Manual
- MLM Special Events Recap
- Volunteer Fair flyer
- Purser Checklists Aug 2019
- Excelsior Steamboat License 2016
- LMCD Watercraft For Hire 2019 Certificate
- MN Certificate of Inspection 2019
- Wayzata Docking Permit 2019
- MLM Policy Recap
- MLM Uniform Standards
- Refund Policy
- Emergency Safety Procedures Aug 2019
- Minnehaha Incident Form Aug 2017
- MLM Captain Designation
- MLM Oversight
- MLM Training and Safety Plan
- MN Boat Master License
- Pilot Training

### ■ **Museum of Lake Minnetonka, Continued**

- Purser Certificate
- Purser Training & Qualification
- 2019 Minnehaha Timetable
- Charter Cost Schedule 2019
- Minnehaha Cruise Routes
- Fare Harbor Purser Reference Handout

### ■ **Wayzata Historical Society**

- 2018, 2019, 2020 Budgets
- FY18 Form 990N
- FY18 AG Report
- Treasurer's Report 2020-11
- Board Meeting Agendas and Minutes in 11/2019, 12/2019, 01/2020, 02/2020, 03/2020, 06/2020, 07/2020, 10/2020
- Appeal Donors 2019-2020
- Appeal Letters 11/2019 and 11/2020
- Land + Lake Tour Guide
- Membership List November 2020
- New Members 12/2020
- Newsletter Insert 12/2019
- Newsletter 10/2020
- President's Messages 01/2020, 04/2020, 07/2020, 10/2020
- Bylaws

- **Wayzata Historical Society, Continued**

- Archives Collection Policy
- Board Roster
- Community Contacts
- Press Contacts
- Email List
- Newsletter 10/2020

- **Westonka Historical Society**

- Becoming a WHS Board Member 2018
- Board Member Duties Oct 2017
- Bylaws Sep 2018
- Collections Policy 2006
- Articles of Incorporation
- President and Board Duties Oct 2017
- President Report Meeting Nov 2018
- Westonka Local History Tour Brochure 2018
- WHS Member letter Dec 2020
- WHS Membership Aug 2020
- WHS Temporary Custody Receipt



*Sarah Chowen Shaver, 1876.*

# III. DATA REPORTS

- A. Initial Partner Comparisons
- B. Stakeholder Interviews
- C. Stakeholder Survey
- D. Town Halls
- E. Benchmarking



*Minnetonka Mill, Minnetonka Mills, c. 1883*

# III. A. INITIAL PARTNER COMPARISONS

## 1. MISSIONS

ORGANIZATION	FOUNDED	MISSION
<b>Deephaven Historical Society</b>	2000	Dedicated to <b>promoting</b> the history of Deephaven through presentation, dissemination, display and collection of material. Their vision is to <b>stimulate interest</b> in the heritage of the area and to provide a means by which people can share the history of the area
<b>Excelsior-Lake Minnetonka Historical Society</b>	1972	To <b>collect, preserve and share</b> the history of the Lake Minnetonka area; to preserve, document and classify the physical history of the Lake Minnetonka area, to provide a means by which everyone can share in the history of the lake area; and to stimulate interest in the cultural heritage of the area
<b>Minnetonka Historical Society</b>	1970	<b>Discover, preserve and disseminate</b> knowledge and information about the history of Minnetonka to its citizens
<b>Museum of Lake Minnetonka</b>	2004	To <b>inspire an enduring connection</b> to Lake Minnetonka’s cultural heritage by <b>operating the streetcar steamboat <i>Minnehaha</i></b> as an authentic, living museum and community icon
<b>Wayzata Historical Society</b>	1982	To <b>gather</b> written and photographic memorabilia about Wayzata and the surrounding area, <b>document</b> histories through interviewing long time residents, and <b>research</b> the evolution of neighborhoods, schools, churches, businesses, and modes of transportation
<b>Westonka Historical Society</b>	1966	The object of the society shall be the <b>collection, preservation, and dissemination</b> of knowledge about the history of the Westonka area and to relate it to the history of the State of Minnesota

### Common themes:

- [Stated] Discover, collect, preserve (restore), present, display, disseminate, etc. historical material (documents and objects) connected to local communities
- [Implied] Preserve historical heritage of local communities

### Notable Variations:

- MLM’s focus on the operation of the *Minnehaha* is distinctly different than the other five societies



## III. A. INITIAL PARTNER COMPARISONS

## 2. HUMAN RESOURCES

ORGANIZATION	BOARD MEMBERS	PAID STAFF (FTE)	VOLUNTEERS (BEYOND THE BOARD)	ONGOING PAID CONTRACTORS (ANNUAL COST)
Deephaven Historical Society	5	0	None	None Identified
Excelsior-Lake Minnetonka Historical Society	9	0.5	18 active	Bookkeeper (\$840) Summer Camp Instructors (\$1400)
Minnetonka Historical Society	8	0	5-10 active	None Identified
Museum of Lake Minnetonka	7	0	Essentially all members (58)	None Identified
Wayzata Historical Society	8	0	'Train Guys' for Depot Museum Only	Accountant (\$1,000) Webmaster (\$1,000) Newsletter Support (Varies) Filmographer (\$400/event)
Westonka Historical Society	8	0	8 active	None Identified

### Summary:

- Board size ranges from 5 to 9
- Only ELMHS has any permanent paid staff, though WzHS pays contractors
- Very small percentage of society members are active volunteers, except for MLM

## III. A. INITIAL PARTNER COMPARISONS

### 3. MEMBERSHIP (in most recent available year)

ORGANIZATION	TOTAL MEMBERS	MEMBERSHIP TIERS/LEVELS		
	INDIVIDUAL	INDIVIDUAL	CORPORATE	VOTING RIGHTS
<b>Deephaven Historical Society</b>	71	- Friendship - Silver - Gold	- Club - Business - Corporation	Yes
<b>Excelsior-Lake Minnetonka Historical Society</b>	220	- Platinum - Gold - Silver - Bronze - Household - Individual - Student/Senior	- Business - Organization	Yes
<b>Minnetonka Historical Society</b>	120	- Youth - Individual - Family	- Small business	Yes
<b>Museum of Lake Minnetonka</b>	58	- Captain/Lifetime - Team member - Family - Active Volunteer - Individual		Yes
<b>Wayzata Historical Society</b>	374	- Senior - Individual - Family		Yes
<b>Westonka Historical Society</b>	129	- K-12 Student - Senior/Student - Individual - Family - Annual Contribution - Patron	- Club - Business	Yes

### Summary:

- Similar benefits offered by partners, e.g. voting privileges, members-only events, discounts, newsletters, etc.
- Membership base ranges from 58 to over 350.
- Benefits of ‘business’ memberships are largely unclear

### Out of approximately 745 total listed members:

- 20 appeared clearly on two membership lists
- 1 appeared on three lists (Dorothy Welch)
- 1 appeared on four lists (Bob Woodburn)
- All other members appeared to only be on one membership list



*Douglas Beach, Phelps Island, 1919.*

### III. A. INITIAL PARTNER COMPARISONS

### 3. MEMBERSHIP – BASIC LEVELS

Organization	Volunteer	Student	Senior	Individual	Family-Household	Business
Deephaven Historical Society				\$20		
Excelsior-Lake Minnetonka Historical Society		\$15	\$15	\$25	\$45	
Minnetonka Historical Society		\$15		\$25	\$40	\$75
Museum of Lake Minnetonka	\$20			\$40	\$60	
Wayzata Historical Society			\$25	\$35	\$45	\$75
Westonka Historical Society		\$5	\$20	\$25	\$30	\$100

#### Summary:

- Basic Membership Levels are relatively aligned
- MLM has a distinctive model and pricing set than the other five societies
- Many of the societies have a few residual ‘lifetime’ members but no longer offer that option
- Most societies offer ‘premium’ memberships to encourage donations, but without additional direct benefits

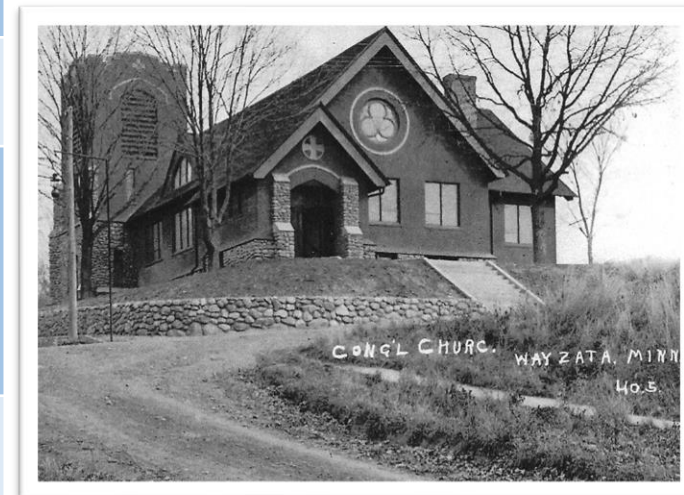
### III. A. INITIAL PARTNER COMPARISONS

### 4. GEOGRAPHY & CONSTITUENTS SERVED

Organization	Geography	Identified Constituencies
<b>Deephaven Historical Society</b>	- Deephaven	- Deephaven residents - People with history with Deephaven
<b>Excelsior-Lake Minnetonka Historical Society</b>	- Greater Excelsior - Greater Lake Minnetonka area	- Excelsior residents - Excelsior, Greenwood, Shorewood, Tonka Bay and parts of Deephaven, all of Big Island and the greater Lake Minnetonka area. - Lake Minnetonka enthusiasts - Schools
<b>Minnetonka Historical Society</b>	- Greater Minnetonka - Minnetonka Mills	- City of Minnetonka residents - School districts that overlap with Minnetonka
<b>Museum of Lake Minnetonka</b>	- Lake Minnetonka (boat cruises)	- Boat riders from around the Lake and visitors - Repeat annual riders with families
<b>Wayzata Historical Society</b>	- Greater Wayzata - Northeast lake area	- Past and present residents of Wayzata - Eastern Orono, far southern Plymouth, northwestern Minnetonka, Woodland, and far northern Deephaven (Robinson's Bay). - Visitors/Tourists to restaurants - <i>Minnehaha</i> passengers
<b>Westonka Historical Society</b>	- Minnetonka Beach - Navarre/Orono - Minnetrista - Mound - Spring Park	- Residents of the five cities - People interested in Tonka Toys

#### Summary:

- DHS, MHS, WHS, and WzHS have relatively defined geographic focus. MLM and ELMHS have a broader definition of the region they serve, overlapping all other societies. WzHS overlaps in some targeted areas with other societies.



Wayzata Congregational Church

# III. A. INITIAL PARTNER COMPARISONS

# 5. FACILITIES & MAJOR ASSETS

Organization	Facilities / Major Assets* <i>*Owning and/or having access to (for display, storage/archival, or presentation purposes)</i>
<b>Deephaven Historical Society</b>	<ul style="list-style-type: none"> <li>- Deephaven Village Hall - Display (City Owned – Free)</li> </ul>
<b>Excelsior-Lake Minnetonka Historical Society</b>	<ul style="list-style-type: none"> <li>- Museum (Privately Owned HCRRA – Essentially free ~\$1 / 5 years)</li> <li>- Archives (Privately Owned – Paid Rent ~\$5,400/year)</li> <li>- Excelsior Brewing Company (Privately Owned – Free to ELMHS for presentations)</li> <li>- Collective Access Data System</li> </ul>
<b>Minnetonka Historical Society</b>	<ul style="list-style-type: none"> <li>- Burwell House - Storage (City Owned – Free)</li> <li>- Burwell Cottage – Office Space (City Owned – Free)</li> <li>- Burwell Office – Museum (City Owned – Free)</li> <li>- Collective Access Data System</li> </ul>
<b>Museum of Lake Minnetonka</b>	<ul style="list-style-type: none"> <li>- Steamboat <i>Minnehaha</i> (MLM Owned)</li> <li>- The Barn (MLM Building Owned, Land leased \$1/year from HCRRA)</li> <li>- WzHS Archive Space (Available through WzHS – Free)</li> </ul>
<b>Wayzata Historical Society</b>	<ul style="list-style-type: none"> <li>- WzHs Archive (City Owned – Free)</li> <li>- Depot Museum (City Owned – Paid Rent \$1,300/year)</li> <li>- Wayzata City Hall Community Room (City Owned – Free)</li> </ul>
<b>Westonka Historical Society</b>	<ul style="list-style-type: none"> <li>- Centennial Building (Museum, Storage, Workroom, Archives) (City Owned – Paid Rent \$21,000/year)</li> <li>- Lake Minnetonka Shores (Privately Owned – Free)</li> <li>- Back Channel Brewing Company (Privately Owned – WHS gets profit sharing)</li> <li>- Collective Access Data System</li> </ul>

## Summary:

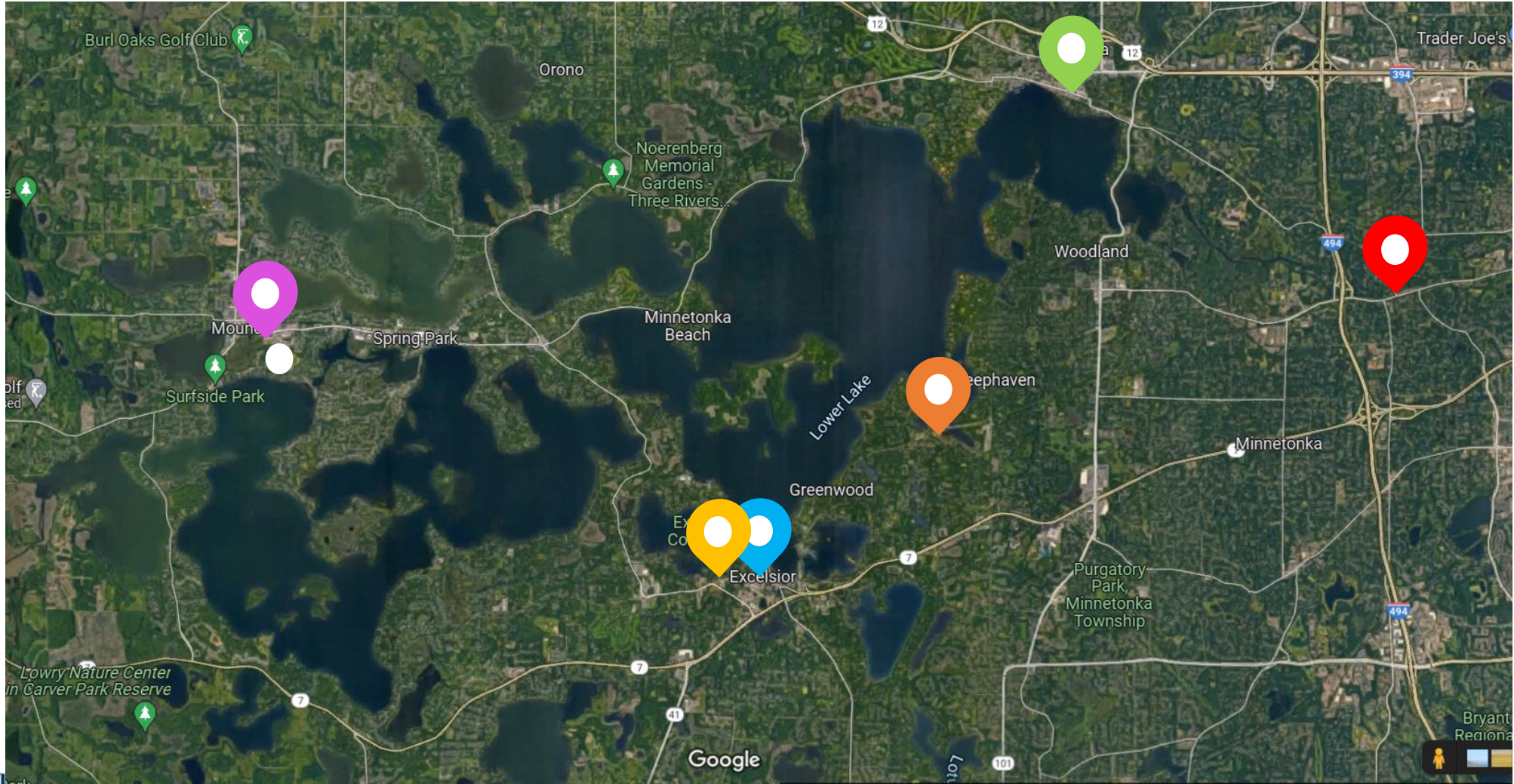
- Considerable differences were observed in asset portfolios of individual organizations, from a file cabinet to small museum buildings, to the steamboat
- Control and direct cost of key locations varies across the societies, from completely free situations (supported by local cities) to \$21,000/year for WHS’ facility.
- Three societies use (or are starting to use) Collective Access for their data and archive management.
- Some collaboration already occurs, particularly between MLM and other societies for events and archival sharing.

\*City of Minnetonka owns the Burwell House & adjoining structures including some, but not all, of its collections. MHS operates a separate stand-alone building on the property – most, but not all, of the collections housed within are owned by MHS.

# III. A. INITIAL PARTNER COMPARISONS

## 3. LMHO PUBLIC-FACING LOCATIONS

- KEY**
- DHS
  - ELMHS
  - MHS
  - MLM
  - WzHS
  - WHS



Organization	Programming Themes
<b>Deephaven Historical Society</b>	Newsletter
	Archives Collection
	Guided tours
	Annual boat tour
	Special events/projects
<b>Excelsior-Lake Minnetonka Historical Society</b>	Museum
	Archives Collection
	Brewery presentations
	Book/Merchandise sales
	Tours/Cruises
	History Camp
	Newsletter (monthly email updates)
	Social Media Content



*Rufus Rand, Jr.*



Organization	Programming Themes
<b>Minnetonka Historical Society</b>	Museum
	Archives Collections
	Appraisal Nights
	Speaker's Bureau
	Mills Walking Tour
	Trivia Nights
	Ice cream/Holiday tour
	Newsletter
<b>Museum of Lake Minnetonka</b>	<i>Minnehaha</i> Lake Tours
	Archives Collection
	Special events/talks



*Charles Burwell home, Minnetonka Mills*

Organization	Programming Themes
<b>Wayzata Historical Society</b>	Museum
	Archives Collection
	Historic land tour
	Garden railroad
	Newsletter
	Special events/projects
	Online content
<b>Westonka Historical Society</b>	Museum & Archive Collection
	Newsletters (quarterly)
	Special Events / Projects
	Gift Shop / Merchandise
	Online / Social Media Content
	Local history tour
	Speaker series
	Brewery meetings

#### Summary:

- Similar programming themes identified across all partner organizations, e.g. museum programs, archives collections, tours, newsletters, special events, speaker series, etc.
- Scope of events largely depends on available resources of each partner organization
- MLM has the most unique programming and operational model, and serves as a platform for activities of other societies

### III. A. INITIAL PARTNER COMPARISONS

### 6. PROGRAMMING: 2019 EVENTS

Month	Programming
<b>January 2019</b>	ELMHS - Diaries of Lydia Ferguson, Excelsior Pioneer
	MHS - Speakers Bureau Presentation - Minnetonka Milling
	MHS - Speakers Bureau Presentation - Minnetonka through the decades
	WHS – History Presentation



Month	Programming
<b>February 2019</b>	ELMHS - Maps Tell a Story
	MHS - Speakers Bureau Presentation - Evolution of Transportation
	WHS – History Presentation
	WHS – Museum Tour
	WHS – Museum Tour
<b>March 2019</b>	ELMHS - Peter Gideon and the Wealthy Apple
	MHS - Speakers Bureau Presentation - Glen Lake Sanatorium
	WHS – History Presentation
	WHS – History Presentation
	WHS – Fundraising Dinner
<b>April 2019</b>	ELMHS - Route 66: And Make Thunder His Tribute
	MHS - Speakers Bureau Presentation - Landmarks of Minnetonka
	WHS – History Presentation
	WzHs – “100 Years of American Legion Post 118”

### III. A. INITIAL PARTNER COMPARISONS

### 6. PROGRAMMING: 2019 EVENTS

Month	Programming
<b>May 2019</b>	DHS – City Hall event with Betty Hamel
	ELMHS - On the Waters of Lake Minnetonka (fundraiser)
	MHS - Speakers Bureau Presentation - Shady Oak Beach - from Bloomers to Bikinis
	MHS - Trivia Night - Unmapped Brewery
	MLM – Season Begins
	WHS – Participation in ‘Trista Day’
	WHS – History Presentation
<b>June 2019</b>	ELMHS – Homestead 101 (Paid Summer Camp)
	ELMHS - Cruise: Harry Wild Jones: Lake Minnetonka Architect
	ELMHS - Annual Meeting
	ELMHS - Art on the Lake Booth
	MLM – Saturdays, Sundays, Holidays and Specialty Cruises
	WHS – Participation in ‘Sprit of the Lakes’
	WHS – Museum Tour

Month	Programming
<b>July 2019</b>	ELMHS - Cruise: Writing on the Water
	MLM – Saturdays, Sundays, Holidays and Specialty Cruises
	WHS – Museum Tour
	WHS – Museum Tour
	WzHs – July 4 Pancake Breakfast
	WzHs – Plaque Dedication at Section Foreman House
	WzHs – Presentation “Changes in Wayzata”
<b>August 2019</b>	ELMHS - Watery Graves: Shipwrecks of Minnetonka - Ships in Peril - Ships of Doom
	MLM – Saturdays, Sundays, Holidays and Specialty Cruises
	WHS – Fundraising Event
	WHS – School Reunion
	WHS – Museum Tour
	WHS – History Presentation

### III. A. INITIAL PARTNER COMPARISONS

### 6. PROGRAMMING: 2019 EVENTS

Month	Programming
<b>September 2019</b>	ELMHS - End of the Road: The Milnors, Bells, and Savages of Gideon's Bay
	ELMHS – Apply Day Booth
	MHS - Speakers Bureau Presentation
	MHS – Annual Meeting
	MLM – Saturdays, Sundays, Holidays and Specialty Cruises
	WHS – Museum Tour

Month	Programming
<b>October 2019</b>	DHS – Annual Boat Tour with Paul Maraveles
	ELMHS - Oak Hill Cemetery Tour
	MHS - Speakers Bureau Presentation
	MHS - Antiques Appraisal Night
	MHS - City Spooktacular - MHS hosts games
	MLM – Season Ends
	WHS – History Presentation
	WHS – History Presentation
	WHS – Museum Tour
WzHs – Presentation “Section Foreman House”	

### III. A. INITIAL PARTNER COMPARISONS

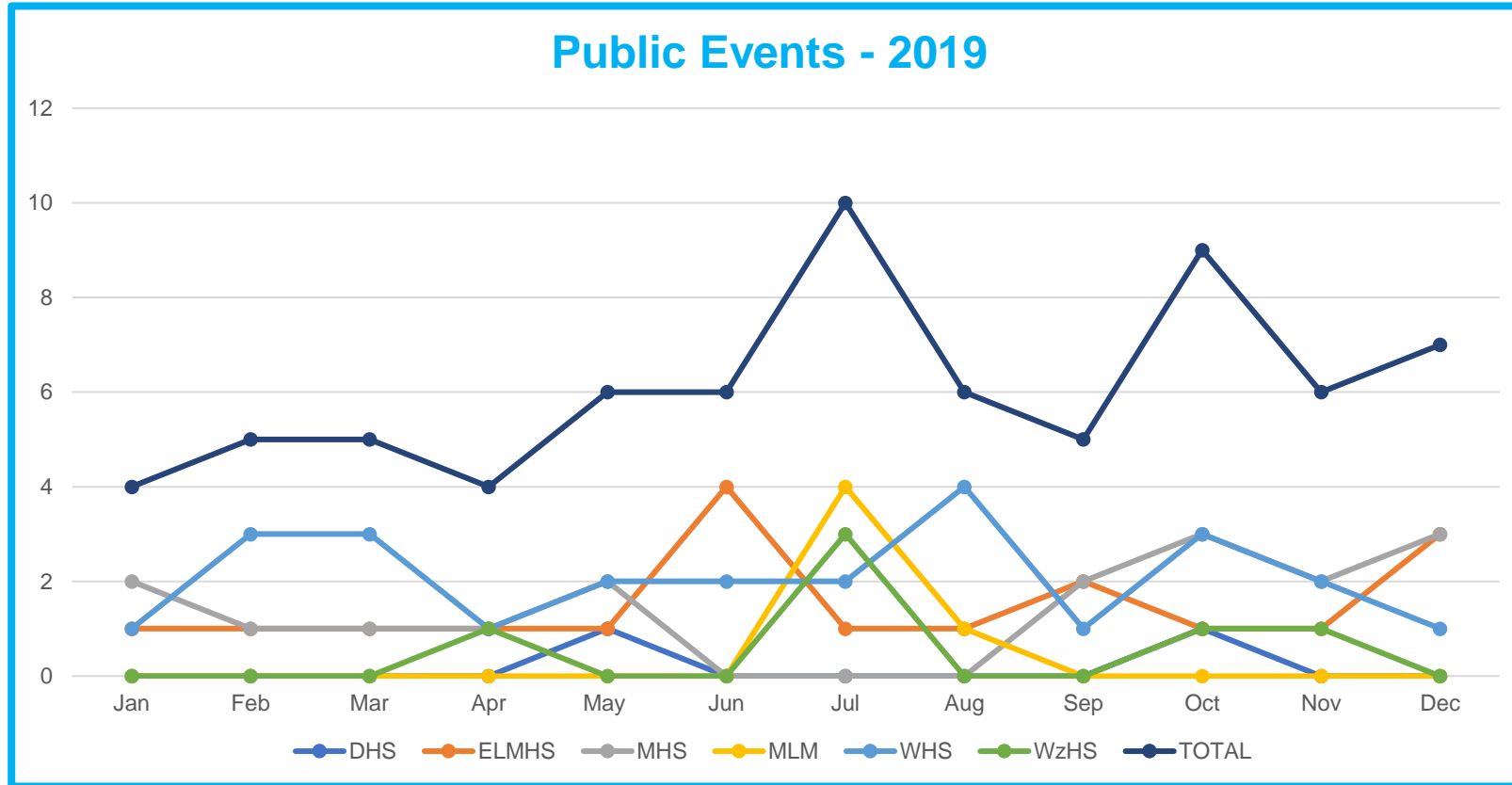
### 6. PROGRAMMING: 2019 EVENTS

Month	Programming
<b>November 2019</b>	ELMHS - Big Island Archaeology
	MHS - Decorate Burwell House for Holidays
	MHS - Speakers Bureau Presentation
	WHS – Annual Membership Meeting & History Presentation
	WHS – Holiday Boutique Participation (Spring Park)
	WzHs – Light Up The Lake Celebration

Month	Programming
<b>December 2019</b>	ELMHS - Members' Holiday Party
	ELMHS - Holiday Story and Craft (Children's Activity)
	ELMHS - Lake Minnetonka's Historic Hotel and Tourist Industry
	MHS – Burwell First Sunday Holiday Open House
	MHS - Take down Holiday Decorations at Burwell House
	MHS - Speakers Bureau Presentation
	WHS – Holiday Boutique Participation (Mound)

### III. A. INITIAL PARTNER COMPARISONS

### 6. PROGRAMMING: 2019 EVENTS



#### Summary:

- In 2019, public events were higher in the summer than in the winter, on average, with peaks in July (driven by MLM’s set of speciality Wednesday cruises), October (driven by multiple events from MHS and WHS), and December (driven by multiple events from MHS and ELMHS).



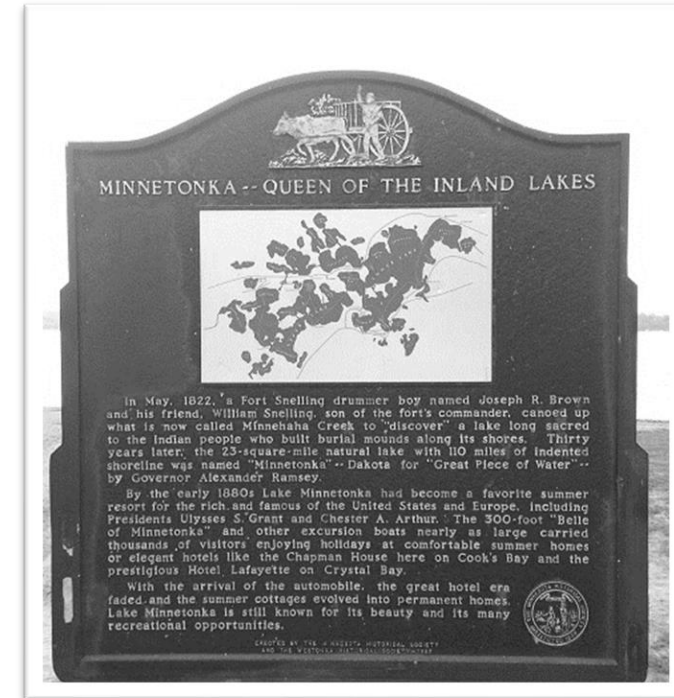
Danceland, Excelsior

*These public events are for speciality one-time events only and do not include ongoing activities, including museum or archive hours or regular weekend boat tours. This summary includes annual membership meetings but not regular board meetings.*

### III. A. INITIAL PARTNER COMPARISONS

### 6. PROGRAMMING, MUSEUM, ARCHIVE, or BOAT TOUR SCHEDULES

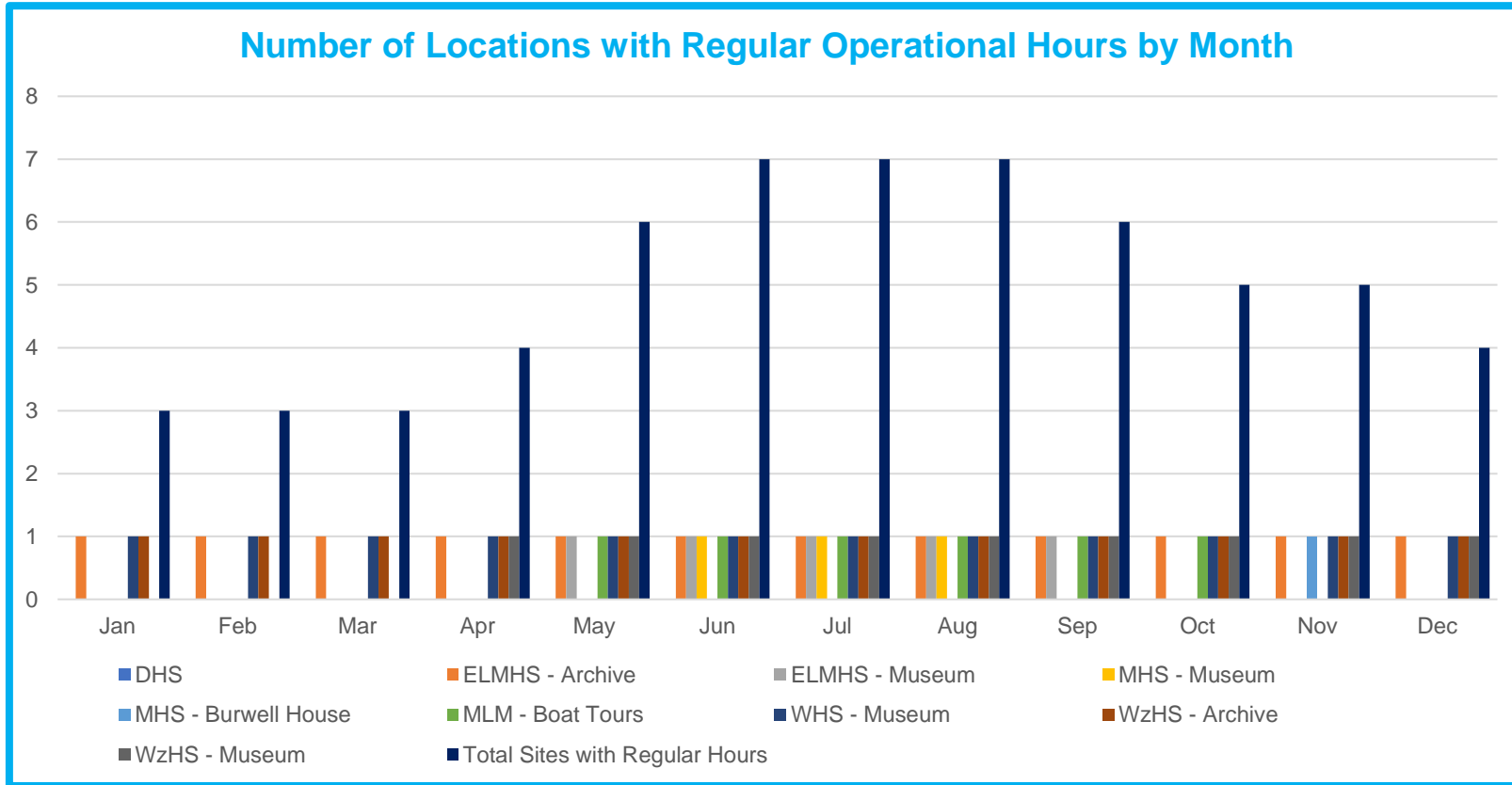
ORGANIZATION	REGULAR SCHEDULES
<b>Deephaven Historical Society</b>	- No Regular Hours
<b>Excelsior-Lake Minnetonka Historical Society</b>	- Museum: May to September: Tuesdays 2 pm - 5 pm, Saturdays 10 am – 4 pm - Archives: All Wednesdays & Second Saturdays, 10 am – 1 pm
<b>Minnetonka Historical Society</b>	- Museum: June to August: Saturdays 1 pm – 3 pm - Burwell House: November: Sundays 1 pm – 4 pm
<b>Museum of Lake Minnetonka</b>	- Sailing Schedule: Late May to Early October: Saturdays, Sundays, Holidays 10 am – 6:30 pm
<b>Wayzata Historical Society</b>	- Railroad Museum: April to December: Saturdays & Sundays, 12 pm – 4 pm - Archive: Saturdays, 10 am – 12 pm
<b>Westonka Historical Society</b>	- Museum: Saturdays, 10 am – 2 pm





### III. A. INITIAL PARTNER COMPARISONS

### 6. PROGRAMMING, MUSEUM, ARCHIVE, or BOAT TOUR SCHEDULES



### Summary:

- In addition to higher volumes of public event activity, the summer months are the period where more sites are open on a regular basis for public access.
- Saturdays are particularly busy, with as many as seven locations open simultaneously in the summer
- Most societies offer ‘by appointment’ visits throughout the year if contacted.



*Excelsior Dock Station, 1906.*

### III. A. INITIAL PARTNER COMPARISONS

### 7. COMMUNICATIONS – ONLINE MARKETING CHANNELS

ORGANIZATION	CHANNEL	FOLLOWERS
<b>Deephaven Historical Society</b>	Instagram <a href="https://www.instagram.com/deephavenhistorical">https://www.instagram.com/deephavenhistorical</a>	144
<b>Excelsior-Lake Minnetonka Historical Society</b>	Facebook <a href="https://www.facebook.com/ELMHS">https://www.facebook.com/ELMHS</a> Instagram <a href="https://www.instagram.com/excelsiorlakemtkahistoricalsoc/">https://www.instagram.com/excelsiorlakemtkahistoricalsoc/</a>	Facebook: 2479 Instagram: 929
<b>Minnetonka Historical Society</b>	Facebook <a href="https://www.facebook.com/minnetonkahistoricalsociety">https://www.facebook.com/minnetonkahistoricalsociety</a>	597
<b>Museum of Lake Minnetonka</b>	Facebook <a href="https://www.facebook.com/SteamboatMinnehaha">https://www.facebook.com/SteamboatMinnehaha</a> Twitter <a href="https://twitter.com/1906Minnehaha">https://twitter.com/1906Minnehaha</a> YouTube <a href="https://www.youtube.com/user/steamboatminnehaha">https://www.youtube.com/user/steamboatminnehaha</a> Instagram <a href="https://www.instagram.com/steamboatminnehaha/">https://www.instagram.com/steamboatminnehaha/</a>	Facebook: 1723 Twitter: 579 YouTube: 52 Instagram: 291
<b>Wayzata Historical Society</b>	Facebook <a href="https://www.facebook.com/WayzataHistoricalSociety/">https://www.facebook.com/WayzataHistoricalSociety/</a>	959
<b>Westonka Historical Society</b>	YouTube <a href="https://www.youtube.com/channel/UCbtAEhadKeQ0c8SHaE9z_xA">https://www.youtube.com/channel/UCbtAEhadKeQ0c8SHaE9z_xA</a> Facebook <a href="https://www.facebook.com/Westonka-Historical-Society-1654696484768464">https://www.facebook.com/Westonka-Historical-Society-1654696484768464</a>	YouTube: 185 Facebook: 917

### III. A. INITIAL PARTNER COMPARISONS

### 7. COMMUNICATIONS - NEWSLETTERS

ORGANIZATION	SIZE	FREQUENCY
<b>Deephaven Historical Society</b>	4 Pages, plus Christmas Postcard	2-3 per year (half email, half mail, plus December postcard)
<b>Excelsior-Lake Minnetonka Historical Society</b>	8 Pages	3 per year (December/April/August) Mail and Email, and monthly email update
<b>Minnetonka Historical Society</b>	4 Pages	3 per year (mail and email)
<b>Museum of Lake Minnetonka</b>	1-2 Pages	Occasional email, annual <i>Steamboatin' News</i> (December)
<b>Wayzata Historical Society</b>	8 Pages	Quarterly (all mail)
<b>Westonka Historical Society</b>	6 Pages	Quarterly (mail and email)

### III. A. INITIAL PARTNER COMPARISONS

### 7. COMMUNICATIONS – WEBSITES

ORGANIZATION	WEBSITE	MANAGEMENT	TRAFFIC	ANNUAL HOSTING EXPENSE
<b>Deephaven Historical Society</b>	<a href="http://www.deephavenhistorical.org">www.deephavenhistorical.org</a>	Board	Unknown	Unknown
<b>Excelsior-Lake Minnetonka Historical Society</b>	<a href="http://WWW.ELMHS.ORG">WWW.ELMHS.ORG</a>	Board	~350 visitors/month	~\$125
<b>Minnetonka Historical Society</b>	<a href="http://www.minnetonka-history.org/">www.minnetonka-history.org/</a>	Board	Unknown	~\$0 (direct)
<b>Museum of Lake Minnetonka</b>	<a href="http://www.Steamboartminnehaha.org">www.Steamboartminnehaha.org</a>	Board	~110 visitors/month	Unknown
<b>Wayzata Historical Society</b>	<a href="http://www.Wayzatahistoricalsociety.org">www.Wayzatahistoricalsociety.org</a>	Board and Paid Webmaster	Unknown	~\$150
<b>Westonka Historical Society</b>	<a href="http://www.Westonkahistoricalociety.org">www.Westonkahistoricalociety.org</a>	Board	2000 visitors/year	~\$150

### III. A. INITIAL PARTNER COMPARISONS

### 8. FINANCIALS (most recent available budgets or actuals)

#### Revenues

ORGANIZATION	TOTAL
Deephaven Historical Society	< \$5,000 (2020)
Excelsior-Lake Minnetonka Historical Society	\$41,598 (19-20 Actuals)
Minnetonka Historical Society	\$12,625 (2021 Projections)
Museum of Lake Minnetonka	\$115,395 (18-19 Actuals)
Wayzata Historical Society	\$37,250 (2020 Budget)
Westonka Historical Society	\$38,259 (2018 Actuals)

#### Expenses

ORGANIZATION	TOTAL
Deephaven Historical Society	< \$5,000 (2020)
Excelsior-Lake Minnetonka Historical Society	\$55,767 (19-20 Actuals)
Minnetonka Historical Society	\$11,225 (2021 Projections)
Museum of Lake Minnetonka	\$95,700 (18-19 Actuals)
Wayzata Historical Society	\$37,250 (2020 Budget)
Westonka Historical Society	\$25,684 (2018 Actuals)



Excelsior Amusement Park

### III. A. INITIAL PARTNER COMPARISONS

### 8. FINANCIALS – ANNUAL DONATION REVENUE FROM ALL SOURCES (as distinguished from membership dues)

ORGANIZATION	TOTAL
Deephaven Historical Society	~\$700 (2020 Actuals)
Excelsior-Lake Minnetonka Historical Society	~\$14,000 (2020 Actuals)
Minnetonka Historical Society	~\$350 (2020 Actuals)
Museum of Lake Minnetonka	~\$3,800 (2020 Actuals)
Wayzata Historical Society	~\$27,000 (2020 Budget)
Westonka Historical Society	~\$21,000 (2020 Budget)



Moore Cabin, Mound, 1911

<b>ORGANIZATION</b>	<b>POLICY TYPE</b>	<b>ANNUAL COST</b>
<b>Deephaven Historical Society</b>	None	\$0
<b>Excelsior-Lake Minnetonka Historical Society</b>	Liability & Equipment	\$600
<b>Excelsior-Lake Minnetonka Historical Society</b>	Worker’s Compensation	\$476
<b>Minnetonka Historical Society</b>	Property & General Liability	\$474.25
<b>Museum of Lake Minnetonka</b>	Directors & Officers (\$3M)	\$575
<b>The Museum of Lake Minnetonka</b>	Boat Liability (\$1M)	\$15,000 (when active)
<b>Wayzata Historical Society</b>	Basic Liability	\$1,200
<b>Westonka Historical Society</b>	Property for non-collection items	\$1,500

### III. A. INITIAL PARTNER COMPARISONS

### 8. FINANCIALS – CURRENT RESERVES (as of Dec/Jan 2020)

ORGANIZATION	CURRENT RESERVES
Deephaven Historical Society	~\$8,000
Excelsior-Lake Minnetonka Historical Society	~\$55,000
Minnetonka Historical Society	~\$10,000
Museum of Lake Minnetonka	~\$25,000 (plus \$50,000 for major boat repairs)
Wayzata Historical Society	~\$100,000 (plus \$10,000+ in restricted funds)
Westonka Historical Society	~\$57,000



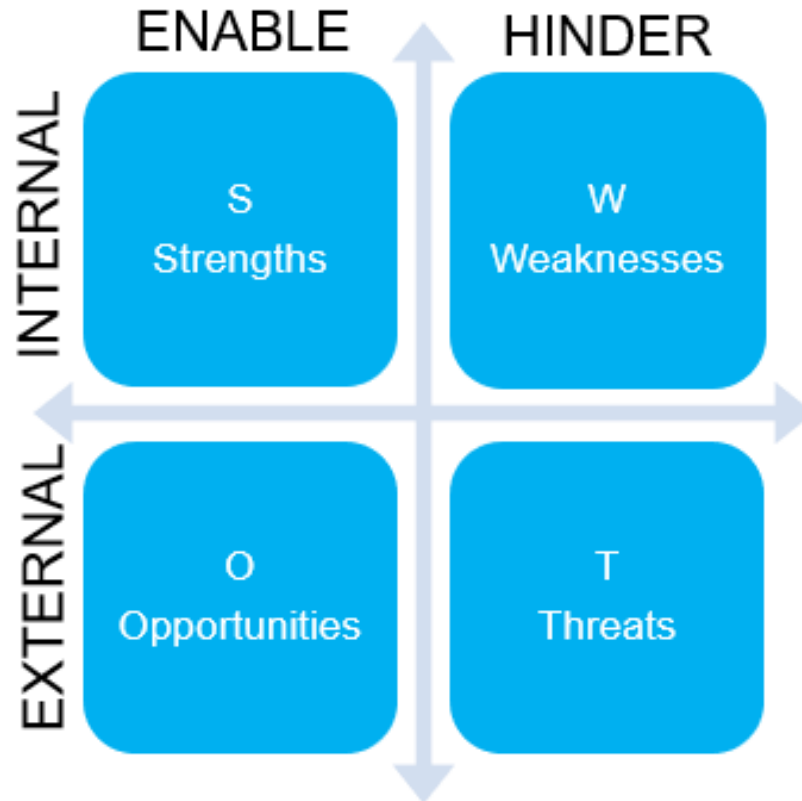
Big Island Park

*\* In this context, 'Reserves' indicates unrestricted funds available for emergencies, targeted investment, or working capital. For some societies this includes all available funds, and for others it expressly excludes restricted funds that can only be used for designated purposes as indicated.*



### III. A. INITIAL PARTNER COMPARISONS

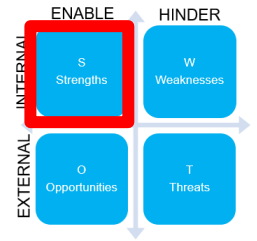
### 9. SWOT: Strengths, Weaknesses, Opportunities, Threats



*The Andrews Sisters: Maxene, LaVerne, Patty, 1930s.*

# III. A. INITIAL PARTNER COMPARISONS

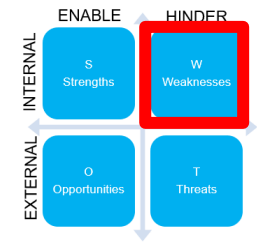
## 9. SWOT: Strengths



ORGANIZATION	Deephaven Historical Society	Excelsior-Lake Minnetonka Historical Society	Minnetonka Historical Society	Museum of Lake Minnetonka	Wayzata Historical Society	Westonka Historical Society
<b>STRENGTHS</b>	<ul style="list-style-type: none"> <li>▪ Low Costs</li> <li>▪ Responsiveness</li> <li>▪ Good Turnout to 'in living memory' events</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Director drives consistent activity and growing fundraising</li> <li>• Board longevity</li> <li>• Large archive</li> <li>• Growing Revenue and Membership</li> </ul>	<ul style="list-style-type: none"> <li>• Stable Finances</li> <li>• Good relationship with City</li> <li>• Burwell House and Park</li> <li>• Museum on the Burwell House grounds</li> <li>• Board Member quality</li> <li>• Endless ideas for activities</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Minnehaha</i> is the 'most prominent historical artifact of the region'</li> <li>• Core passion for the historical boat</li> <li>• Relationships with other societies</li> <li>• Revenue stream from ticket sales</li> </ul>	<ul style="list-style-type: none"> <li>• Large climate controlled archive space</li> <li>• Free access to community room</li> <li>• Depot Museum</li> <li>• Garden Railroad</li> <li>• Loyal and large membership base</li> <li>• Dedicated Board</li> <li>• City list for annual mailing</li> </ul>	<ul style="list-style-type: none"> <li>• Unique and appealing collection (historical and Tonka Toys)</li> <li>• Museum site with climate controls</li> <li>• Collection inventory system and management</li> <li>• Dedicated Board</li> <li>• Stable finances</li> </ul>

# III. A. INITIAL PARTNER COMPARISONS

# 9. SWOT: Weaknesses



ORGANIZATION	Deephaven Historical Society	Excelsior-Lake Minnetonka Historical Society	Minnetonka Historical Society	Museum of Lake Minnetonka	Wayzata Historical Society	Westonka Historical Society
<b>WEAKNESSES</b>	<ul style="list-style-type: none"> <li>No formal inventory</li> <li>Collection not organized</li> <li>Low technical expertise</li> </ul>	<ul style="list-style-type: none"> <li>Financial challenges</li> <li>Declining volunteers</li> <li>No clear plans</li> </ul>	<ul style="list-style-type: none"> <li>Have not fully made collections available in the database</li> <li>No fundraising history or experience</li> <li>No money to expand</li> <li>Outdated website</li> <li>Need more active volunteers to execute plans</li> </ul>	<ul style="list-style-type: none"> <li>Boat is not easy to move</li> <li>Need a new ramp</li> </ul>	<ul style="list-style-type: none"> <li>Lack of diversity</li> <li>Declining number of volunteers</li> <li>Board fatigue</li> <li>Resistance to change</li> </ul>	<ul style="list-style-type: none"> <li>Need more people</li> <li>Stable board with limitations</li> <li>Lack of interest and skill in fundraising</li> <li>Financial obligations</li> </ul>

# III. A. INITIAL PARTNER COMPARISONS

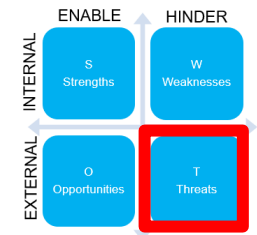
## 9. SWOT: Opportunities



ORGANIZATION	Deephaven Historical Society	Excelsior-Lake Minnetonka Historical Society	Minnetonka Historical Society	Museum of Lake Minnetonka	Wayzata Historical Society	Westonka Historical Society
<b>OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>New people moving to Deephaven like to learn about the history</li> </ul>	<ul style="list-style-type: none"> <li>New arrivals are interested in the history</li> <li>Partnerships with other organizations</li> <li>Leveraging technology</li> <li>Expanding into youth and senior programming</li> </ul>	<ul style="list-style-type: none"> <li>Corporate sponsorships</li> <li>Engaging students at all levels</li> <li>There are more stories to tell with the collection</li> <li>More active interactions with members</li> <li>Community partnerships</li> <li>Member is Governing Board Chair of Minnesota Historical Society</li> </ul>	<ul style="list-style-type: none"> <li>Hard to discuss any until getting back in the water is resolved</li> </ul>	<ul style="list-style-type: none"> <li>There are people who could take on some core tasks if we had money to pay them</li> </ul>	<ul style="list-style-type: none"> <li>Potential to expand support from outside immediate area</li> <li>Co-locating with other government buildings</li> </ul>

# III. A. INITIAL PARTNER COMPARISONS

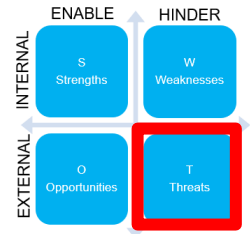
# 9. SWOT: Threats



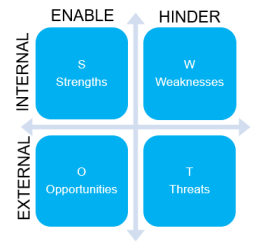
ORGANIZATION	Deephaven Historical Society	Excelsior-Lake Minnetonka Historical Society	Minnetonka Historical Society	Museum of Lake Minnetonka	Wayzata Historical Society	Westonka Historical Society
<b>THREATS</b>	<ul style="list-style-type: none"> <li>Lack of new volunteers - disruption to key individuals would end the organization</li> </ul>	<ul style="list-style-type: none"> <li>Don't own museum building</li> <li>Archive space is too small</li> <li>Possible conflicts with other societies with overlapping interests</li> <li>Declining volunteerism</li> <li>Grounded steamboat</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability over time if unable to recruit "hands on/working" board members and/or attract new volunteers</li> </ul>	<ul style="list-style-type: none"> <li>High costs for creating and controlling a new ramp and/or barn</li> </ul>	<ul style="list-style-type: none"> <li>Losing writers</li> <li>No long term agreements for Depot and archive space</li> <li>Continuing volunteerism declines</li> <li>Changing nature of Wayzata</li> <li>Lack of clarity on the role and power of the society</li> </ul>	<ul style="list-style-type: none"> <li>Risk of loss of current site</li> <li>Rising costs</li> <li>Lack of awareness from being 'at the end of the road'</li> </ul>

# III. A. INITIAL PARTNER COMPARISONS

## 9. SWOT: Biggest Pain Points & Challenges

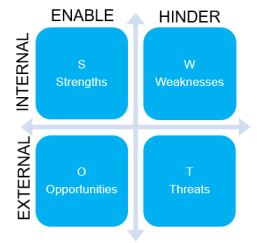


ORGANIZATION	Deephaven Historical Society	Excelsior-Lake Minnetonka Historical Society	Minnetonka Historical Society	Museum of Lake Minnetonka	Wayzata Historical Society	Westonka Historical Society
<b>PAIN POINTS AND CHALLENGES</b>	<ul style="list-style-type: none"> <li>Declining Volunteerism</li> <li>Difficult to engage younger people</li> <li>Need more involvement to generate activity ideas</li> </ul>	<ul style="list-style-type: none"> <li>Archive and Museum space is too small</li> <li>No climate control in museum</li> <li>Not enough volunteers</li> <li>Communication with the City</li> <li>Financial stability</li> <li>Sustainability with key people</li> </ul>	<ul style="list-style-type: none"> <li>Low funds</li> <li>Not enough volunteers</li> <li>Getting fundraising underway with outdated website</li> <li>Keeping pace with technology</li> </ul>	<ul style="list-style-type: none"> <li>RAMP</li> </ul>	<ul style="list-style-type: none"> <li>Not enough people</li> <li>Worries about sustainability</li> <li>Concern about identity</li> </ul>	<ul style="list-style-type: none"> <li>Not enough people</li> <li>Worries about financial costs</li> <li>Lack of awareness</li> </ul>



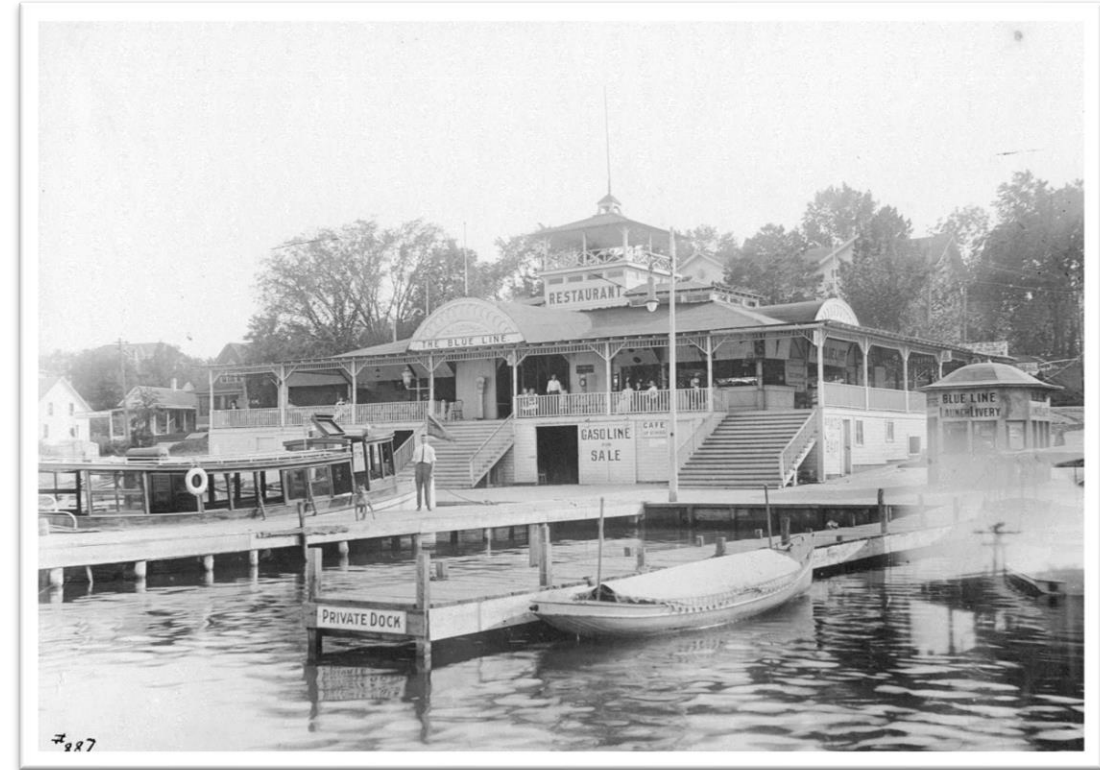
#### ACG Summary:

- Some societies have low costs, and thus less financial concern. Others have invested in assets like spaces or staff which benefit them but mean worries about financial sustainability.
- Relationships with government provide a lot of benefits for several societies, but also represent a risk if City priorities or relationships change.
- The success of the partner organizations rest on the knowledge, dedication, and efforts of a small group of volunteers. These core groups are shrinking and are not easily replaced, raising serious sustainability concerns collectively.
- All societies could benefit from additional intentional fundraising efforts, which is challenging to do with an entirely volunteer structure built on passion for history.
- There are a selection of physical sites and storage/display locations, but they vary wildly and do not always mesh well with individual society needs.



#### ACG Summary (continued):

- Technology is seen as an important component to future opportunities, but technological capacity varies across the societies.
- Steamboat *Minnehaha* is seen as a very valuable element of the Lake's history and is tied to activities for several societies, but is currently grounded without a definitive solution to get it back in the water yet.
- Because of the limitations of human and financial capacity, there are opportunities that have not yet been taken advantage of to do things to raise awareness, raise more funds, and provide stronger services throughout the region.



Blue Line Pavilion, Excelsior



### III. A. INITIAL PARTNER COMPARISONS

### 10. STRATEGIC PARTNERSHIP CONSIDERATIONS - Collated

HOPES	CONCERNS
Better communication	Loss of identity
Unified website	Not everyone equally involved
Joint newsletter	Conflict of culture(s)
Shared archives	Loss of members who don't support collaboration
Full-time Executive Director / Potential for paid staff / Admin support	Change of location to support wider audience
Building with space for collections/archives	Dominant position of one organization/Board
Reduction in work by collaborating	Merging of finances
Expanded membership / One membership	Loss of city vibrancy
More comprehensive research	Displaced Board members
Partnership will make more sense to the public	Dispersed collections and programming (will people attend?)
Collaborations on marketing	Loss of control
	Loss of support for upper lake history
	What would collaboration look like in 5-10 years?

### III. A. INITIAL PARTNER COMPARISONS

### 10. STRATEGIC PARTNERSHIP CONSIDERATIONS - Summarized

HOPES	CONCERNS
Increased Efficiency	Losing value that is currently being created for one or all organizations
Increased Awareness	Risk of being 'devalued' now or in the future by people with different priorities
Sustainability	Losing valued identity of particular societies or communities
Creating a cohesive Minnetonka identity	



*Express Boats HARRIET and MINNEHAHA, Excelsior Docks.*

## III.B. STAKEHOLDER INTERVIEWS

## METHODOLOGY

In consultation with the Joint Committee, 19 individuals were identified for private interviews with ACG.

These individuals included a mix of internal individuals (current Board or members of participating organizations) and external individuals, and were interviewed by ACG over a two month period.

Interview Subject	Partner Affiliation	Other Affiliation
Bob Woodburn	Multiple	Original Board of MLM
Chuck Schoen	WzHS	
David Hankensen	MHS	President, Board of Governors, Minnesota Historical Society
Dorothy Welch	Multiple	
Dr. Kelly Morrison	Multiple	Minnesota State Representative
Gen Olson	WHS	Past Minnesota State Representative
Gibson Stanton	Multiple	Minnesota Alliance of Local History Museums
Jay Tucker	DHS	
Jim Murphy	MLM	Former City Council member, Orono
Jim Whisler	MHS	

Interview Subject	Partner Affiliation	Other Affiliation
Jim Whisler	MHS	
Lorena Hooyman	MHS	
Paul Maravelas	ELMHS	Curator Minnesota Veterinary Historical Museum
Scott Dake	ELMHS	
Sharon Provost	MLM	
Sherri Pugh	WHS	
Sue Sorrentino	WzHs	
Tim Caron	ELMHS	Excelsior Heritage Preservation Commission, wife Jennifer is on Excelsior City Council
Todd Mahon	Multiple	State History Services Manager, Minnesota Historical Society
Vicky Wyard	DHS	

## III.B. STAKEHOLDER INTERVIEWS

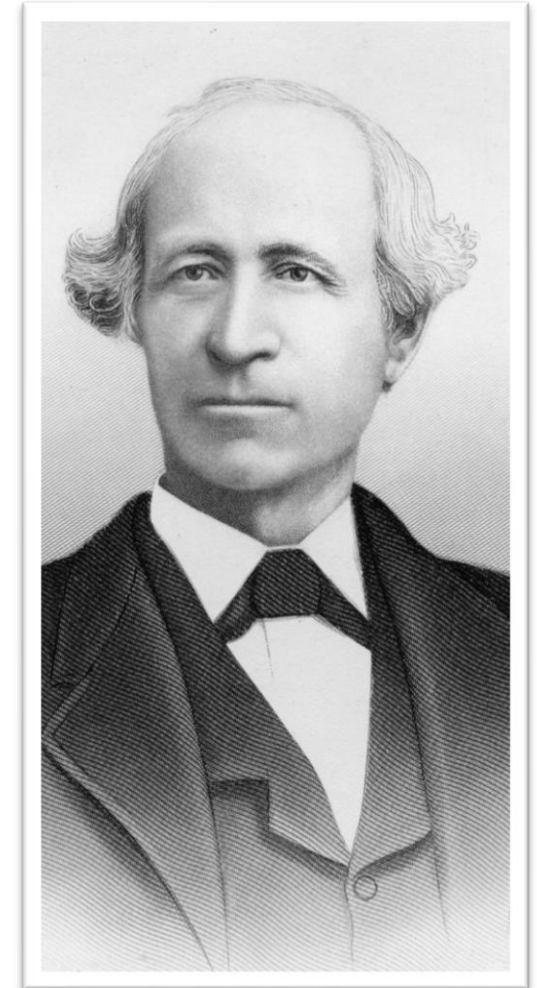
### 1. CONSISTENT THEMES (summaries or representative comments)

- Geographic Perspectives
  - The different sides of the lake are definitely different and while it does not take that long to drive there, people joke that they are ‘so far away’ from each other.
  - There are efficiencies if the organizations work together, but different areas have their own personalities as communities.
  - Many individuals noted different features of Minnetonka, Wayzata, Excelsior, and Westonka and how each of those communities are different from the others.
- Communications
  - “People who know one area or one organization don’t know about the wonderful programming that is done by other organizations just a few minutes away. Ones that are really outstanding could be put on again for other areas.”
  - “These days having good Facebook presence and a website that’s easy to navigate and get to is very important.”
  - “I think the general public doesn’t really grasp that there are all these different organizations, so at best they are missing out on things and at worst it can be confusing.”

## III.B. STAKEHOLDER INTERVIEWS

### 1. CONSISTENT THEMES (summaries or representative comments)

- Collaboration
  - Working together is a great way to improve philanthropic support by asking for support for something ‘bigger’, especially from government and major donors.
  - If there is one place to focus on collaboration, it is with communication and promotion.
  - “The organizations have varying strengths and weaknesses – letting an organization really strong in one area help support all the history of the area seems like a really good idea, balancing with being helped in another area.”
  - “The organizations are not competitors. There can only be good from more connections between them.”
  - With all volunteers it is hard to be consistent on managerial things, like filing nonprofit paperwork or keeping a website updated or making sure communications go out on time.



*Peter Gideon*

## III.B. STAKEHOLDER INTERVIEWS

### 1. CONSISTENT THEMES (summaries or representative comments)

- Engagement Opportunities
  - “New people to the area want to learn about where they have moved to.”
  - “The most valuable people are the people who are recently retired; who still have skills and enthusiasm and energy.”
  - “Many people get interested in history after a triggering event in your 40s or 50s, like the death of a family member, or children leaving the house.”
  - “Certainly annual events and physical assets are things that are etched into people’s minds in the community. They can get boring to work on them year after year but they can be the only way to really connect people to history in a community like Minnetonka.”
  - More engagement and more connected engagement with the schools would be very helpful.



*Lydia Ferguson Holtz with children & grandchildren*

## III.B. STAKEHOLDER INTERVIEWS

### 1. CONSISTENT THEMES (summaries or representative comments)

- Most important priorities for historical organizations:
  - Public programs and education.
  - Building awareness in the community of available programming.
  - “Encouraging an interest in history, period.”
  - Telling more integrated stories that aren’t divided based on where town boundaries were made.
  - Connecting the generations.
- Challenges facing the organizations:
  - Shrinking number of volunteers is a major problem.
  - The docking situation with *Minnehaha* is a problem for all the organizations that needs to be solved together.
- Shared Stories:
  - While the physical locations are different, often the presentations are about stories or activities that cross boundaries, and could appeal to people in all communities around the lake. “We have to keep our own focus but a lot of subjects are for the whole area and could really benefit from collaboration.” “The common bond is the body of water.”
  - Repeated comments about more inclusion of the Native American history in the area.

## III.B. STAKEHOLDER INTERVIEWS

### 1. CONSISTENT THEMES (summaries or representative comments)

- City Governments:
  - Anything that can help strengthen relationships with the city governments is important – several individuals commented on how much strength comes from those relationships (particularly around the Burwell House and Wayzata Historical Society Archives and annual appeal letter) and how disruptive it would be if somehow those relationships went bad.
- Wayzata and Excelsior:
  - “Wayzata and Excelsior may have some rivalry, but these days they are really fulfilling two distinct values for the area, and the more they can help each other and leverage each other’s strengths, the better that probably is for everyone.” Note – the ‘rivalry’ referenced here was regarding the two cities, not the historical societies.
  - “Wayzata and Excelsior have a pretty serious competition. But they are very different places now, and embracing that for people who live in both places and visitors makes so much sense.”
  - “Wayzata and Excelsior have more of a common history because they are both jumping off points.”
  - “People from Wayzata know there are things you can get in Excelsior that you can’t get here – so that’s something that can be emphasized.”



Overall, the main area where there are differences of opinion revolve around the potential integration of the six historical organizations. In general (with exceptions), ‘external’ interviews or individuals who are active with multiple organizations were more likely to say that they thought fully combining the organizations or having unified memberships were a great idea, while ‘internal’ individuals who are primarily active with one organization expressed more concerns about possibly losing the individual identities of the organizations.

Representative comments and ideas:

- “I love all of them merging together!”
- “Having one membership for all sounds great.”
- “I think an umbrella organization could have more impact which I would like to see.”
- “The activity levels if you tried to combine them there might be a ‘I don’t know those people or what they’re talking about so why should I care?’ The reverse could be that people who are active in those communities if they were under one roof that they ‘aren’t my local organization anymore so they aren’t focused on us’. So there could be negatives if there are loss of local connections.”
- What I’d like to see is a definition of the areas where it would make sense to work together to have that discussion, and then see where that leads, ultimately. I could see joint events. We need joint efforts to build trust between the boards. I don’t think anyone will make too big of a leap. What I’ve always found is that if you find some wins, it allows you to have a deeper conversation about going further. That would be a victory – to find areas where we can work closely together with obvious wins. Then as we get to know each other, have more discussion about a closer association.

- “I think we can share work in which would reduce each societies’ volunteer work, but in the archives with the physical natures of the files I have concerns. I would only feel comfortable if that was considered down the road. I’ve visited several of the other archives, but we have worked so hard to have people come to us, that I’m not ready to combine them – and if it didn’t work well, it would be so difficult to divide things up. Though it might be easier for someone with family around the lake, it might be easier to have a central archive. So I appreciate that.”
- “I don’t want to lose our individuality just to be totally efficient.”
- “I think things can be done incrementally. If we can find ways to do that, offer more to people, and take another step.”
- “In order to really have efficiencies and be sustainable, we probably need to have a clear central person that is coordinating the activities of the societies together.”
- “If we could have one site that could pull Lake Minnetonka history together, and every society funded it with a staff person and some volunteers to have it open to the public certain hours, that would be a benefit.”
- “While a challenge is how to keep exhibits open and have adequate space for collections, I think having one central display area for the whole lake would not make any sense at all. It could get lost and people who live here would not be able to find it.”

These are comments that stood out in the interviews, offered by individual interview subjects:

- “It is important to engage with the oldest members of the community to hear and record their stories, and with younger generations so they can learn about the history and carry it forward.”
- “When someone joins a historical society, if they don’t get value in the first year, they’re gone.”
- “One of the catch 22s in historical societies is that they did a program five years ago and they think they’ve done it, and if you revisit it there’s a whole lot of people who moved in, who missed that program and can repeat it or freshen it up which you might think is stale because you’ve been an insider for a long time.”
- “Working together as a group for grant applications will be looked at positively and not be an issue. For some foundations or sponsorships out there, it’s probably a really important way to really be able to get significant funding.” (Attributed intentionally to David Hakensen.)
- “If the societies are not tied into the conference for local historical societies through the state, they really should get involved, even beyond the grantmaking Minnesota Society.”
- “It shouldn’t be a struggle, it should be enjoyable. Then people will come back and look for more and want to be involved!”

- “Historical societies often focus on the strengths of their current boards or what they are personally excited about, and miss how their activities can connect to and benefit other parts of the community, like entertainment, cultural sites, environmental conservation, and businesses, as examples. The more they are integrated with the community the more value the community will feel about them and the more support they can secure.”
- “The West Central Historical Association formed a 501(c)3 but they still are their own historical associations and they do shared things and they share leadership on projects and things.”
- “I think the expense sharing to take opportunities (would be a positive), but it’s probably not going to be big dollars. If there is ‘savings’ it will be about time, not money.”
- “MLM is a romantic adventure. There is a lot of interest in romanticism around the boats and trains and how things were back in the day, and people can feel that and like feeling that.”
- “Individually these societies lack horsepower. So if you combine them into one and call it LMHS or something like that and you pull them all together – right now there’s no bureaucracy to deal with but there’s no horsepower.”
- “It’s been fun for all of us to volunteer! The volunteers are really where it’s at!”
- “While putting everything in one location doesn’t make sense, having a central starting place location with staff and an office where people come together, with merchandise from all the historical societies, where people come across it and can see everything in the area, that’s great.”
- “I’m very excited to see what Plymouth is doing. The Schiebe brothers were holding it together, but as they passed away, others were trying to hold it together and they appealed to City Council, and now they have been incorporated into the City and there is a part-time person paid by the City to help them in Plymouth and that’s pretty darn nice!”

- The survey included a total of 26 questions, grouped into four sections as follows:\*
  - 1. Awareness (Questions 1-3)
  - 2. Interest (Questions 4-14)
  - 3. About You (15-25)
  - 4. Summary Comments (Question 26)
- Survey launched on March 19, 2021.
  - Survey closed on April 9, 2021.

**Total Responses Received: 588**

*\* Final list of survey questions is included in Appendices.*



*Arlington Hotel, Wayzata*

The Survey was promoted through the following broad based channels:

- Posted on websites for ELMHS and MLM/Steamboat *Minnehaha*.
- Articles in all four local weekly newspapers and in the Star Tribune.
- Facebook posts on the pages for MLM/Steamboat *Minnehaha*, ELMHS, WHS, and MHS.
- Instagram post from ELMHS
- Facebook posts on Old Excelsior, If You Grew Up in Lake Minnetonka You Will Remember, and Lake Minnetonka Fan Club pages and on personal pages of at least two influential community leaders.
- Twitter post from MLM/Steamboat *Minnehaha*.
- Promotions in organization e-newsletters and other email communications during the survey period.
- Promoted during recent ELMHS online history presentation.

*\* Survey results for full dataset are included in Appendices.*

Survey invitations were distributed through the following channels:

ORGANIZATION	EMAILS	MAILED INVITATIONS	MAILED SURVEYS
Deephaven Historical Society	75	0	27
Excelsior-Lake Minnetonka Historical Society	518 (492 delivered, 254 opened, 79 clicks)	188	0
Minnetonka Historical Society	180	0	37
Museum of Lake Minnetonka	217	0	0
Wayzata Historical Society	458	375	0
Westonka Historical Society	220	0	22 (mailed twice)
Individual Mailed Survey Requests	--	--	4
<b>TOTAL DIRECT DISTRIBUTION</b>	1588	563	90

Final results: 588 responses – 573 submitted electronically, 15 submitted on paper

Total Response Rate\*: 588 / 2241 = 26.2%

Nationwide Average SurveyMonkey Response Rate: 20-30%

\*ignoring likely duplicate invitations

- For purposes of this report ACG analyzed survey results for the following organizational groups:
  1. Full dataset (588 responses – 573 submitted electronically, 15 submitted on paper)\*
  2. Segmented responses from self-identified members of the six historical organizations:
    - Deephaven Historical Society
    - Excelsior-Lake Minnetonka Historical Society
    - Minnetonka Historical Society
    - Museum of Lake Minnetonka (Steamboat *Minnehaha*)
    - Wayzata Historical Society
    - Westonka Historical Society
- Responses from members of the six organizations are included in the full dataset (588), but their responses have also been extracted from the full set and examined separately for comparison purposes based on respondents' current or past membership, or participation on the board.
- When subsets were evaluated by society membership, variations in the data were identified in various areas. Where subsets varied significantly from the full dataset, notations to that effect have been added. On questions where there was not significant variation by subset, only the results for the full dataset are reported.

\* Survey results for full dataset are included in Appendices.



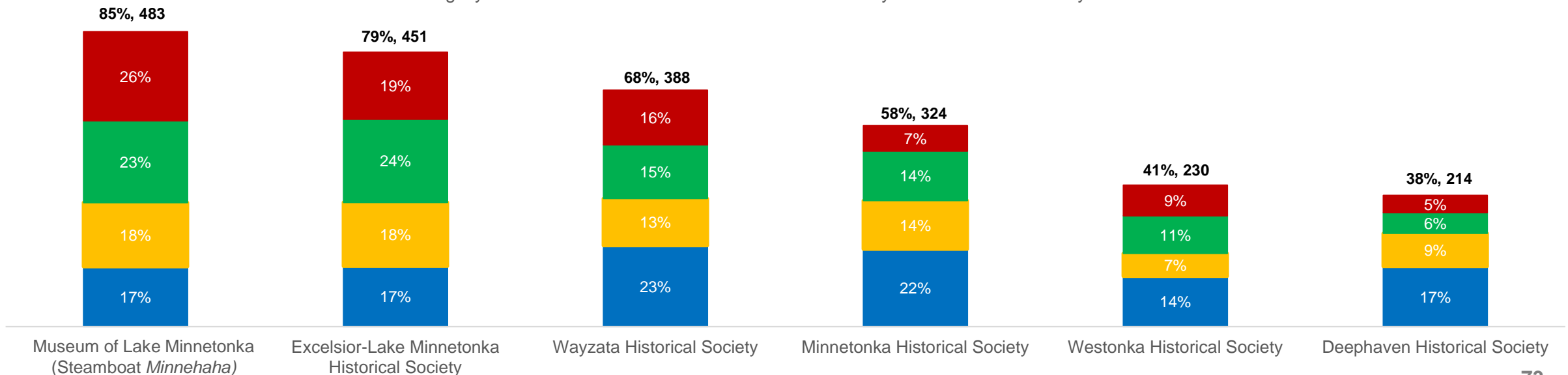
### III.C. SURVEY

## SURVEY RESULTS BY QUESTION Section I: Awareness

- **Q1:** 584 respondents indicated their familiarity with the partner organizations. Based on the Top 2 Box Familiarity scores (Moderately and Extremely Familiar):
  - Respondents were most aware of Museum of Lake Minnetonka (Steamboat *Minnehaha*) (85%) and Excelsior-Lake Minnetonka Historical Society (79%).
  - Westonka Historical Society and Deephaven Historical Society scored the lowest (41% and 38%, respectively).

*Please indicate your familiarity with each of the following organizations.  
(Excludes "Not at all Familiar")*

■ Slightly Familiar   ■ Somewhat Familiar   ■ Moderately Familiar   ■ Extremely Familiar

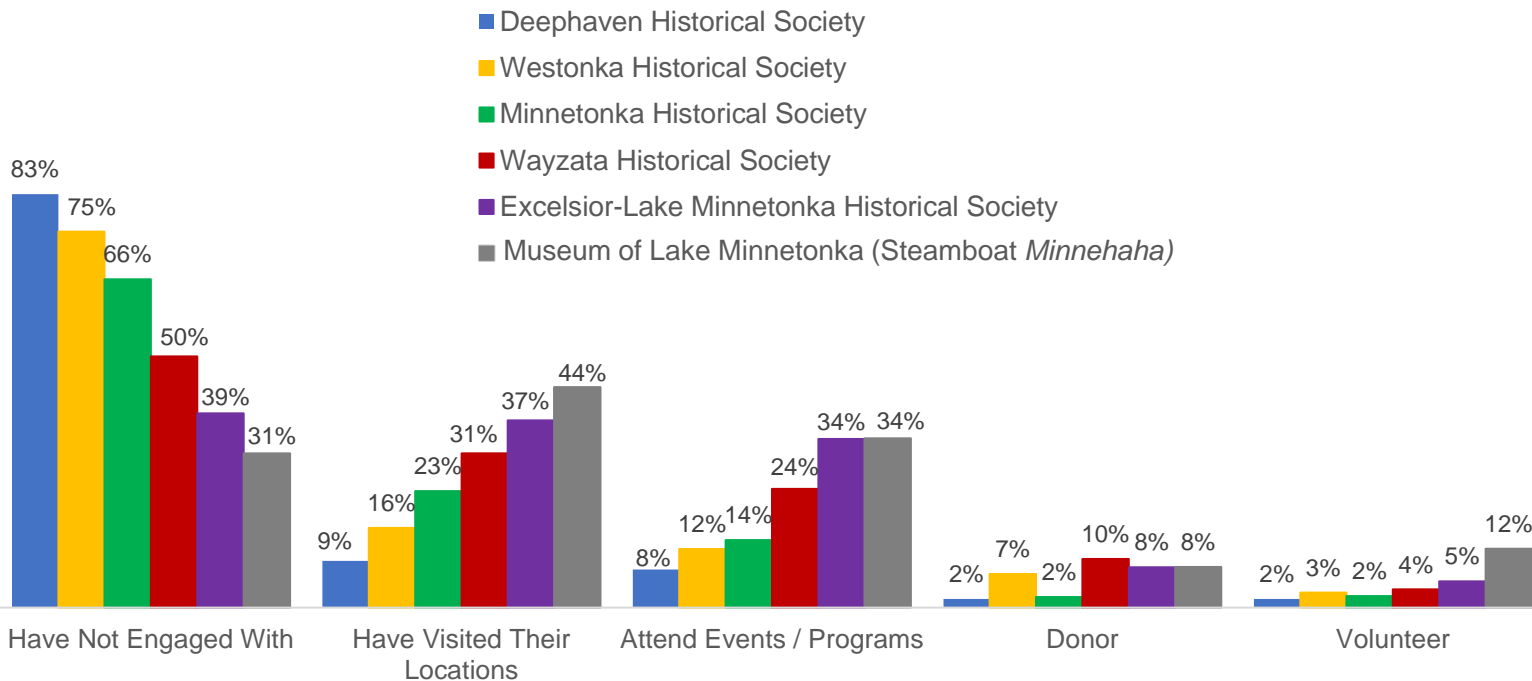


### III.C. SURVEY

## SURVEY RESULTS BY QUESTION Section I: Awareness (Cont'd)

- **Q2, part 1:** When asked how they participate with all the organizations, respondents most often indicated they have not engaged with the organizations.
- Among those who do engage in some manner with each society, most indicated that they: “Have Visited Their Locations” or “Attended Events/Programs.”

*For the following six historical organizations, please indicate how you have engaged with each: (Please select any/all that apply)*



- For two organizations, respondents reported a higher frequency of participation as visitors or event/program attendees than not having engaged at all:
  - Museum of Lake Minnetonka (Steamboat *Minnehaha*) (44% visited, 34% attended events, vs. 31% not engaged at all).
  - Excelsior-Lake Minnetonka Historical Society (38% visited, 34% attended events, vs. 38% not engaged at all).

### III.C. SURVEY

## SURVEY RESULTS BY QUESTION Section I: Awareness (Cont'd)

- Q2, part 2:** Among the additional types of engagement surveyed, “Current Member” was the most frequently selected type of engagement for five of the partner organizations: Wayzata Historical Society (16%), Excelsior-Lake Minnetonka Historical Society (14%), Westonka Historical Society (9%), Minnetonka Historical Society (7%), and Deephaven Historical Society (5%).

*For the following six historical organizations, please indicate how you have engaged with each: (Please select any/all that apply)*



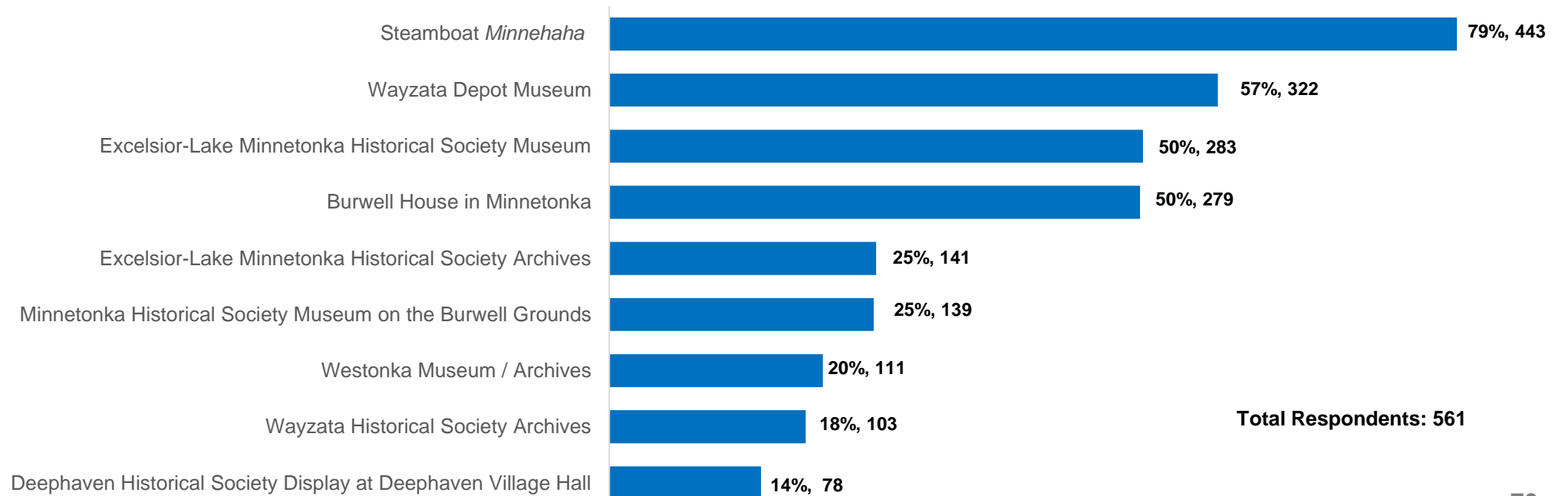
- “Volunteer” was most often selected for The Museum of Lake Minnetonka (Steamboat *Minnehaha*) (12%), far exceeding the levels of the other five organizations (2-10% range).
- “Donor” rates generally ranked second behind “Current Member” for all organizations, except for Museum of Lake Minnetonka (Steamboat *Minnehaha*), whose “Donor” and “Current Member” rates (8% both) were behind “Volunteer.”
- “Past Member” and “Past/Current Board Member” were selected at similar rates across all organizations (not exceeding 5%).

### III.C. SURVEY

## SURVEY RESULTS BY QUESTION Section I: Awareness (Cont'd)

- **Q3:** Among a series of locations and sites presented, respondents indicated they most visited “Steamboat *Minnehaha*” (79%, 443), followed by “Wayzata Depot Museum” (57%, 322).
- The least visited was “Deephaven Historical Society Display” (14%, 78) and “Wayzata Historical Society Archives” (18%, 103).

*Which of the following historical locations and sites have you visited?  
(Please check any/all that you have visited)*



- **Q3, part 2:** Within the different subsets, the most visited locations and sites among current and past members and board members of respective organizations were:

### Deephaven Historical Society

1. 86% Steamboat Minnehaha
2. 78% Deephaven Historical Society Display at Deephaven Village Hall
3. 67% Excelsior-Lake Minnetonka Historical Society Archives

### Museum of Lake Minnetonka (Steamboat *Minnehaha*)

1. 100% Steamboat Minnehaha
2. 64% Excelsior-Lake Minnetonka Historical Society Museum
3. 64% Wayzata Depot Museum

### Excelsior-Lake Minnetonka Historical Society

1. 90% Excelsior-Lake Minnetonka Historical Society Museum
2. 89% Steamboat Minnehaha
3. 60% Excelsior-Lake Minnetonka Historical Society Archives

### Wayzata Historical Society

1. 96% Wayzata Depot Museum
2. 77% Steamboat Minnehaha
3. 57% Wayzata Historical Society Archives

### Minnetonka Historical Society

1. 90% Burwell House in Minnetonka
2. 77% Minnetonka Historical Society Museum on the Burwell Grounds
3. 67% Steamboat Minnehaha

### Westonka Historical Society

1. 92% Westonka Museum/Archives
2. 64% Steamboat Minnehaha
3. 59% Wayzata Depot Museum

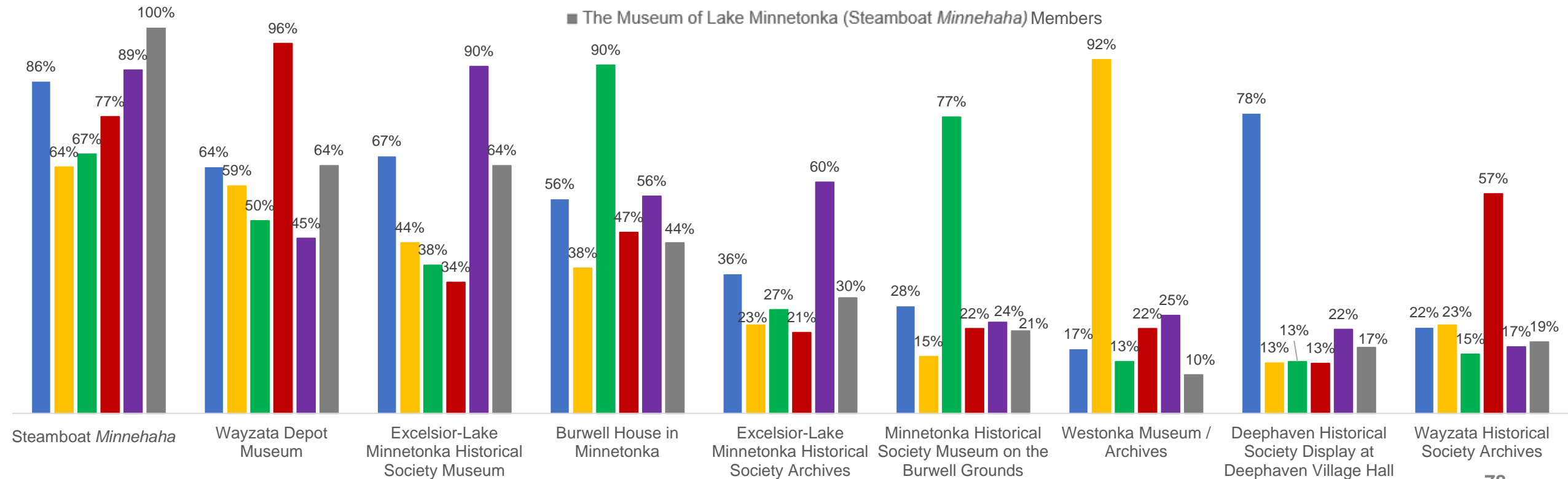
# III.C. SURVEY

## SURVEY RESULTS BY QUESTION Section I: Awareness (Cont'd)

### Q3, part 2

Location Engagement by Organization Membership (past & current members & board members)

- Deephaven Historical Society Members
- Westonka Historical Society Members
- Minnetonka Historical Society Members
- Wayzata Historical Society Members
- Excelsior-Lake Minnetonka Historical Society Members
- The Museum of Lake Minnetonka (Steamboat *Minnehaha*) Members



### III.C. SURVEY

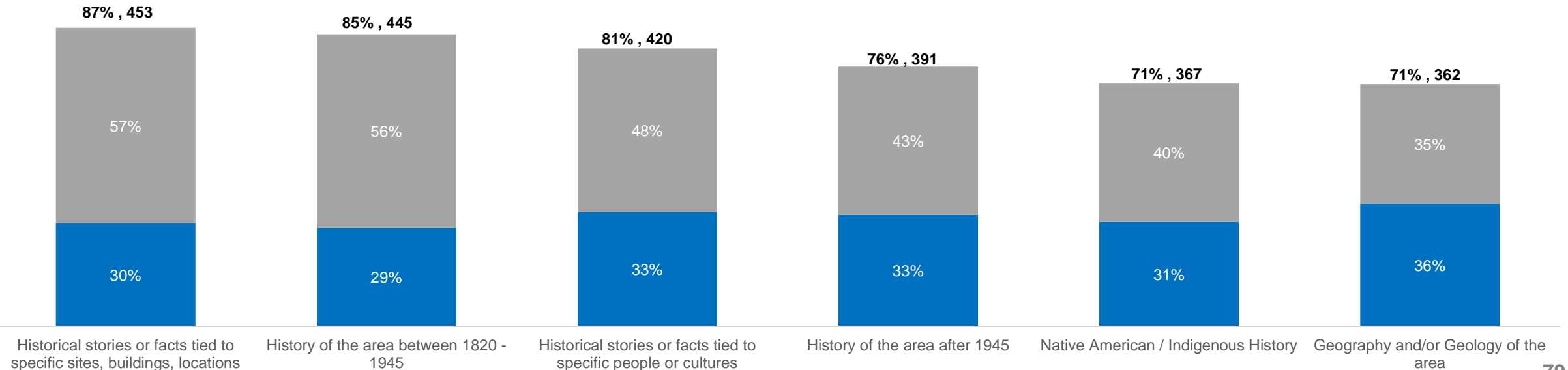
## SURVEY RESULTS BY QUESTION Section II: Interest

- Q4:** Topics - Interest in “Historical stories or facts tied to specific sites...” scored the highest (87%, 453), closely followed by “History of the area between 1820-1945” (85%, 445). These two answers also scored over 50% responses as “Extremely Interested”. Over 70% of respondents answered “Moderately” or “Extremely” interested in every option.

Please indicate your interest in each of the following topics  
(Showing Top 2 Box only)

■ Moderately Interested ■ Extremely Interested

Total Respondents: 522

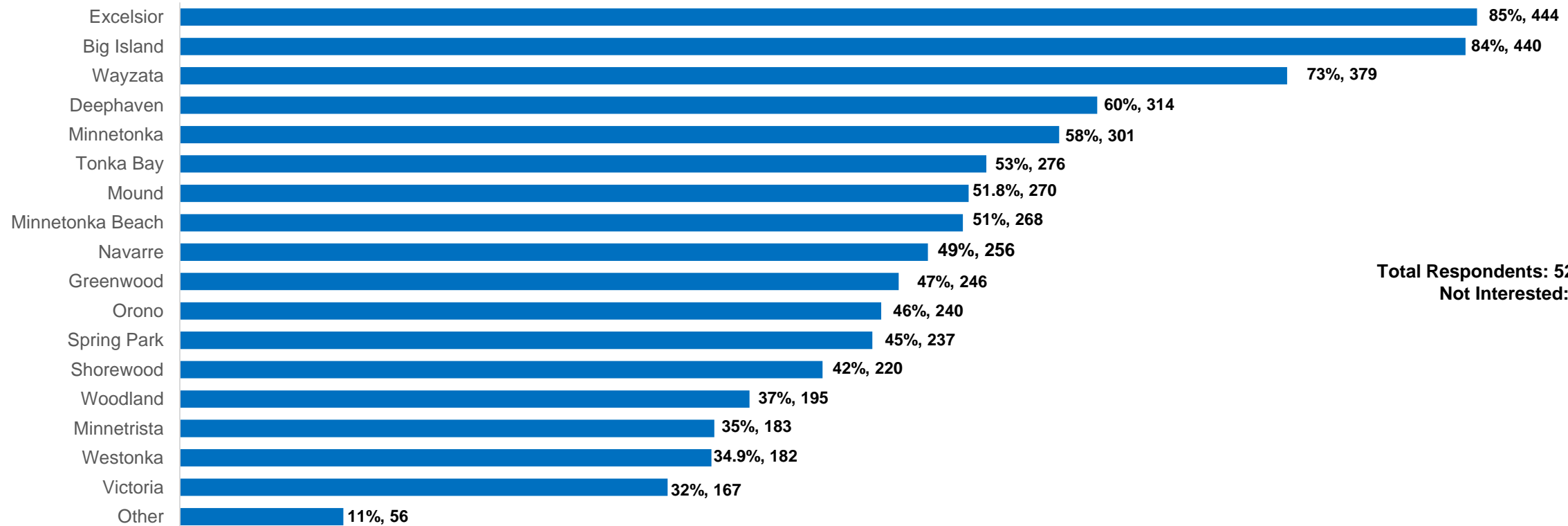


### III.C. SURVEY

## SURVEY RESULTS BY QUESTION Section II: Interest

- **Q5:** Locations – “Excelsior” and “Big Island” were the top two parts of Lake Minnetonka more likely to be selected as locations respondents are interested in learning about. As expected, when viewed as subsets most respondents identified their own immediate community as their #1 interest.

*Please indicate any/all parts of Lake Minnetonka history you are interested in learning about:*





- **Q5, part 2:** Within the different subsets, below are the top three parts of Lake Minnetonka more likely to be selected as locations respondents are interested in learning about:

### Deephaven Historical Society

1. 97% *Deephaven*
2. 94% *Big Island*
3. 94% *Excelsior*

### Museum of Lake Minnetonka (Steamboat *Minnehaha*)

1. 95% *Big Island*
2. 95% *Excelsior*
3. 79% *Wayzata*

### Excelsior-Lake Minnetonka Historical Society

1. 97% *Excelsior*
2. 92% *Big Island*
3. 73% *Deephaven*

### Wayzata Historical Society

1. 94% *Wayzata*
2. 83% *Big Island*
3. 79% *Excelsior*

### Minnetonka Historical Society

1. 92% *Minnetonka*
2. 90% *Excelsior*
3. 84% *Wayzata*

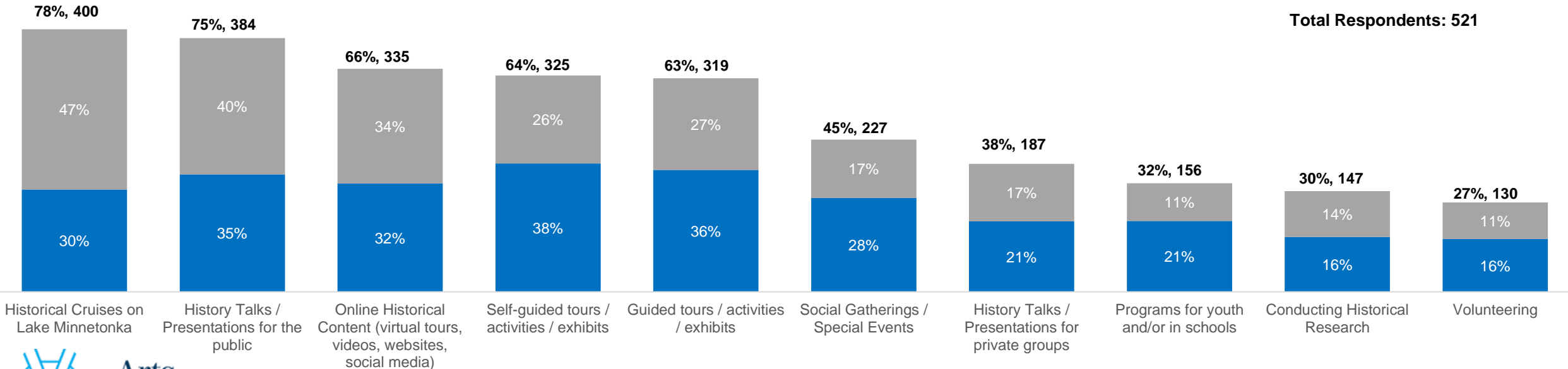
### Westonka Historical Society

1. 98% *Mound*
2. 91% *Spring Park*
3. 90% *Westonka*

- Q6: Activities** – At least three-fourths of respondents were interested in “Historical Cruises on Lake Minnetonka” (78%, 400) and “History Talks/Presentations for the public” (75%, 384). Notably, roughly equal numbers of respondents identified interest in online historical content as did for exhibits and tours.

Please indicate your interest in each of the following activities:  
(Showing Top 2 Box only)

■ Moderately Interested   ■ Extremely Interested



# III.C. SURVEY

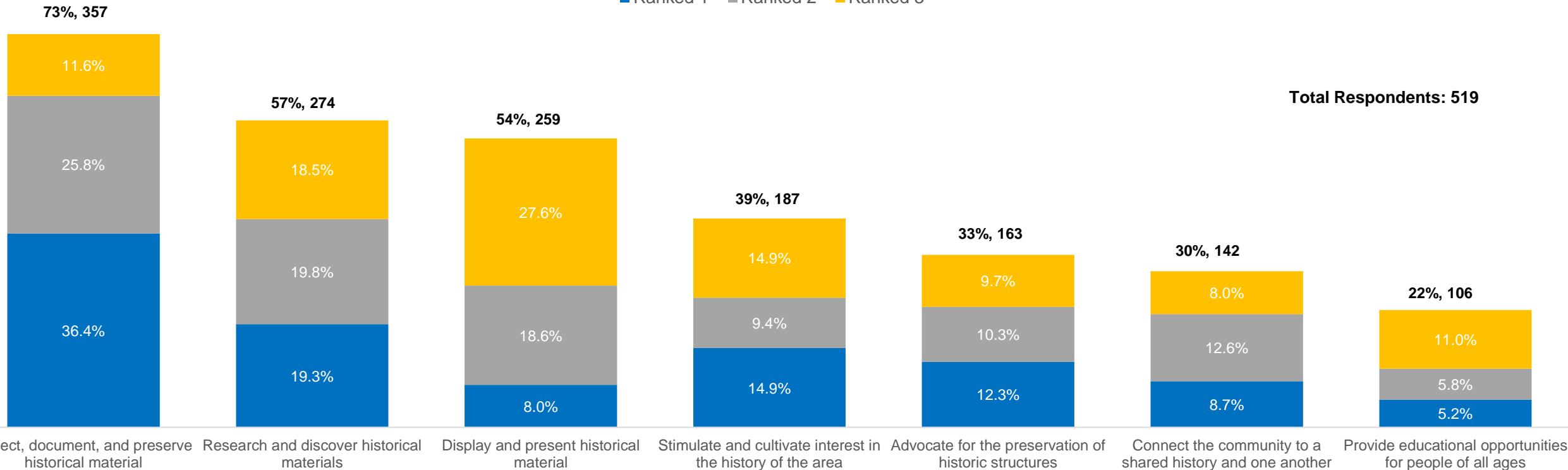
## SURVEY RESULTS BY QUESTION Section II: Interest (Cont'd)

- Q7: Priorities** – 73% of the time (357 times) “Collect, document, and preserve historical material” was picked as one of the top 3 priorities for a historical organization.

*Which of the following activities or goals do you think should be the top priorities for a historical organization?*

■ Ranked 1  
 ■ Ranked 2  
 ■ Ranked 3

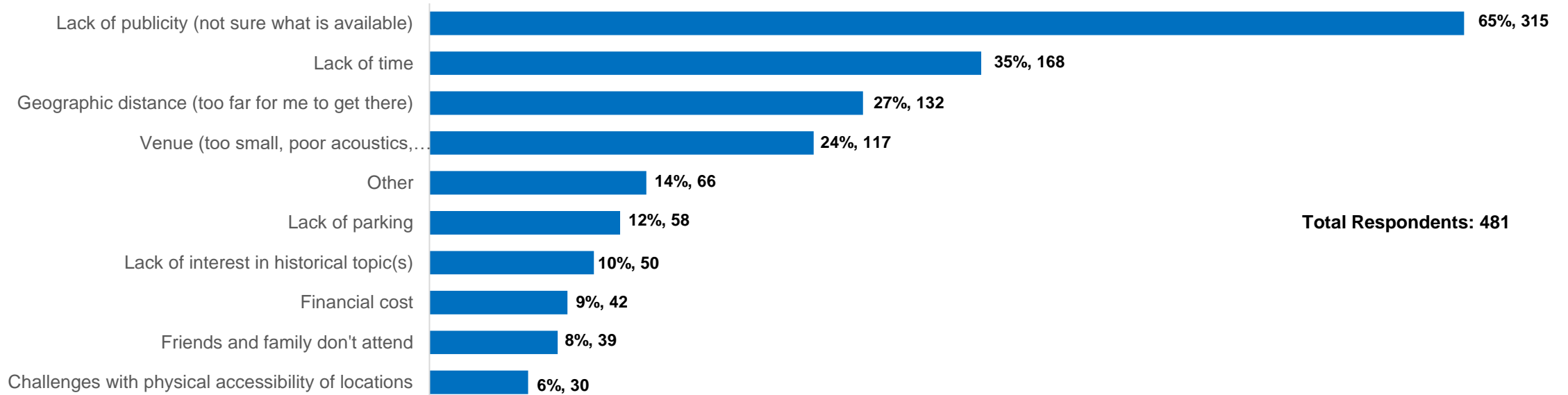
**Total Respondents: 519**



- **Q8:** Is there another priority not listed in the previous question that you feel is very important? If so, please explain.
- Below is a summary of representative comments, with a particular emphasis on Native American content:
  - Reaching **all communities** around the lake and ensuring **sustainability** of individual organizations first.
  - Engaging **new generations**.
  - Coordinating successfully across **political lines**.
  - Including **history of Indigenous people** and the families in the area.
  - Recognizing and researching of **those typically excluded** from the traditional historical narratives (women, Native Americans).
  - More detailed account of the **Native American experience from their perspective** (not excluding how they were “harmed and short-changed” when it came to the land).
  - Honor and respect the **sacred nature of the area** including still existing artifacts (burial mounds) and restoration of sacred Indigenous Peoples' sites.
  - Avoiding territorialism and club mentality across the organizations.
  - Using **technology** to “make history come alive and accessible” by creating and using apps or online videos.
  - Organizing historical **re-enactments** of historical events or celebrations.
  - Providing **funding** where necessary across organizations (e.g., publication of historical matter).

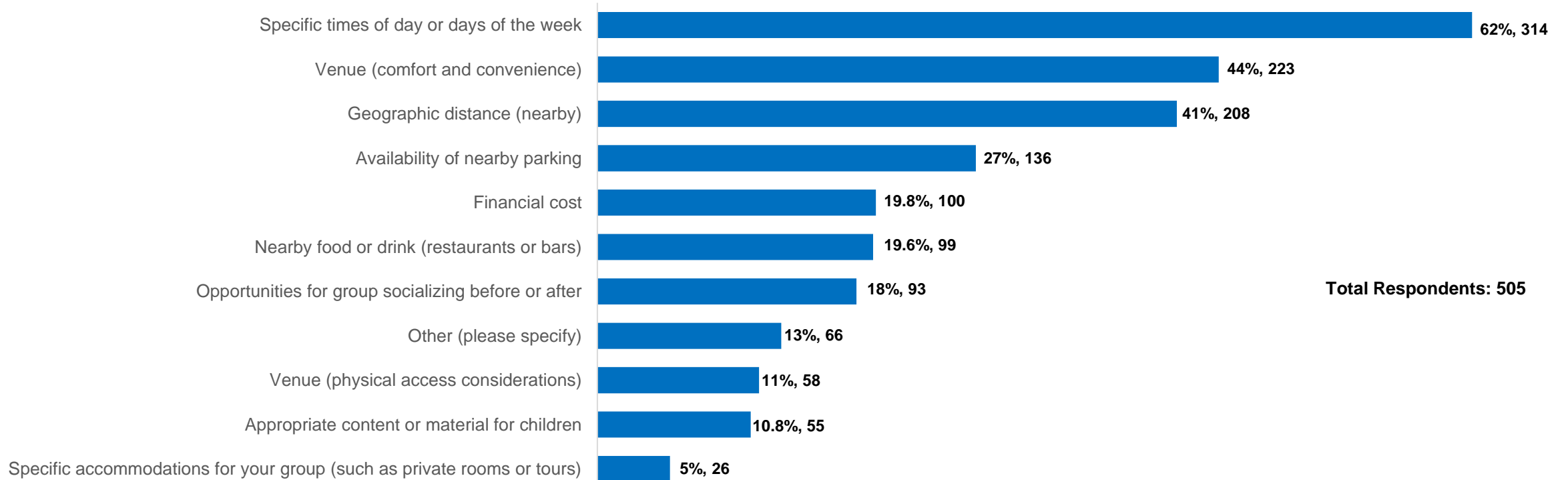
- **Q9: Barriers** – “Lack of publicity” was by far the top barrier identified as preventing respondents from engaging with museums and historical organizations (65%, 315). “Lack of time” was a distant second (35%, 168).
- Among those who picked “Other” (14%, 66) as a barrier, reasons cited included: limited hours of operation, transportation, living out of state, mental health conditions, schedule conflicts.

*When thinking about the museums/historical organization locations or activities, please indicate barriers that may prevent you from participating/attending. (Please select any/all that apply)*



- Q10:** Factors for attending with family and friends – Schedule (62%, 314) was selected most often as one of the top 3 aspects considered a priority, followed by “Venue” (44%, 223) and “Geographic distance” (41%, 208).

*When considering locations or events to attend with your family or friends, what do you prioritize in making your decisions?  
(Please indicate up to three priorities)*

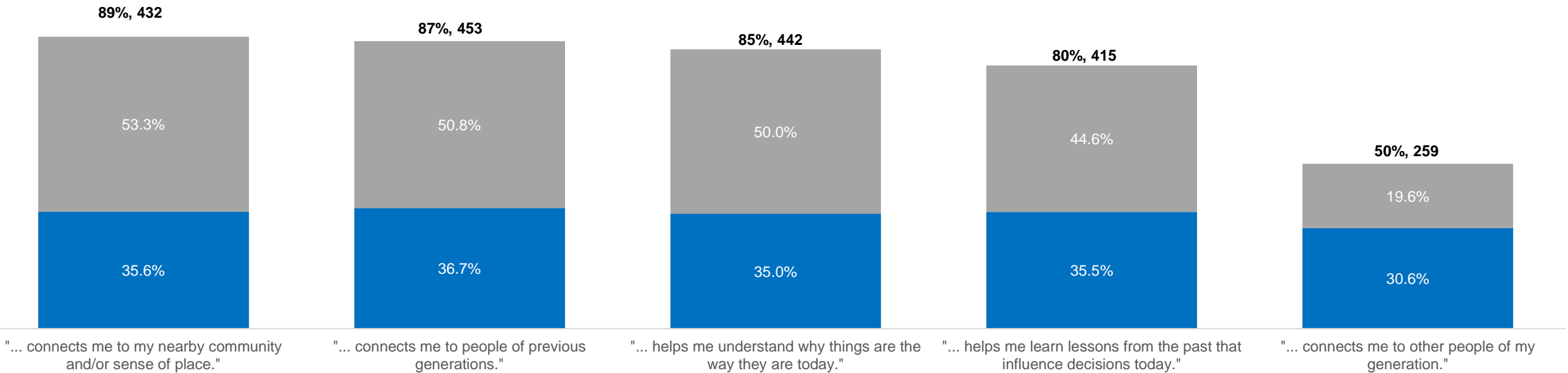


- Q11:** Value of Learning – Connection to nearby community and/or sense of place (89%,432) and connection to previous generations (87%, 453) were the top reasons selected as to why learning about history is valuable.

Please rate the following sentence: *“Learning about history is valuable because it...”*  
(Showing Top 2 Box only)

■ Somewhat Agree ■ Strongly Agree

Total Respondents: 522



- **Q11, part 2:** Within the different subsets, below are the top-rated sentences (based on 2 Top Boxes: Strongly Agree & Somewhat Agree) :

### Deephaven Historical Society

1. 89% "...connects me to people of previous generations."
2. 89% "...connects me to my nearby community and/or sense of place."
3. 80% "...helps me learn lessons from the past that influence decisions today."

### Excelsior-Lake Minnetonka Historical Society

1. 92% "...connects me to my nearby community and/or sense of place."
2. 91% "...helps me understand why things are the way they are today."
3. 89% "...connects me to people of previous generations."

### Minnetonka Historical Society

1. 94% "...connects me to people of previous generations."
2. 92% "...connects me to my nearby community and/or sense of place."
3. 88% "...helps me understand why things are the way they are today."

### Museum of Lake Minnetonka (Steamboat *Minnehaha*)

1. 92% "...connects me to people of previous generations."
2. 89% "...helps me understand why things are the way they are today."
3. 89% "...helps me learn lessons from the past that influence decisions today."

### Wayzata Historical Society

1. 91% "...connects me to my nearby community and/or sense of place."
2. 85% "...connects me to people of previous generations."
3. 81% "... helps me understand why things are the way they are today."

### Westonka Historical Society

1. 95% "...connects me to my nearby community and/or sense of place."
2. 89% "...connects me to people of previous generations."
3. 83% "...helps me understand why things are the way they are today."

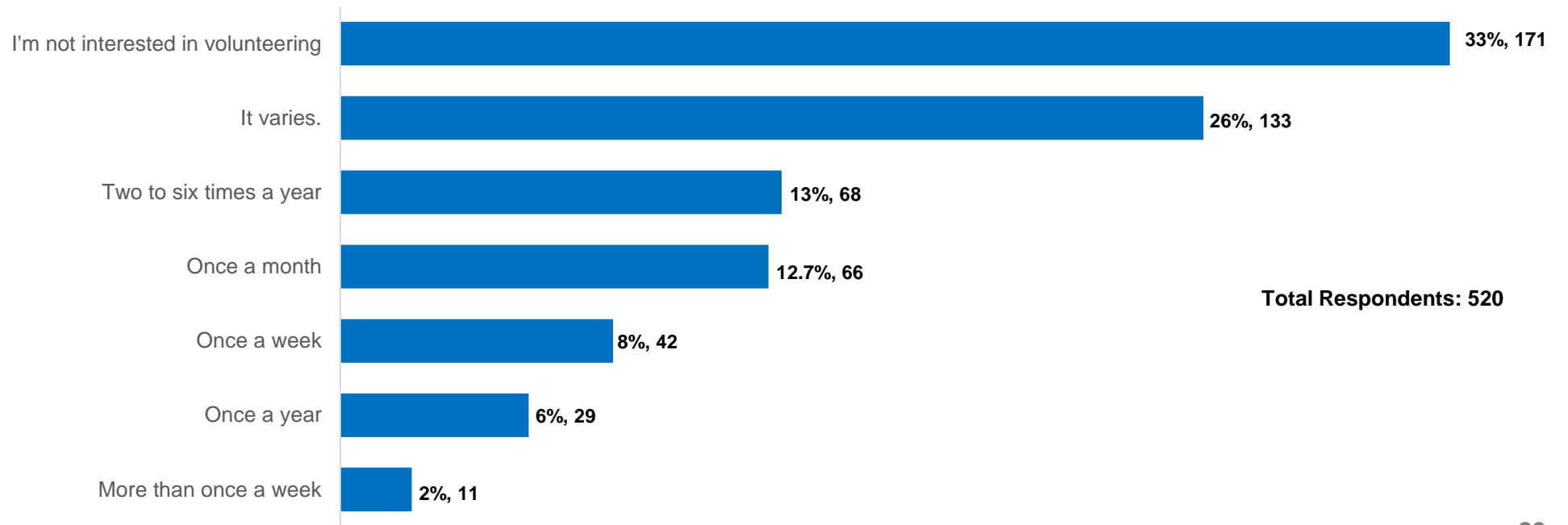


### III.C. SURVEY

## SURVEY RESULTS BY QUESTION Section II: Interest (Cont'd)

- **Q12: Volunteering** – Most respondents indicated that they are not interested in volunteering (33%,171).
- However, 26% of respondents (133) said they would be interested in volunteering at variable levels, with another 13% (68) indicating “Two to six times a year” and 12.7% (66) indicating “Once a month”. Based on current knowledge about volunteer participation at the organizations, this represents a significant potential opportunity to expand volunteering.

*After Covid-19 restrictions are lifted, how often would you be interested in volunteering with the historical organizations?*

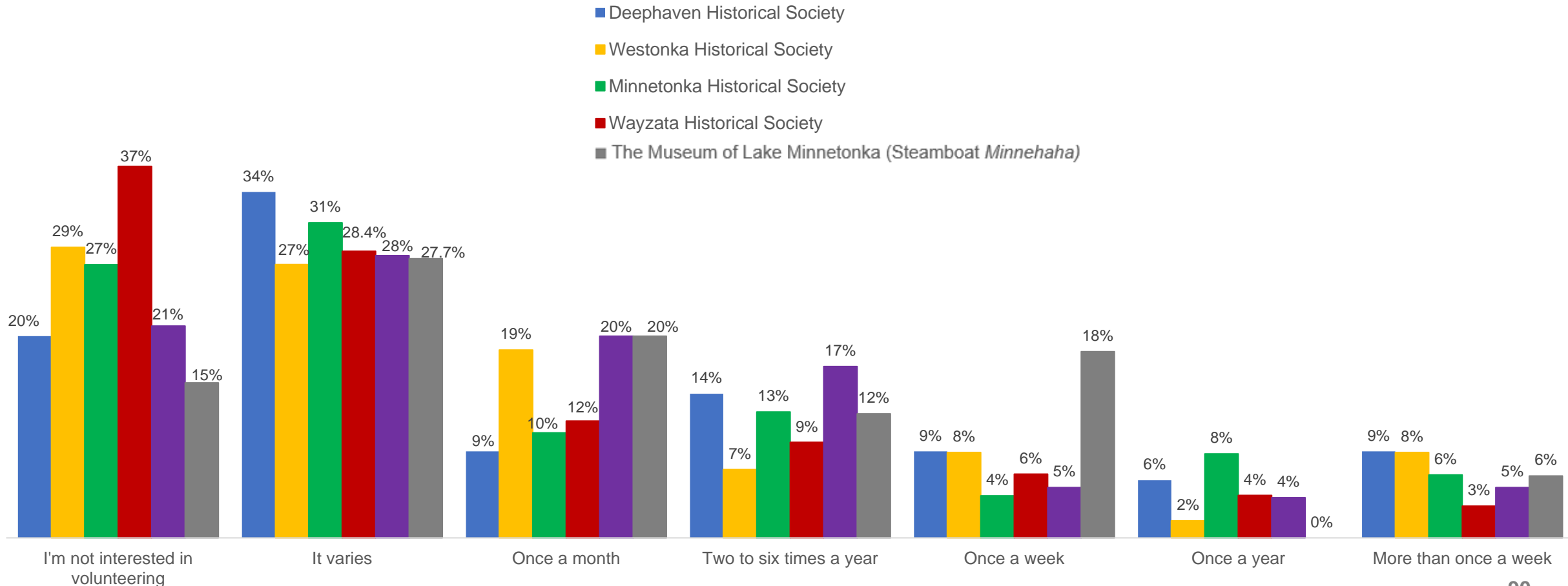


# III.C. SURVEY

## SURVEY RESULTS BY QUESTION Section II: Interest (Cont'd)

- **Q12, part 2:** Within the different subsets, “Once a Month” and “Two to six times a year” were the most selected after “I’m not interested in volunteering” and “It varies.”

*After Covid-19 restrictions are lifted, how often would you be interested in volunteering with the historical organizations?*

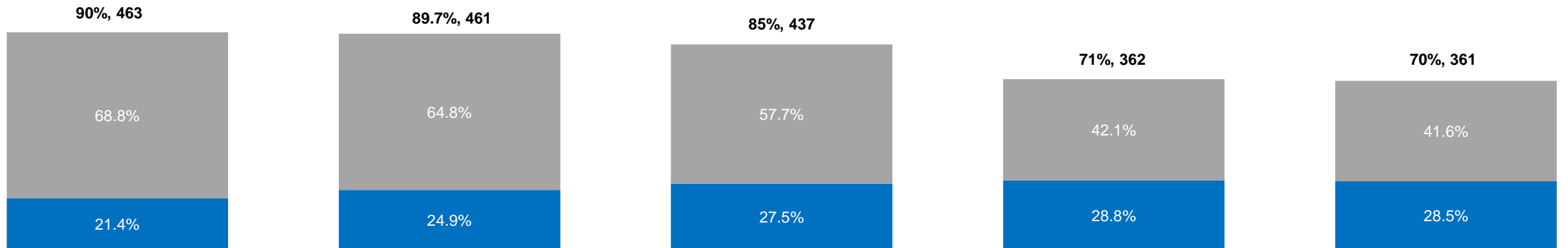


- **Q13:** Support for Collaborations – Respondents highly supported all opportunities described (over 50% Top 2 Box). Support was strongest for three initiatives (scoring at least 85%):
  - Joint Lake Minnetonka history website (90%, 463)
  - Joint calendar of programs/events (89.7%, 461)
  - Joint newsletter (85%, 437)

*The six historical organizations are considering various collaborative opportunities to better preserve, interpret and improve access to Lake Minnetonka history – now and into the future.*

■ Slightly support ■ Strongly support

Total Respondents: 518



A joint Lake Minnetonka history website with information about the entire Lake Minnetonka area and content contributed by all six organizations.

A jointly coordinated calendar of programs/events offered by all six organizations.

A jointly edited newsletter/publication covering the entire Lake Minnetonka area and featuring history content contributed by all six organizations.

Forming a new umbrella/parent Lake Minnetonka historical organization to coordinate marketing and other administrative support programs for the individual organizations.

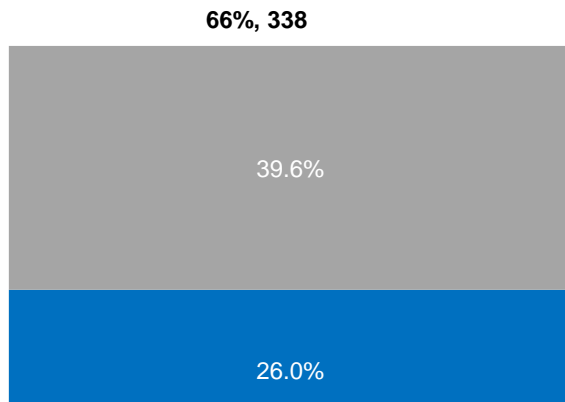
Creating an affiliate membership program to provide enhanced member benefits to all six organizations (early access, free/reduced admission, special events, etc.).

- **Q13, part 2:** Support for Collaborations – Centralizing each organization’s archives in a shared physical location to better facilitate in-person research on the Lake Minnetonka area was the least selected initiative (58%, 295), though it was still selected by a clear majority of respondents.

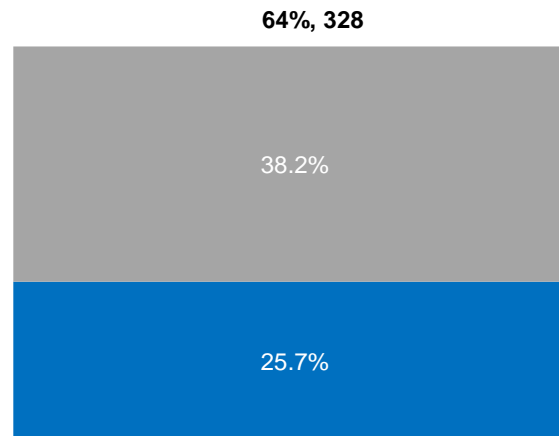
*The six historical organizations are considering various collaborative opportunities to better preserve, interpret and improve access to Lake Minnetonka history – now and into the future.*

■ Slightly support ■ Strongly support

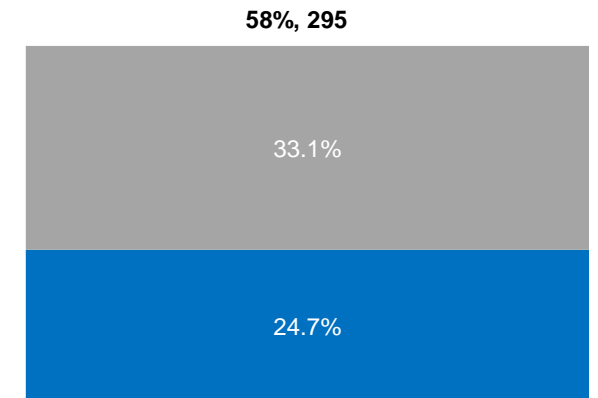
Total Respondents: 518



Forming a new Lake Minnetonka historical organization by consolidating two or more of the existing local historical organizations. (Operating from a centralized location, the new entity would consolidate administration, governance, membership, volunteers, and archives, but retain existing local museums, attractions, and programming.)



Consolidating the Facebook, Twitter, YouTube, and Instagram accounts of each organization to a set of Lake Minnetonka history social media accounts featuring news, fun facts, trivia, etc. from all six organizations.



Centralizing each organization’s archives in a shared physical location to better facilitate in-person research on the Lake Minnetonka area.

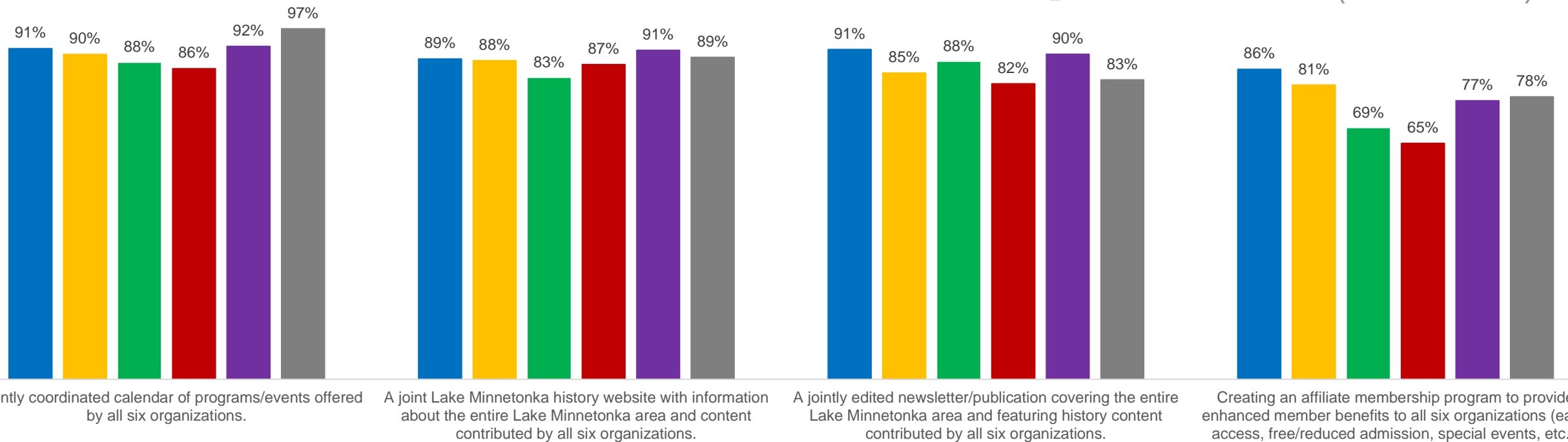
# III.C. SURVEY

## SURVEY RESULTS BY QUESTION Section II: Interest (Cont'd)

### Q13, part 3: Compared by organizational membership

*The six historical organizations are considering various collaborative opportunities to better preserve, interpret and improve access to Lake Minnetonka history – now and into the future.*

- Deephaven Historical Society
- Westonka Historical Society
- Minnetonka Historical Society
- Wayzata Historical Society
- Excelsior-Lake Minnetonka Historical Society
- The Museum of Lake Minnetonka (Steamboat *Minnehaha*)

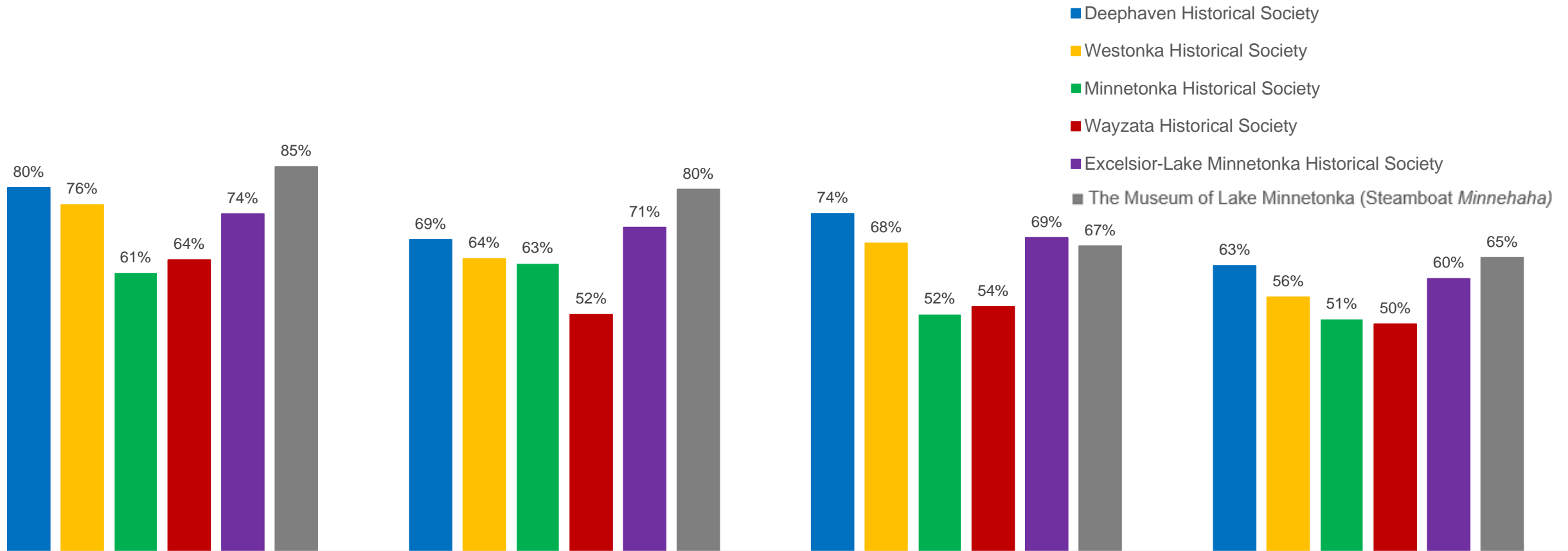


# III.C. SURVEY

## SURVEY RESULTS BY QUESTION Section II: Interest (Cont'd)

### Q13, part 3: Compared by organizational membership

*The six historical organizations are considering various collaborative opportunities to better preserve, interpret and improve access to Lake Minnetonka history – now and into the future.*



Forming a new umbrella/parent Lake Minnetonka historical organization to coordinate marketing and other administrative support programs for the individual organizations.

Forming a new Lake Minnetonka historical organization by consolidating two or more of the existing local historical organizations. (Operating from a centralized location, the new entity would consolidate administration, governance, membership, volunteers,

Consolidating the Facebook, Twitter, YouTube, and Instagram accounts of each organization into a set of Lake Minnetonka history social media accounts featuring news, fun facts, trivia, etc. from all six organizations.

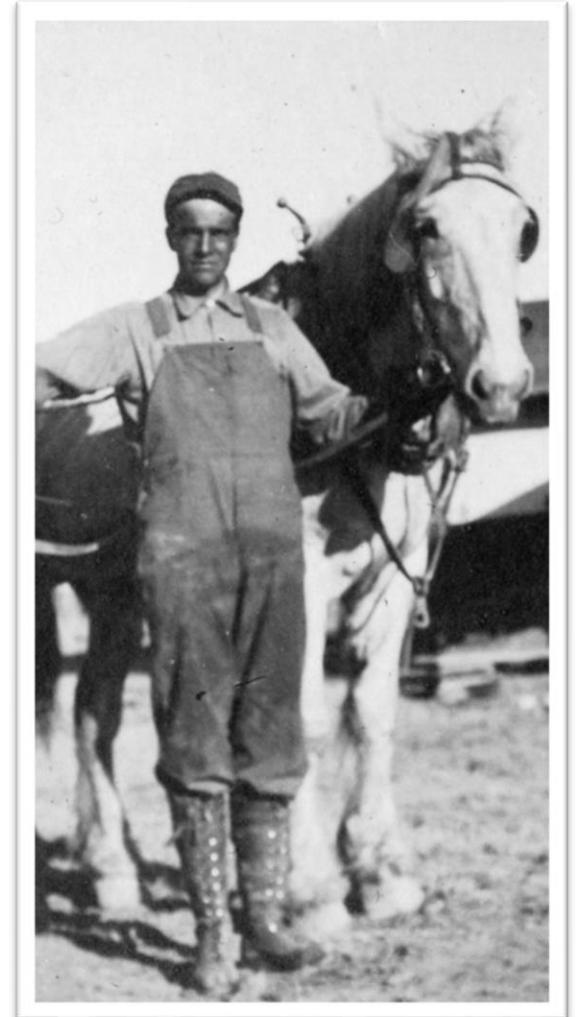
Centralizing each organization's archives in a shared physical location to better facilitate in-person research on the Lake Minnetonka area.

- **Q14:** Following up to the previous question, please help us understand any other hopes or concerns you may have about the organizations working together or combining with one another.
- Below is a representative sampling of summarized comments.
  - Developing oversight of a “**federation type structure** where umbrella handles certain responsibilities and generally supports the local six where needed.”
  - Offering “**Tiered membership** where one pays either for a specific historic group or a full membership with access to all sites, archives,” create tiered access online, or provide discounts for volunteerism.
  - **Manage volunteer work better** by “coordinating or rotating hours, days” to allow balance between demand and volunteer availability.
  - A designated organization could better manage **social media sites**, “keeping site fresh, content balanced but key people at local level have ability to add content.”
  - “Newsletter and social media could be combined to **save money**, but the physical locations should continue to operate.”
  - “**Economies of scale** weighed / balanced with volunteer driven initiatives.”
  - “Each organization should **retain as much of its independence** as possible.”



*Express Boat MINNEHAHA*

- **Q14, continued:**
  - Changing toward a more “**bureaucratic and inflexible**” processes.
  - **Becoming generic** and diminishing the focus on each city/area, especially smaller ones, reducing their representation further.
  - Combining might lead to loss of **local identity** for specific community.
  - **Loss of volunteers** due to organizations becoming too broad in scope.
  - Concern about which events will be prioritized for funding, with **local areas feeling the brunt of defunding or lack of focus** on them.
  - **Territorial issues** as “the holdings of the various organizations are vastly different with lots of politicking for Board slots.”
  - An umbrella organization would **limit diverse voices & contributions** with a few dominant motivated types in charge.”
  - Managing the existing **politics among the groups**, which can be a barrier toward effective collaboration.



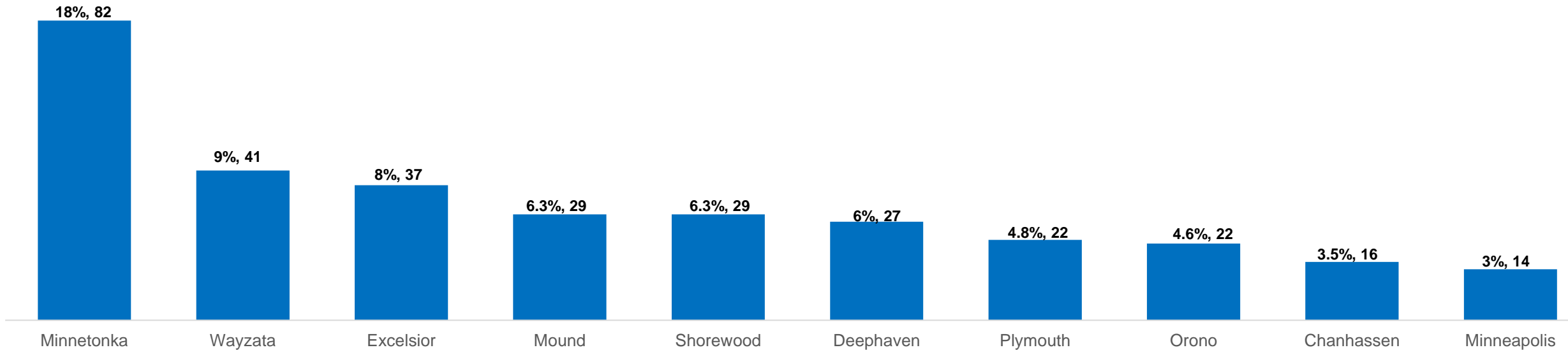
*Paul Hoffman, Mound*



- **Q15: City or Town** – Among those who answered (458), most indicated they lived in Minnetonka (18%, 82), followed by Wayzata (9%, 41).

*In what town or city do you live? (Optional)  
Top 13 Shown Only*

Total Respondents: 458

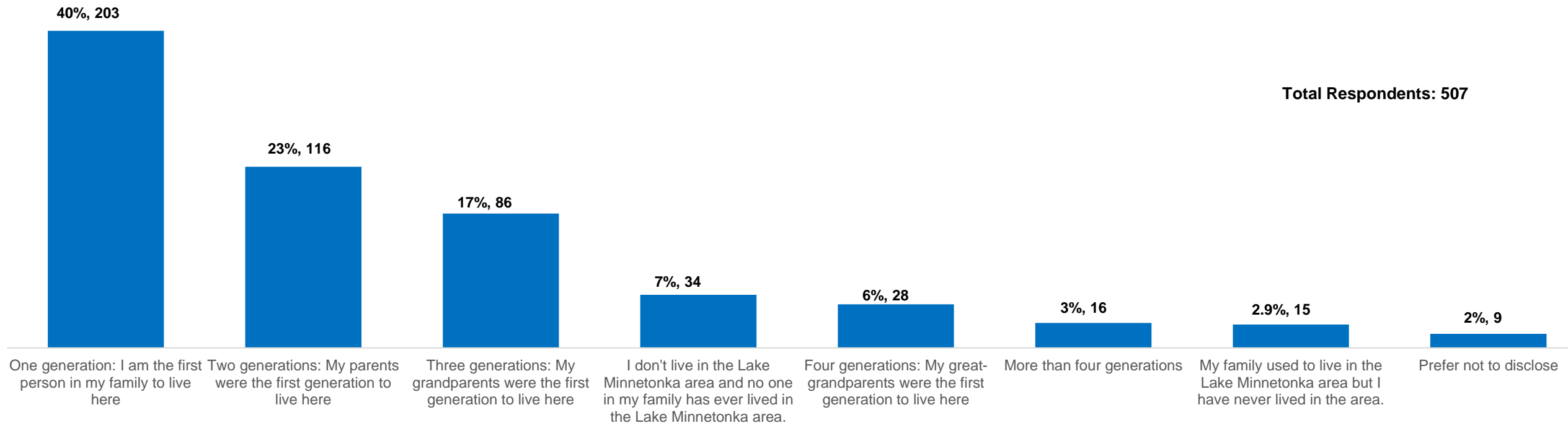


## III.C. SURVEY

## SURVEY RESULTS BY QUESTION Section III: About You (optional)

- **Q16: Generations** – Among those who answered (507), most indicated “One generation” of their family have lived in the Lake Minnetonka area (40%, 203).

*How many generations of your family have lived in the Lake Minnetonka area? (Optional)*

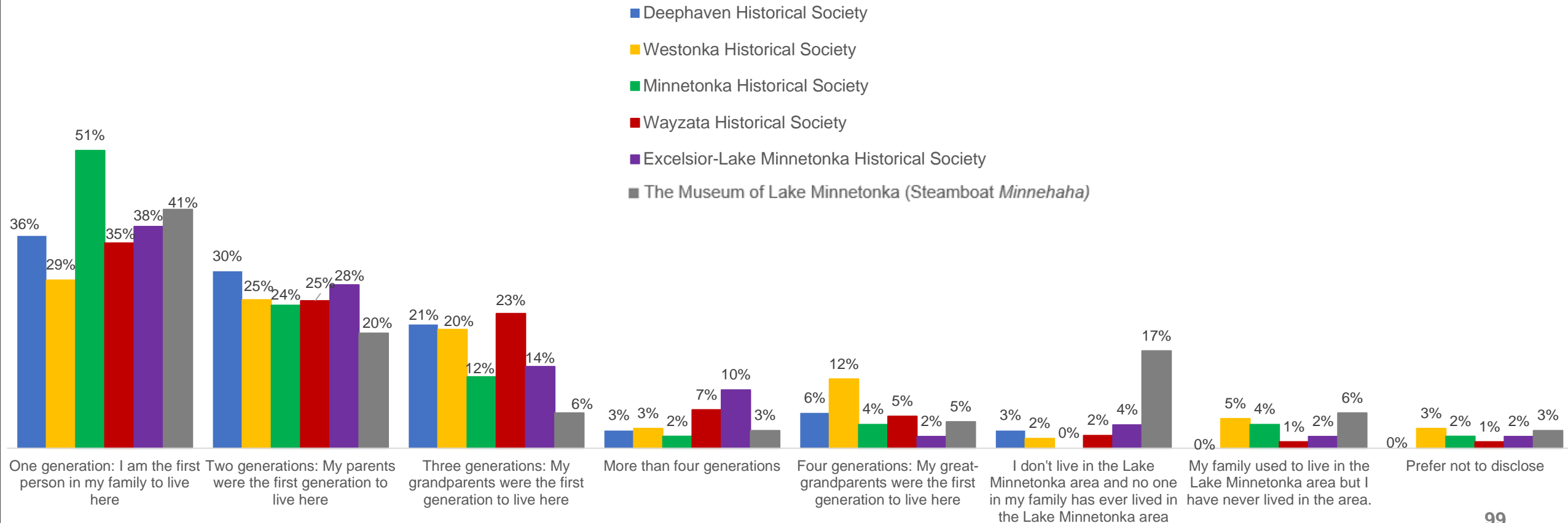


# III.C. SURVEY

## SURVEY RESULTS BY QUESTION Section III: About You (optional)

- Q16, part 2: Within the different subsets, top choices selected were “One generation” and “Two generations.”

How many generations of your family have lived in the Lake Minnetonka area? (Optional)

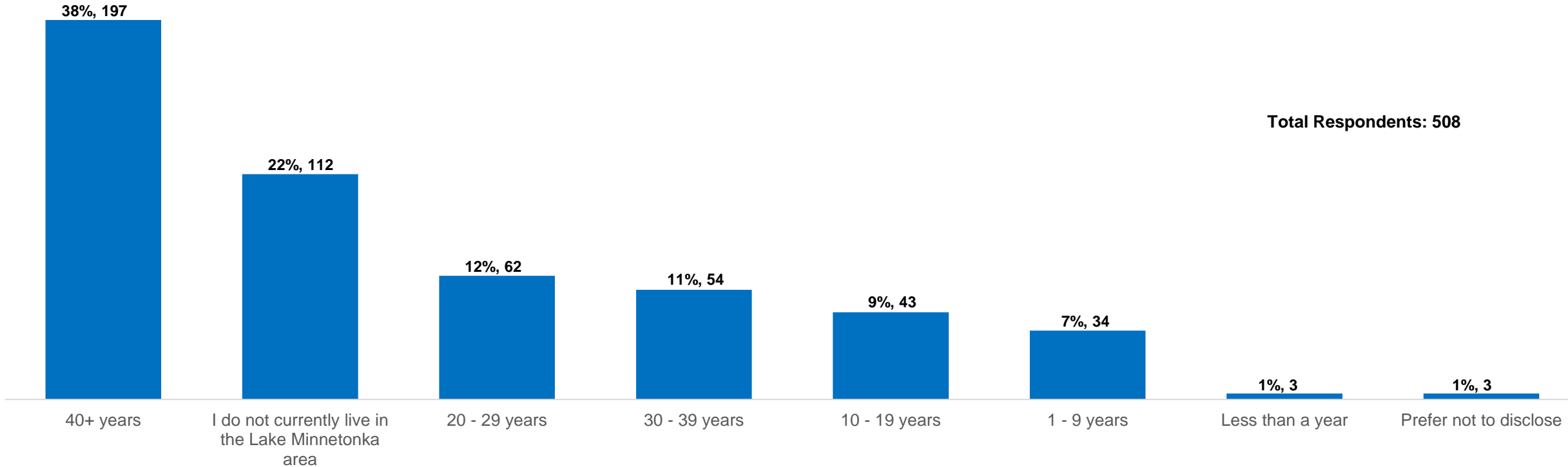


### III.C. SURVEY

## SURVEY RESULTS BY QUESTION Section III: About You (optional)

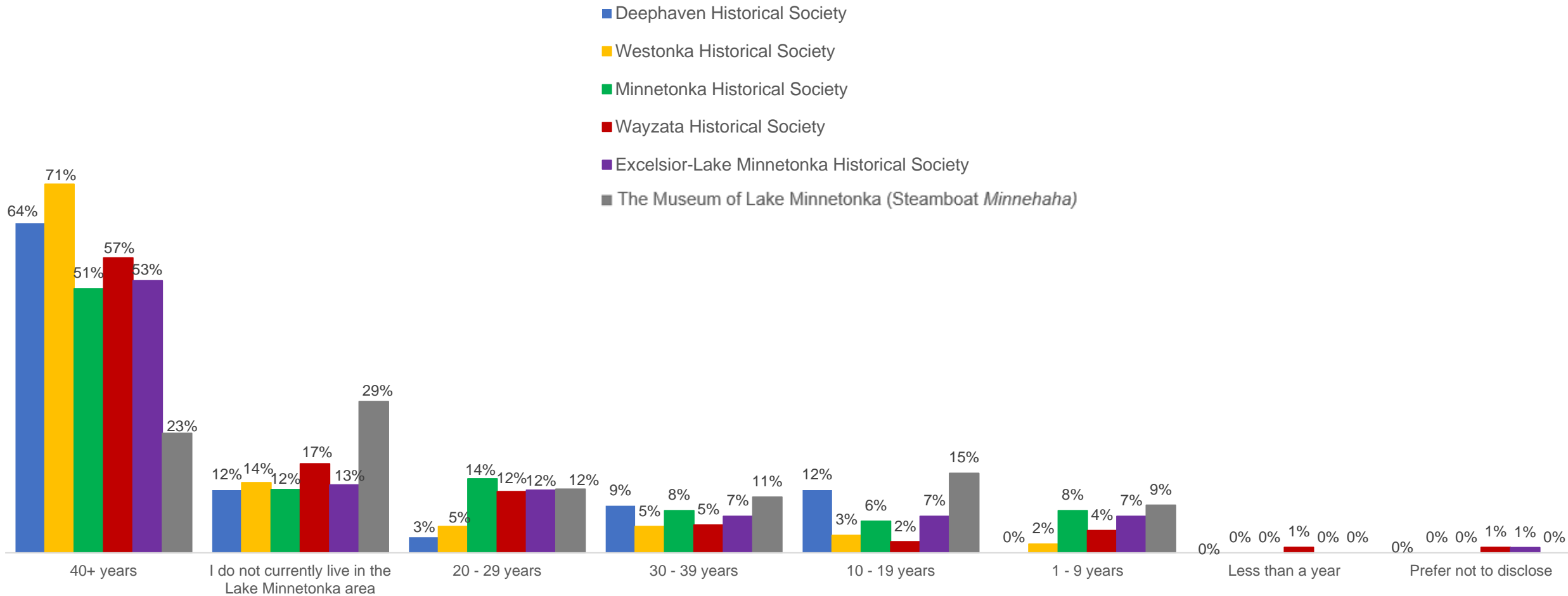
- **Q17:** Years Lived in Area – Among those who answered (508), most indicated they lived in the area for over 40 years (38%, 197).
- The second largest group (22%, 112) indicated they do not currently live in the area.

*How long have you lived in the Lake Minnetonka area? (Optional)*



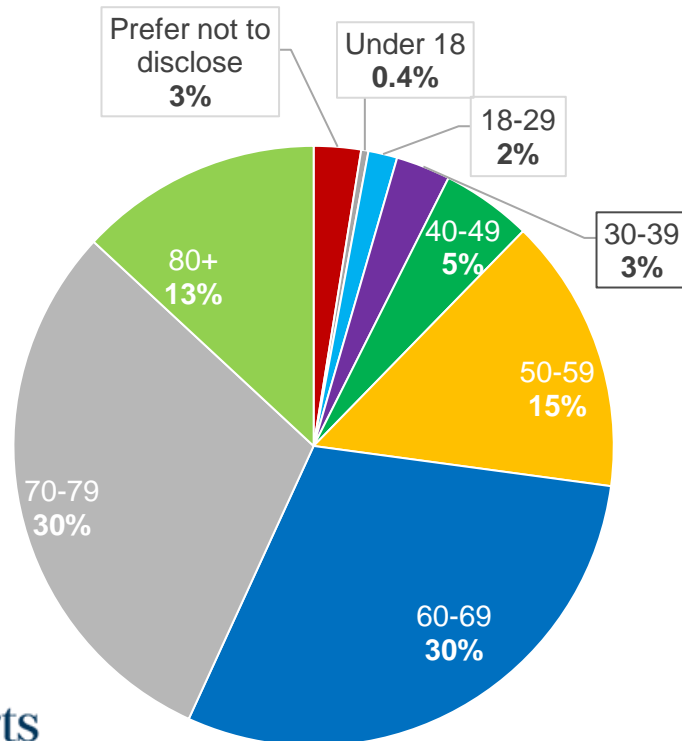
Q17, part 2:

How long have you lived in the Lake Minnetonka area? (Optional)



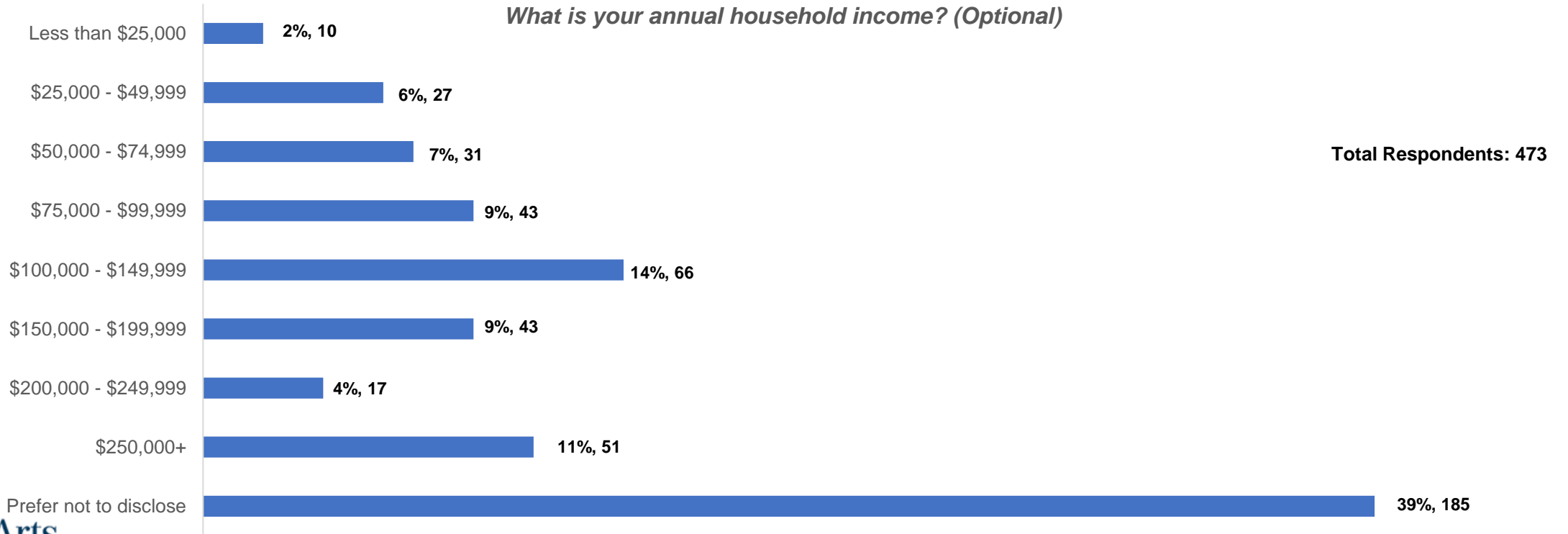
- **Q18: Age Group** – Among those who answered (512), 60% are 60 years of age or older.
- 15% were between the ages of 50-59.

*Please indicate your age group: (Optional)*



- Of the subsets analyzed, some organizations were much older than the norm:
  - The Wayzata subset reported nearly two-thirds (64%) of respondents being 70 years of age or older
  - The Westonka and Deephaven subsets reported about 60% of respondents being 70 years of age or older

- **Q19: Household Income** – Among those who answered (473), 38% indicated that they have an annual income of at least \$100K.
- A plurality preferred not to disclose (39%).

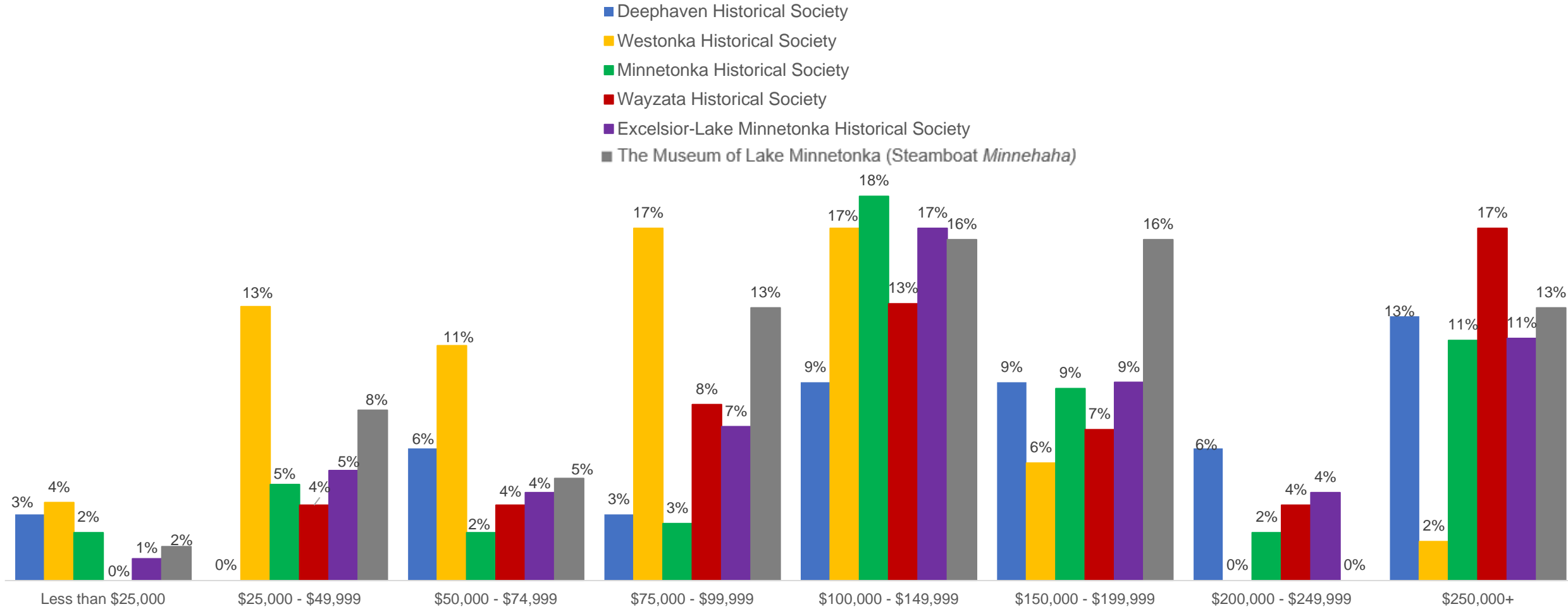


# III.C. SURVEY

## SURVEY RESULTS BY QUESTION Section III: About You (optional)

### Q19, Part 2

What is your annual household income? (Optional)



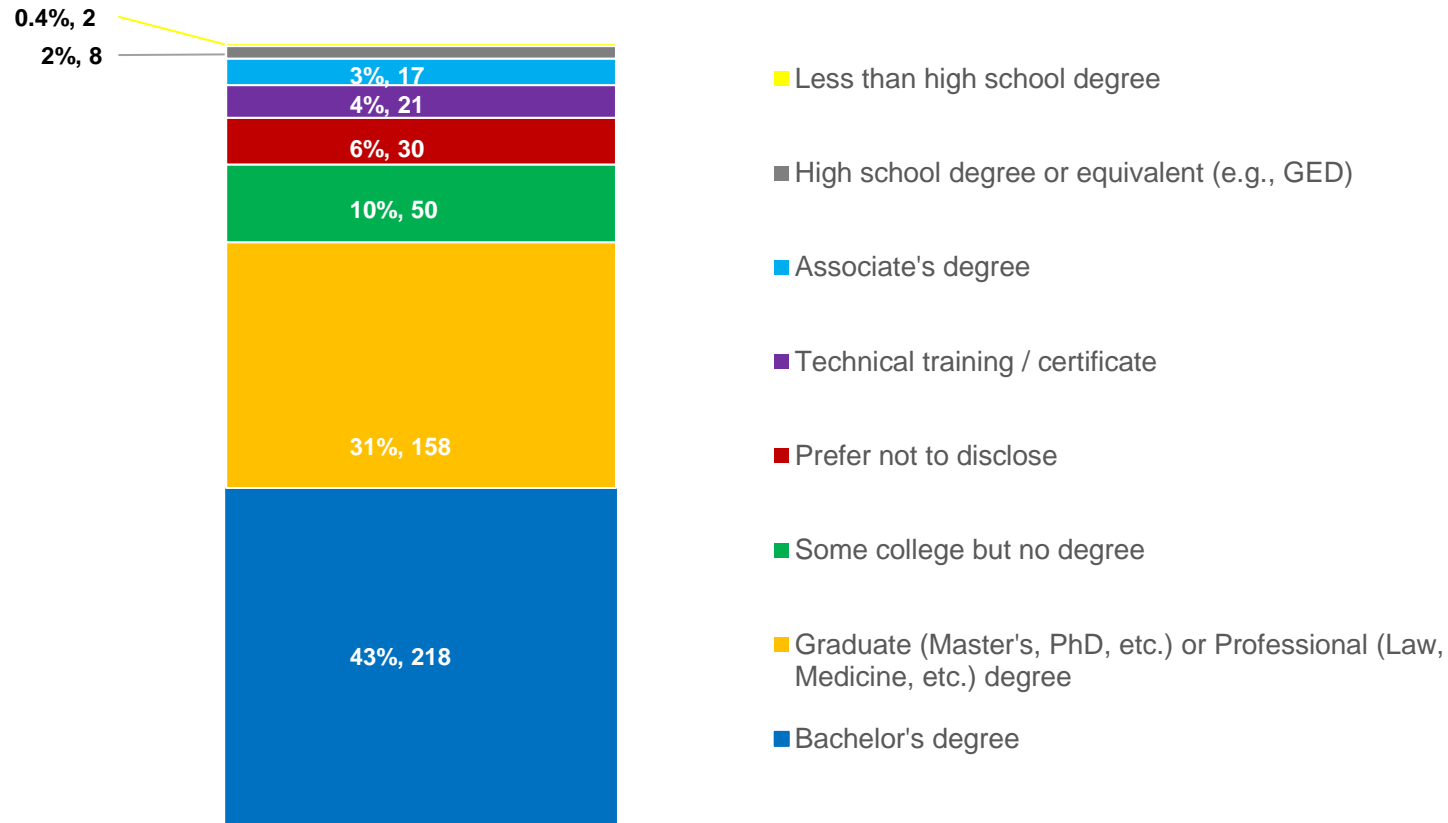


### III.C. SURVEY

## SURVEY RESULTS BY QUESTION Section III: About You (optional)

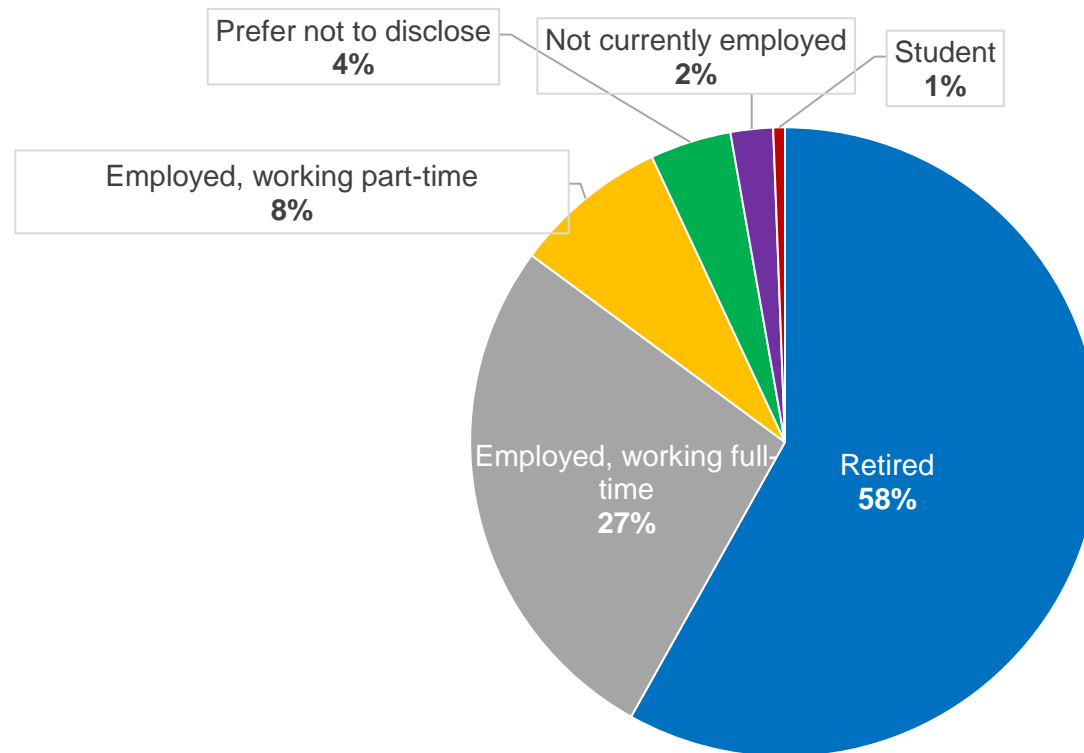
- **Q20:** Education – Among those who answered (504), 74% indicated that they have a Bachelor's degree or Graduate/Professional degree (376). Another 10% had some college but no degree (50).

*What is the highest level of education you have completed or the highest degree you have received? (Optional)*



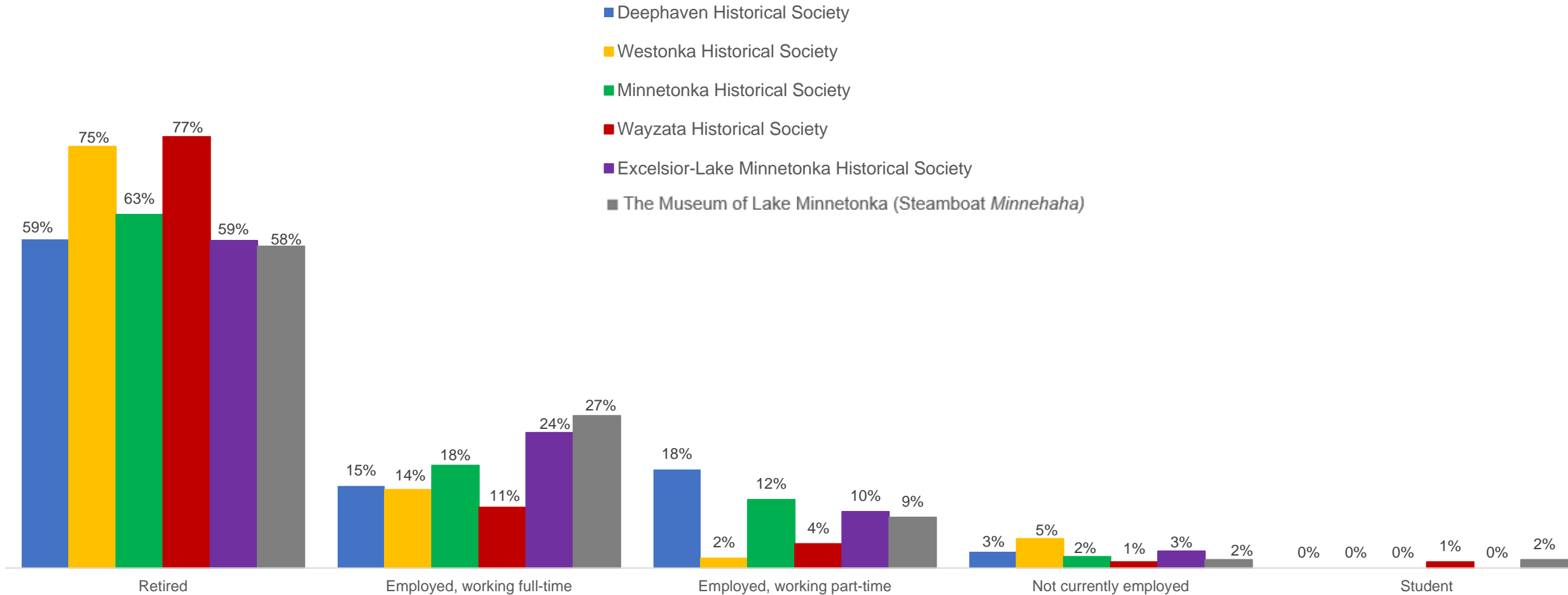
- **Q21: Employment Status** – Among those who answered (504), the vast majority (58%, 293) are retired.
- 27% indicated they are working full-time (136), and an additional 8% part-time (40).

*Which of the following categories best describes your employment status? (Optional)*



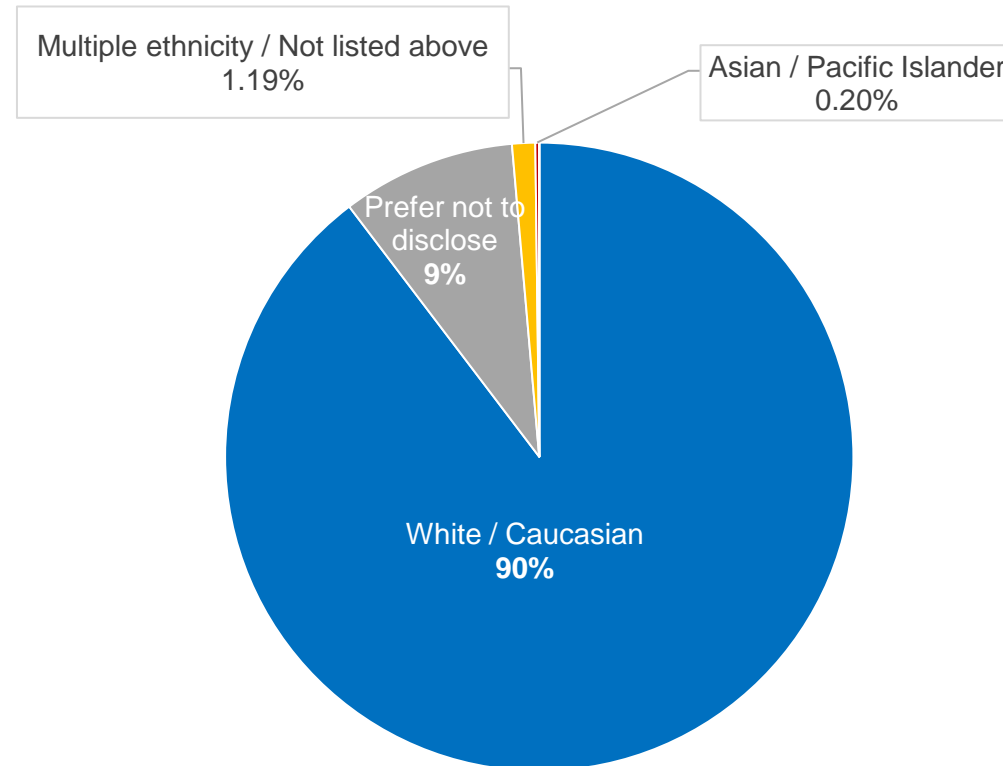
Q21, Part 2:

Which of the following categories best describes your employment status? (Optional)

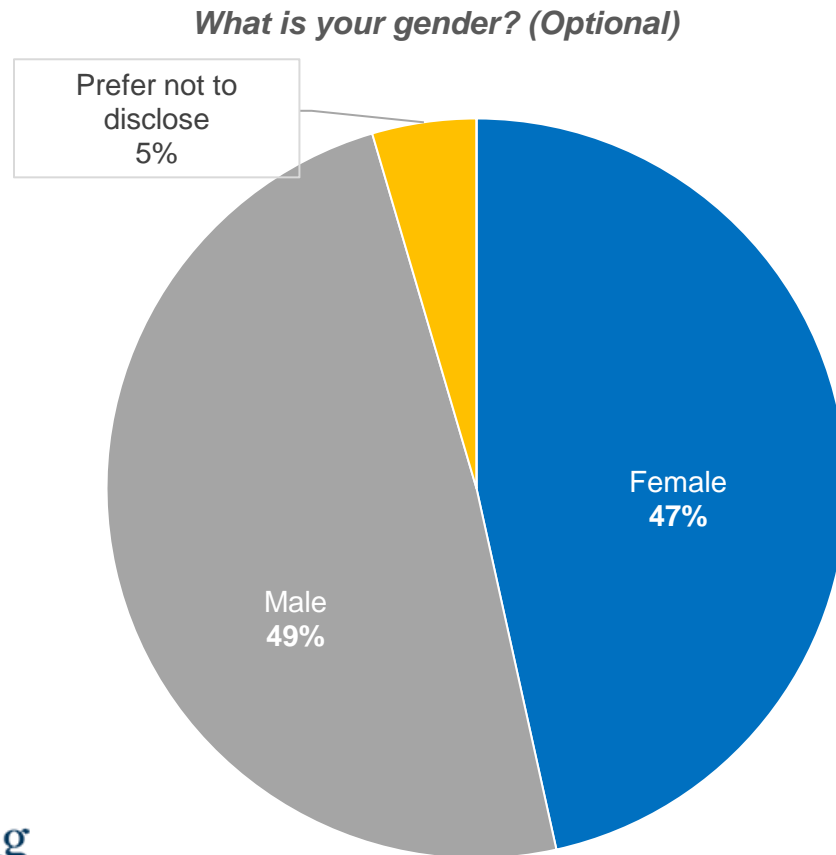


- **Q22:** Race/Ethnicity – Among those who answered (503), 90% identified as White/Caucasian (451).
- The next highest concentration was 1%, 6 respondents (Multiple ethnicity / Not listed).

*Which race/ethnicity best describes you? (Optional)*



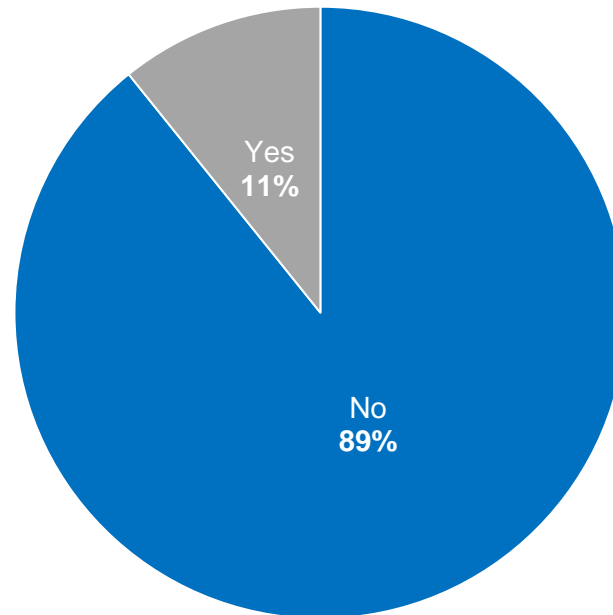
- **Q23:** Gender – Among those who answered (505), respondents were evenly split between Female (47%, 235) and Male (49%, 247).
- 5% indicated they preferred not to disclose (23).



- Male gender skews for two subsets were much greater than Female skews:
  - 74% for Museum of Lake Minnetonka (Steamboat *Minnehaha*)
  - 57% for Excelsior-Lake Minnetonka Historical Society

- **Q24:** Disability Disclosure – Among those who answered (501), 11% of respondents indicated they or someone in their household live with a disability that impacts access to facilities or their ability to engage with historical materials (54).

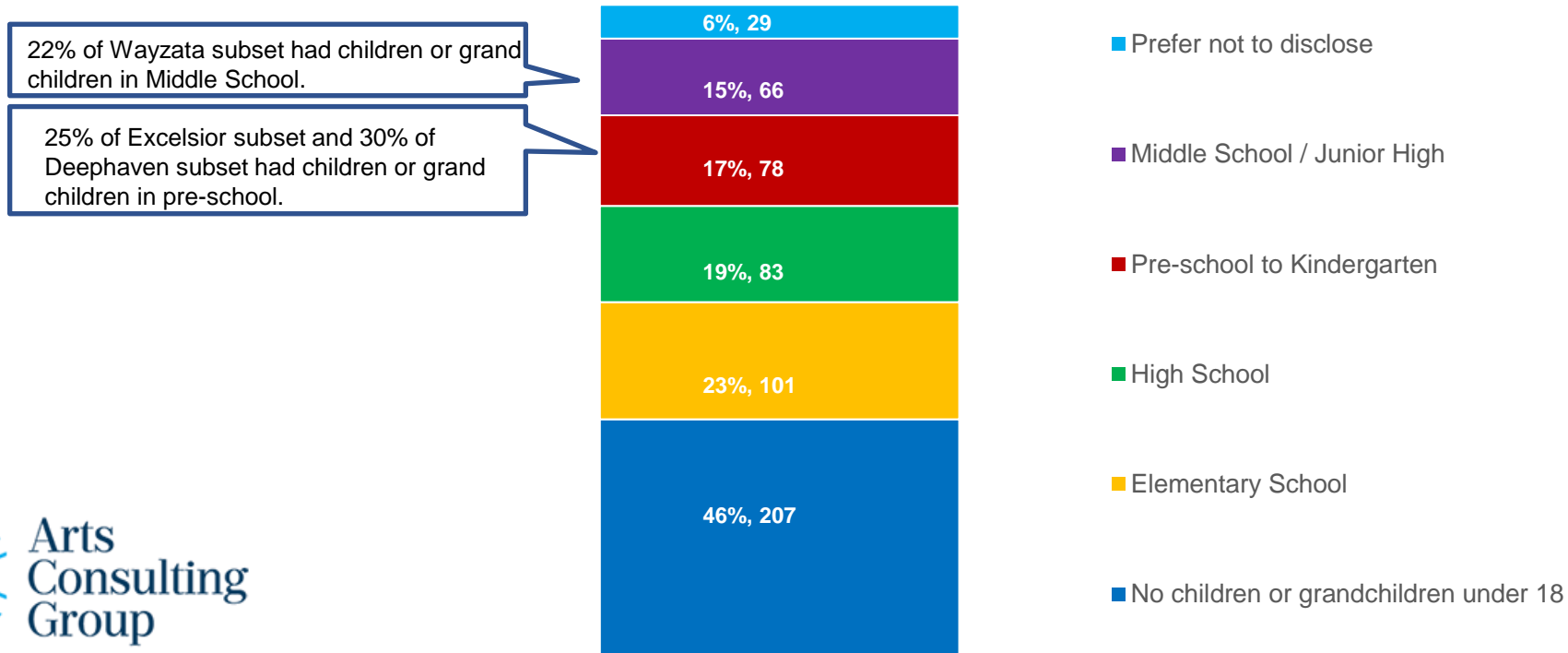
*Are you or any members of your household living with a disability that impacts physical access to historic facilities or their ability to engage with historical materials? (Optional)*



- **Q24, part 2:** Disability Disclosure (11% Yes answers, open ended) – If you are comfortable sharing, please detail any accommodations that would provide better access for you to attend or participate.
  - Of the 54 who answered Yes, 6 declined to share.
  - Among the remaining 48 responses, the following were cited often as accommodations that would provide better access:
    - Hearing impaired aids
    - Wheelchair accessibility
    - More ramps, and fewer stairs
    - More access that does not require stairs (ramps, wheelchair access)
    - Handicap parking
    - Clean air / free of mold
    - Stairs with railings
    - More elevator access
    - More seating areas

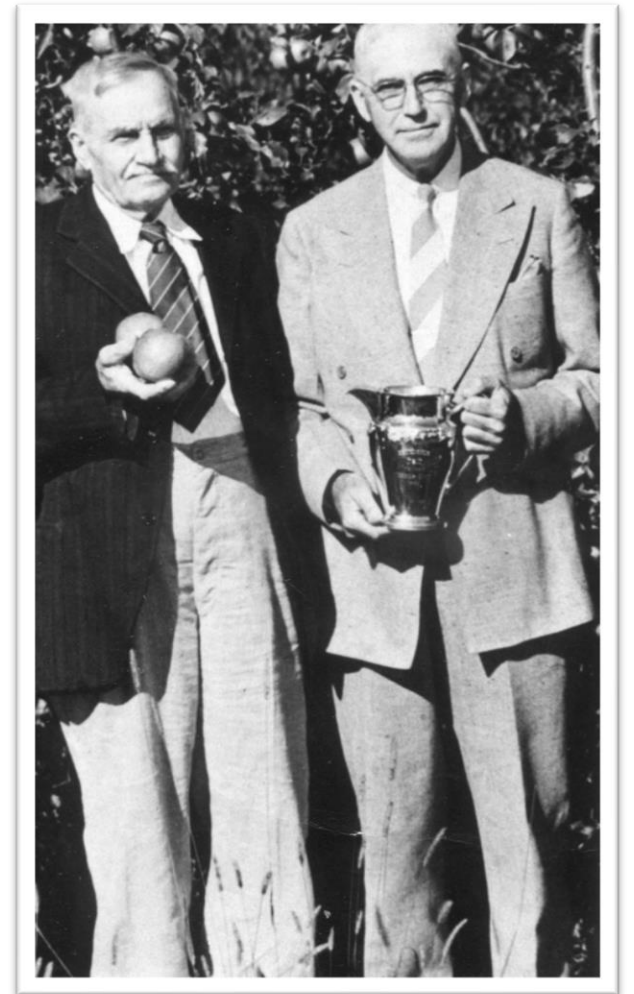
- Q25: Children and Grandchildren** – Among those who answered (447), most often they indicated that they do not have children/grandchildren under 18 years of age (46% of the time, 207).
  - Among those who do, the children/grandchildren are more likely to be attending either Elementary School (23%, 101) or High School (19%, 83).

*If you have children or grandchildren, younger than 18, please select any/all education levels that best describe them. (Optional)*





- **Q26:** Any other comments or suggestions for the six historical organizations (open ended).
- 110 respondents (of 576) provided additional comments. Full list is included in Appendices.
- Most of the comments centered around the following specific topics:
  - Support for collaboration, with a focus on efficiency, and offering a wider, more inclusive range of materials and resources.
  - Support for consolidation, also with effectiveness in mind, widespread financial support for all organizations, and allowing for a larger range of resources.
  - Concerns about preserving the local identity of the organizations amidst any consolidation efforts.
  - Increased efforts for more publicity and promotion of the organizations was encouraged.



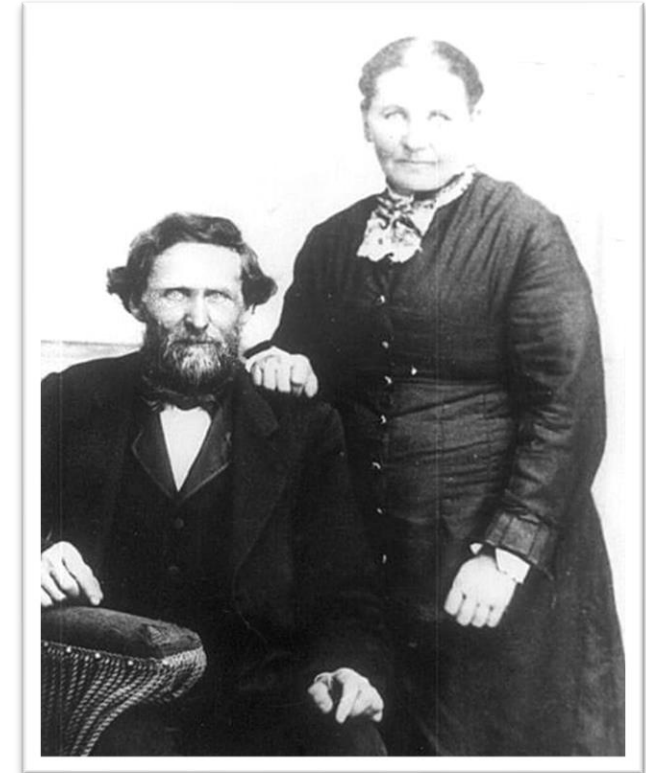
*Charles Haralson & John Wilson, 1939*

- **Q26 (continued):**
  - People expressed a need to create more and easier opportunities for philanthropy (volunteerism and fundraising).
  - Encouragement about the representation and inclusion of the Native American history and experience in the area, including their input in the process.
  - Additional suggestions included financial sustainability, logistics of running the organizations, ease of access to materials, engaging kids/youth, and investing on maintaining and making the Steamboat *Minnehaha* more accessible.
  - Lastly, many expressed gratitude and good wishes for the organizations continued efforts to preserve history and make it accessible to the public and future generations.



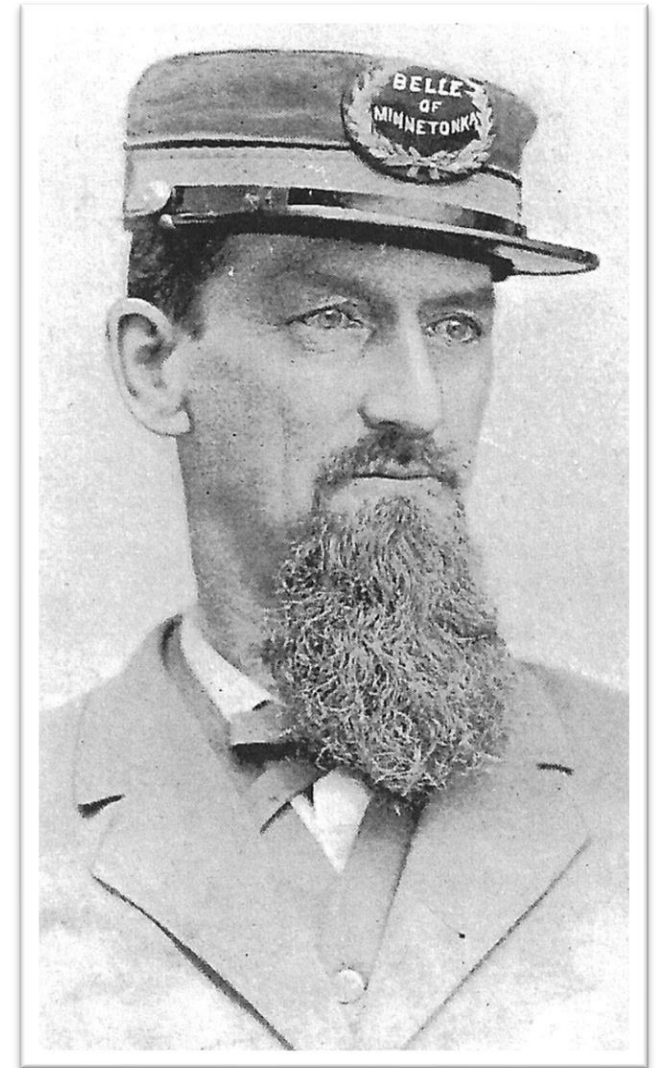
*Lamb Brothers, Wayzata c. 1880s.*

- The survey identified that awareness of Museum of Lake Minnetonka (Steamboat *Minnehaha*) was highest (85%), closely followed by Excelsior-Lake Minnetonka Historical Society (79%).
  - Respondents were least familiar with Deephaven Historical Society (38%) and Westonka Historical Society (41%).
- Not surprisingly, when respondents were asked to rank historical organizations' priorities, "Collect, document, and preserve historical material" was most often selected among the top 3 priorities (73%).
  - "Research and discovery" (57%) and "Display and present" (54%) followed, while the least likely priority to be ranked among the top 3 was "Provide educational opportunities" (22%).
- Respondents were more likely to not have engaged at all than to have engaged in some form with the organizations.
  - Two exceptions were Museum of Lake Minnetonka (Steamboat *Minnehaha*) and Excelsior-Lake Minnetonka Historical Society, both of which matched or exceeded the likelihood of respondents having visited their locations compared to not having engaged at all. These two also reported the lowest non-engagement rates among all organizations.



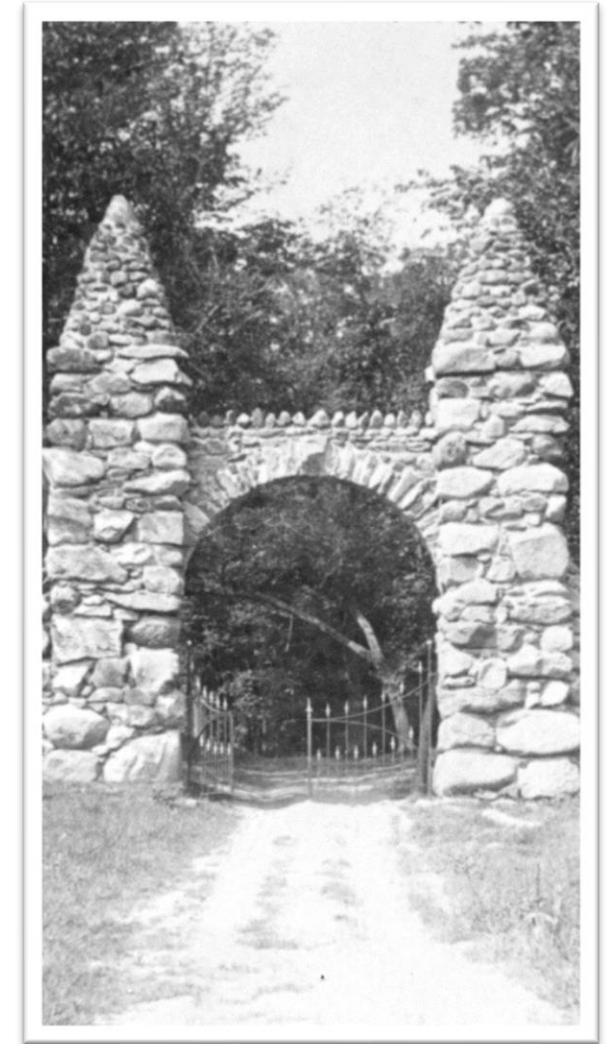
*Major Elias Frick and wife.*

- The highest rates of non-engagement were reported for Deephaven Historical Society (83%) and Westonka Historical Society (75%).
- Among the additional types of engagement surveyed, “Current Member” was the most frequently selected for four of the six organizations:
  - Wayzata Historical Society (16%), Excelsior-Lake Minnetonka Historical Society (14%), Westonka Historical Society (9%), Minnetonka Historical Society (7%), and Deephaven Historical Society (5%).
- “Volunteer” was most often selected for Museum of Lake Minnetonka (Steamboat *Minnehaha*) (12%), far exceeding the levels of the other five organizations (2-10% range).
- “Donor” rates generally ranked second behind “Current Member” rates for all organizations, except for Museum of Lake Minnetonka (Steamboat *Minnehaha*), whose “Donor” and “Current Member” rates (8% both) were behind “Volunteer.”
- “Past Member” and “Past/Current Board Members” were selected at similar rates not exceeding 5% across all organizations.



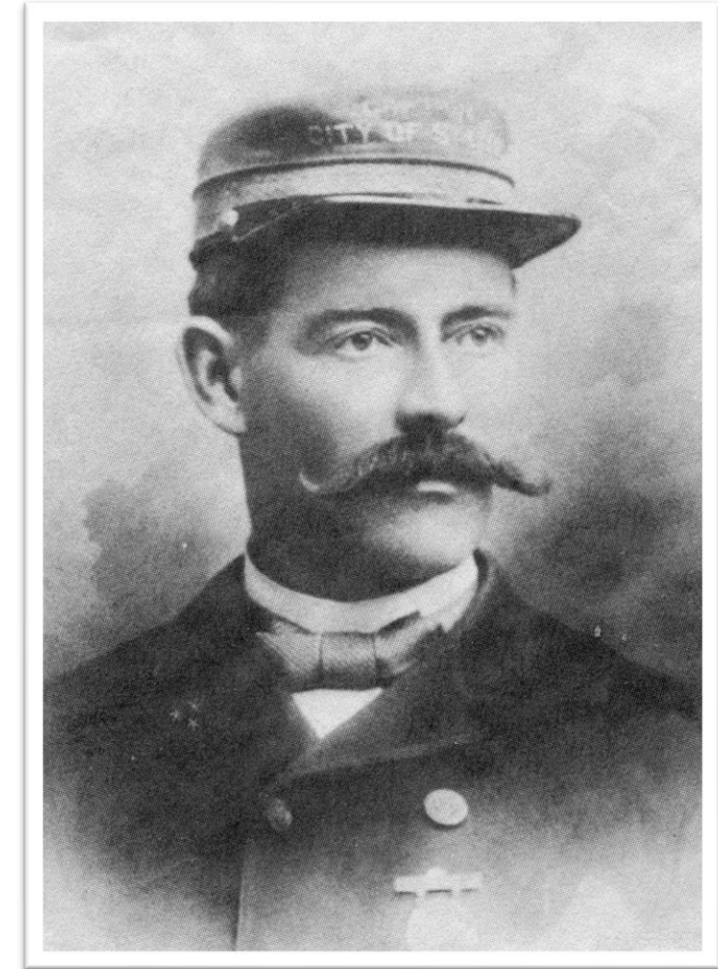
Capt. Ed West

- Among a series of locations and sites presented, respondents most indicated they visited “Steamboat *Minnehaha*” (79%), followed by “Wayzata Depot Museum” (57%).
  - The least visited site was “Deephaven Historical Society Display” (14%) and “Wayzata Historical Society Archives” (18%).
- Topics – Interest in “Historical stories or facts tied to specific sites...” scored the highest (87%), closely followed by “History of the area between 1820-1945” (85%).
- Locations – “Excelsior” (85%) and “Big Island” (84%) were the top two most-selected parts of Lake Minnetonka as locations respondents are interested in learning about.
- Activities – At least three-fourths of respondents were most interested in “Historical Cruises on Lake Minnetonka” (78%) and “History Talks/Presentations for the Public” (75%).



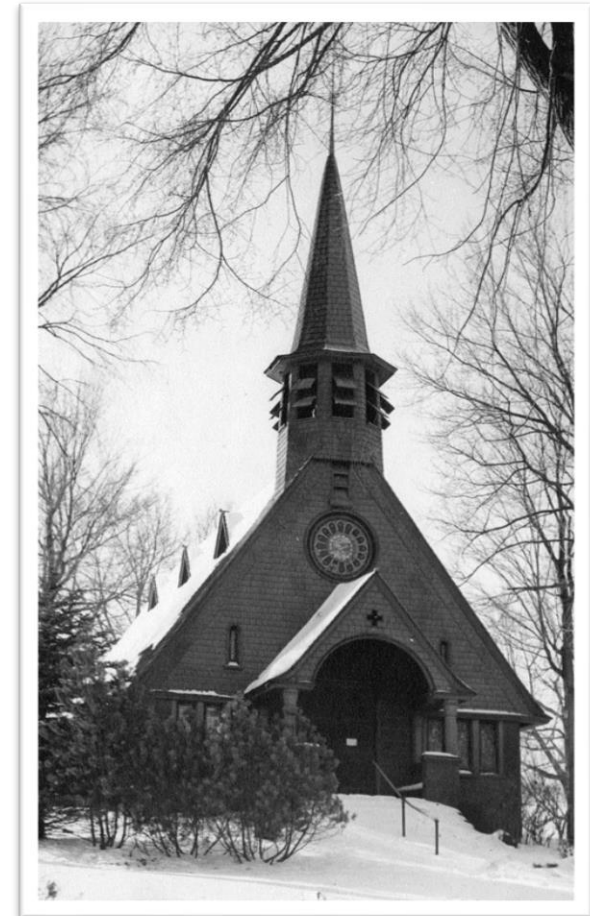
Northome Stone Arch

- Priorities – 73% of the time “Collect, document, and preserve historical material” was picked as one of the top 3 priorities for a historical organization. Additional priorities indicated in the open-ended follow-up question included:
  - Cultivating interest and community involvement; advertising, including via online outlets; using more technology to engage people, esp. younger people; historical re-enactments; financial sustainability & budgeting; properly representing Native history; centralizing all organizations’ efforts; launching and housing Steamboat *Minnehaha*.
- Barriers – “Lack of publicity” was by far the top barrier identified as preventing respondents from engaging with museums and historical organizations (65%). “Lack of time” was a distant second (35%).
- Picking Destination – Schedule (62%) was among the top 3 aspects selected as a priority when assessing attendance to locations and events, followed by “Venue” (44%) and “Geographic distance” (41%).



*Capt. John R. Johnson*

- Value of Learning – Connection to nearby community and/or sense of place (89%,432) and connection to previous generations (87%, 453) were the top reasons selected as to why learning about history is valuable.
- Volunteering – Most respondents indicated that they are not interested in volunteering (33%,171). However, among those who were interested, 26% said they would be interested in volunteering “Once a month” (13%) or “Two to six times a year” (13%).
- Support for Collaborations – Respondents highly supported all opportunities described (over 50% Top 2 Box). Support was strongest for two initiatives in particular: “Joint Lake Minnetonka history website” and “Joint calendar of programs/events.”
- When asked in an open-ended question about any additional hopes and concerns regarding collaboration across the organizations, or the organizations combining with one another, common themes included:
  - Loss of local identity and differentiation; financial sustainability; proper execution of collaborative efforts; loss of voice from smaller organizations amidst bigger ones; managing perceived territorialism of organizations; creating a centralized online newsletter.



*St. Martin's by the Lake Church,  
Minnetonka Beach*

- Optional self-reported demographic and identity information about the respondents:
  - The majority currently live in Minnetonka (18%) followed by Wayzata (9%), Excelsior (8%), Shorewood, Deephaven, and Mound (6% each).
  - 40% indicated that one generation of their family has lived in the area, followed by two (23%) and three generations (17%).
  - 38% have lived in the area for at least 40 years, followed by 22% who do not currently live in the Lake Minnetonka area.
  - 73% of them are 60 years of age or older, with 13% reporting to be 80+.
  - 38% reported an annual income of at least \$100K.
  - 74% indicated that they have a Bachelor's degree or Graduate/ Professional degree.
  - Over half are retired (58%), while 27% work full-time, and 8% part-time.
  - 90% identified as White/Caucasian, and 9% preferred not to disclose.
  - They were evenly split between Female (47%) and Male (49%).



*Going Fishing on Wayzata Bay, c. 1895*



- Optional demographics/identity continued:
  - 11% of respondents indicated they or someone in their household live with a disability that impacts access to facilities or their ability to engage with historical materials. When asked to elaborate what accommodations would provide better access and allow them to attend/participate, common responses included:
    - Hearing impaired aids; accessible parking; wheelchair accessibility (ramps, elevators); fewer stairs; more seating areas; clean air.
  - Children and Grandchildren – Among those who answered (447), most often they indicated that they do not have children/grandchildren under 18 years of age (46% of the time).



*Capt. Anton P. Koehler, 1864*

ACG hosted two virtual town halls through Zoom, held on:

Saturday, April 17<sup>th</sup>, 10 am – 12 pm

Monday, April 19<sup>th</sup>, 6 pm – 8 pm

All participating partner organizations promoted the Town Halls to their constituents, the local press, major dailies and widely promoted via social media. Information about the Town Halls was also included in all Stakeholder Engagement Survey outreach. Additional invitations to the Town Halls were included in a follow-up ‘Thank You’ email to all electronic Survey respondents who provided an email address on April 13<sup>th</sup>.

ACG received 16 RSVPs to the first town hall, 21 RSVPs to the second town hall, and 9 RSVPs which did not indicate which town hall they planned to attend, but who had access to either. In addition, the entire Joint Committee was welcome to attend either town hall.

#### Joint Committee Members

Joanie Holst (WzHS)

Scott McGinnis (ELMHS)

Lisa Stevens (ELMHS)

Barbara Sykora (DHS)

Steven Tyacke (MLM)

Liz Vandam (WHS)

#### General Public

(with affiliations if disclosed)

Sharon Dana (ELMHS)

William Jepson (MHS)

Paul Maravelas (ELMHS)

Lisa Mayotte

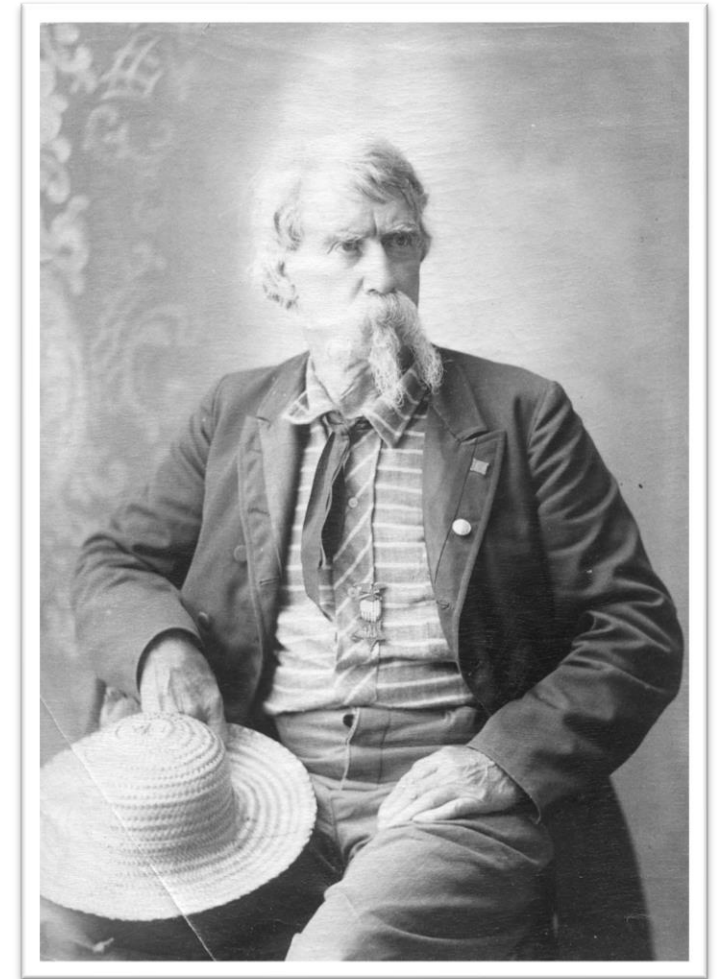
Pam Myers (WHS)

Sharon Provost (MLM)

John Purdy

Kyle Salag (City liaison to MHS)

Susan Valo



*Major George Halsted*

#### Joint Committee Members

Joanie Holst (WzHS)

Tom McCarthy (MLM)

Aaron Person (WzHS)

Lisa Stevens (ELMHS)

Liz Vandam (WHS)

#### General Public (with affiliations if disclosed)

Judy Allen-Leventhal

Elaine Barber

Elise Buchard

Maureen Burns (ELMHS)

John Dupont (DHS/ELMHS)

John Gillen

Hank Graef (DHS)

Kathleen Kasprick (WzHS)

Deborah Lumendal

Jeff Magnuson (WHS)

Kim Marie

Peggy Naas (ELMHS/MLM)

Nan Nicolle (DHS)

Kristen Pardoe (ELMHS)

Mark Read (DHS/ELMHS)

Tom Skramstad

Susan Sorrentino (WzHS)

### Section 1: Welcome and Framing (~10 minutes)

### Section 2: Attendee Introductions (~20 minutes)

### Section 3: Historical Organization Programming (~45 minutes)

- Question 1: Which of these programming activities have you participated in?
- Question 2: Are there activities on the list that you have not participated in that you would like to, but have not? Why haven't you?
- Question 3: Are there activities or programming that are not on the list that you wish were available in the Lake Minnetonka area?

### Section 4: Collaborative Efforts (~40 minutes)

- Question 1: Do any of these collaborative efforts sound like they would make it easier for you personally to get value from the work of these organizations? Do any of these collaborative efforts sound like they would make it harder for you to personally get value from the work of these organizations?
- Question 2: Do any of these collaborative efforts sound like they would benefit the Lake Minnetonka region as a whole? Do any of these collaborative efforts sound like they would hurt the Lake Minnetonka region as a whole?
- Question 3: Do you have any other ideas of how the organizations could work together to benefit one another and the overall community?

### Section 5: Thanks and Follow-up (~5 minutes)

## V. Discussion of Historic Organization Programming

### Primary Current Activities

- Newsletters
- Websites
- Social Media Posts
- Archives / Collections
- Research
- Museum Exhibits
- Historical Site Tours
- Historic Boat Rides
- Presentations and Speaker Series
- Books and Merchandise
- School Presentations and Tours
- History Camp
- Online Presentations
- Special Events
- Trivia Nights
- Garden Railroad at the Depot Museum

### In Breakout Rooms for 30 minutes:

- Choose one person to take notes, who will share common thoughts or points of disagreement to the full group
- Discuss these questions:
  - Question 1: Which of the current programming activities have you participated in?
  - Question 2: Are there activities on the list that you have not participated in that you would like to, but have not? Why haven't you?
  - Question 3: Are there activities or programming that are not on the list that you wish were available in the Lake Minnetonka area?



*Excelsior Public School, built 1899*

## VI. Discussion of Potential Collaborative Efforts

### Potential Collaborative Steps

- A jointly edited **newsletter/publication** covering the entire Lake Minnetonka area and featuring history content contributed by all six organizations.
- A jointly coordinated **calendar of programs/events** offered by all six organizations.
- A joint **Lake Minnetonka history website** with information about the entire Lake Minnetonka area and content contributed by all six organizations.
- Consolidating the Facebook, Twitter, YouTube, and Instagram accounts of each organization into a set of **Lake Minnetonka history social media accounts** featuring news, fun facts, trivia, etc. from all six organizations.
- Creating an **affiliate membership program** to provide enhanced member benefits to all six organizations (early access, free/reduced admission, special events, etc.).
- **Centralizing each organization's archives** in a shared physical location to better facilitate in-person research on the Lake Minnetonka area.
- Forming a **new umbrella/parent Lake Minnetonka historical organization** to coordinate marketing and other administrative support programs for the individual organizations.
- Forming a **new Lake Minnetonka historical organization** by consolidating two or more of the existing local historical organizations. (Operating from a centralized location, the new entity would consolidate administration, governance, membership, volunteers, and archives, but retain existing local museums, attractions, and programming.)



*Mr. & Mrs. Ty Abel, Minnetonka*

## VI. Discussion of Potential Collaborative Efforts

### In Breakout Rooms for 30 minutes:

- Choose one person to take notes, who will share common thoughts or points of disagreement to the full group
- Discuss these questions:
  - Question 1: Do any of these collaborative efforts sound like they would make it easier for you personally to get value from the work of these organizations? Do any of these collaborative efforts sound like they would make it harder for you to personally get value from the work of these organizations?
  - Question 2: Do any of these collaborative efforts sound like they would benefit the Lake Minnetonka region as a whole? Do any of these collaborative efforts sound like they would hurt the Lake Minnetonka region as a whole?
  - Question 3: Do you have any other ideas of how the organizations could work together to benefit one another and the overall community?





- Generally pleased with the types and delivery of current programming, including newsletters and presentations.
- Some frustrations with one-time events where schedules or awareness led to missing them and then there was no way to access the content at a later date, either through a recording or through repeat presentations.
- Some individuals love seeing presentations at a brewery, some do not.
- Multiple comments included sold-out events at the brewery which were frustrating to people who could not enter.
- Interest in more 'costumed presentations' in addition to 'slide shows'.
- The most common obstacle to participation mentioned was awareness of what was happening and when, and secondarily just having the time or a schedule that matches programming opportunities. Other factors such as distance or cost were not identified as significant obstacles.
- Currently to know what is happening with all organizations it requires the individual to sign up for all the different email and mailing lists and social media accounts, which means most people are missing communications about a lot of activity.
- The survey and town hall process is raising awareness of the six organizations beyond where it was before.
- A new area of collaboration could be coordinated book publishing.

- Strong support for combining websites, calendars, newsletters, and other communication and promotion efforts.
- Multiple comments about the ‘shared experience’ of the area, and how combining together can create a ‘greater than the sum of the parts’ benefit to residents and visitors in the area.
- Multiple comments about the benefits of promotion, fundraising, organization and strength of finding efficiencies and not duplicating efforts.
- Multiple comments around concerns that a unified organization could lose ‘identity’ or ‘reputational value’ in individual communities.
- Multiple comments supporting a centralized membership, with the benefit that someone who finds an organization near them then is connected to information about everyone.
- Some comments that technical components, like better sound systems for presentations, might be secured if organizations were working together and sharing resources.
- Some comments around repeating presentations or recording presentations and sharing between organizations so that more people get access to the great content that is already being made.

- Mixed and contrasting perspectives on unifying archives, with discussion and acknowledgement that doing so could:
  - provide more efficiency and better access for researchers and the community,
  - better organize and protect items,
- but that combining archives could:
  - be ‘hard to reverse’ if necessary,
  - cause disruption to relationships with city-provided spaces,
  - be less efficient for archive volunteers in different locations
  - be upsetting to take items from their areas and put them in some other non-local place



*The MARY*

- Additional ideas:
  - Create a singular ‘visitor’s center’ in the most highly trafficked area that is supported collectively and highlights what is available from all the organizations
  - Collective work on Native American history
  - Book of Maps from around the lake
  - Heritage tourism efforts, “drawing in people from outside the area, or even from other places in the world who might want to come and learn about their heritage in this area.”
  - Exploration of ‘virtual volunteering’ or collaborative volunteering so someone’s schedule doesn’t keep them from getting involved
  - Intentional joint fundraising
  - House tours (like the Chimo House Tour)
  - Historic bike rides through various areas
  - Programming that spans cities and connects the area to the bigger world, like the Great American Trail that runs east to west that became the foundation for the railroad lines.

- Additional comments:
  - Some people with private collections are hesitant to donate to the organizations as they stand now but would feel better about a larger and better resourced and better supported archive
  - Some people not familiar with any organizations or the area said ‘Why aren’t you already doing some of these great ideas?’
  - Some people not familiar with the organizations expressed confusion about there being so many separate organizations in the first place.
  - The ‘umbrella’ organization was set up as a ‘middle’ option in the list, and so a number of people gravitated to it as something that would be impactful but also ‘sellable’ to the various constituents.
  - Some donors to Wayzata aren't members, don't read their newsletter and might occasionally attend events, but give because they live in the Wayzata area and have a family history there.
  - There was a sense from some attendees that no one will "tell their story" unless *they* do it themselves and that a consolidated organization would naturally tell *only* the general history of the Lake Minnetonka area and not the unique history of the individual communities around it.

In consultation with LMHS, the following three organizations were selected for the benchmarking analysis, which included one-on-one interviews with their representatives as follows:

ORGANIZATION	NAME	POSITION
<b>Connecticut Landmarks</b>	Aaron Marcavitch	Executive Director
<b>Heritage Sylvania</b>	Andi Erbskorn	Executive Director
<b>Collier County Museums</b>	Amanda Townsend	Museum Director

*Note: All interview subjects, particularly Andi Erbskorn from Heritage Sylvania, expressed willingness to speak further with the Joint Committee as requested and support collaboration or combination efforts.*

In addition to one-on-one interviews, ACG collected and analyzed publicly available information about each benchmarked organization in the following areas:

1. History
2. Geography, location
3. Governance structure
4. Staffing structure
5. Curatorial, programming, and educational initiatives
6. Financials
7. Branding, positioning

### III.E. BENCHMARKING

## FINDINGS

### 1. History (summary)

#### ORGANIZATION

#### HISTORY AND DEVELOPMENT

#### Connecticut Landmarks (CTL)

*(from interview with Aaron Marcavitch )*



Connecticut Landmarks came out of an effort in the 1920s and 1930s to collect and preserve historic houses. Originally the structure was to gather information on historic houses in towns throughout the state, and help preserve them in partnership without owning them outright. As years passed, historic homes began to be left to the organization as bequests, which has led to the current situation where the organization owns a number of properties.

This has become particularly difficult, as the ‘Historic House Museum’ model is increasingly a dying methodology. Without innovation in interpretation, funding mechanisms, local government ownership, rental/event activity, or other partnerships, it is becoming increasingly difficult to have the resources to maintain these homes as freestanding historic sites open to the public. Connecticut Landmarks did not have to merge freestanding organizations, and has not cultivated local volunteer bases for individual homes or sites, though they hope to do so in the future.

Connecticut Landmarks is pursuing partnerships with the Connecticut History Museum around shared ticketing systems, human resources, technology, fundraising, and marketing.

In the past, Aaron has worked with nationally designated and supported Heritage Areas, which he feels is a strong model that could be explored further by LMHO.

<https://www.nps.gov/subjects/heritageareas/index.htm>

## III.E. BENCHMARKING

## FINDINGS

### 1. History (summary)

#### ORGANIZATION

#### HISTORY AND DEVELOPMENT

##### Heritage Sylvania

*(from interview with Andi Erbskorn – additional details are included in the Appendix)*



Heritage Sylvania is a single non-profit organization created in 2019 from the combination of the Sylvania Historic Village, the Sylvania Historical Society, and the Friends of the Lathrop House. Prior to the combination, the Society and Lathrop House were entirely volunteer-led. The Village had a single full-time executive director, paid by the City.

The impetus to combine came from concerns at the Society and Lathrop House that the volunteer population had aged and was shrinking, and that there were concerns about sustainability for the gathered history and their activities going forward. They spent 18 months working through potential collaboration structures, and eventually decided to combine into one entity (folding the Society and Lathrop House into the Historic Village non-profit technically), to re-brand as Heritage Sylvania, and to:

- Maintain the historical identities of the three organizations on the website, marketing copy and in creating a new 'joint logo'
- Establish board committees with authority over certain areas of programming, that were populated essentially by board members of the previous organizations (see organizational chart)
- Establish restricted sub-bank accounts within Heritage Sylvania so funds that were previously controlled by or newly donated for purposes of each of the three organizations would remain dedicated in those areas and would not be able to be used for different purposes than donors intended
- Create a new singular membership (which increased overall membership levels)



### III.E. BENCHMARKING

## FINDINGS

### 1. History (summary)

#### ORGANIZATION

#### HISTORY AND DEVELOPMENT

### Collier County Museums

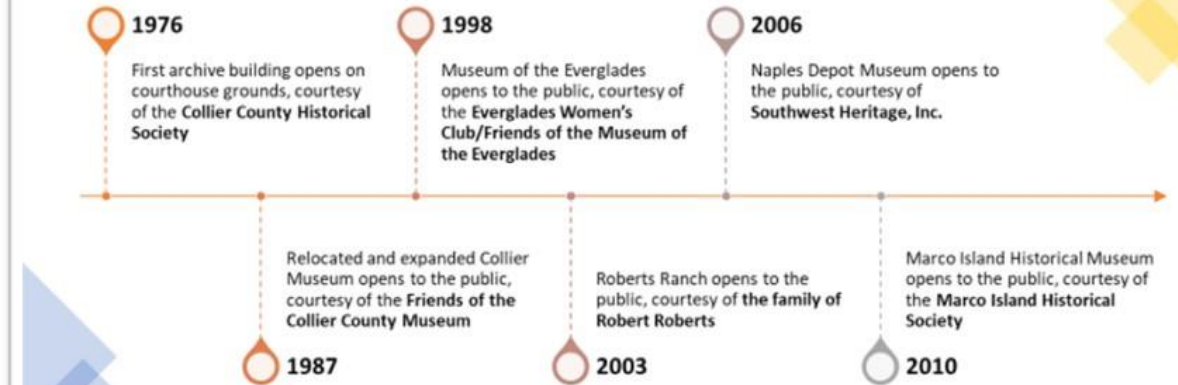
(from interview with Amanda Townsend)



Collier County Museums is a department of Collier County, that manages and oversees five museums and historic sites. The department owns all the sites now, and the journey of aggregating the sites has largely come from each independently owned site or organization growing concerned about either finances or human capital, and coming to the County to ask to be included in order to maintain sustainability.

Each site maintains its own identity, and their own independent 501c3 Friends groups with their own Boards and memberships who work on content and fundraising, but Collier County Museums owns the buildings and provides managerial, programming and site management support for all the locations. They have built a culture where staff and volunteers at each location emphasize to guests that they are part of a five museum network, and encourage people to visit the other locations. They also strategically plan programs and exhibits in the high season that link the museums together (like having five sports-themed exhibitions) to encourage people to 'make the rounds' of the whole network.

### And Then There Were Five



### III.E. BENCHMARKING

## FINDINGS

### 2. Geography, location, overview

Organization	City	State	City Population	Metro Population	Organization Overview	Notes On City, Area, Etc.
<b>Connecticut Landmarks</b>	Hartford	CT	122,105	1,204,877	Founded in 1936 as the Antiquarian & Landmarks Society, CL is a state-wide network of eleven historic properties that span four centuries of New England history.	<ul style="list-style-type: none"> <li>- Hartford founded in 1635</li> <li>- Home to Mark Twain House, country's oldest public art museum (Wadsworth), and country's oldest continuously published newspaper (Hartford Courant)</li> </ul>
<b>Heritage Sylvania</b>	Sylvania	OH	19,311	641,816	Three independent organizations merged in 2019 – Sylvania Area Historical Society, Friends of the Lathrop House, and Sylvania Historical Village	<ul style="list-style-type: none"> <li>- Suburb of Toledo, OH</li> <li>- Built own railroad depot in 1858</li> <li>- Post office in operation since 1859</li> <li>- Incorporated in 1867</li> </ul>
<b>Collier County Museums</b>	Naples	FL	22,088	384,902	Established in 1978, CCM consists of five separate museum facilities in Collier County, FL	<ul style="list-style-type: none"> <li>- City founded in late 1880s</li> <li>- Railroad reached Naples in 1927</li> <li>- Tamiami Trail to Miami completed 1928</li> <li>- Economy based largely on tourism</li> </ul>

## III.E. BENCHMARKING

- Independent non-profit organization
- Governed by Board of Trustees (17 members)
- Board Leadership includes:
  - Chair
  - Vice Chair
  - Treasurer
  - Secretary
  - Personnel Chair
  - Governance Chair
  - Finance Chair
- In addition to regular Board, there are two (2) Emeritus Trustees and 15 Honorary Trustees

## FINDINGS

### 3. Governance Structure – CT Landmarks

- Connecticut Landmark properties include:
  - Amos Bull House, Hartford
  - Bellamy-Ferriday House & Garden, Bethlehem
  - Butler-McCook House & Garden and Main Street History Center, Hartford
  - Buttolph-Williams House, Wethersfield
  - Hempsted Houses, New London
  - Isham-Terry House, Hartford
  - Nathan Hale Homestead, Coventry
  - Palmer-Warner House, East Haddam
  - Phelps-Hatheway House & Garden, Suffield
  - Amasa Day House, Moodus
  - Forge Farm, Stonington

### III.E. BENCHMARKING

### FINDINGS 3. CT Landmarks (CTL) Map



- CTL properties (blue pins on the map) seem to cover a significant part of the state. Sites that are furthest away from Hartford are indicated by red circles on the map:
  - Phelps-Hatheway House & Garden – 18 miles north of downtown Hartford
  - Bellamy-Ferriday House & Garden – 45 miles west of downtown Hartford
  - Forge Farm – 56 miles southeast of downtown Hartford

### III.E. BENCHMARKING

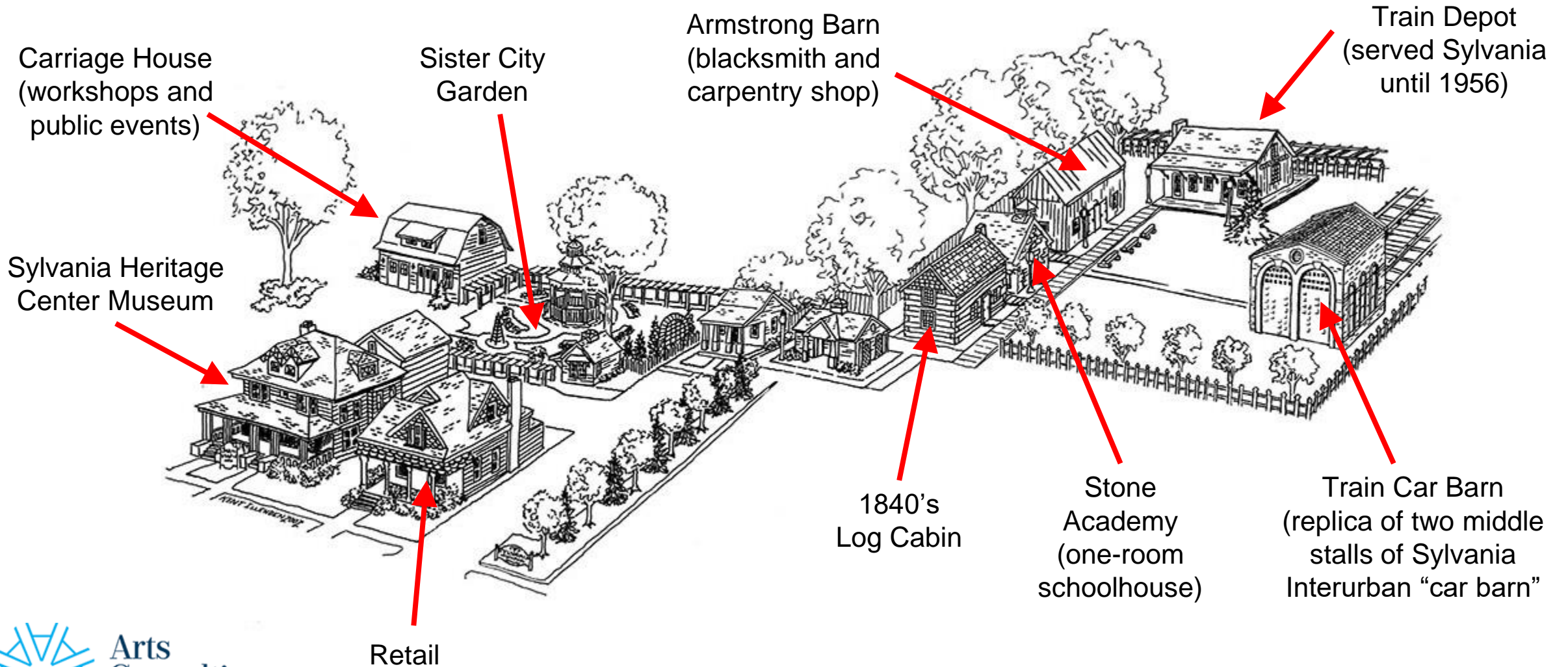
## FINDINGS

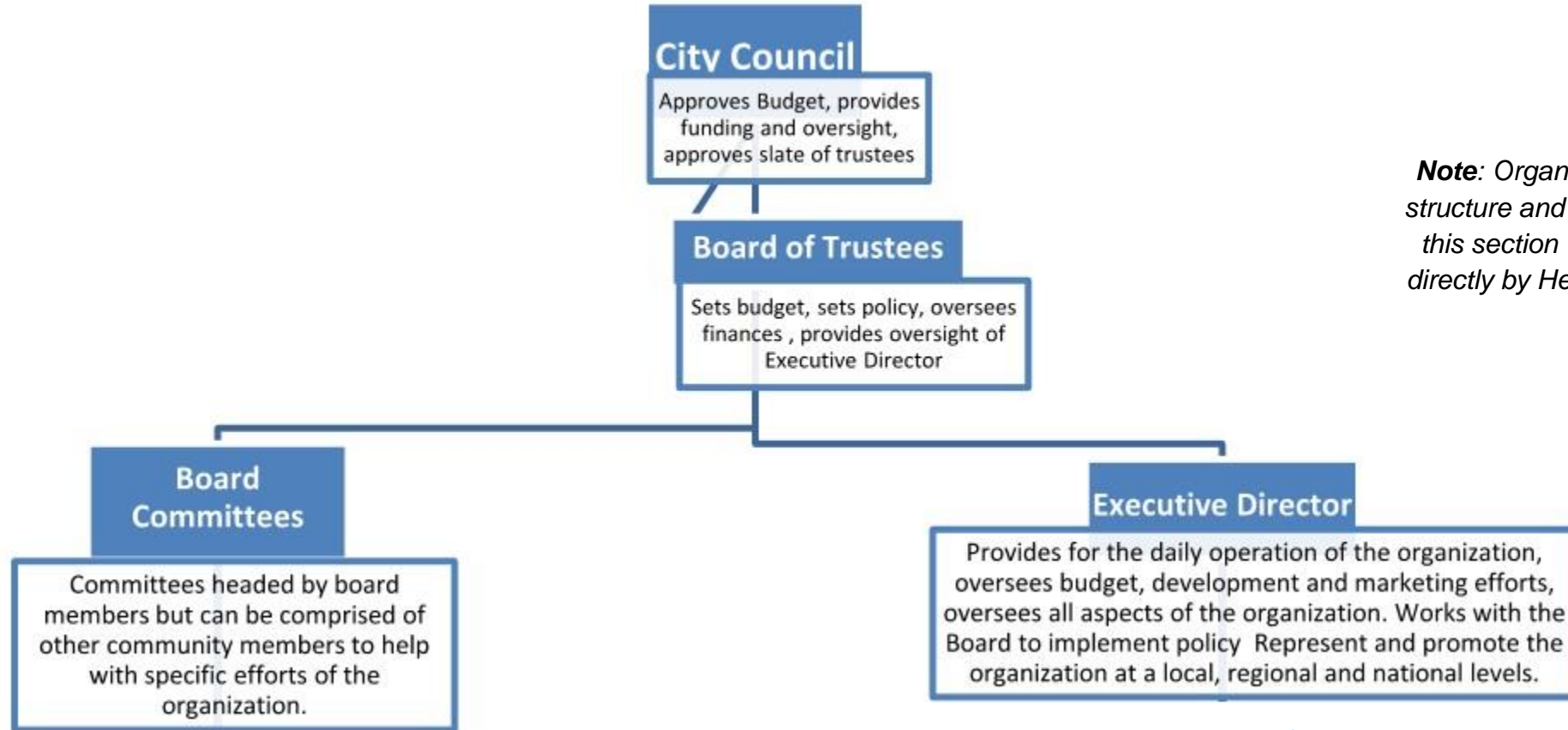
### 3. Governance Structure – Heritage Sylvania

- Governed by Board of Trustees who are approved by the City Council
- Board sub-Committees reflect past organizations and have some autonomy over programming, staff training, etc.
- Centralized functions include:
  - Administration (HR, accounts payable and accounts receivable)
  - Fundraising
  - Marketing
  - Membership/Development
  - Facilities management
  - Outreach and promotion
  - Group reservations
- Properties include:
  - Heritage Center Museum / Cooke-Kuhlman Home
  - The Historical Village (see map on the following page), including:
    - Sister City Garden
    - Train Car Barn
    - Engine, Caboose, and Depot
    - 1840's Log Cabin
    - Stone Academy (one-room stone schoolhouse)
    - The Armstrong Barn (blacksmith and carpentry shop)
  - Lathrop House
  - Sylvania Area Historical Society

### III.E. BENCHMARKING

### FINDINGS 3. Heritage Sylvania, Historical Village Map

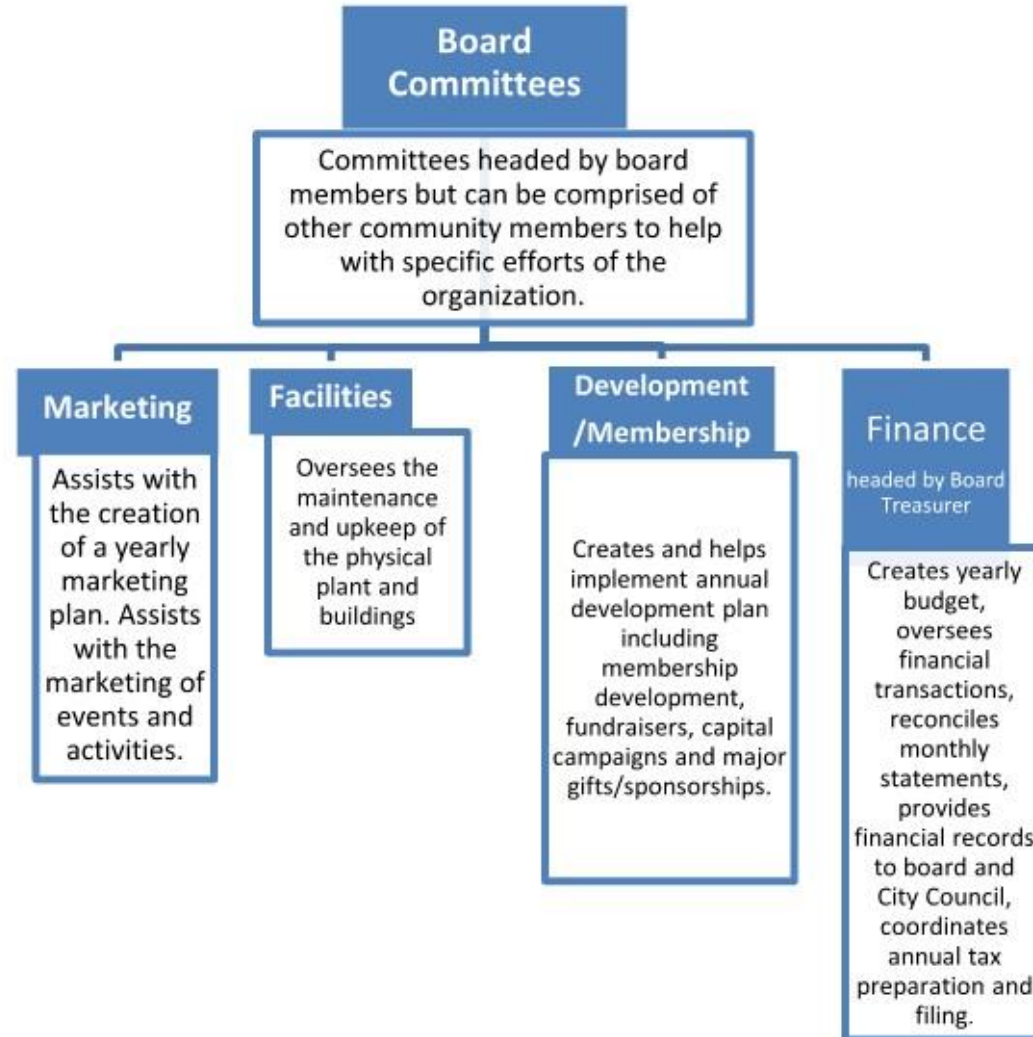




*Note: Organizational Chart structure and explanations in this section were provided directly by Heritage Sylvania*

For next level of org chart, please see following two slides

For next level of org chart, please see following two slides



*Note: Organizational Chart structure and explanations in this section were provided directly by Heritage Sylvania*

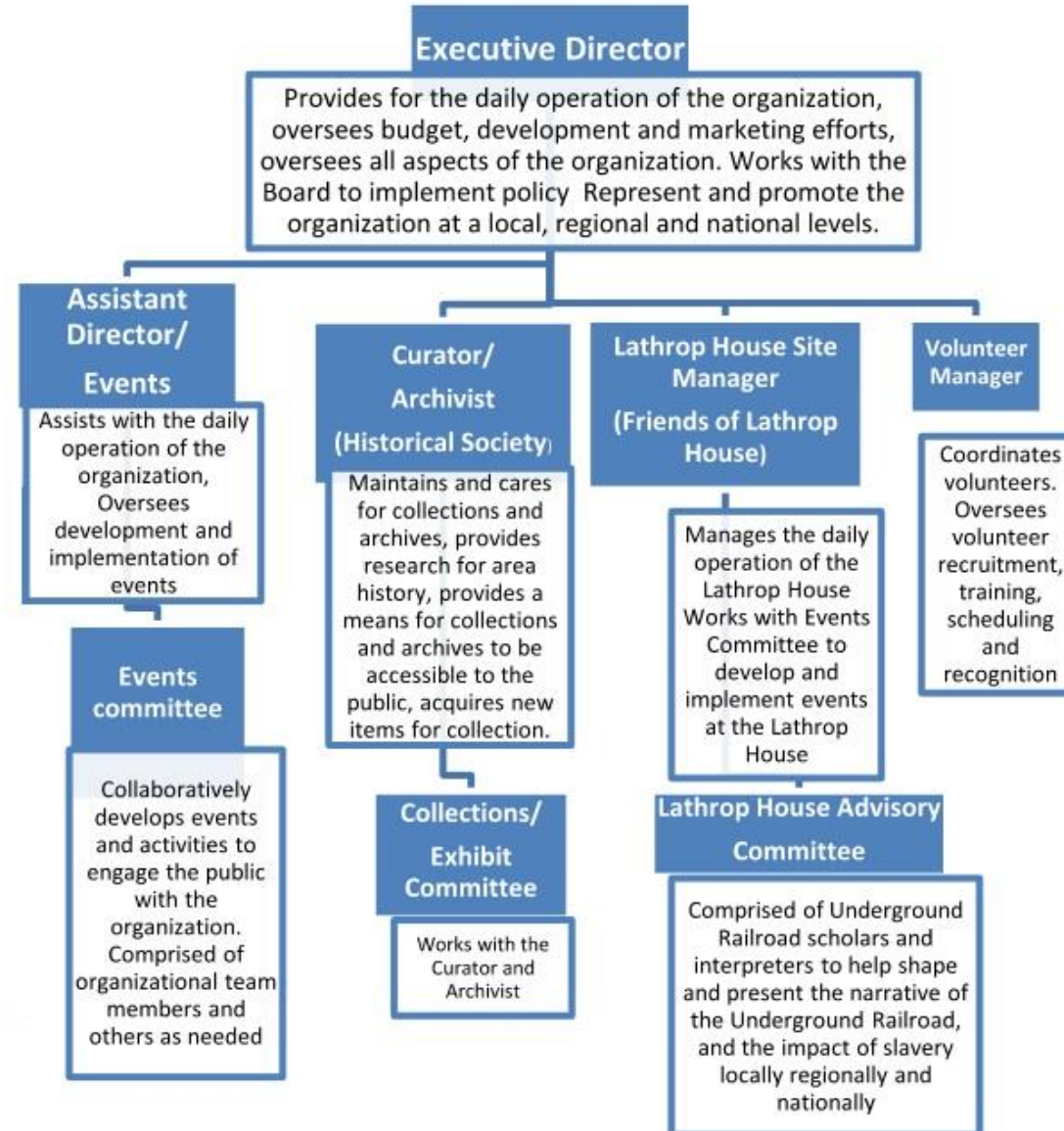


### III.E. BENCHMARKING

## FINDINGS

### 3. Heritage Sylvania, Organizational Chart

- Note that the Collections / Exhibit Committee is made up of previous Board members of the Historical Society, and they maintain autonomy over collections and exhibits, as well as a dedicated bank account for their activities
- Similarly, the Lathrop House Advisory Committee is made up of previous Board members of the Lathrop House, with autonomy and a dedicated bank account



*Note: Organizational Chart structure and explanations in this section were provided directly by Heritage Sylvania*

### III.E. BENCHMARKING

## FINDINGS

### 3. Governance Structure – Collier Co. Museums

- Operated by the Board of County Commissioners for Collier County, Florida
- Museum Division is part of Collier County Public Services Department
- Line of management / accountability:
  - Museum Division Director
  - Public Services Department Head
  - Deputy County Manager
  - County Manager
  - Board of County Commissioners
  - Citizens

- Properties include:
  - Collier Museum at Government Center
  - Museum of the Everglades
  - Immokalee Pioneer Museum at Roberts Ranch
  - Naples Depot Museum
  - Marco Island Historical Museum



### III.E. BENCHMARKING

## FINDINGS

### 3. Collier County Museums, Map



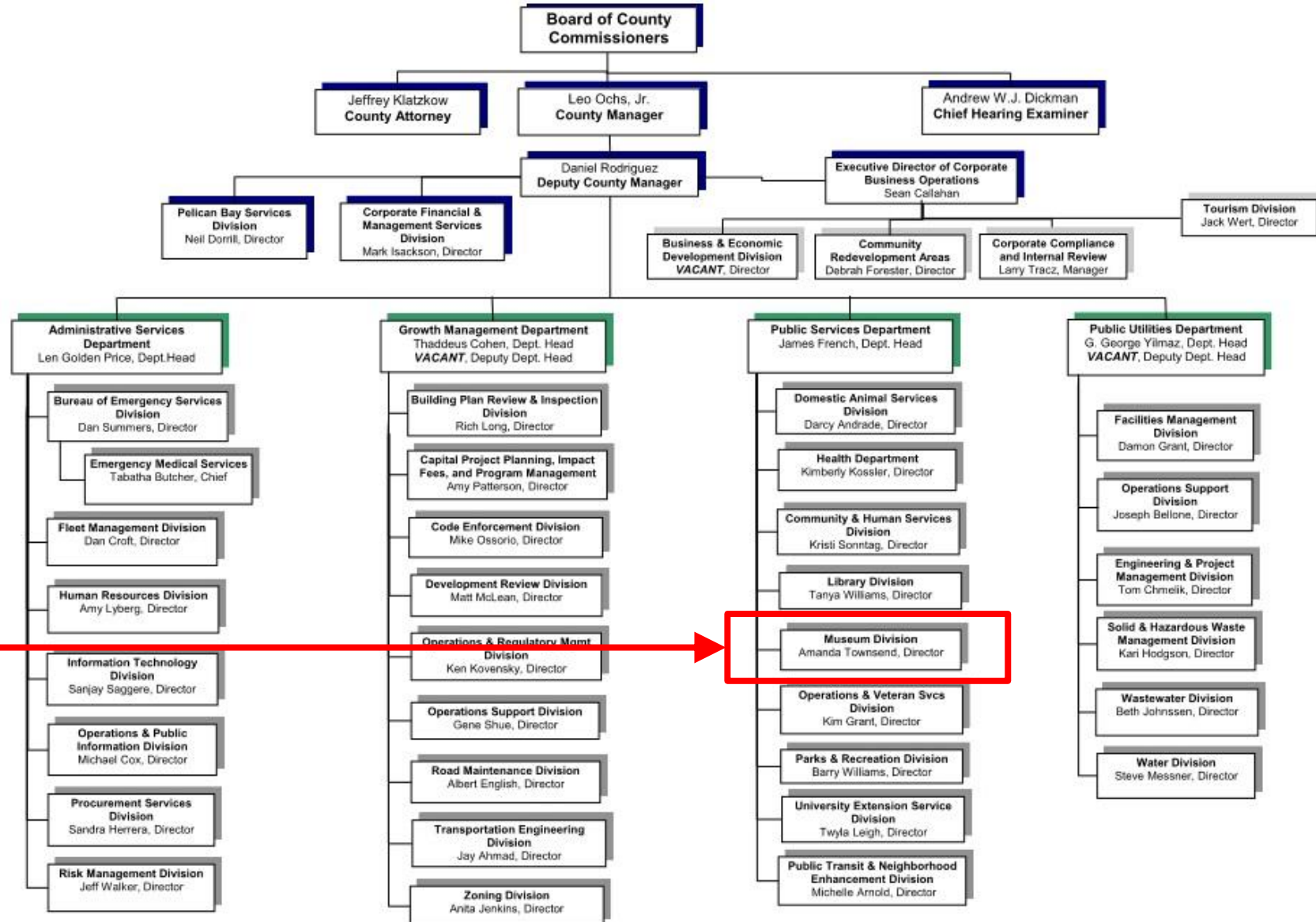
- Collier County Museum properties are indicated by blue pins on the map. Two sites furthest away from Naples include:
  - Immokalee Pioneer Museum at Roberts Ranch – 44 miles northeast of downtown Naples
  - Museum of the Everglades – 36 miles southeast of downtown Naples

# III.E. BENCHMARKING

# FINDINGS

## 3. Collier County Museums – Organizational Chart

*Note: Organizational Chart structure and explanations in this section were provided directly by Collier County Museums*



**Museum Division**

**Museum Division**



### III.E. BENCHMARKING

## FINDINGS

### 4. Staffing Structure

CONNECTICUT LANDMARKS	HERITAGE SYLVANIA	COLLIER COUNTY MUSEUMS
<ul style="list-style-type: none"> <li>• Executive Director</li> <li>• Deputy Director</li> <li>• Museum Educator, Exhibit &amp; Interpretive Planner</li> <li>• Property Manager</li> <li>• Grants Writer &amp; Administrator</li> <li>• Marketing &amp; Development Manager</li> <li>• Collections Manager &amp; Palmer-Warner Project Manager</li> <li>• Collections Assistant</li> <li>• Executive Assistant &amp; Office Manager</li> <li>• 5x Site Administrators, one each at:               <ul style="list-style-type: none"> <li>• Bellamy-Ferriday House &amp; Garden</li> <li>• Butler-McCook House &amp; Garden and Isham-Terry House</li> <li>• Hempsted Houses</li> <li>• Nathan Hale Homestead</li> <li>• Phelps-Hatheway House &amp; Garden</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Executive Director (full-time, paid by the City)</li> <li>• Education Manager (part-time)</li> <li>• All other roles per organization chart are volunteers, generally from the Board</li> </ul>	<ul style="list-style-type: none"> <li>• Museum Director</li> <li>• Administrative Assistant</li> <li>• Curator of Collections</li> <li>• Museum Assistant</li> <li>• Curator of Education</li> <li>• Volunteer Coordinator</li> <li>• Maintenance Specialist</li> <li>• 9x Site staff, as follows:               <ul style="list-style-type: none"> <li>• 2x at Naples Depot Museum</li> <li>• 2x at Marco Island Historical Museum</li> <li>• 3x at Immokalee Pioneer Museum at Roberts Ranch</li> <li>• 2x at Museum of the Everglades</li> </ul> </li> </ul>

### III.E. BENCHMARKING

## FINDINGS

### 5. Curatorial, Programming & Educational Initiatives

CONNECTICUT LANDMARKS	HERITAGE SYLVANIA	COLLIER COUNTY MUSEUMS
<ul style="list-style-type: none"><li>• Tours of Historic Sites</li><li>• Newsletter (3x per year)</li><li>• Butler-McCook Education (grade-specific programming for K2, K3-5, K6-7, K8-12)</li><li>• Hempsted Houses Education (grade specific programming up to K8, plus Children’s Summer Camp)</li><li>• Nathan Hale Education (seven education programs, Summer Colonial Camps for ages 8-12; Volunteer Youth Group for ages 13-18)</li><li>• Phelps-Hatheway Education (four education programs for grades 3-6; plus Summer Camp for ages 12-16)</li><li>• Hartford Youth Employment Program (open to Hartford high school students, up to 9 students for 6 weeks each summer)</li></ul>	<ul style="list-style-type: none"><li>• Tours of Historic Sites</li><li>• Collections &amp; Archives by appointment</li><li>• Newsletter</li><li>• History Kits (field trips in a box, at-home history adventures, Grab &amp; Go kits for youth leaders)</li><li>• YouTube channel</li><li>• Four educational programs, including:<ul style="list-style-type: none"><li>• History Detectives for Summer Camps and Day Care Centers</li><li>• Pioneer Program (on early Ohio settlers)</li><li>• Underground Railroad</li><li>• Lathrop House education programs</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Exhibits (five current exhibits as of April 9)</li><li>• Archives</li><li>• Lectures</li><li>• Zoom Lectures</li><li>• Community Conversations</li><li>• Podcasts</li><li>• Pre-school programs</li><li>• Home school programs</li><li>• Forgotten Florida Teen Photo Contest</li><li>• Movies at the Museum series</li><li>• History on the Go (special exhibits with socially distanced activities)</li></ul>

### III.E. BENCHMARKING

## FINDINGS

### 6. Financials Overview

Organization	Data for FY ending...	Total Revenue	...of which Government grants (contributions)	Total Expenses	... of which Salaries & Wages (incl. benefits, taxes...)
<b>Connecticut Landmarks</b>	03/31/2018	\$1,837,400 (100.0%)	\$219,140 (11.9%)	\$1,592,246 (100.0%)	\$537,640 (33.8%)
<b>Heritage Sylvania</b>	12/31/2019	\$200,459 (100.0%)	\$136,615 (68.2%)	\$169,266 (100.0%)	\$70,596 (41.7%)
<b>Collier County Museums</b>	Appropriated in FY20-21 budget	\$2,334,700 (100.0%)	\$2,334,700 (100.0%)	N/A	\$1,273,600 (54.6%)

### III.E. BENCHMARKING

## FINDINGS

### 7. Branding, Positioning – ACG Observations (screen shots on following pages)

#### CONNECTICUT LANDMARKS

- Logo features a green running wolf with a tree branch in mouth; font style has a historical feel
- Company tagline (incorporated in logo) – “*History Moving Forward*”
- Website – visual welcome, page-wide carousel on homepage
- Links to other pages organized in horizontal bar on top of homepage, with drop-down lists below each heading
- Overall website feel – neat, organized, active, visually appealing, basic formatting, multi-page scrolling down
- Social media accounts on Facebook, YouTube, and Instagram
- Facebook has 2,703 followers, with most recent post 21 hours before ACG’s visit (i.e. indicates active maintenance)
- YouTube channel has 14 subscribers, and 14 videos uploaded since April 2015, most recent video posted 10 months ago
- Link to Instagram page dysfunctional

#### HERITAGE SYLVANIA

- Logo features a blue star on top of a green hill, vector star, both tilted slightly away from the reader
- Website – visual welcome, page-wide carousel on homepage with marketing messages, links to programs, events announcements, etc.
- Links to other pages organized in horizontal bar on top of homepage, with drop-down lists below each heading
- Overall website feel – neat, active, visually appealing, basic formatting
- Social media accounts on Facebook, Twitter, and Instagram
- Facebook has 861 followers, with most recent post 5 days before ACG’s meeting
- Twitter has 340 followers, total of 422 tweets posted (four since January 2021)
- Instagram has 623 followers, with total of 348 posts

#### COLLIER COUNTY MUSEUMS

- Logo features name of organization (Collier County Museums) in a black square, with “Collier” in historical font
- Website – visual welcome, page-wide carousel on homepage promoting current exhibitions in the five museums
- Links to other pages organized in horizontal bar on top of homepage, with drop-down lists below each heading
- Overall website feel – professional, neat, organized, visually attractive
- Social media accounts on Facebook, Twitter, and Instagram
- Facebook has 4,641 followers, with most recent post 4 hours before ACG’s visit
- Twitter has 1,077 followers, with most recent tweet posted in December 2019
- Instagram has 1,758 followers, with total of 858 posts



# III.E. BENCHMARKING

## FINDINGS

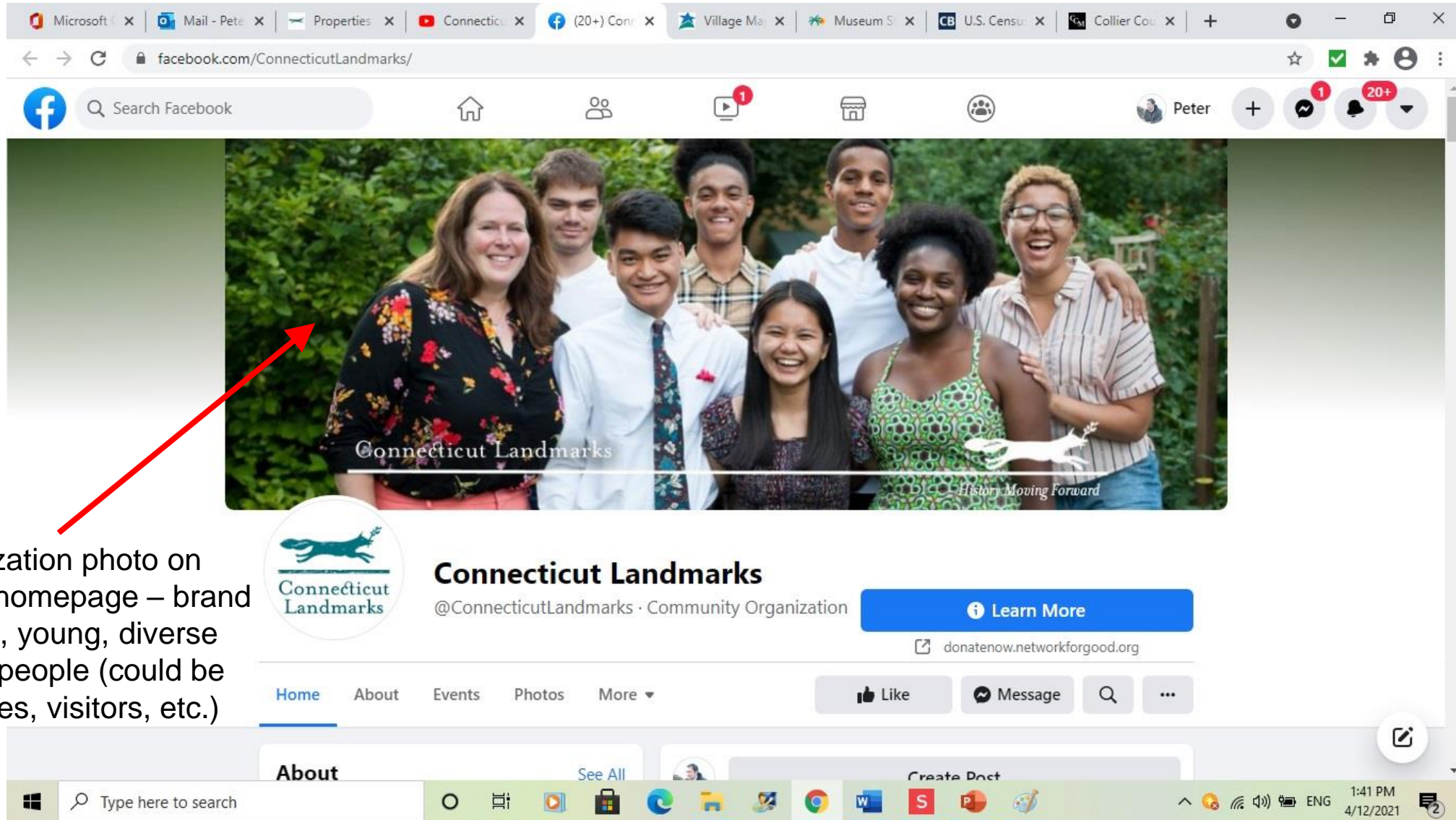
### 7. Branding, Positioning – CT Landmarks Homepage

The screenshot shows a web browser window with the URL [ctlandmarks.org](https://ctlandmarks.org). The browser's address bar and tabs are visible at the top. The website's header features the "Connecticut Landmarks" logo with a teal silhouette of a running animal and the tagline "History Moving Forward". To the right of the logo is a "DONATE TODAY!" button and social media icons for Facebook, YouTube, and Instagram. Below the header is a navigation menu with the following items: Home, About, Historic Sites, Private Event Rentals, Programs, Events, Updates, Subscribe, and Donate. The "Historic Sites" menu is open, displaying a list of properties: Amos Bull House, Bellamy-Ferriday House & Garden, Butler-McCook House & Garden, Buttolph-Williams House, Hempsted Houses, Isham-Terry House, Nathan Hale Homestead, Palmer-Warner House, Phelps-Hatheway House & Garden, Amasa Day House, and Forge Farm. The main content area features a large image of a dark wooden building with the text "Hempsted Houses, New London, CT" overlaid. A group of people in period clothing is standing in front of the building. The Windows taskbar is visible at the bottom, showing the search bar and various application icons. The system tray on the right indicates the time as 1:29 PM on 4/12/2021.

# III.E. BENCHMARKING

## FINDINGS

### 7. Branding, Positioning – CT Landmarks Facebook



Organization photo on Facebook homepage – brand of happy, young, diverse group of people (could be employees, visitors, etc.)

# III.E. BENCHMARKING

## FINDINGS 7. Branding, Positioning – CT Landmarks YouTube

Microsoft | Mail - Pete | Properties | Connecticut | (20+) Conn | Village Ma | Museum S | U.S. Census | Collier Cou

youtube.com/channel/UCtSKK0KDGuCcvAwDm0gEUBA

Search

YouTube

Home

Explore

Subscriptions

Library

History

Sign in to like videos, comment, and subscribe.

SIGN IN

Connecticut Landmarks

History Moving Forward

Connecticut Landmarks

14 subscribers

SUBSCRIBE

HOME VIDEOS PLAYLISTS CHANNELS ABOUT

Uploads ▶ PLAY ALL

BEST OF YOUTUBE

Music

Sports

Gaming

Movies & Shows

News

JANA COLACINO  
HARTFORD SITES COORDINATOR  
1:44

Butler-McCook House & Garden - CT Trails Day  
36 views • 10 months ago

2:12

Lost Roses with Martha Hall Kelly  
84 views • 10 months ago

2:34

Nathan Hale Homestead  
148 views • 2 years ago

5:02

2016 River City Slim and the Zydeco Hogs at the Amos...  
352 views • 4 years ago

3:34

Deontay's Presentation  
17 views • 5 years ago

Type here to search

1:42 PM 4/12/2021

### III.E. BENCHMARKING

## FINDINGS

### 7. Branding, Positioning – Heritage Sylvania Homepage

Consistent Reminders of Founding Organizations

The screenshot shows a web browser displaying the homepage of heritagesylvania.org. The browser's address bar shows the URL. The page features a navigation menu with items like 'About Us', 'Our Attractions', 'Plan Your Visit', 'Special Events, Classes and Programs', 'Educational Resources', and 'Get Involved'. A dropdown menu is open under 'Our Attractions', listing 'Heritage Center Museum/Cooke-Kuhlman Home', 'The Historical Village', 'Lathrop House', 'The Historical Society', and 'Village Map'. The main content area has a background image of a hand holding a historical photograph. The logo for 'HERITAGE SYLVANIA' is prominently displayed, with the text 'HISTORICAL VILLAGE | LATHROP HOUSE HISTORICAL SOCIETY' below it. A red arrow points from the text 'Consistent Reminders of Founding Organizations' to the logo.

### III.E. BENCHMARKING

## FINDINGS

### 7. Branding, Positioning – Heritage Sylvania Facebook



Historical photo on Facebook homepage conveys a bit more static and traditional messaging, draws attention to content and programs, rather than recipients

# III.E. BENCHMARKING

## FINDINGS

### 7. Branding, Positioning – Heritage Sylvania Twitter

Microsoft | Mail - Pete | Properties | Heritage S | Sylvania Hi | (20+) Sylva | Museum S | U.S. Census | Collier Cou | +

twitter.com/SylvaniaVillage

**Sylvania History**  
422 Tweets

**HERITAGE SYLVANIA**  
HERITAGE SYLVANIA | HISTORICAL VILLAGE | HISTORICAL SOCIETY

**Sylvania History**  
@SylvaniaVillage

We are now Heritage Sylvania - your bridge to the past: your path to the future. We include The Lathrop House, The Historical Village and archives

5717 N. Main St. Sylvania, OH | heritagesylvania.org | Joined May 2014

183 Following | 340 Followers

Tweets | Tweets & replies | Media | Likes

Sylvania History @SylvaniaVillage · Apr 7

**New to Twitter?**  
Sign up now to get your own personalized timeline!

**Sign up**

**You might like**

Sylvania News @Sylvaniatweets | Follow

Sylvania RecDistrict

**Don't miss what's happening**  
People on Twitter are the first to know.

**Log in** | **Sign up**

Type here to search

2:21 PM 4/12/2021

# III.E. BENCHMARKING

# FINDINGS

## 7. Branding, Positioning – Heritage Sylvania Instagram

The screenshot shows a web browser window displaying the Instagram profile for 'sylvaniahistvillage'. The browser's address bar shows the URL 'instagram.com/sylvaniahistvillage/'. The Instagram interface includes the logo, a search bar, and 'Log In' and 'Sign Up' buttons. The profile header features a circular profile picture with the Heritage Sylvania logo (a blue star over a green mountain range) and the text 'HERITAGE SYLVANIA HISTORICAL VILLAGE & LEADERSHIP SOCIETY'. To the right of the profile picture, the username 'sylvaniahistvillage' is displayed with a 'Follow' button. Below the username, the profile statistics are shown: '348 posts', '623 followers', and '234 following'. The bio text reads 'Heritage Sylvania' followed by 'Click link above for info on Heritage Sylvania' and the website 'www.heritagesylvania.org'. Below the bio, there is a 'Highlights' section with a circular icon labeled 'STEM-PARK'. At the bottom of the profile, there are three tabs: 'POSTS', 'IGTV', and 'TAGGED'. The 'POSTS' tab is selected, showing three image posts: a historical black and white group photograph, a close-up of a wooden surface, and a portrait of a young woman. The Windows taskbar is visible at the bottom of the screen, showing the search bar and various application icons.

### III.E. BENCHMARKING

## FINDINGS

### 7. Branding, Positioning – Collier Co. Museums Homepage





### III.E. BENCHMARKING

## FINDINGS

### 7. Branding, Positioning – Collier Co. Museums Facebook



Organization photo on Facebook homepage represents historical content coming “alive” from a book, representing native American populations of southwest Florida

# III.E. BENCHMARKING

## FINDINGS

### 7. Branding, Positioning – Collier Co. Museums Twitter



Identical photo used on Facebook and Twitter homepages

## III.E. BENCHMARKING

## FINDINGS

### 8. Additional Details – Heritage Sylvania

- We still maintain three separate Facebook pages because each organization had their own. Andi took over administration of those once we merged as marketing is one of the centralized features but because each group had their own following (albeit small) it is a way to keep those identities intact. HS still posts to each page but also shares posts across all three pages.
- The centralized elements are administration (HR, accounts payable and receivable) fundraising, marketing, membership/development, facilities management, outreach and promotion, group reservations. Each board subcommittee reflecting the past organizations has some autonomy with programming, staff training, oversight of their areas etc. However, we do insist on communication up. Andi doesn't attend their meetings but do ask for reports after the fact.
- Whenever Andi speaks about Heritage Sylvania, she always refers to our organization as managing four sites and list those sites. This again preserves the identity of the former organizations. Heritage Sylvania isn't as such a place whereas the Lathrop House is a place so it is easy to do that way. The Society is referred to now as the Sylvania Archives and Cooke Kuhlman Museum (their office space). We model ourselves a bit after the MetroParks. There are many different parks each with their own unique ecosystem but all managed by the MetroParks of Toledo. The same is true here. It also helps with the identity as well. Our new signage features that feeling... Heritage Sylvania logo appears but the larger font is the name of the site.



- We had a small working group to go through the details of the merger. This group included two representatives from each board, the ED and our lawyer (who happened to be a board member but made clear his presence on the committee was as legal council).
- We set a benchmark for ourselves that once we had agreed on the broad strokes of what the merger would look like, the lawyer created a memorandum of understanding. This was a page long document that spelled out in broad terms what the merger would look like.... that the three organizations were to merge under the non profit status of the Historical Village, that the other two organizations would legally cease to exist and that the resulting newly named non profit would have a new board, and be run by an executive director who would oversee those centralized duties as assigned by the new board.
- This document was then presented to each of the three organizations' boards for approval then signed and dated by the respective board presidents. We required unanimous agreement by members of each board and that the document and vote would be read into and recorded in their official minutes and those documents would be submitted along with the signed memorandum.
- We did this for several reasons:
  - Very practically, the lawyer didn't want to embark on the time consuming details of preparing the new code of regulations, creating the final merger documents and filing papers if at the end there was not full approval from all the boards. Our fear was we would spend a lot of time and resources to go really far down the merger path only to have one of the organizations back out. This gave them the opportunity to know what was being discussed and to hopefully bring everyone on board to what this was going to look like in broad strokes before we got to the finish line.
  - We required unanimous approval by all board members of the three organizations because we didn't want the one person who had been on a board for 20 years to have doubts and then to possibly share those doubts out in the community or have any of the organizations feel they were being backed into something in the latter stages and couldn't back out.
  - Andi also at the same time requested that each board approve her hiring as the Executive Director. While it was widely assumed it would be her, she had not been originally hired by the new organization - she had been hired to only run the Historical Village. Again, she wanted every board to have a say and a vote and not feel she was being thrust upon them.

- All benchmarked organizations report some degree of government grants/funding – from Connecticut Landmarks at 12% of total revenue, to Collier County Museums to 100% (Museum Division is part of the County’s Public Services Department)
- **Heritage Sylvania** is the closest model for LMHS in terms of the merger of three independent organizations in 2019. Some of the lessons learned from their merger included:
  - Board sub-Committees reflect past organizations and maintain some autonomy over programming, staff training, etc. The majority of functions however have been centralized.
  - Merger and re-branding received a lot of good publicity which benefited everyone.
  - Overall membership renewals increased after the combination.
  - Experienced more success in getting grants than before as individual organizations.
  - Maintained a way to receive dedicated donations to one of the original three organizations – through restricted accounts.
  - The City was behind the merger from the beginning.
  - Don’t rush, be very honest in discussions. Be passionate about your areas and look for ways to integrate them. Don’t get caught in disagreements. Start with collective goal, and keep reminding yourself all of the areas where you agree and are on the same page.

- **All three benchmarked organizations** emphasized the benefits of collaboration and finding efficiencies, while finding ways to maintain the individual identity of each community and location. In all three cases, they emphasized the benefits of:
  - Maintaining individual history or location identity in local areas so supporters can feel strongly connected, even if officially there is one managing organization
  - Centralized paid staff to coordinate efforts
  - Centralized fundraising and marketing efforts (Collier County Museums noted that one of their challenges is that fundraising is still owned by the separate non-linked Friends groups, and that inhibits overall fundraising in some cases.)
  - Establishing a culture and brand position where staff and volunteers at individual sites or activities are excited to help patrons by sharing information to promote other activities and sites in the network or the region, sometimes enhanced by exhibits or programs moving around from site to site

# IV. Joint Committee Findings



*Express Boats MINNEHAHA and HARRIET, Excelsior Docks*

At the conclusion of its data collection efforts, ACG and the Joint Committee conducted a workshop to assimilate its findings based on all the data received.

The following comments are verbatims from the workshop.



*Twin Cities Rapid Transit Company's Excelsior Dock Station*



- I don't think the people answering this had a full understanding of the elephant in the room – we don't have the volunteers to make things happen.
- We went in wanting to be balanced and fair and objective – we realize now that we needed to sell people on the extent to which this is a problem. We didn't do that adequately.
- We need 'staff level volunteers' we need someone there every week, keeping memberships up to date, Facebook postings, programming, those are staff level functions.
- A lay person had a naivete about resources.
- Lots of good information – the JC is a microcosm of the communities in which we live.



*Charles Gibson*

## IV. JOINT COMMITTEE FINDINGS

## Comments from the Joint Committee

- The breadth of what people want is like ours, but we don't know how to provide it.
- The Big Picture they were throwing us is hard without money and volunteers. Survey suggestions were great but the big picture is beyond what we are as organizations.
- We need talent (staff-level) as well as volunteers. With true commitment and consistency.
- 33% of people who responded said no interest in volunteering. But 67% said they had interest in volunteering!
- Most of the people who responded are pretty old.
- Surprised at all the people who had not engaged at all with most organizations.

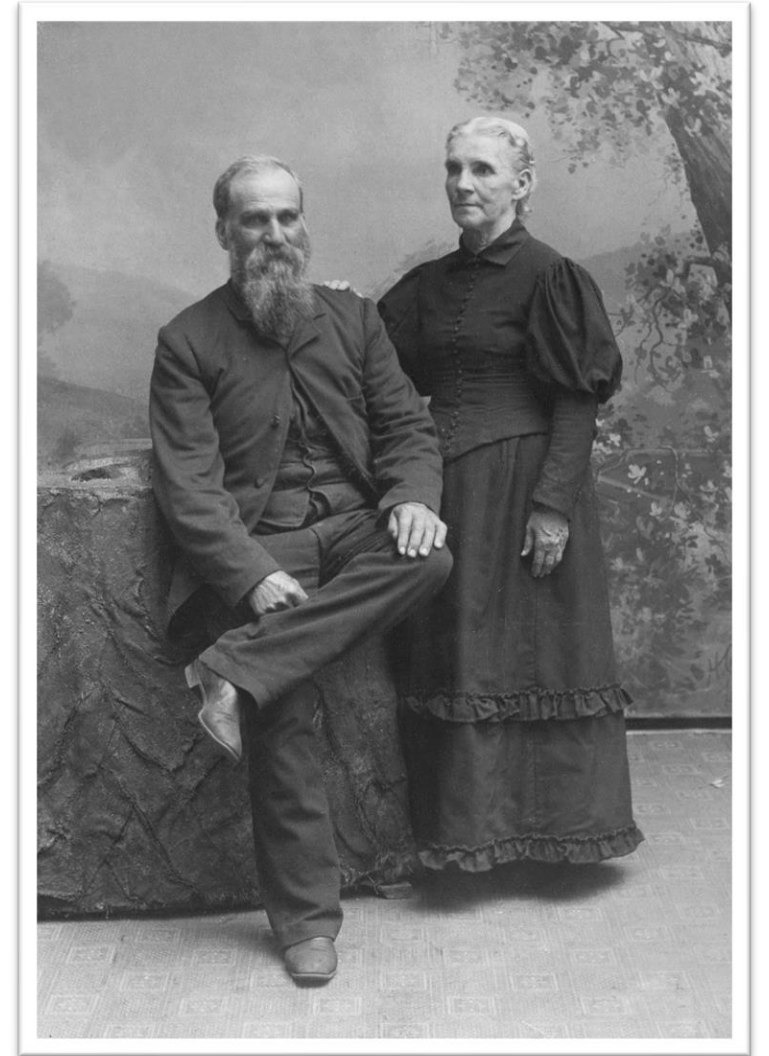


*Jerry Provost, 1980*



*Salvage Crew with hull of MINNEHAHA, 1980*

- I was excited to realize that people really don't know what's happening in the other areas if they're not on a membership list.
- The overwhelming majority thought that people thought our job was to collect and preserve materials. And people are excited about boat cruises.
- People kept getting confused about consolidation and territorialism.
- DHS was so unknown.
- People are sharply divided about some things.



*Amos & Susan Chowen Gray*

## IV. JOINT COMMITTEE FINDINGS

### From ACG: Core Findings for Decision Making (1)

- The challenges and concerns (sustainability, volunteer numbers, awareness) about the organizations as they currently exist is consistent across all organizations and gathered perspectives (with some exceptions for MLM).
- There is near-unanimity that some kind of formal collaboration is a positive.
- There is near-unanimity that combining communication activity (websites, calendar, newsletters) would be of great benefit to all organizations and the broader community.
- It is clear that interested individuals in area history often only are 'looped in' with one or two organizations, and are not aware of programming, locations, or opportunities managed by other organizations.

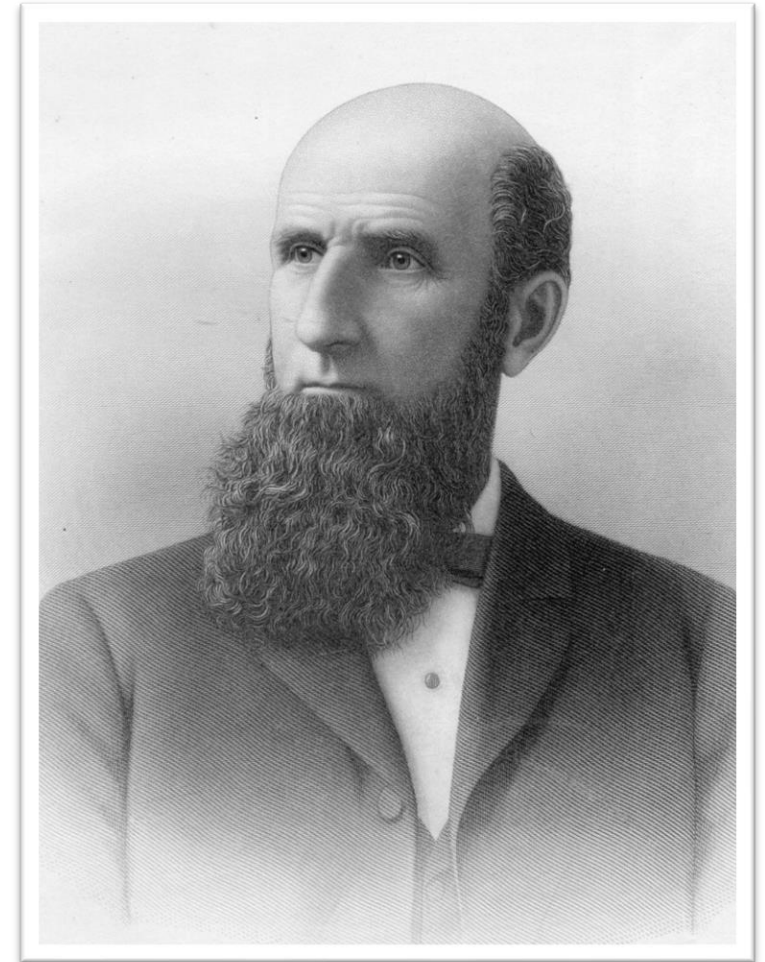


*Stubbs Bay School Ball Team, 1939.*

## IV. JOINT COMMITTEE FINDINGS

### From ACG: Core Findings for Decision Making (2)

- Many more individuals expressed interest in volunteering than currently are active volunteers with the partner organizations.
- Wayzata and Excelsior as communities have higher awareness and centralized locations that can be leverage points to promote and engage people for the entire region.
- Interviews, benchmarking, survey comments, and town halls all identified a concern with any level of collaboration, that by working together current focus and service to individual communities could be lost. Many individuals linked independence of the organizations to an assurance that that focus would be retained.



*George A. Brackett*

## IV. JOINT COMMITTEE FINDINGS

### From ACG: Distinctions between Input Groups

- The survey results indicate that while members of all the partner organizations strongly support combined communications, and **a majority of members of all organizations support full consolidation**, there are distinct differences between the organizations:
  - Members of MHS and WzHS were notably less likely (10-20%) to support consolidation, creating an umbrella organization, or combining social media or archives.
- In interviews and town halls, individuals who did not have long history with one of the organizations often expressed surprise that the organizations were so separate from one another, and did not have concerns about individual identity protection the way that long-dedicated members or board members of individual organizations often expressed.

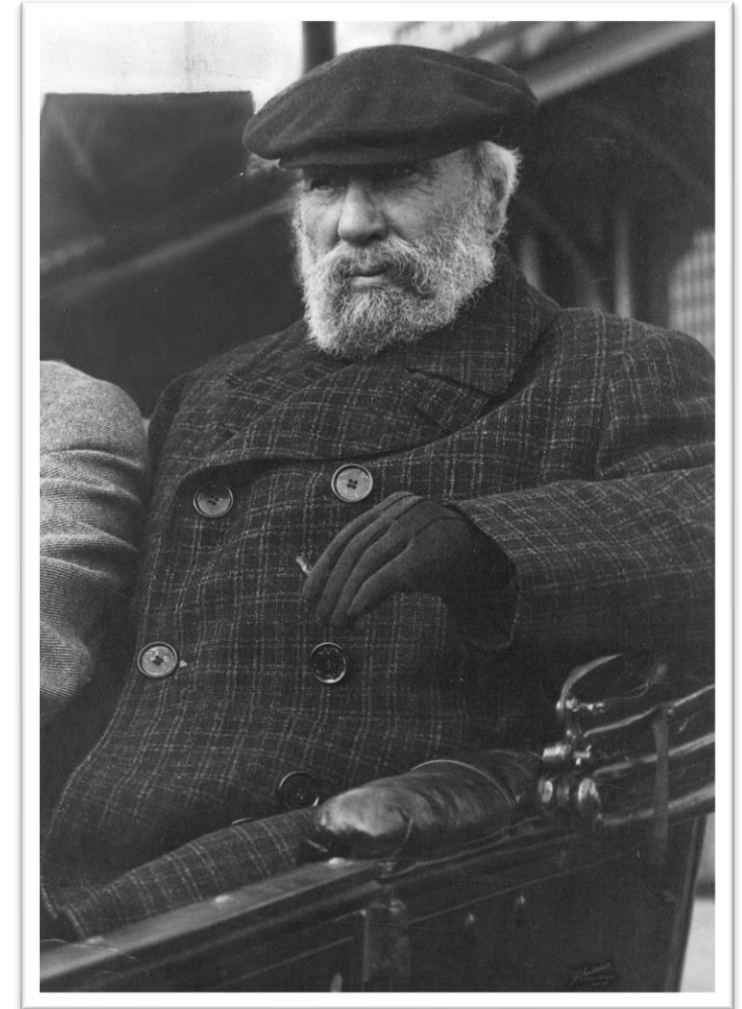


*Express Boats in winter storage, Excelsior*

## IV. JOINT COMMITTEE FINDINGS

### From ACG: Other Observations or Considerations (1)

- Constituents identified content topics that are of interest, but which are not currently within the organizations programming.
  - Native American stories, past and present
  - Cultural activity in the area that isn't thought of 'historically'
  - History of the lake, or the county, that touch on many areas but aren't rooted in one specific municipality
  - Ecological/Environmental



*James J. Hill, "Empire Builder"*

## IV. JOINT COMMITTEE FINDINGS

### From ACG: Other Observations or Considerations (2)

- The survey identified a top purpose for historical organizations to ‘Collect, document, and preserve historical material’. Current archives and locations for preserving historical material have some preservation challenges which have not been highlighted strongly in data gathering, but which ACG suggests be included as an area of clarity in any operational model.



*Traveling Billboard, Myrtle Youngquist, 1937*



## IV. JOINT COMMITTEE FINDINGS

### From ACG: Other Observations or Considerations (3)

- A number of the areas of consensus, around joint communications and promotions, historical tourism, and the idea of a 'visitor's center', connect back to bigger ideas of promoting and connecting the lake area.

Other entities already are interested in this, including the various Chambers of Commerce, regional tourism activity, and others. Before attempting to create new joint websites or promotional efforts, a consideration of how those ideas could leverage pre-existing activities and resources could be valuable.

As an example, [www.LakeMinnetonka.com](http://www.LakeMinnetonka.com) is supported by cities from all around the lake, and includes historical resources and also listings for ELMHS/MHS/WzHS/WHS.



*Benjamin & Mary Brunk Keesling*

- There are some mismatches in relation to physical space needs within the organizations. Some organizations have spaces that are easily large enough to accommodate their activities (archives or event programming) while others experience challenges with space that is too restrictive for current or desired activities.

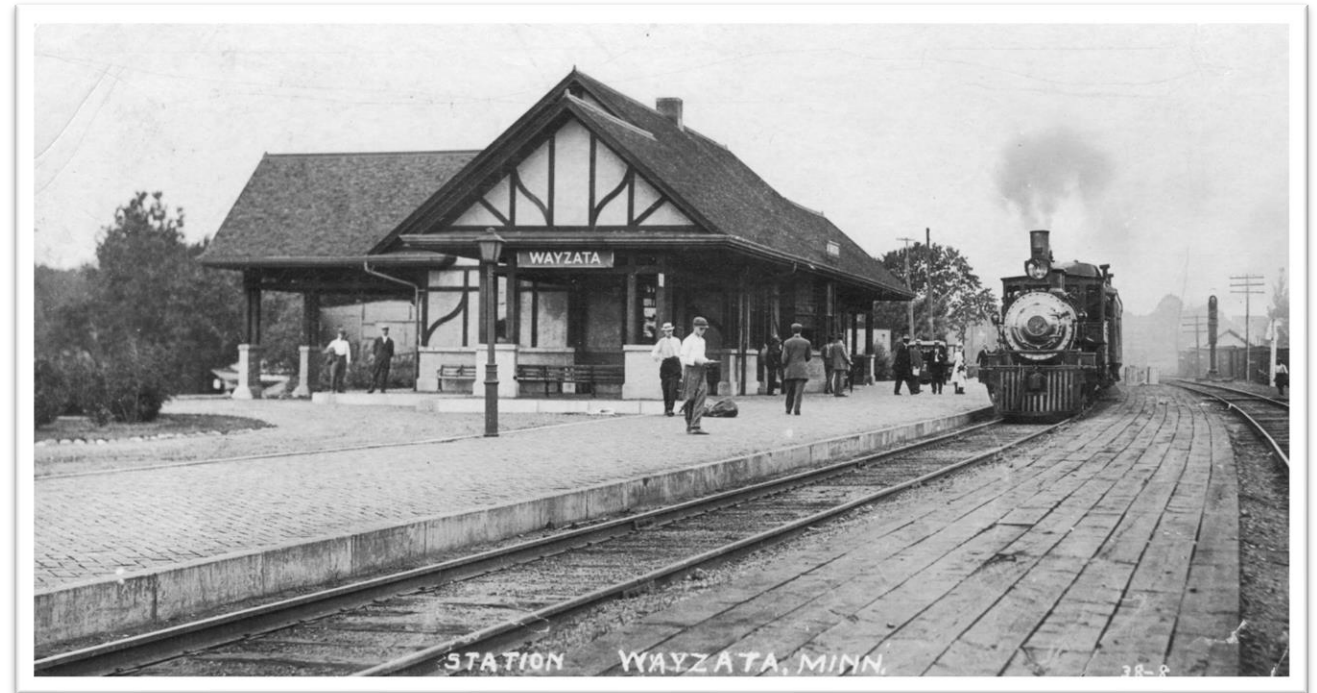


*Express Boats at the Excelsior Docks*

## IV. JOINT COMMITTEE FINDINGS

### From ACG: Other Observations or Considerations (5)

- A minor addition are some interview comments regarding inefficiency and inconsistency for things like keeping financial records, filing nonprofit paperwork, and tracking membership lists. These kinds of important non-programmatic managerial tasks could benefit from paid staff and from efficiencies of potential consolidation.



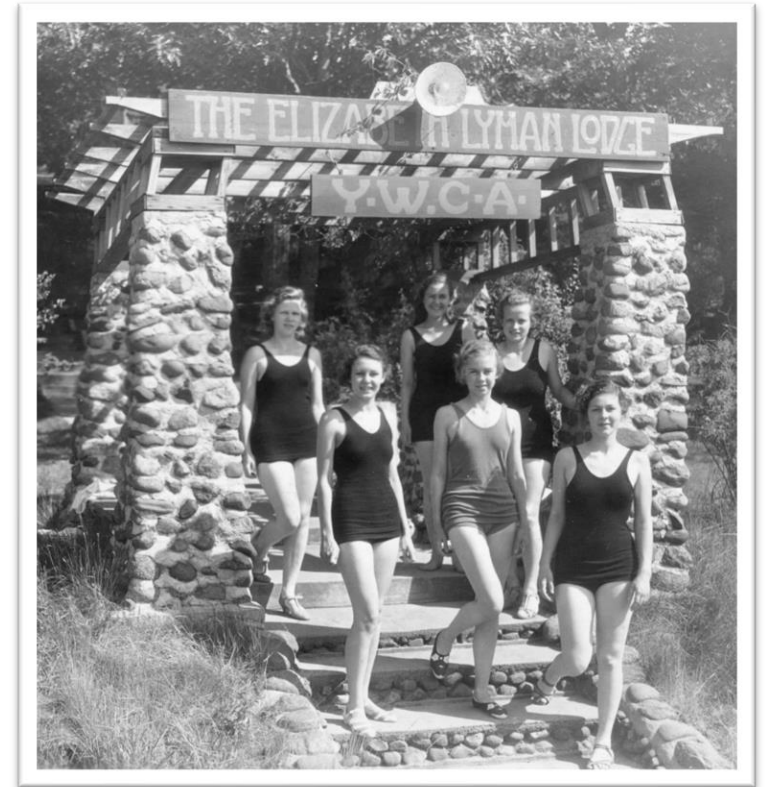
*Great Northern Railroad Depot, Wayzata*

## IV. JOINT COMMITTEE FINDINGS

## Areas of Agreement on Functional Benefits of Collaboration

Before addressing structural models, it is valuable to discuss what areas of agreement exist on functional benefits of collaboration from the JC and gathered data.

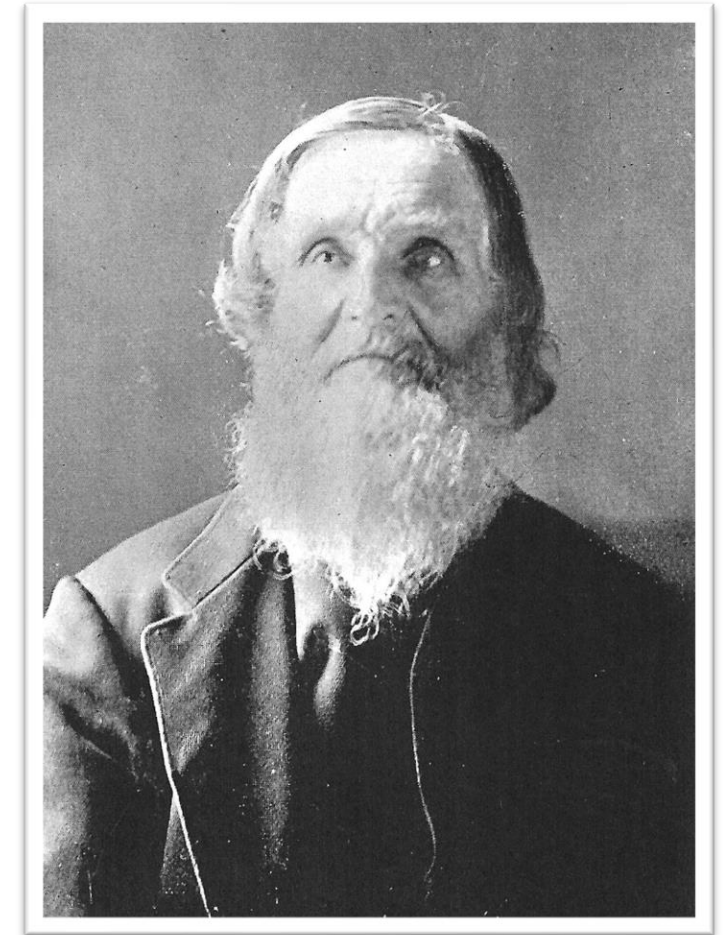
- Programming (including exhibitions)
- Collections
- Membership Management
- Operations
- Fundraising
- Communications
- Governance



*Elizabeth Lyman Lodge, Greenwood*

Before addressing structural models, it is valuable to discuss what areas of agreement exist on functional benefits of collaboration from the JC and gathered data.

- Programming (including exhibitions)
  - Is there value in programming activities being unified in how they are done for better engagement?
  - Is there value in programming activities being planned in a collaborative way?
  - Is it important to expand the amount of programming?
  - Is it important to reduce the amount of programming for efficiency?



*John Stevens Harrington*

## IV. JOINT COMMITTEE FINDINGS

## Areas of Agreement on Functional Benefits of Collaboration

Before addressing structural models, it is valuable to discuss what areas of agreement exist on functional benefits of collaboration from the JC and gathered data.

- Collections
  - Is there value in collections management being unified in how they are done for better care and access?
  - Is there value in collections management being planned in a collaborative way?
  - Is it important to expand the collections?
  - Is it important to reduce the collections for efficiency?



*Lake Park Hotel, Tonka Bay*

Before addressing structural models, it is valuable to discuss what areas of agreement exist on functional benefits of collaboration from the JC and gathered data.

- Membership Management
  - Is there value in memberships being unified for better connection and support?
  - Is there value in memberships being planned in a collaborative way?
  - Is it important to expand memberships?
  - Is it important to reduce memberships for efficiency?



*Ernest Aselton*

## IV. JOINT COMMITTEE FINDINGS

## Areas of Agreement on Functional Benefits of Collaboration

Before addressing structural models, it is valuable to discuss what areas of agreement exist on functional benefits of collaboration from the JC and gathered data.

- Operations (staffing, volunteers, administration, organization)
  - Is there value in operations being unified in how they are done for better impact?
  - Is there value in operations being planned in a collaborative way?
  - Is it important to expand operations activity?
  - Is it important to reduce operations activity for efficiency?



*Express Boat crew*



## IV. JOINT COMMITTEE FINDINGS

## Areas of Agreement on Functional Benefits of Collaboration

Before addressing structural models, it is valuable to discuss what areas of agreement exist on functional benefits of collaboration from the JC and gathered data.

- Fundraising
  - Is there value in fundraising being unified in how it is done for better impact?
  - Is there value in fundraising being planned in a collaborative way?
  - Is it important to expand fundraising activity?
  - Is it important to reduce fundraising activity for efficiency?



*Architect Harry Wild Jones, Minnetonka Yacht Club*

## IV. JOINT COMMITTEE FINDINGS

## Areas of Agreement on Functional Benefits of Collaboration

Before addressing structural models, it is valuable to discuss what areas of agreement exist on functional benefits of collaboration from the JC and gathered data.

- Communications  
(newsletters, email, websites, social media, mailings)
  - Is there value in communications being unified in how they are done for better impact?
  - Is there value in communications being planned in a collaborative way?
  - Is it important to expand communications activity?
  - Is it important to reduce communications activity for efficiency?



*Alma and Marie Kusserow*

## IV. JOINT COMMITTEE FINDINGS

## Areas of Agreement on Functional Benefits of Collaboration

Before addressing structural models, it is valuable to discuss what areas of agreement exist on functional benefits of collaboration from the JC and gathered data.

- Governance
  - Is there value in governance activities being unified in how they are done for better impact?
  - Is there value in governance being planned in a collaborative way?
  - Is it important to expand governance activity?
  - Is it important to reduce governance activity for efficiency?



*Express Boat HOPKINS meeting streetcar, St. Louis Bay*

FUNCTIONAL AREAS	GOALS
<b>PROGRAMMING</b>	Working together on content is good; Sharing programs we've already done; Aiming to grow and attract more engagement; Could double our programming without doing any more research by presenting to different audiences which also helps with capacity; Great value in fusing and planning together programs; Can play off of themes; Planning together avoids 'stepping on toes' for other communities; working together can be the same or more content but more efficient; regular programming (like monthly) has hugely increased collections for ELMHS;

FUNCTIONAL AREAS	GOALS
<p><b>COLLECTIONS</b></p>	<p>Collections are the basis of everything else we do; All of us in Collective Access would be great; Every researcher who comes in says ‘I wish I could do this research all in one place’; Could reduce competition between groups if care was consistent; Focusing assistance or grants in a unified way could be easier to build strength in best practices; it takes a lot of labor to inventory; the information should belong to the communities in which we live so sharing is important; would like three dimensional artifacts in individual communities in museum locations; Concern about duplicating resources among everyone – to share the best it would take full consolidation.; WzHS doesn’t have reliable internet at archives which inhibits Collective Access use; Some board at WzHS are not in favor of online sharing of archival information; copyright concerns</p>

FUNCTIONAL AREAS	GOALS
<p><b>MEMBERSHIP MANAGEMENT</b></p>	<p>Great value in combining and managing memberships together; don't have the answer for cross-membership arrangements, but could benefit from consistency; Separate memberships can silo communications; All looking to expand memberships; Would love efficiency in not managing six membership roles; Possibly value for people can pay a larger amount to get membership to all six organizations; True combination of this would require going beyond collaboration to more formal partnership; often tightly linked to the newsletter; outsourcing management administratively?; concern about joining six organizations at once being too complicated – and complicates things;</p>

## IV. JOINT COMMITTEE FINDINGS

## Comments from the Joint Committee

FUNCTIONAL AREAS	GOALS
<b>OPERATIONS</b>	We are not looking to create ANOTHER layer and more work that this work has to do – we are looking to REDUCE the work that this team has to do; Want to consolidate operational activity as much as possible; This is a major pain point that we want to reduce;
<b>FUNDRAISING</b>	Unified fundraising would be difficult if the organizations are separate; Certain groups could be unbalanced about giving or receiving; If working together fundraising could be a big opportunity to increase resources; How do you divide income when you work together?; the devil is in the details, and the NATO comparison is a good one; How would a capital campaign for a key thing work?
<b>COMMUNICATIONS</b>	Events calendar is almost unanimous so it's about who coordinates it; And overwhelming for the newsletter as well; How does it work with six organizations together, rather than just one new org; coordinating might be increasing the workload rather than reducing the workload; Putting it together increases mission delivery and engagement, but with lowering workload;

## IV. JOINT COMMITTEE FINDINGS

## Comments from the Joint Committee

FUNCTIONAL AREAS	GOALS
GOVERNANCE	Could be done better, if we did it together; Lots of challenge with wildly varying by-laws and rules and terms; can't consolidate governance without consolidating financials; could help with sustainability on having board members; greatly helped with some centralized governance; like the 'Federalist' system; it would be great to do our volunteering <b>without</b> having to be on the board all the time



*Chapman Boathouse, Mound*



## IV. JOINT COMMITTEE FINDINGS

### As Determined in Joint Committee Workshop #2:

#### Goals to consider in any Strategic Partnership Model

- Increasing volunteer and leadership consistency and sustainability
- Professionalizing administrative activity
- Launch coordinated communication and calendar
- Consolidating operational activity where possible
- Growing membership and fundraising
- Strengthening civic relationships
- Building upon individual strengths of the partners
- Elevating collection organization and standards

#### Challenges to consider in any Strategic Partnership Model

- Additional workload
- Greater organizational complexity
- Difficulty of standardizing policy
- Retaining Board / volunteer interest
- Organizations are from a spectrum of different starting points

# V. Recommendation: Consolidation on an Incremental Basis



*Water Street, Excelsior, 1892*

Following in-depth explorations of multiple options, and believing the individual partner historical organizations will be stronger together, the Joint Committee has narrowed the focus of its strategic partnership exploration to one approach: **Consolidation on an Incremental Basis**.

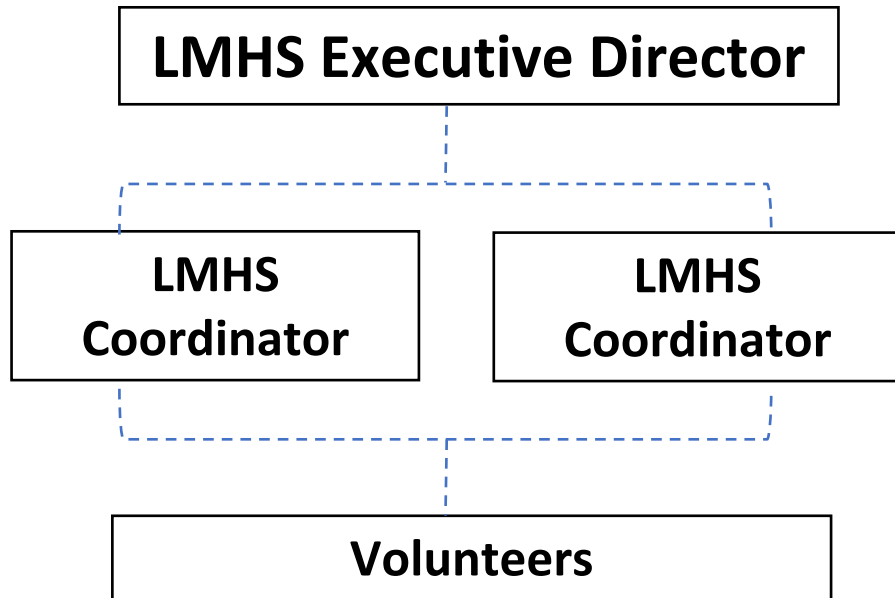
- This option achieves the shared objective of consolidation through an intentional transition process – allowing the individual Partner memberships to collaboratively participate in integrating all administrative and programmatic functions of the new entity with pre-defined ‘off-ramps’ where individual organizations may choose not to proceed with the consolidation effort if significant barriers to an ultimate consolidation are identified.
- This approach brings the partner organizations closer to the strategic goals previously identified and have been modeled across eight areas (Governance, Finance, Fundraising, Membership, Collections, Programming, Operations and Communications).
- This approach will offset increased operating expenses (primarily staffing) through revenue growth and operational efficiencies. It enhances leadership sustainability through the consolidation of individual boards and core volunteer leads.

## V. RECOMMENDATION

## OVERVIEW



- Progression toward an eventual new 501(c)3 entity (LMHS) is created with a single set of bylaws created to replace five existing organizations, which go dormant or are formally closed
- Subject to requirements as outlined in Minnesota Statute Chapter 317A. Nonprofit Corporations – filing of a Consolidation Plan
- Oversight provided by a single Board formed from board members of existing organizations and potential new members
- Finances are combined into a single set of books for the consolidated organization
- All activity takes place through LMHS
- Dedicated staff members manage day-to-day operations within LMHS



*\*Staffing levels depicted are aspirational. Actual staffing levels to be determined based on financial modeling, etc.*

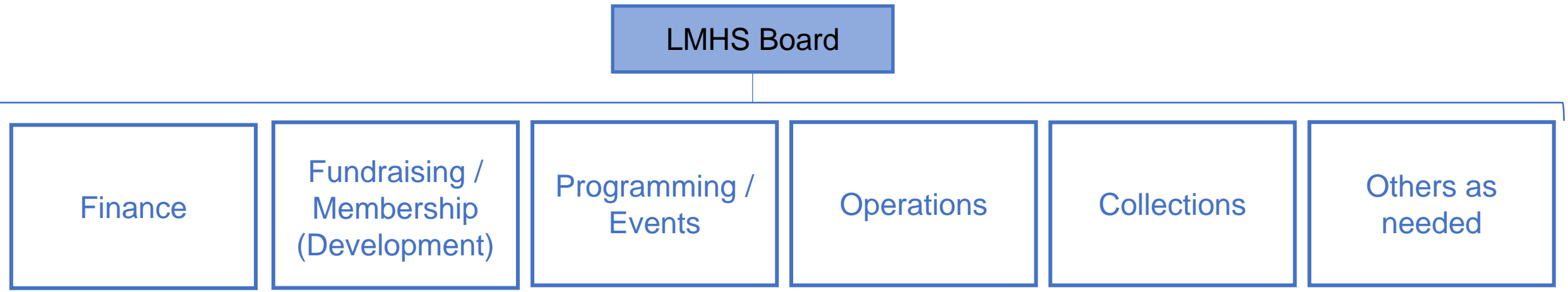
**One paid Executive Director** reporting to LMHS Board\*

- Responsible for:
  - Day-to-day operations across all sites
  - Leading fundraising and membership efforts for the organization
  - Working with Board Committees supporting all aspects of organization
  - Overseeing finances and compliance elements of consolidating organization

**Two paid LMHS Coordinators** reporting to Executive Director\*

- Responsible for:
  - Fundraising
  - Communications including content production for website, social media, and newsletters
  - Basic bookkeeping and accounting
  - Volunteer scheduling and coordination

All paid roles would be **supported by volunteers** generating content, curating archives, participating in event planning and execution, and providing board service.



**Description**

- Existing partner boards restructured into a single Board and six committees with significant efficiencies (with far fewer meetings overall)
- Dedicated staff member(s) oversee all day-to-day functions

**Considerations**

- Many current partner board members could participate in committees without needing to serve on the LMHS Board
- Board members/volunteers would be allowed to align activity with their interests
- Geographic diversity within all committees can ensure a variety of perspectives are represented in planning and execution of activities

### OVERVIEW

- The partner organizations currently have varying financial bases and ongoing expenses
- Existing finances will be consolidated within the new entity
- Executive Director and Finance Committee will determine budgets and LMHS funding priorities with localized input and focus
- A restricted fund framework would be established to ensure donor compliance and targeted funds for specific purposes (such as boat maintenance or donations made on-site at locations that are expected to be used at that location only, like the Garden Railroad)
- Review of in-kind services currently provided by any municipality

### PROS:

- Consistent financial processes across sites
- Ability to shift financial resources to address immediate needs

### CONS:

- Up-front workload to combine finances
- Potential challenges during budgeting cycle

- ACG and representatives of the partner organizations developed financial modeling to determine the viability of a consolidated LMHO. The modeling was built as an excel workbook to illustrate the impact of various assumptions on revenue increases, potential operational efficiencies, and investment in paid staffing. This workbook is included as Appendix 6.
- The modeling includes four scenarios to illuminate the impact of various projections, opportunities, or decisions:
  - Simple combination with no increased revenue / operational savings reflected
  - Conservative revenue/efficiency estimates assumed, the Executive Director expanded from Half-time to Full-time, and the addition of one additional half time staff member
  - Revenue and efficiency estimates assumed, the Executive Director expanded to full-time, the addition of two additional half time staff members and the return to operation of the *Minnehaha*
  - Revenue and efficiency estimates assumed, the Executive Director expanded to full-time, the addition of two additional half time staff members, the return to operation of the *Minnehaha*, and finding new facility situations for WHS and ELMHS that result in significant rent and facility savings.

The modeling is constructed to allow granular adjustments on individual lines as useful to ongoing conversations.

- Revenue assumptions incorporated:
  - +15% for Contributed Income (memberships + donations)
  - +60% for Individual Donations Fundraising, +100% for Fundraising Events, and Modest New Revenues from Grant and Sponsorship Funds
  - +15% for Earned Income (attendance, merchandise)
- Operational Savings / Efficiencies:
  - Savings conservatively estimated by eliminating duplicative expenditures, greater efficiencies (printing, etc.)
  - Incremental savings identified from select big-ticket expenditures by individual org's (newsletters, space)



# V. RECOMMENDATION

# FINANCIAL MODELING

	LMHS CONSOLIDATION SCENARIOS MODELED			
	LMHS (combining without significant revenue increases or major efficiencies)	LMHS (with reasonable increases and potential efficiency savings estimates)	LMHS (with reasonable increases, potential efficiencies, and <i>Minnehaha</i> back in the water)	LMHS (with reasonable increases, potential efficiencies, and <i>Minnehaha</i> back in the water, and finding a more affordable facility opportunity for WHS and ELMHS locations)
<b>SCENARIO ASSUMPTIONS</b>				
Revenue Increases	None	Conservative	Conservative	Conservative
Operational Efficiencies	None	Conservative	Conservative	Optimized
Staffing Investment	Unchanged	FT Director	FT Director + (2) HT Asst	FT Director + (2) HT Asst
<i>Minnehaha</i> Operational	No	No	Yes	Yes
<b>PROJECTED FINANCIALS</b>				
Total Income	\$109,200.00	\$178,580.00	\$253,580.00	\$253,580.00
Total Operating Expenses	\$133,120.00	\$178,491.00	\$250,451.00	\$225,199.00
Net Income	-\$23,920.00	\$89.00	\$3,129.00	\$28,381.00
<b>Incremental Staff Investment</b>	\$0.00	\$67,460.00	\$92,420.00	\$92,420.00
Lifespan of Working Capital (yrs) w/ added expenses but w/o any realized new revenues	N/A	5.17	3.77	3.77

*\*\*Minnehaha typical annual operations yield ticketing revenue of \$75k with expenses of \$50k (varies season by season based on weather & maintenance needs).*

- **Conclusions:**
  - Current working capital of \$348k provides new consolidated LMHS a solid base to initiate operations
    - Sufficient to fund staffing investment for 3-5 years, and longer once any increases to revenues are realized as a sustainable balance is approached
  - Estimated revenue increases / operational savings deemed reasonable to cover increased staffing investment
  - The invisible element of the financial model is the amount of volunteer time and board time that is saved, and the increased organizational sustainability through paid staff
  - Caution: Financial benefits will be attained over time – not overnight from the outset – the models represent target goals to be reached over a period of several years, not in year one

### OVERVIEW

- Priorities and targets set by Fundraising/Membership (Development) Committee and Executive Director
- Fundraising administration (e.g., record keeping) standardized and centralized
- Asks primarily made by Executive Director with support from Board
- Gifts are received and tracked through LMHS to ensure compliance with donor requests
- LMHS fundraising events supported by the corporate-wide operating budget

### PROS:

- Fundraising efforts directed towards areas of greatest need
- Potential growth in fundraising due to less intra-organization competition and clearer messaging
- Simpler gift processing and tracking through a centralized approach
- Greater scale for civic fundraising efforts

### CONS:

- Attention could gravitate to large collective projects (e.g., *Minnehaha* new launch/storage infrastructure)
- Potential loss of donations from individuals committed to targeted areas

### OVERVIEW

- Restructured membership program encompassing all sites/venues set by Executive Director and Overall Board
- Centralized membership administration
- Development (membership, fundraising) led by staff

### PROS:

- Greater ability to attract members and new framing for membership growth
- Single membership opens access to history lake-wide
- Larger entity better capable of offering tangible benefits

### CONS:

- Initial complexity of consolidating membership activity (e.g., records, systems)
- Potential challenges in retaining existing members while shifting structures

### OVERVIEW

- Collection oversight and associated activity resides at the Board level
- Collections committee and Executive Director implement a standard collection policy (e.g., copyright)
- Display locations remain the same (e.g., museums)
- Archives and 3D storage consolidate into one physical location once a location has been secured (long-term goal)
- LMHS enables resource-sharing across sites (e.g., lending, capacity relief)
- Donor ability to gift collection(s) to a specific community / site will remain an option

### PROS:

- Setting and standardizing collection practices across LMHS
- Ability to optimize use of collections and space
- Potential to reduce overall facility costs
- Greater visibility for potential donors with relevant collections
- Convenience for researchers

### CONS:

- Reconciling collection standards with limitations of different sites
- Complexity transferring collections to LMHS

### OVERVIEW

- Scope and goals set by Board, Programming Committee and LMHS staff
- LMHS Programming Committee manages master calendar, scheduling, and coordinates execution
- Programming retained/created for all locations
- Executive Director sources and negotiates partnerships
- Programs are staffed by volunteers based on interest and expertise

### PROS:

- Greater integration of all activities into a single programming schedule
- Coordinated approach to programming content and execution
- Easier to shift direction of programming to incorporate new perspectives

### CONS:

- Complexity associated with consolidating existing event series
- Potential volunteer attrition due to changes in programming strategy / schedule / priorities

### OVERVIEW

- Executive/Volunteer staff is responsible for maintaining operations at each physical site
- Site operations become directly linked with financial processes across LMHS
- Executive/Volunteer staff oversees volunteer management to support operations at different facilities
- All vendor relationships and procurement efforts maintained through LMHS
- Site location decisions made by Operations Committee, Executive Director, Board

### PROS:

- Establishes structure for resource allocation
- Better integration of operations and finances
- Cohesive volunteer management that can lead to a broader volunteer base and more customized engagement

### CONS:

- Operational changes at each site could challenge volunteers

### OVERVIEW

- Executive Director responsible for overseeing all communication
- New brand established for LMHS
- LMHS maintains a single web property; existing web properties are consolidated / retired / redirect to LMHS or become more static
- All newsletters incorporated into a single version sent through LMHS
- Executive Director leads conversations with civic partners with support from key Board members

### PROS:

- Communications are consistent – one message to all audiences
- Centralized communications have potential for greater overall exposure and reach
- Greater scale and simplicity with consolidation of website, social media, press relationships, and other communications
- Clear point of contact for civic partners and other external parties

### CONS:

- Changes in communication strategy may present risk of member attrition
- Workload associated with rebranding and relaunching website, rebranding, and social media

## V. RECOMMENDATION

## TOP-LINE SUMMARY OF EIGHT FUNCTIONAL AREAS

### **GOVERNANCE**

New entity overseen by a Board of Directors composed of representatives elected by the partner organizations

### **FINANCE**

Finances are centralized, with sets of restricted funds for particular uses based on how the funds were obtained.

### **FUNDRAISING**

Benefits from centralized fundraising expertise, strategy, and tracking, and a case for bigger regional gifts.

### **MEMBERSHIP**

Unified membership structure, centrally managed and coordinated.

### **COLLECTIONS**

Managed in the same physical locations, but overseen by a central Collections committee that can coordinate digital tracking, inventory, and re-distribution of artifacts to different locations as is beneficial.

### **PROGRAMMING/EVENTS**

Programming strategy, as well as schedule and calendar, are planned by the Programming committee more comprehensively, with localized input and focus.

### **OPERATIONS**

Operations and volunteer coordination are centralized and committees staffed by volunteers, with oversight and assistance from staff, will carry out the work of LMHS at all sites/venues.

### **COMMUNICATIONS**

LMHS creates a new website, brand, and set of communications. Content is organized and distributed by LMHS staff through newsletters, website, and social media with localized input and focus.

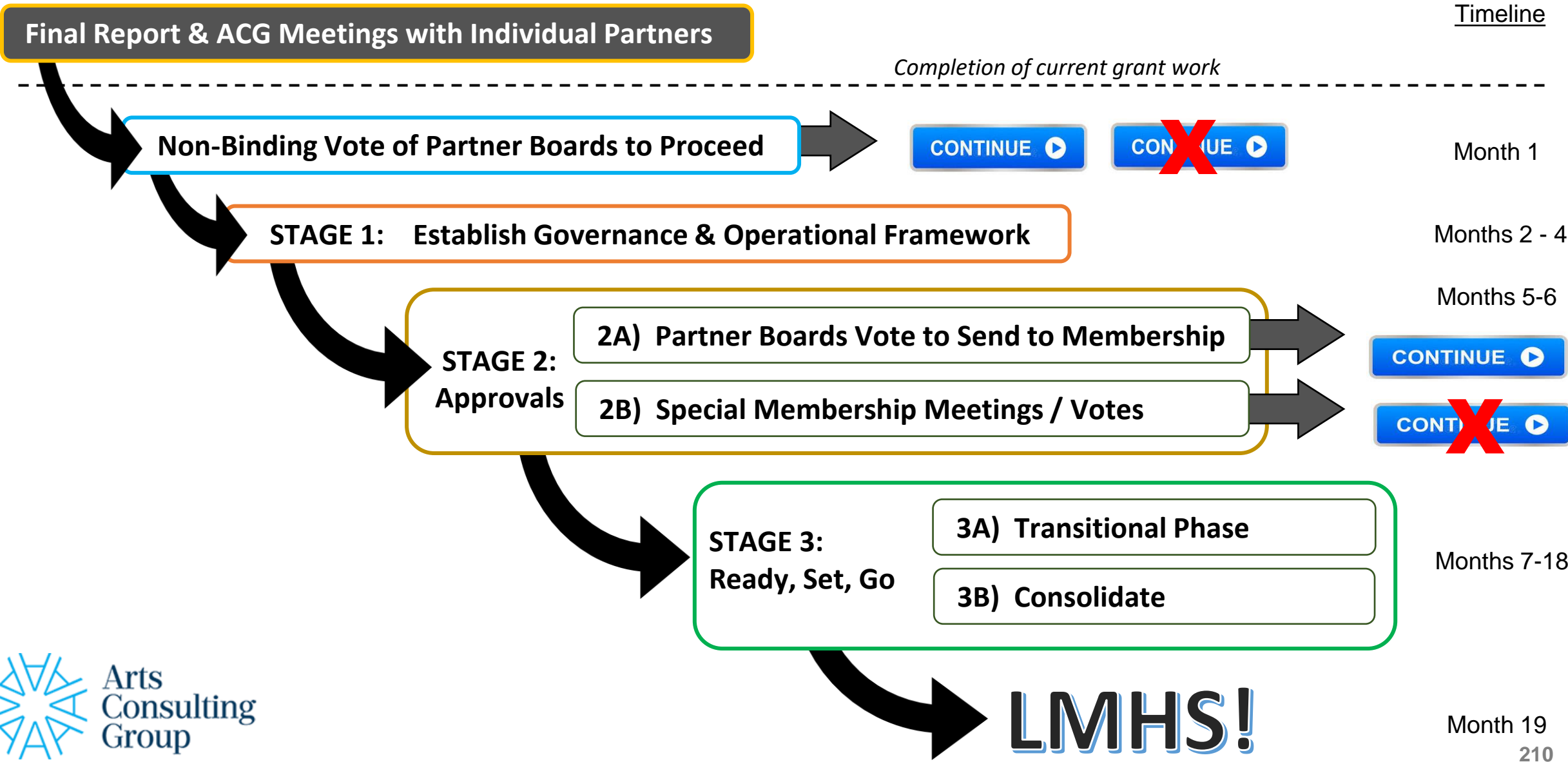


# VI. Roll-Out Stages & Timeline



# VI. ROLL-OUT STAGES & TIMELINE

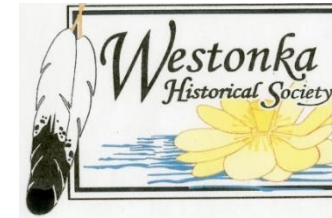
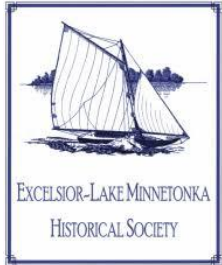
# ROADMAP TO CONSOLIDATION



## VI. ROLL-OUT STAGES & TIMELINE

## STAGE 1: Establish Governance Framework

Individual Partner Organizations continue to operate autonomously under the direction/control of their respective Board of Directors (no structural changes – all remain financial separate and independent).



Simultaneously, the LMHS Joint Committee begins building the framework for the new organization, focusing primarily on Governance.

### LMHS Joint Committee

- Composed of 1-2 members of each Partner Board, to meet regularly to share updates, challenges, and continue dialogue around specific collaborations
- Build the governance framework for the proposed new entity including drafting Articles of Incorporation, Bylaws, Board & Committee Structure
- Opportunities intentionally structured to bring together Individual Partner Boards to forge connections, familiarity, shared values, etc.

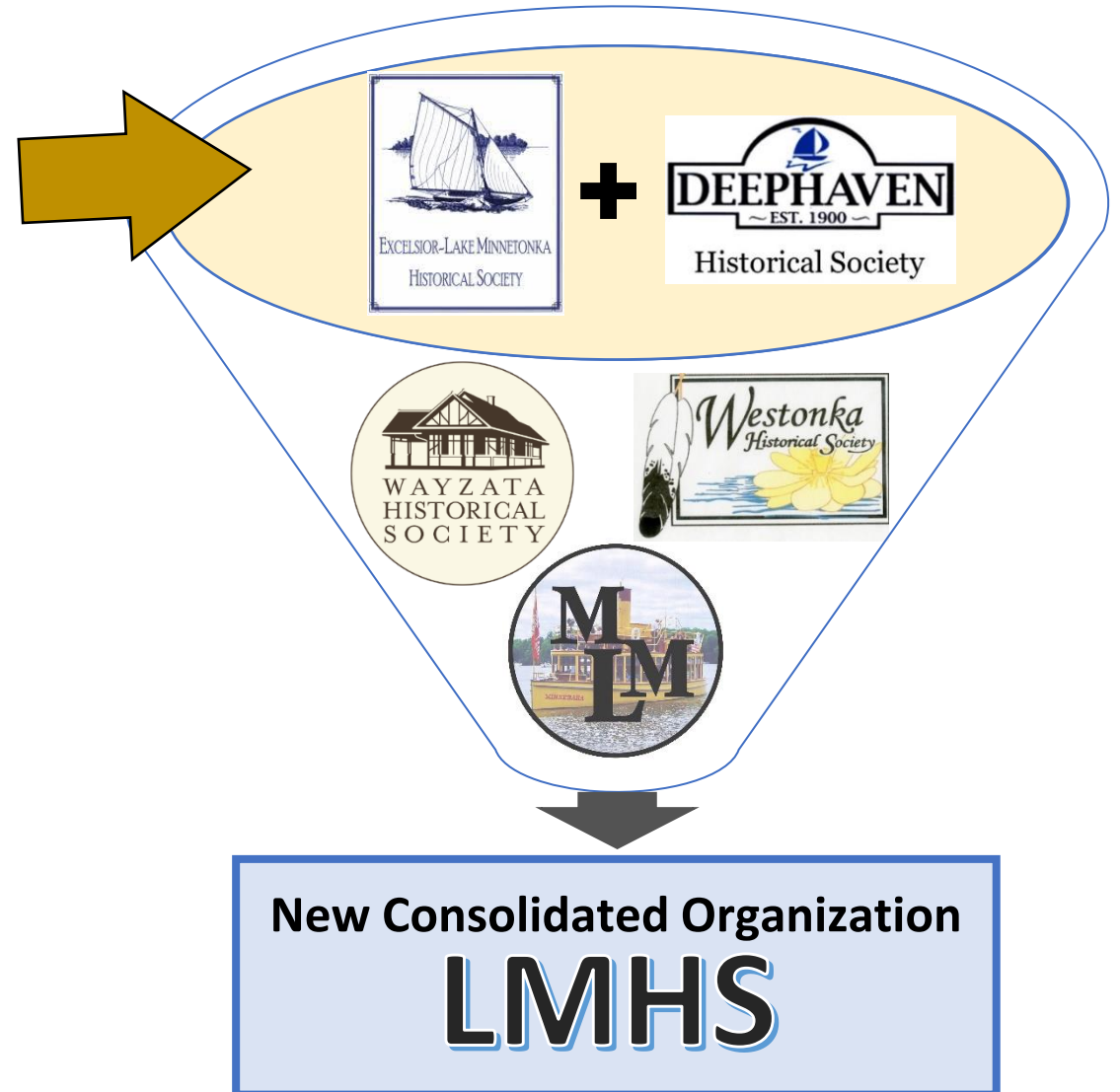
### LMHS Stage 1 Outcomes

- Draft Vision / Mission / Values Statement
- Draft of Articles of Incorporation
- Draft of Bylaws
- Draft of governance structure – framework for Board of Directors & committees
- Proposed identity/branding for new LMHS
- Proposed ground rules for combining financials (oversight, etc.)
- Draft job descriptions for Executive Director & supporting paid staff
- Develop transition timeline

## VI. ROLL-OUT STAGES & TIMELINE

## Initial DHS / ELMHS Consolidation

- In the initial phase, ACG suggests that DHS and ELMHS may wish to operationally combine immediately, given the limited complexity of DHS and the pre-existing affinity between the two organizations.
- If implemented, result would reduce individual partner organizations to four for the purposes of transition discussions. Legal transitions and filings can be handled immediately or in a later stage, depending on what is more efficient from a legal perspective.
- DHS board and members voted in February 2022 to dissolve and have said they intend to transfer their assets to ELMHS.



Joint Committee submits a formal proposal to the partner boards outlining vision for the new LMHS entity and an accompanying resolution for adoption.

- Stage 2A\*: Upon review and assessment of the proposed consolidation, the Boards of each organization would vote to approve/reject the proposal.
- Stage 2B\*: If the Boards vote to approve, the consolidation proposal would be presented at Special Membership Meetings and the membership would vote to approve/reject the proposal.
- Should one or more of the partner boards/memberships choose not to proceed, the Joint Committee would reassess the viability of a partnership with the remaining partner organizations.

### LMHS Stage 2 Outcomes

- Creation of a formal LMHS vision/proposal
- Approval by the boards of all partner organizations
- Scheduling of Special Membership Meetings at all partner organizations to vote on proposal
- Formal approval to proceed with creation of the new consolidated organization
- Reassessment by the Joint Committee of the viability of proceeding should one or more orgs opt not to participate

*\* Subject to requirements as outlined in Minnesota Statute Chapter 317A. Nonprofit Corporations – filing of a Consolidation Plan*

A pre-determined transitional phase would commence upon membership approval of the consolidation

- Stage 3A: Transitional Phase
  - Near-term, the existing Partner Boards would continue to oversee daily operations of the Partner organization (sites, programming, etc.)
  - The new LMHS Board would concentrate its focus on all structural matters needing to be addressed/developed
- Stage 3B: Consolidate
  - Formal consolidation into the new LMHS is conducted (transfer of financial account balances, outstanding liabilities, collections, etc.)
  - LMHS now fully operational and fulfills its mission to preserve, interpret, and share the history of the Lake Minnetonka community

### LMHS Stage 3 Outcomes

- Election of directors & officers of new LMHS
- Recruit / hire paid staff
- Develop committee structure including committee personnel
- Creation of new set of books, guidelines for restricted funds, opening of new financial accounts, etc.
- Centralization of membership & fundraising recordkeeping, grant writing, etc.
- Plan consolidation of technology platforms (including web properties)

# VII. Summary



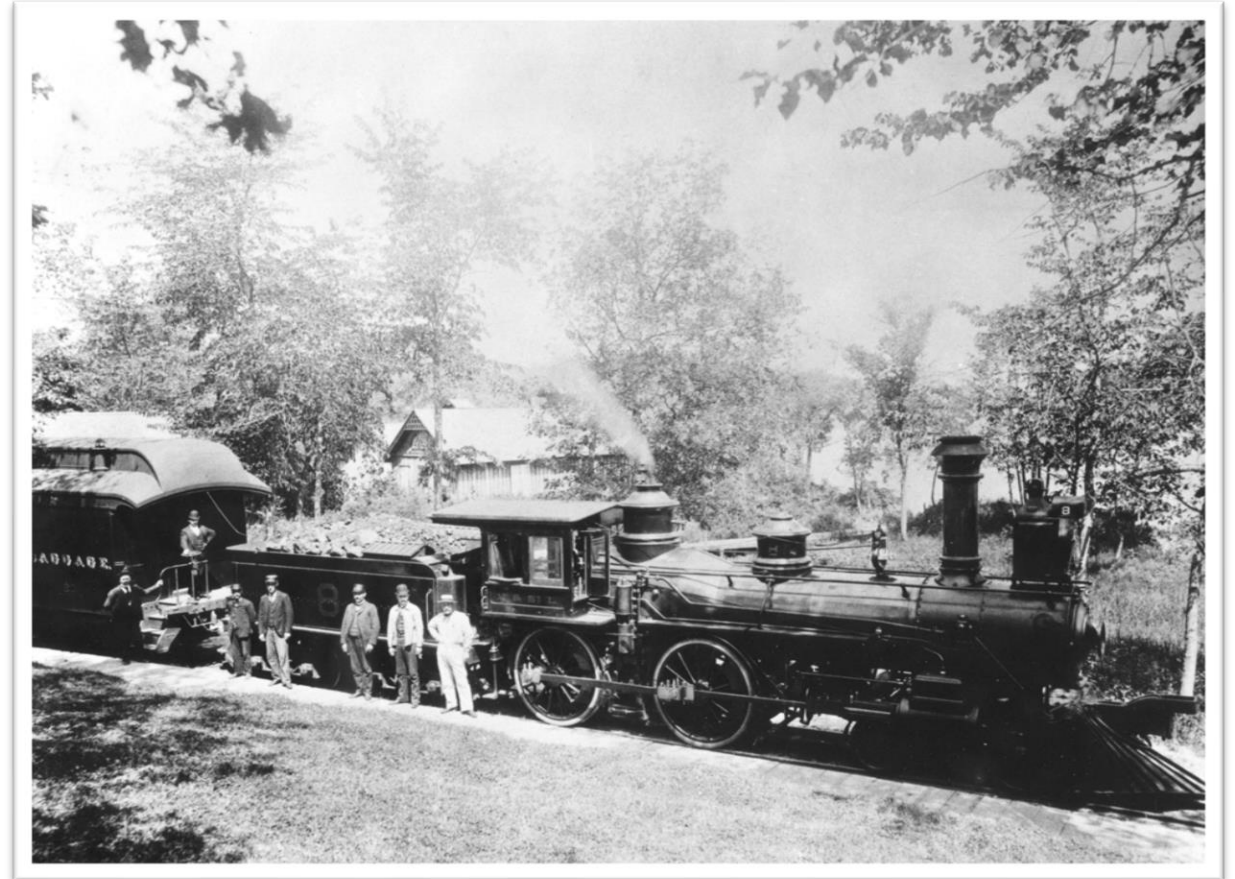
### To endorse Consolidation on an Incremental Basis

- The best chance for success is when all individual organizations can partner together
- The scale of the combined organization would help alleviate some expenses and significant volunteer time
- Greater visibility in a broad way to volunteers will address sustainability concerns
- Combining the resources of the organizations is best path to sustainability
- A combined and staff-supported approach to fundraising will help cultivate key relationships
- The combined organization improves ability to secure funding for major projects (e.g., Steamboat *Minnehaha*, etc.)
- The scale of the combined org gives greater visibility for community engagement all around the lake



### Other LMHS Strategic Goals to Keep in Mind for the Future

- Creating a distinctive regional experience
- Optimizing existing physical assets
- Pursuing capital campaigns as needed
- Embracing Indigenous narratives
- Raising awareness of Lake Minnetonka's stories inside and outside the area
- Building collections and gathering history from residents and partners



*Minneapolis & St. Louis Railway, Lake Park Hotel, 1886*

# VIII. Appendices



*Boomhower Carriage Painting, Wayzata*

## VIII. APPENDICES

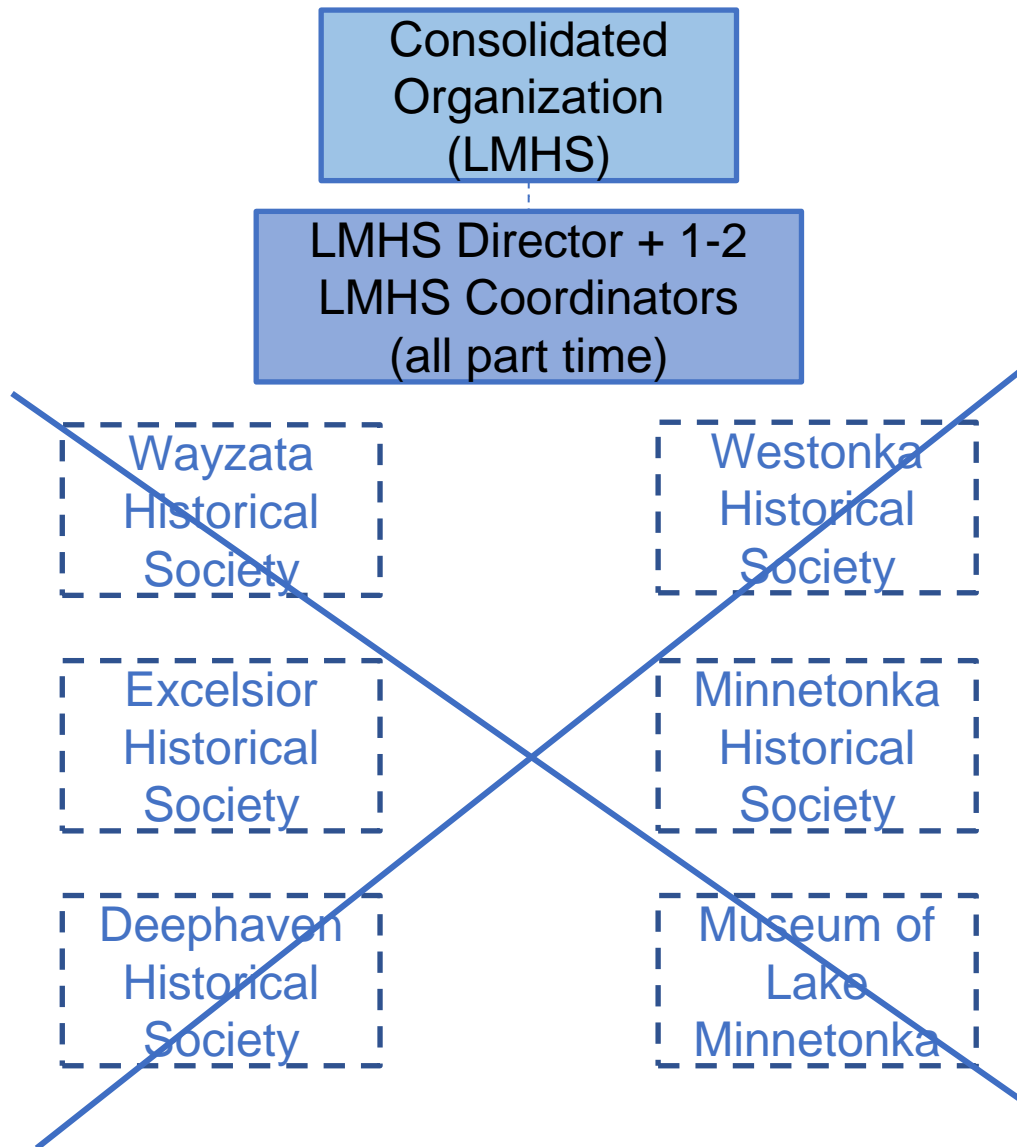
These appendices are provided to the LMHS Joint Committee for additional reference as needed beyond the materials contained in the Final Report.

### Appendices

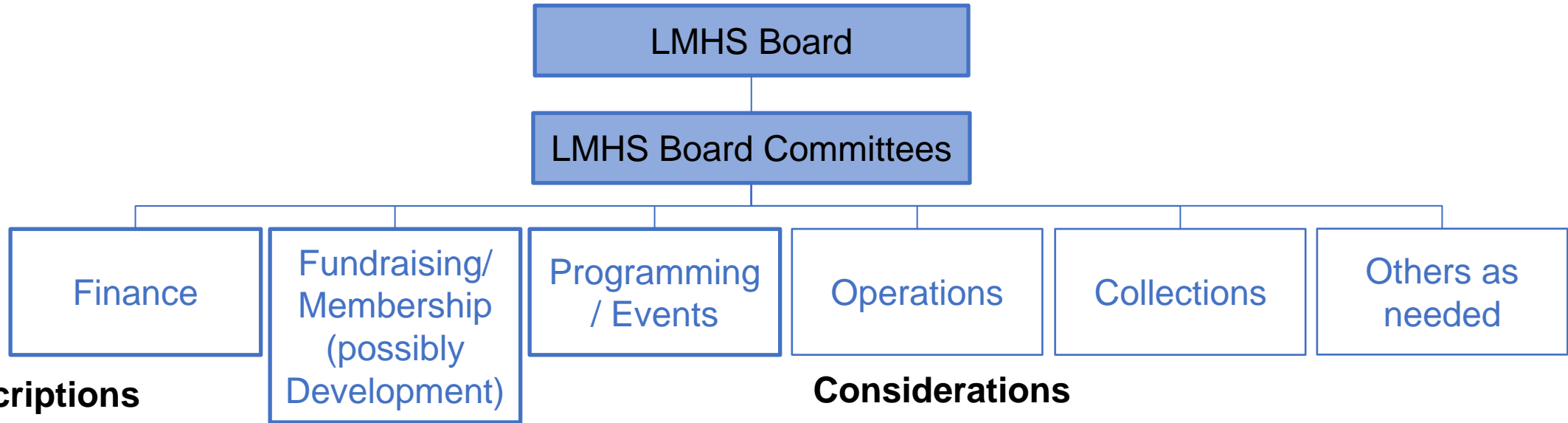
1. Final survey questions in PDF format
2. Full survey results in PDF and Excel format
3. Full list of all “Top Three” responses, listed by question, in Excel format
4. Full list of all “Other” responses (including Disability Disclosure), listed by question, in Excel format
5. Full list of all “Any other comments or suggestions” responses (open ended), in Excel format
6. LMHO Financial Analysis in Excel (generated through two joint meetings)
7. Exploration of Consolidation and Joint Venture models



*Cottagewood Store, Deephaven, c. 1920*



- New 501(c)3 entity is created with a single set of by-laws created to replace six existing organizations, which either go dormant or are formally dissolved
- Depending on if organizations fully dissolve, implementation may need to fulfill requirements as outlined in Minnesota Statute Chapter 317A. Nonprofit Corporations – filing of a Consolidation Plan
- Oversight provided by a single Board formed from Board members of existing organizations and potential new members
- Finances are combined into a single set of books for the consolidated organization
- All activity takes place through LMHS
- Dedicated staff members manage day-to-day operations within LMHS



**Descriptions**

- Six existing boards restructured into a single Board and five committees with significant efficiencies (far less meetings overall!)
- Dedicated staff member(s) oversee all day-to-day functions

**Considerations**

- Many current LMHO board members could participate primarily in committees without being on the full Board
- Board members should have opportunity to align their future involvement with their preferred interests
- Membership diversity within the events or collections committees can ensure a variety of perspectives are represented in planning and execution of activities

### Overview

- Existing finances are consolidated within the new entity
- LMHS employs a single accounting methodology across the corporation
- Executive Director and Finance Committee build and review annual budgets
- A restricted fund framework would be established to ensure donor compliance and targeted funds for specific purposes (such as boat maintenance or donations made on-site at locations that are expected to be used at that location only, like the Garden Railroad)
- Review of in kind services currently provided by different municipalities

### Pros

- Greater visibility on financial position
- Consistent financial processes across sites
- Ability to shift financial resources to address immediate needs

### Cons

- Up-front workload to combine finances
- Potential tension between board members from different geographies during budgeting cycle
- Many restricted funds may cause complex accounting processes

- The partner organizations have widely varying financial bases and ongoing expenses. It is not possible for them all to contribute ‘equally’ in raw dollars. Instead, each organization would need to have clear expectations about how funds would flow into LMHS and what reasonable expectations would be for how those funds benefit the various communities around Lake Minnetonka.
- The following slide details a sample LMHS financial scenario that breaks down a potential manner in which funds could be allocated, and the overall benefits and costs to individual organizations as a result.

<b>CONSOLIDATION</b>				
Assume that through the addition of staff and unification of communications:				
	<b>Memberships overall increase by:</b>	<b>15%</b>	\$	6,278
	<b>Non-membership, non on-site donations increase by:</b>	<b>75%</b>	\$	38,288
	<b>Merchandise sales overall increase by:</b>	<b>15%</b>	\$	1,185
	<b>Overall Increase Represented:</b>	<b>\$ 45,750</b>		
			<b>Income</b>	<b>Expense</b>
	<b>TOTAL BUDGET FOR CONSOLIDATED</b>	<b>\$ 256,250</b>	<b>\$</b>	<b>232,770</b>

- The full financial model has been provided as an excel workbook. With the model, it is possible to adjust budget lines for any organization, and to dedicated funds for particular venues or activities, as well as income change estimates.
- The model currently reflects a new staff of three half-time individuals, including an Executive Director akin to ELMHS’ current staff, plus a staff member dedicated to fundraising and another dedicated to communications and events. The invisible element of the financial model is the amount of volunteer time from the boards that is saved, which is very significant in this model.



## VIII. APPENDICES

### 7. Consolidation Model: Finance – Specific Detailed Fin. Scenario: No MLM

<b>CONSOLIDATION</b>					
<b>Assume that through the addition of staff and unification of communications:</b>					
	<b>Memberships overall increase by:</b>	<b>15%</b>	<b>\$</b>	<b>3,413</b>	
	<b>Non-membership, non on-site donations increase by:</b>	<b>75%</b>	<b>\$</b>	<b>38,288</b>	
	<b>Merchandise sales overall increase by:</b>	<b>15%</b>	<b>\$</b>	<b>1,185</b>	
	<b>Overall Increase Represented:</b>	<b>\$</b>	<b>42,885</b>		
				<b>Income</b>	<b>Expense</b>
	<b>TOTAL BUDGET FOR CONSOLIDATED</b>	<b>\$</b>	<b>137,990</b>	<b>\$</b>	<b>137,550</b>

- Without a functioning *Steamboat Minnehaha* and therefore the participation of MLM in the consortium, the overall financial structure is significantly smaller. A consolidation of the other five organizations likely can only support two part-time staff instead of three, and provides fewer opportunities for leveraging region wide advertising and patron communications than if MLM is included.

### Overview

- Priorities and targets set by Fundraising/Membership Committee and Executive Director
- Fundraising administration (e.g., recordkeeping) standardized and centralized
- Asks primarily made by Executive Director with support from Board
- Gifts are received and tracked through LMHS to ensure compliance with donor requests
- LMHS fundraising events supported by the corporate-wide operating budget

### Pros

- Fundraising efforts directed towards areas of greatest need
- Potential growth in fundraising due to less intra-organization competition and clearer messaging
- Simpler gift processing and tracking through a centralized approach
- Greater scale for civic fundraising efforts

### Cons

- Attention likely to gravitate to large collective projects (e.g., *Minnehaha* new launch/storage infrastructure)
- Potential loss of donations from individuals committed to targeted areas

### Overview

- Collection oversight and associated activity resides at Board level
- Collections committee and Executive Director implement a standard collection policy
- Physical storage and display locations likely remain the same as current until a consolidated archives location is secured
- LMHS enables resource-sharing across sites (e.g., lending, excess capacity)
- Donors will retain the ability to direct collections to a specific community largely linked to physical location
- Undertaking the consolidation of collections will be an arduous undertaking

### Pros

- Setting and standardizing collection practices across LMHS
- Ability to optimize use of collections and space based on needs if desired to reduce facility costs or impact patron/volunteer convenience
- Greater visibility for potential donors with relevant collections

### Cons

- Reconciling collection standards with limitations of different sites
- Added complexity transferring collections to LMHS

### Overview

- Scope and goals set by Board, Programming Committee and LMHS staff
- LMHS manages master calendar, scheduling, and coordinates execution
- Executive Director sources and negotiates partnerships
- Programs are staffed by volunteers based on interest and expertise

### Pros

- Greater integration of all activities into a single programming schedule
- A single point of accountability for programming content and execution
- Easier to shift direction of programming to incorporate new perspectives

### Cons

- Complexity associated with consolidating existing event series
- Potential volunteer attrition due to changes in programming strategy / schedule / priorities

### Overview

- Membership strategy set by Executive Director and Overall Board
- Membership administration (e.g., recordkeeping, measurement) standardized across sites
- LMHS and Fundraising Committee collaborate on changes to membership (e.g., pricing)
- LMHS explores and potentially launches a restructured membership program taking advantage of all sites

### Pros

- Greater ability to attract members and new framing for membership growth

### Cons

- Initial complexity of consolidating membership activity (e.g., records, systems)
- Potential challenges in retaining existing members while shifting structures

### Overview

- Executive Director responsible for overseeing all communication
- New brand established for LMHS incorporating elements of other organizations
- LMHS maintains a single web property; existing web properties are consolidated / retired / redirected to LMHS or become more static
- All newsletters incorporated into a single version sent through LMHS
- Executive Director leads conversations with civic partners with support from key Board members

### Pros

- Communications are consistent – one message to all audiences
- Centralized communications have potential for greater overall exposure and reach
- Greater scale and simplicity with consolidation of website, social media, press relationships, and other communications
- Clear point of contact for civic partners and other external parties

### Cons

- Changes in communication strategy may present risk of member attrition
- Significant workload associated with rebranding and relaunching website, rebranding, and social media

### Overview

- Executive staff is responsible for maintaining operations at each physical site
- Site operations become directly linked with financial processes across LMHS
- Executive staff oversees volunteer management to support operations at different facilities
- All vendor relationships and procurement efforts maintained through LMHS
- Space allocation decisions made by Operations Committee and Executive Director

### Pros

- Greater ability to redeploy resources as needed
- Improved information for reporting
- Establishes structure for easier outsourcing
- Better integration of operations and finances
- Cohesive volunteer management that can lead to a broader volunteer base and more customized engagement

### Cons

- Near-term operational changes at each site
- May be challenging to engage volunteers throughout the change

#### **Governance**

New entity overseen by a Board made of representatives of current Boards, with collective work managed by area committees and operating units for sites/venues as needed.

#### **Finance**

Finances are centralized in the new organization, with sets of restricted funds for particular uses based on how the funds were obtained.

#### **Fundraising**

Benefits from centralized fundraising expertise, strategy, and tracking, and a case for bigger regional gifts.

#### **Collections**

Managed in the same physical locations, but overseen by a central Collections committee that can coordinate digital tracking, inventory, and re-distribution of artifacts to different locations as is beneficial.

#### **Programming**

Programming strategy, as well as schedule and calendar, are planned by the Programming committee more comprehensively, with support and input from geographic subcommittees.

#### **Membership**

Unified membership structure, centrally managed and coordinated.

#### **Communications**

LMHS creates a new website, brand, and set of communications. Individuals in the LMHOs continue to generate content which is organized and distributed by the LMHS staff through newsletters, website, and social media.

#### **Operations**

Operations and volunteer coordination are centralized, with operational units still dedicated to individual sites/venues.

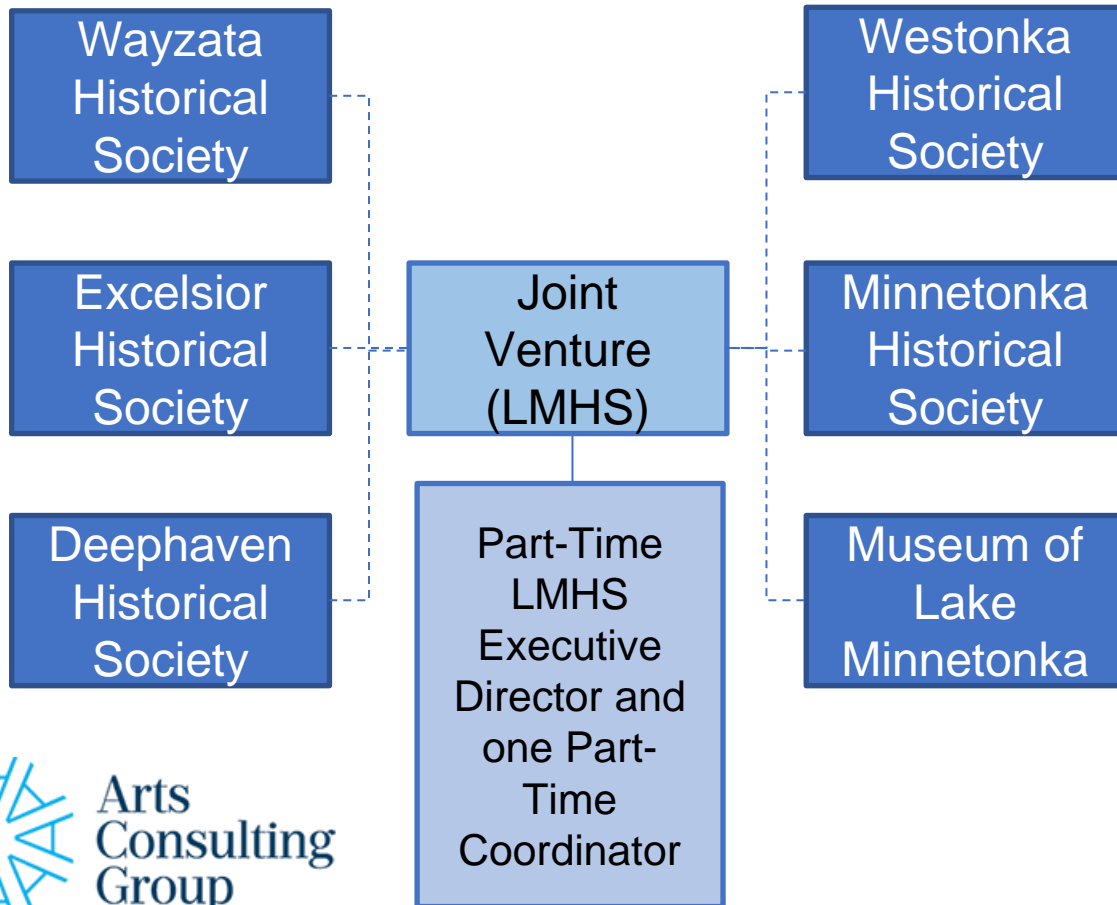


#### “What One Would Have to Believe to Prefer Consolidation”

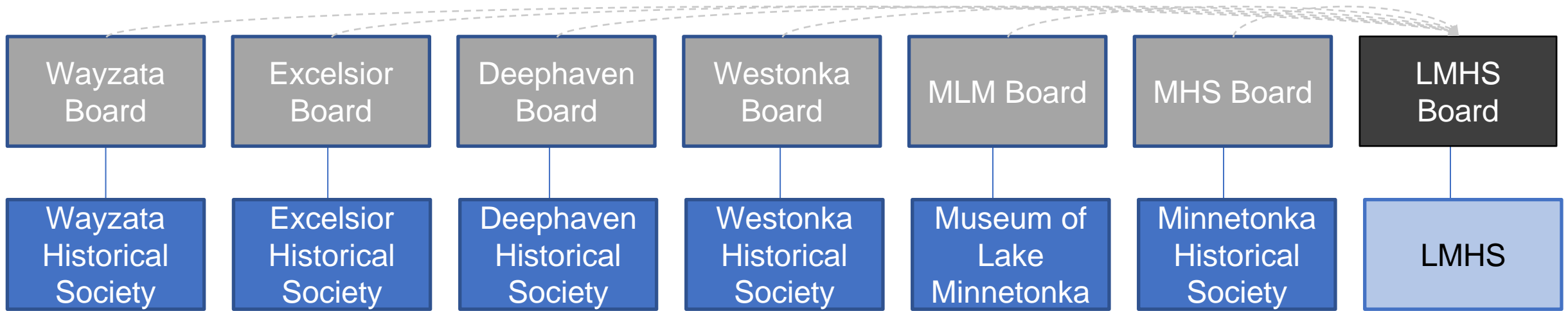
- The scale of the combined org would help alleviate some expenses
- Greater visibility in a broad way to volunteers will address sustainability concerns
- Combining the resources of the organizations is the best path to sustainability
- Combined approach to fundraising will help cultivate key relationships
- The combined organization improves ability to secure funding for Steamboat *Minnehaha* or other major projects
- The scale of the combined org gives greater visibility for community engagement all around the Lake

#### Implementation Steps and Considerations

- Get a set of approval votes on preferred structure
- Compose new mission statement and by-laws for the consolidated structure
- Determine initial Board and Committee composition
- Establish new identity
- Determine restrictions on assets; transfer those that are able into new entity
- Establish ground rules for combining finances; transfer into a new set of books
- Draft final Job Description and recruit Executive Director (or transfer from ELMHS) and Coordinator
- Consolidate technology platforms, including web properties
- Close out remaining elements of previous entities following transition



- **New entity** created in addition to existing six Lake Minnetonka historical organizations
- Joint entity oversight would be shared by the Boards of existing organizations
- Shared staff member(s) would reside in new entity and report to the LMHS Board
- Activity occurs through coordination between LMHS and existing organizations.
- Financial support for LMHS would come from existing funds / additional revenue
- LMHS would not need a full new brand and presence, but would need some ‘coordinated brand’ for unified communications. Ex ‘The Lake Minnetonka History Newsletter’



**Descriptions**

- LMHS will require a separate Board with either 6 or 12 individuals, to allow equal representation from the governing entities
- The LMHS Board can be populated with existing Board members from other orgs

**Considerations**

- Populating LMHS Board with existing Board members will ensure connectivity
- If some programming and activities are truly merged to be handled by LMHS, then overall workload will decrease for Board members, though Board members who serve on the LMHS Board will have more meetings to attend (similar to the current Joint Committee)

### Overview

- Each organization maintains control over their own finances
- The joint venture would be funded by budget allocation from current organizations, approved either at the beginning of a fiscal year or through project-based allocations
- LMHS maintains its own set of books, ideally with similar processes to other organizations
- Executive Director position responsible for LMHS accounting operations
- Funds received by LMHS can be directed to other organizations as required

### Pros

- Simpler to launch
- More independence for original organizations, who maintain control of where their funds are utilized through allocations

### Cons

- Increased process complexity, with LMHS activity requiring ongoing approval or allocation mechanisms on at least an annual basis
- Likelihood for redundant activity
- Wide range of financial reporting styles between organizations continues
- Additional financial management workload for staff position
- In the event of unexpected LMHS financial needs, requests have to be made and approved by potentially multiple LMHOs

- The six LMHOs have widely varying financial bases and ongoing expenses. It is not possible for them all to contribute ‘equally’ in raw dollars. Instead, each organization would need to have clear expectations about their annual (or project-based) financial obligation.
- ACG also recommends that any particular direct costs easily associated with one entity (such as postage to mail to a particular membership list) be paid directly by the individual organization rather than through the LMHS.
- The following slide details a sample LMHS financial scenario that breaks down a potential manner in which funds could be allocated, and the overall benefits and costs to individual organizations as a result.

## VIII. APPENDICES

### 7. Joint Venture Model: Finance – Specific Detailed Financial Scenario

JOINT VENTURE COMPARISON - INCOME AND EXPENSES							
<b>Assumptions for the Model (Income):</b>	<b>Assume that through the addition of staff and unification of communications:</b>						
	<b>Memberships overall increase by:</b>		<b>10%</b>	\$	4,185		
	<b>Non-membership, non on-site donations increase by:</b>		<b>50%</b>	\$	25,525		
	<b>Merchandise sales overall increase by:</b>		<b>10%</b>	\$	790		
	<b>Overall Increase Represented:</b>		<b>\$</b>	<b>30,500</b>			
	<b>TOTAL</b>	<b>DHS</b>	<b>ELMHS</b>	<b>MHS</b>	<b>MLM</b>	<b>WHS</b>	<b>WzHS</b>
Estimated Cash Savings from Direct Expenses, contributed to LMJV	\$ 46,912	\$ 220	\$ 30,500	\$ 250	\$ 1,500	\$ 400	\$ 14,042
Estimated Revenue Increase	\$ 30,500						
Total Budget for LMJV	\$ 77,412						

- The full financial model has been provided as an excel workbook. With the model, it is possible to adjust budget lines for any organization, and to adjust allocations or commitments from the organizations to the Joint Venture, as well as income change estimates. The model is currently built to fund the Joint Venture entirely from cost savings of the six organizations, plus increased revenues as noted from collaboration.
- The model currently reflects ELMHS’s current director moving to the Joint Venture, and a new half time fundraising/communications coordinator coming on staff as well. The invisible element of the financial model is the amount of volunteer time from the boards that is saved, largely around website management and newsletter creation.

## VIII. APPENDICES

## 7. Joint Venture Model: Finance – Specific Detailed Fin. Scenario: No MLM

JOINT VENTURE COMPARISON - INCOME AND EXPENSES							
Assumptions for the Model (Income):	Assume that through the addition of staff and unification of communications:						
	Memberships overall increase by:		10%	\$	2,275		
	Non-membership, non on-site donations increase by:		50%	\$	25,525		
	Merchandise sales overall increase by:		10%	\$	790		
	Overall Increase Represented:		\$	28,590			
	TOTAL	DHS	ELMHS	MHS	MLM	WHS	WzHS
Estimated Cash Savings from Direct Expenses, contributed to LMJV	\$ 45,412	\$ 220	\$ 30,500	\$ 250	\$ -	\$ 400	\$ 14,042
Estimated Revenue Increase	\$ 28,590						
Total Budget for LMJV	\$ 74,002						

- Without a functioning *Steamboat Minnehaha* and therefore the participation of MLM in the consortium, the Joint Venture structure can work financially largely the same. MLM's financial savings are not hugely significant in the Joint Venture model, so removing them is not significantly different.
- It is worth noting that as the current modeling is based on how a Joint Venture would shift expenses and provide additional benefit from where the organizations are now. Excelsior's participation in the Joint Venture is very impactful as they are already funding a central staff member. If Excelsior did not participate, then the finances would change significantly.



### Overview

- Fundraising priorities and targets set at the Board-level of each organization
- Fundraising solicitations for individual organizations handled by those organizations; LMHS staff only makes asks for LMHO-wide benefit
- Gifts can be received through LMHS and transferred to the appropriate accounts
- Fundraising administration (e.g., recordkeeping) can occur centrally through LMHS
- Expenses for LMHO-wide fundraising efforts will reside in LMHS and be offset by funds from existing organizations

### Pros

- Ability to track fundraising efforts and not duplicate asks for the same donors
- Opportunities for centralized larger fundraising asks or efforts for the region
- Organizations retain control over existing relationships
- Centralized recordkeeping will help improve financial reporting

### Cons

- Potential for intra-LMHO competition for overlapping donors
- Staff position in LMHS will require fundraising and communications expertise
- Because funds can come from any direction, additional communication will be required from all organizations with LMHS

### Overview

- Collection oversight and associated activity remains with the original organizations
- Each organization maintains its own collection policies separated from others
- Resource sharing (e.g., lending, excess capacity, deciding to use one archive system for all collections) can be coordinated through LMHS
- Donors will retain the ability to direct collections to a specific organization
- Accession and deaccession decisions will reside at the individual Board level

### Pros

- Each organization able to determine how to best use their collections
- Donors retain ability to direct collections to their organization of choice
- Ability to reallocate excess space and/or relocate collections in future
- Decisions around combining collections electronically or physically can be made by LMHS as a targeted initiative at an appropriate time in the future

### Cons

- Inconsistencies in collection policies could still limit digital presentation in attempts to provide public engagement with all collections through a singular portal

### Overview

- Programming content developed at the organization level
- LMHS maintains master programming calendar; coordinates on scheduling decisions
- Organizations oversee program execution; option to shift execution to LMHS over time
- LMHS works with organizations to identify programming gaps and opportunities

### Pros

- Migration to a single programming and event calendar
- Lower risk of conflicting schedules for overlapping audiences
- Organizations can design programming best suited for their needs

### Cons

- Scheduling decisions require input from multiple parties
- Unclear decision rights in resolving intra-organization event conflicts

### Overview

- Membership strategy set at the Board-level of each organization with support from LMHS
- Membership administration (e.g., recordkeeping) shifts to LMHS
- Organizations and LMHS collaborate to develop improved overlapping membership options, shifts to pricing, and a pan-LMHO membership option in to allow ease of engagement with members who connect through LMHS communication channels or who want to support more than one LMHO.

### Pros

- Greater ability for organizations to collaborate on membership options
- New entity in position to implement a pan-organization membership
- Less chance of intra-organization conflict with greater coordination

### Cons

- Potential concerns of sharing member lists / internal competition for members
- Additional process complexity
- Difficult to establish clear role for LMHS regarding organization-level memberships

### Overview

- Organizations and LMHS collaborate as much as possible on communications
- LMHS manages its own website and social media with shared content from other organizations (not with additional content)
- LMHS creates its own communication channels in parallel or to replace other organizations' channels as preferred
- LMHS is the main point of contact for civic partners with broad Lake Minnetonka interest
- Newsletters can be centralized into a LMHS version with content from all areas

### Pros

- Launch of a shared web presence for Lake Minnetonka
- Lower chance of messaging conflict between organizations
- Branding allows the independent organizations to co-exist

### Cons

- Collaboration could slow down content production
- Difficult to reach a consistent voice
- Civic partners may gravitate towards preferring to work with LMHS rather than independent organizations

### Overview

- Each organization is responsible for their own operations (e.g., facilities, events, collections)
- LMHS has lower involvement with day-to-day operations as a separate entity
- LMHS to support initiatives where information-sharing is key, such as communications, reporting or volunteer coordination
- LMHO-wide vendor relationships and procurement efforts maintained through LMHS
- Organizations still retain space allocation decisions

### Pros

- No disruption to existing day-to-day activity
- Improved information tracking for joint reporting
- Establishes structure for simpler external coordination, including with volunteers

### Cons

- Minimal ability to reduce day-to-day workload around events or operations
- Challenging to increase efficiency with operations residing with organizations
- Potential for underutilized physical assets

#### **Governance**

New entity overseen by a Board made up of Board members from the other organizations. Efficiency in operations is reduced somewhat by the need for LMHS-specific board meetings and communications.

#### **Finance**

Finances remain independent, with approved annual or project based allocations to LMHS.

#### **Fundraising**

Benefits from centralized fundraising expertise, strategy, and tracking, and a case for bigger regional gifts.

#### **Collections**

Independently managed by each organization, with potential to combine digitally or physically down the line.

#### **Programming**

Programming remains in the individual organizations, other than scheduling, calendaring, and sharing of programs which are coordinated through LMHS.

#### **Membership**

Membership rolls can remain separate and distinct, but tracked centrally for efficiency and fundraising strategy

#### **Communications**

LMHS creates a new website, brand, and set of communications, incorporating some of the materials from individual organizations. All brands continue to exist in parallel, but individual organizations simplify their efforts and focus more on content than on distribution.

#### **Operations**

Other operations remain in the individual organizations, including volunteer management for events and physical locations.

#### **“What One Would Have to Believe to Prefer Joint Venture”**

- The combined event schedule and communications is sufficient to grow membership
- Programming partnerships will address sustainability concerns
- Retaining interest and activity within current Board members and volunteers is best path to sustainability
- The combined event schedule will help grow volunteer base
- MLM can secure funding on its own to relaunch and maintain Steamboat Minnehaha
- The combined event outreach gives sufficient visibility for growth



#### Implementation Steps and Considerations

- Get a set of approval votes on preferred structure
- Decide on composition of new Board associated with LMHS
- Establish new identity, including mission and by-laws
- Draft service-level agreements (SLA) for interactions between LMHS and organizations, one activity or project at a time
- Reallocate financial resources to support expenses of LMHS
- Draft final Job Description and recruit Executive Director (or transfer from ELMHS)
- Create new web property and migrating content

Comparison – Joint Venture vs. Consolidation

Favorable option  
 Equal options

	Joint Venture	Consolidation
Professionalizing administrative activity		
Overall efficiency		
Coordinating events / communication		
Consolidating operational activity		
Growing membership		
Fundraising		
Strengthening civic relationships		
Retaining individual strengths of each organization		
Increasing Board consistency and sustainability		
Limiting additional workload around the change		
Reducing organizational complexity		
Standardizing policy		
Retaining Board / volunteer interest		
Feasible execution		
Elevating collection organization and standards		



# Thank You!

(888) 234.4236  
info@ArtsConsulting.com

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ArtsConsultingCanada.ca



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