

Louisville Historical Commission Agenda

***May 4, 2016
Louisville Public Library Meeting Room
951 Spruce Street
6:30 PM***

- I. Call to order
- II. Roll call & introduction of Louisville History Foundation directors in attendance
- III. Approval of agenda
- IV. Public comments
- V. Approval of March 2, 2016 regular meeting minutes and March 30, 2016 subcommittee meeting minutes– *see attached drafts*
- VI. Chairperson’s Report
 - A. Review of April 26th Study Session with City Council
- VII. Museum Master Plan
 - A. Discussion/Direction/Action – With Louisville History Foundation directors who are in attendance, review and discuss the Museum Business Plan prepared by ArtsMarket, Inc. – *see attached memo from Museum Coordinator Bridget Bacon and the Museum Business Plan*
 - i. Commission & Foundation Discussion of Museum Business Plan
 - ii. Commission’s Acceptance of the Museum Business Plan
 - iii. Discussion of Business Plan recommendations to suggest for incorporating into the Museum Interpretive Plan (Revised Museum Interpretive Plan to be reviewed at the July 6, 2016 Commission meeting)
 - B. Review of upcoming dates important to the Commission and Museum and scheduling of joint meeting with Historic Preservation Commission – *see attached calendar*

City of Louisville

- VIII. Planning with the Foundation for Labor Day Parade entry (Labor Day is Monday, Sept. 5th)
 - A. Theme this year is “Honoring Our Heritage,” which will tie in well with the 30th anniversary of the Museum this year
 - B. Volunteers will be needed to (1) work on the float itself (2) walk in the parade with the float and organize others to also walk
- IX. Louisville History Foundation update
- X. Report from the Museum Coordinator
 - A. Approval of Deeds of Gifts from donors
 - B. Advice sought on donations of other artifacts being offered
 - C. Museum Coordinator’s written report – *see attached memo*
- XI. Taste of Louisville – Saturday, June 4th (with outdoor children’s games to be offered from 1-2 PM)
 - A. Pizzelle making in front of the Museum
 - B. Signups – Commission members to help with visitors at Museum, 10-12:30 or 12:30-3
- XII. Items of common interest with the Historic Preservation Commission: reports from HPC liaison (Lynda Haley) and from HC liaisons to HPC (Paula Elrod and Julie VanLaanen)
- XIII. Commission comments & discussion items for next meeting
- XIV. Close meeting & adjourn

Louisville Historical Commission Meeting Minutes

***March 2, 2016
Louisville Public Library Meeting Room
951 Spruce Street
6:30 PM***

- I. **Call to order:** Commission Member Paula Elrod called the meeting to order at 6:34 P.M. The Chair, Dan Mellish, had asked Paula to lead the meeting in his absence.
- II. **Roll Call:**

Commission Members Present: Paula Elrod, Gordon Madonna, Julie VanLaanen, and Jon Ferris

Commission Members Absent: Dan Mellish, Lynn Koglin, and Betty Scarpella

City Representatives Present:

Bridget Bacon, Museum Coordinator

Jay Keany, City Council liaison

Other Individuals Present:

Lynda Haley, Historic Preservation Commission liaison

Lauren Trice, Planning Department staff
- III. **Approval of agenda:** Members approved the agenda
- IV. **Public comments:** None
- V. **Approval of January 6, 2016 regular meeting minutes:** All minutes were approved
- VI. **Discussion/Direction/Action – Review and comment on 817 Main Interpretive Plaques:** Lauren Trice reported that as part of the amended conservation easement for the Rex Theater at 817 Main St., two interpretative plaques will be installed about the history of the building and the theater itself. These plaques will be 10”x 20” in size and will include approximately 170 words on each sign. Lauren presented draft language about the history of the building for the plaques to the

City of Louisville

Commission for discussion. The Commission members gave feedback to Lauren and suggested minor edits.

VII. Report from the Museum Coordinator:

A. Approval of Deeds of Gifts from donors:

The Commission voted to accept the following 8 donations for the permanent collection:

1. **John Madonna** – wine press that he and his brother-in-law, Joe D’Amato, used to make wine in Louisville.
2. **Frances Del Pizzo** – scan of a photograph taken in the early 1980s of a reunion of Louisville High School classes from the 1940s and 1950s.
3. **Carolyn Mangus Manzanares** – items relating to the Mangus family of Louisville, including Antonio Mangus’s naturalization certificate; photo of Antonio and Ursula Mangus and their children; and paper account records in a wooden box from the Mangus Store that was located on Main Street.
4. **Grace Dionigi** – four original photos showing the donor’s grandparents, Michael and Katie Bosko, and her aunt and uncle, Frank and Anna Frause, by their Louisville homes.
5. **Gordon Madonna** – prints and scans of historical and contemporary photos of the house at 733 Garfield.
6. **Jean Morgan and Gordon Madonna** – photos taken of the attendees at the going-away party given in honor of John Madonna at the Blue Parrot Restaurant on January 28, 2016.
7. **Public Works Dept., City of Louisville** – “Station Map” dated 1938 that shows the railroad track locations, including spurs, in downtown Louisville.
8. **Jean Morgan** – scans of two documents from Superior’ Bruno family that were shared with the donor: a 1932 Junior Prom program from Louisville High School and a card from the Superior public school showing the signatures of a number of students, many of whom later attended Louisville High School.

B. Advice sought on donations of other artifacts being offered:

- John Madonna in addition to the wine press donation offered a grape crusher. The Museum already has a grape crusher of the same size in its collection. Commission recommended seeking donation as part of the Education Collection.

- Jean Morgan brought in a box of papers about the Cottonwood Park corridor dating back to the 1980s. Commission asked Bridget to take a closer look at the documents and make a recommendation regarding acceptance.

C. Museum Coordinator's written report: In addition to her written report that was included in the meeting packet, Bridget reported that Dave Ferguson will be recognized by Louisville City Council for his 22 years of service on the LHC and will be presented with a plaque for his service. She also reported that the hours for the Museum will now be the same year-round hours of 10 AM to 3 PM Tuesday, Wednesday, Friday and Saturday. In addition to regular hours, the Museum will be open for the First Friday Art Walks with special programming for each event starting in April. Bridget further reported that the Museum has received upgrades to the computer network and phone system, and planning for the walking tours for the summer has started and will consist of Anne Robinson's two tours of Main Street Stories and Dian Marino's two tours of Frenchtown.

D. Museum Master Plan

i. Schedule update & business plan update:

Bridget reported that the Business Plan portion of the Master Plan has been delayed due to additional information needed to complete before it is finalized.

ii. Request for revision of recently adopted Collections Management Policy:

At the last meeting, the Commission approved the Collections Management Policy with a change added by the Commission in the Methods of Disposal policy that deaccessioned items "should first be offered to the donor or the donor's heirs." After some further research into other museum collection management policies and recommendations by museum experts, which indicated that such language could be problematic in the future, Bridget asked the Commission to change the wording back to what had been initially proposed, which was that "Items may be returned to the donor or donor's heirs" as one of several options for disposal. The Commission approved the change.

iii. Update on provisions of recently adopted Visitor Policy:

At the last meeting when the Commission adopted the Visitor Policy, Jay Keany suggested that Bridget check to make sure that the policy for open display of weapons in the inappropriate behavior section can be legally listed. Bridget stated that she has contacted the City's Attorney to check on the issue and will report back when an answer is provided.

iv. Update on Historic Structure Assessment application process:

The Metcalfe Needs Assessment report had recommended that historic structure assessments be done for the Jacoe Store and Tomeo House. An attempt to obtain funding from the state was not successful. Moving forward, funds will be sought through the Planning department from the Historic Preservation Fund.

VIII. Chairperson's Report: None.

IX. Election of Vice Chair (postponed from last meeting):

The Commission elected Paula Elrod for the position of Vice Chair.

X. Commission Request for Capital Funding to Submit to the City: 5-year Capital Improvement Project (CIP) budget requests (2017-2021). (This item is to be discussed by boards and commissions at their March 2016 meetings.):

Commission members discussed budget requests for the CIP and decided to request funding for historic structure assessments, design and construction for the new museum building, and any additional items Bridget or Beth deem necessary.

XI. Planning for annual City Council Study Session (April 26, 6:30 PM, Library) (Chairperson): Commission members discussed planning for the upcoming City Council study session and went over the questions on the City Council communications sheet included in the meeting packet.

A. Seeking interested members to participate in Study Session planning subcommittee: Paula Elrod, Gordon Madonna, and Julie VanLaanen volunteered to be part of the subcommittee to work on the Study Session presentation. Paula asked to set up a meeting with Metcalfe to get some justifications to the cost estimates for the new museum building to add to the Study Session presentation.

B. Encouragement for all Historical Commission members to attend the Study Session on April 26: All Commission members were encouraged to attend the Study Session to show support for the Museum.

XII. Items of common interest with the Historic Preservation Commission: reports from HPC (Lynda Haley) liaison and from HC liaison to HPC (Paula Elrod):

Lynda Haley said that she will continue as the liaison from the Historic Preservation Commission. Lynda reported the HPC is working on continuing educational outreach to the community through the both at the Farmers Market, Preservation Month in May and the ribbon cutting ceremony for landmarked buildings. Also, the HPC is working with realtors to explain what the HPC does and to possibly meet potential home owners before they buy older homes.

- A. Designation of alternate liaison to Historic Preservation Commission for 2016 (requested by liaison Paula Elrod):** Julie VanLaanen volunteered to be the alternate liaison to the Historic Preservation Commission.
- XIII. Louisville History Foundation update:** Paula reported the Foundation has been working on how to make its case for the museum campus expansion and plan fundraising. Also, a utility bill insert created by Catherine Wessling features a Louisville history crossword puzzle on one side and a membership form on the other.
- XIV. Commission comments & discussion items for next meeting:** None.
- XV. Close meeting & adjourn:** The LHC meeting adjourned at 8:45 pm. Next meeting is scheduled for May 4, 2016.

Louisville Historical Commission Subcommittee Meeting Minutes

***March 30, 2016
Louisville Public Library
Board Room (Second Floor)
951 Spruce St.
3:30 PM***

Members of the Historical Commission met to discuss and plan the upcoming April 26th study session with City Council. Commission members present: Dan Mellish, Paula Elrod, Gordon Madonna, and Julie VanLaanen. Also present: Beth Barrett, Director of Library & Museum Services, and Bridget Bacon, Museum Coordinator.

Memorandum

To: Louisville Historical Commission & Louisville History Foundation
From: Bridget Bacon, Museum Coordinator
Date: April 26, 2016
Re: Museum Business Plan

The Museum Business Plan prepared by ArtsMarket, Inc. that is part of the May 2016 Historical Commission meeting packet and that will become part of the Museum Master Plan puts forth a number of recommendations and ideas with respect to Museum operations and funding. It provides an excellent starting point for discussion by City staff, City Council, the Louisville Historical Commission, the Louisville History Foundation directors, and members of the public. In fact, the Museum staff has already started to take action this year in response to ideas contained in the Business Plan, such as the recommendations that the Museum increase its programming and outreach offerings and strengthen its participation in downtown events and festivals.

The Business Plan contains a great deal of helpful information that is pertinent for the Museum's future operations and funding sources, and it sets forth a proposal for one possible way in which the City of Louisville could set up funding for Museum operations based on examples from a sampling of other U.S. museums. The City will no doubt want to balance a number of different interests when the time comes to make decisions about the Business Plan recommendations. At this time, these issues are still up for discussion.

The Commission, by accepting the Business Plan to be part of the Museum Master Plan, will not be weighing in on the recommendations contained in the Plan, but it would be helpful for Commission members and Foundation directors when reading the Plan to consider some of the following issues:

- The Business Plan recommendations are based on there being on a certain level of funding for Museum operations from the Historic Preservation Fund, which is not currently permitted. It is still an open question as to whether the City Council will decide to write the ballot language for the Historic Preservation Tax renewal so as to include approval for the Fund to be used to help pay for Museum operations. If it is written to include such language, when it would go to voters has not been decided and it is not known whether voters would approve the ballot issue.

- Whether it makes sense for the Louisville Historical Museum to start to charge an admission fee for visitors to access some buildings on the Museum campus after the hoped-for campus changes are made, or what the admission fee would be, is a decision for the City to make in the future. Up to this point, staff had envisioned continuing the practice of not charging an admission fee so as to welcome and encourage as much participation by the public in the Museum as possible, particularly with respect to 1) the desire to strengthen downtown and 2) the recommendation by the Needs Assessment consultant that the Museum encourage visitors to come to the Museum to share their stories. In fact, the Interpretive Theme Statement in the Interpretive Plan draft that the Commission and Foundation have reviewed was written to state: “The Louisville Historical Museum brings together people to share stories about Louisville.” The City may decide that there are compelling reasons for our public Museum, like the Public Library that is the other division in the Department of Library & Museum Services, to not charge an admission fee.
- Similarly, no decision has been made with respect to whether the Museum should charge for either school tours of the Museum or Museum outreach into local schools. At this time, the Museum does not charge schools a fee for either activity because of the educational mission being an important foundation of the Museum’s activities.
- The Business Plan includes a recommendation to generate funding of about \$5000 per year by having a museum store, as many museums have. Reasons why this may not be the best course of action for our Museum include 1) the lack of adequate space to have a store that would generate significant funding (and the necessity of giving up something else that is greatly needed at the Museum, such as meeting space, exhibit space, or staff/volunteer work space, in order to create such an area of a minimum of about 400 square feet) and 2) the possible desire to avoid the appearance of competition with nearby downtown businesses selling similar items.
- The Business Plan envisions a much larger role for the Foundation and recommends that the Foundation not only raise funds to assist with the specific capital project outlined in the Museum Needs Assessment Report, which the Foundation directors have already anticipated working on, but also that the Foundation would be heavily involved in significant fundraising to help the City pay for ongoing Museum operational costs for the foreseeable future. The Business Plan is relatively conservative with respect to the levels of operational funding that would be provided by the City. Whether (and if so, to what extent) the City would want to rely on a 501c3 to become heavily involved in fundraising for City operational costs has not been decided. It does seem necessary for the Foundation role in fundraising to become larger. How can the City ensure that private citizens will want to and be able to grow the Foundation’s role in fundraising as well as sustain a level of increased fundraising for operations? If it can’t be sustained, what does that mean for the City-owned Museum’s operations and the communities it serves?

- The Business Plan also envisions a greater role for volunteers at the Museum and it anticipates that some of these volunteers working on site at the Museum would be people who are supervised by the Foundation. However, it is possible that the City would recommend that volunteers working at the Museum, which is a City site, continue to be official City of Louisville volunteers who are supervised by Museum staff and that there is not a mixture of volunteers supervised by different entities.
- What recommendations do Commission members and Foundation directors particularly like, and which of these should be incorporated into the Interpretive Plan as priorities when the Interpretive Plan is revised prior to the July 6, 2016 Commission meeting?

BUSINESS PLAN
RECOMMENDATIONS
LOUISVILLE HISTORICAL
MUSEUM



February, 2016

BUSINESS PLAN RECOMMENDATIONS FOR THE LOUISVILLE HISTORICAL MUSEUM

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EXECUTIVE SUMMARY OF RECOMMENDED GOALS

The Business Plan recommends that the Louisville Historical Museum undertake pre-facility capacity development to achieve a level of “best practices” in historical museums, providing Louisville’s archival home and curatorial expertise to care for and interpret the City’s heritage and history, while also providing enhanced public value by:

- Serving as Louisville’s heritage visitor center, the official first stop for visitors seeking to understand the community and its rich history.
- Becoming a life-long educational center for learning about Louisville’s history and Colorado history, for children and adults; on-site and in Louisville schools and through community outreach.
- Being a sought-after visitor destination, especially during peak tourism months, attracting visitors to Louisville with diverse exhibits, living history demonstrations and programs, thus enhancing the downtown economy.

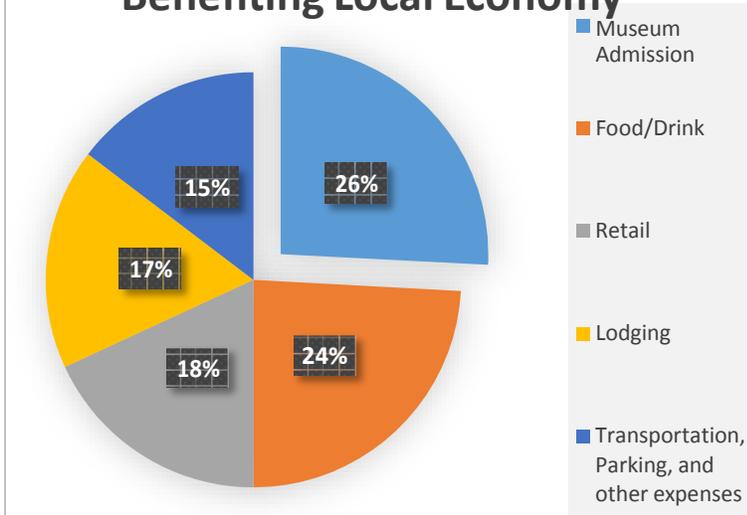
These three complementary functions, added to the existing archival and curatorial functions, will contribute to Louisville economically and in quality of life. Based on benchmarks (see Addendum E), the consultant estimates the Museum will attract 15,000 visitors a year to downtown¹; of these, an estimated 10,000 will be out of town or regional visitors. This assumes longer hours and operation of a visitor center at the Museum. Given that heritage and history visitors stay in a community longer than a typical visitor and expend significantly more off-site than within a museum, their impact on downtown will be immediately noticeable².

¹ See comparisons analysis addendum. Visitors include rentals, school groups and camps, and programs, including participation in community events in which the Museum offers visitor programming; as well as visitor center functions.

² According to the National Trust for Historic Preservation, heritage/history tourists spend 26% for admissions; 24% on food and drink, 18% on retail; 11% on entertainment (only if included/available); 17% on lodging; and 15% on transportation and other spending.



**\$10 in Visitor Spending:
\$7.40 is spent Off Site
Benefiting Local Economy**



The Business Plan Recommends that the Museum ramp up the type of diverse programs noted above beginning in **2017**, demonstrating to the City and the residents that its value is broad and that it impacts residents of all ages as well as visitors and the tourism economy. Specifically, it calls for a launch of educational programs for children and adults as well as the launch of a heritage visitor center function: between both, the Museum will stay open longer hours and be open six days a week year round.

To do this will require increased staff and contracted positions. The business plan does not assume any additional direct support from the City for these positions; instead, the plan calls for a ramp up of diverse revenue streams that coincide with the functions. The plan calls for a “ramp up” operating budget of \$132,550 beginning in 2017, maintaining the current level of City line item support. By 2019, the pro forma estimates an operating budget of \$186,250 to \$192,350, maintaining the current level of City support. After opening the new facility and based on serving 15,000 visitors a year, the plan calls for a staffing and programmatic structure that suggest a pro forma \$382,000 budget. In this pro forma, the plan recommends a doubling of the City direct annual support (now \$75,000) after opening the new building, based on the services it will make possible to the residents of Louisville.

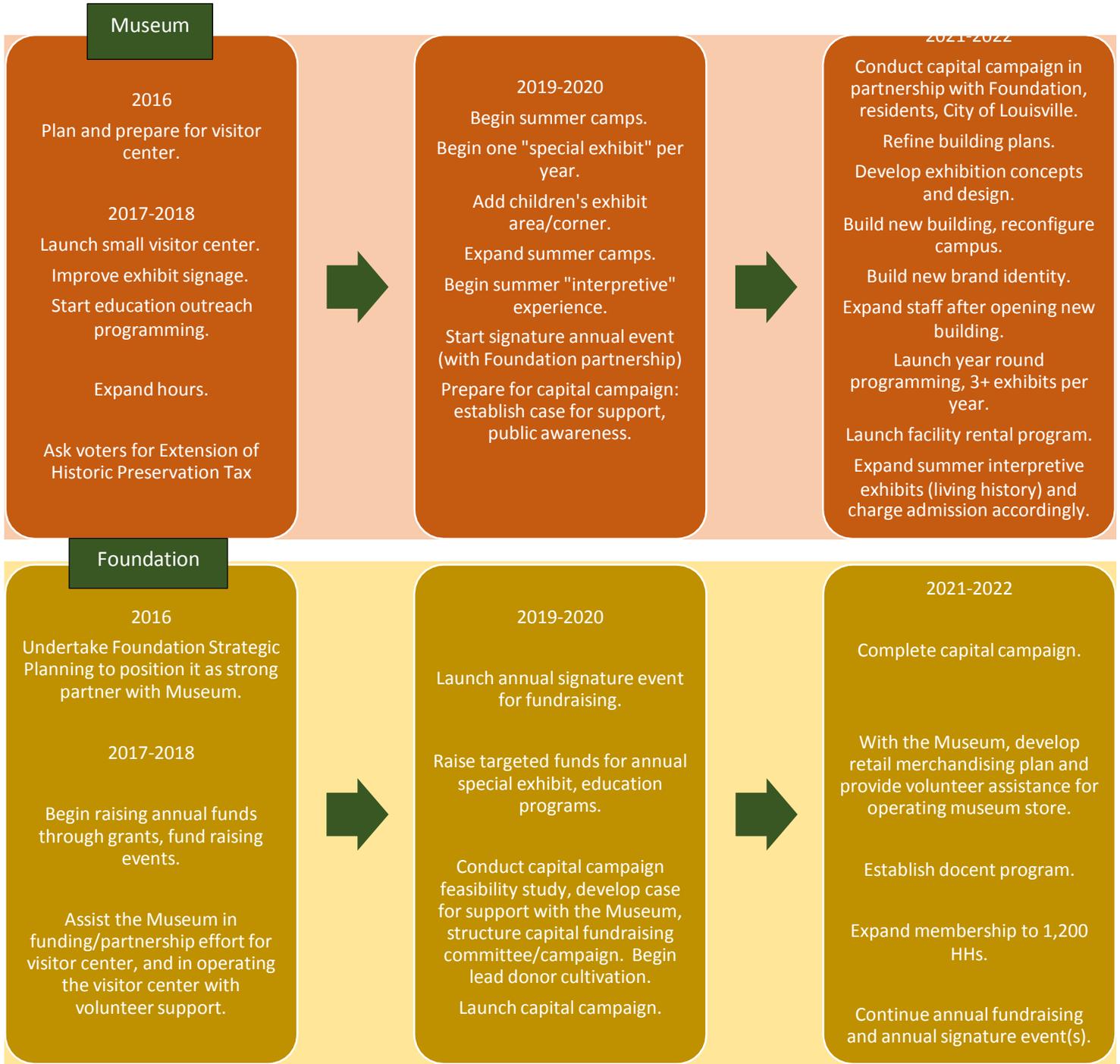
The plan calls for a ramp up of quality exhibitions prior to opening, and a further development of high quality professional exhibits after a new facility is open.

The plan calls for the History Foundation to play an extremely important role in the ramp up, in ensuring that the Museum is well-viewed by voters for public funding as soon as is possible (2018 or beyond), and in raising capital for the new facility and campus. The plan calls for 36% of the needed capital for the new facility and campus to come from City of Louisville funding through City resources and the Historic Preservation Tax, up to 26% to come from private sector contributions raised by and through the Foundation; and the balance to come from the State and statewide foundations. Naming rights will be essential in securing these gifts.



With a best practice annual schedule of programs and services, the Museum should seek accreditation after it opens the new facility, to be positioned as one of Colorado’s finest small historical museums. This will continue to attract tourists and will ensure capacity to seek and win annual grant funding.

TIMELINE



PROJECT SCOPE

The City of Louisville's Historical Museum is a wonderful complex of buildings currently comprising two historical homes as well as a former mercantile building, along with a summer kitchen and outhouse. A new structure has been proposed on the complex grounds, using the lot between the Tomeo House and the Jacoe Store. Based on needs assessment work conducted by Metcalfe Architecture in December 2014, the proposed structure will be visible to the public as a museum and civic gathering place, focused, per the City, on the City's commercial and domestic history. The new building will make possible much needed storage space as well as office and ADA compliant rest room facilities. The building will also make it possible to significantly open up the interior footprint of the Jordinelli house for additional exhibition space. The summer kitchen will be moved to make the outdoor campus space more usable.

The estimated cost for the new building and related upgrades to the campus is \$3.477 million. A portion of the funding for this is likely to come from grants from the State of Colorado as well as from private sector foundations and donors, the single largest capital support will necessarily come from the City of Louisville. For this public expenditure to be supported, the Museum needs to demonstrate that its operations, with the new building and enhanced grounds, will be an economic and civic asset to Main Street and the community.

The Museum has put together an interpretive plan for the complex, and has done outstanding work preparing for a larger role as an important historical anchor for Main Street. After completing its interpretive plan, the Museum sought outside counsel to provide business plan recommendations. ArtsMarket, which provides business planning for museums, cultural organizations, and cultural districts throughout the US and Canada, was contracted to provide two days of on-site time and to develop business plan recommendations based on this. In addition to holding on-site round tables and interviews, ArtsMarket reviewed similar historical museums as benchmarks, examined Louisville demographics and donor potential for private sector giving capacity to a capital campaign, and drew upon best practices standards in the historical museum/house museum field.

The resulting business plan recommendations are a companion to the interpretive plan, speaking to the uses and users, the programming, opportunities for service to the community, and the operational side of the Museum.

FOUNDATION FOR THE BUSINESS PLAN

While local historical museums are often viewed as most important to seniors who grew up in a particular community, the Louisville Historical Museum is every bit as important to those who have moved into the City. Based on the round tables conducted, it is clear that newcomers have been influenced to move to Louisville in part because of its rich history.



It is well documented that history museums are very important to top communities. According to the American Alliance of Museums,³ “in determining America’s Best Cities, Businessweek.com placed the greatest weight on leisure amenities including density of museums, followed by educational metrics and economic metrics...then crime and air quality.” (2013)

The Main Street historic district – anchored by the Museum – will soon benefit from the new Gateway, one block from the Museum. This places the Museum in a central role as one of the most important amenities, along with the Library, for downtown leisure activity. With multiple buildings at present, and more so when new construction enhances it, the museum offers that “density of museums” impact that Business Week notes as key to quality amenities.

- It will be in a position to become the natural starting point for visitors to Louisville: hence, placing a visitor center in the new building is a natural win-win for the community. It will be the natural staging place for downtown festivals and celebrations.
- It will be the place that newer residents as well as multi-generational residents bring friends and family to learn about Louisville history.
- It will be the focal point for historic preservationists interested in the city’s architectural past. It will be one of the only civic facilities in downtown that can accommodate functions, weddings, and meetings both indoors and on its campus.
- It will be a place for parents of young children to bring their families for summer history day camps and school vacation week drop-in history fun days.
- Not least: it will because of all this have a significant economic impact on all of Main Street and the Gateway, elevating retail and restaurant sales by encouraging residents and visitors to come to Main Street more often and stay longer.

BEST PRACTICES: HISTORY MUSEUMS SIMILAR TO THE LOUISVILLE HISTORICAL MUSEUM

History museums serve their communities through several vital functions that also contribute significantly to the local economy. They derive their revenue streams and the support of those they serve through what has become a larger portfolio of functions than in past decades. Traditionally, history museums were viewed primarily as repositories for artifacts that told the history of place. Increasingly, this central function is buffered with additional functions that complement and expand on this:

- **They serve as visitor centers**, the natural starting point for anyone seeking information on the history of the community, its historic architecture, commerce, historic district(s), and for those seeking information on retail, restaurants, leisure activities, and hotels.
- **They serve as educational centers**, a partner with local schools and preschools, offering a number of curriculum-based field trips for various grades. During the summer and school vacation days, they offer day camps. They provide adult learning opportunities through hands-

³ The AAM is the national accrediting body for museums.



on activities ranging from gardening and cooking to historic preservation DIY and history book clubs.

- **They provide vital gathering space** for receptions and parties, meetings and civic functions.
- They often present concerts and theatre either on or off site, and house temporary exhibits, often of art work related to the history of their community.
- **They anchor civic celebrations** such as Main Street festivals, or serve as the start/finish point for 5K or road races.
- They stay open late to be a part of seasonal shopping celebrations or “first Friday” gallery tours.
- They provide research support for residents in a range of ways, from looking up old high school photos to assessing the value of a cherished heirloom, or helping a homeowner identify historically accurate building designs or finishes.
- They serve as centers of civic pride, in ways parallel to libraries, as must-see places for residents to bring out of town guests.

As much as \$7.40 out of every \$10 spent by Museum visitors is **off-site spending, not admissions**: a cup of coffee or breakfast before visiting the museum; a stop at a local retailer for a unique purchase; lunch after the visit; even lodging. Simply put, Museums that offer a dynamic visitor experience are also economic drivers.

With effective marketing and communications through the City of Louisville and the Downtown Business Association, it is likely that the Museum will be able to attract 1,100 paying visitors (adults) monthly during the peak months of May-September by **2021-22**. Off-season tourism visitation will likely drop to half that; while off-season use by residents will expand.

Season	Average Monthly Count Tourists	Average Monthly Count Residents	Total Monthly	Total All
Peak Season May - September	1,100 adults, 500 children	300, 200 children	2,100	10,300
Winter Season October - April	400 adults, 100 children	300, 100 children	900	6,300
Other users: rentals, community events				3,000
TOTAL				19,600

(In the pro forma budget for the Museum in 2021-22, post opening, the Museum is conservatively assumed to serve 15,000 visitors per year with summer visitors⁴ paying a modest admission fee.)

As this document will show, the “best practice” museum functions each bring matching revenue lines that are essential for sustainability. By maximizing the functionality of the museum, it is possible to provide the revenue necessary to achieve the central archival purpose with the highest professional standards, even in a small museum.

⁴ History museums typically add interpretive elements for peak seasons. The plan recommends that the Louisville History Museum begin phasing in this type of activity starting in 2017-18, and that by 2021 and then with the opening of a new building on the campus, this type of programming is significant enough to merit charging for admission.



Typically, in municipally-owned and operated history museums, the municipality funds core operations including staff and overhead (building and grounds maintenance, utilities, upkeep, and supplies.) The municipality and/or a consortium of government and civic associations may contract and provide revenue to offset the expense of serving as a visitor center. The balance of the functions, listed above, provide the additional earned income lines of support.

“Friends of” groups and foundations are essential to every history museum. Grants, memberships, annual fundraising event revenues, business sponsorships – all these are traditionally made possible by friends and foundation groups. *As such, no business plan for a municipal history museum can stand on its own without a parallel plan undertaken by a friends or foundation group, ensuring that the group is able to contribute the needed share of operating revenue.* In turn, these funds typically pay for the cost of special or changing exhibits, public programs, educational programs and outreach, field trips, and so-called soft-capital such as display cases, exhibition materials, the cost of retail items, even books. Some Colorado history museum friends groups even maintain their own annual publishing program of books related to local history.

This extends to capital funding as well. Friends or foundation groups often provide 25-50% of the capital funds for new construction. Their role is similar to that of a library friends group, every bit as vital in ensuring capital campaign success from the private sector while also serving as advocates for public sector capital funds.

This plan includes recommendations for the Museum’s Foundation.

RAMP UP AS WELL AS POST-FACILITY PLANS

The above list of typical history museum functions includes many functions that museums such as the Louisville Historical Museum provide prior to as well as after a new building. Residents don’t all share the same value placed on collections development and archival care, for example: some – especially younger and newer residents – will value youth and adult education programs. Others will place value on a visitor center function and on special programs.

For this reason, there are two primary sections to this business plan: pre-building, and post-opening.

SCALE OF REQUIRED OPERATIONS

The City of Louisville provides \$75,000 toward staff salaries and overhead for the museum, and in addition it pays \$27,850 of indirect or in-kind support for maintenance and utilities and general overhead.

Typically, Colorado municipal governments support 60%+ of their municipal-owned history museum budgets. This includes revenue from all earned and contributed sources. Thus, if the combined salary

By demonstrating the spectrum of important museum functions prior to seeking capital, the institution is better positioned to raise capital funds from both the private and public sectors, and the Museum’s partner Foundation is better positioned to advocate for the Museum.



and overhead support from the City of Louisville at present is \$102,850, it is realistic to assume that a viable operating budget would be in the general range of \$165,000 - \$175,000, with the balance of revenue coming from the above mentioned sources. This scale is one that the consultant recommends continuing to use in planning for the Museum's growth over time, as it makes possible the range of education and civic programming and services that in turn make the Museum valued by residents, local businesses, and visitors.

COLORADO COMPARISONS

Three benchmark cities in Colorado have invested significantly in museums as tourism and civic anchors. Golden and Littleton are two municipalities that have utilized new history center buildings as important anchors not only to history campuses, but for tourism and public use. Longmont, while a much larger municipality, has a history museum that is smaller in budget than Littleton's history museum, and serves as a good model for its range of adult and youth programs and its rentals, as well as its changing exhibitions. All three museums are accredited by the AAM: a standard that based on the quality of its collections, Louisville's Historical Museum can also achieve with a new building. (This standard attracts grants and operating support otherwise not available.)

The Golden History Museums became a division of the City of Golden's Parks & Recreation Department in 2010. Prior to that, it was operated by a 501c3 Friends organization. However, it had been under contract by the City of Golden beginning in 2008 to operate the history center (a relatively new exhibit building, plus the Astor House Museum and Clear Creak History Park.) As many as 45,000 visitors a year come to the Museums, mostly during the seven summer weeks when the Museum offers living history demonstrations including wood stove cooking and blacksmithing. (These demonstrations have become so valuable in attracting tourists that the City is in 2016 hiring seasonal full time staff to conduct the blacksmithing and wood stove cooking demonstrations.) Throughout the year, over 3,000 local students a year benefit from field trips to the Museum. (The museum serves approximately 120 school groups per year.)

Since 2008, the City of Golden has annually provided between \$175,000 to \$365,000 operating support for staff and overhead, first on contract and then for the Division, or approximately 50% of the total operating budget. The balance has come from education programs, facilities rental, camps, membership, Friends-raised sponsorships and contributions, advertising, grants, and gift shop fees. (In 2014, the total raised by the Friends, through sponsorships, contributions, grants, and the gift shop, was \$114,000.)

The Museum urges visitors to the City to "begin your Golden adventure by exploring our dynamic exhibits, engaging programs, and amazing collections." The museum grounds include outdoor seating and tables encouraging downtown visitors to stop and relax. Annually changing exhibits encourage repeat visitors – especially residents bringing out-of-town visitors.

During the school year, the Museums provide in-school programs as well as field trips to the Museum. The Golden Museums offer a number of different history and science curriculum related summer camps



and field trips. In 2016, there are five different themes – “dirty jobs,” “pioneer kids,” “decision makers,” “art explorers” and “silent stars.” The camps run M-F, nine to noon, at a cost of \$120 per child.

The Museum’s major fundraising event is the annual Golden Music Festival, a two day event staged by the Friends: proceeds go toward the museum operating budget. In addition, the Friends serve as visitor services volunteers and educational tour leaders.

The Museum rents its grounds and facilities for weddings, parties, receptions, and business/civic meetings. Rentals begin at \$150 for four hours.

Longmont is projecting 65,000 visitors to the **Longmont Museum in 2016**, including over 8,000 student visits. With a budget of \$1.2 million, the Museum is far larger than Golden’s, but is similarly operated as a division of the City, with partnership from the Friends of the Longmont Museum which raises and contributes the funds needed for museum exhibitions, summer youth camps, summer outdoor concerts, and other programs.

The Museum moved from nonprofit administration to being a City division in 1970, and benefited from a \$5 million bond issue in 1999 leading to its current facility. A capital campaign launched in 2011 was a joint venture between the City and the Friends: the Friends raised most of the funds for a \$4.5 million campaign for a new auditorium attached to the Museum. In addition, 20% of the operating budget is privately raised, while tuitions, rentals, and admissions offset the City’s expense share of the operating budget.

The Longmont Museum includes history as well as art, and features a children’s museum room that is highly popular with young families. It stages two changing history exhibits each year to bring repeat visitors downtown: this year these include one on immigration, and one on invention. In keeping with its children’s museum room, it offers “discovery days” for children 2-5 with a parent/caregiver throughout the year, as well as history days during school breaks. It offers summer youth day camps and field trips including a story-telling field trip about “when Colorado was young.” For outreach, it puts together “teacher trunks” delivered to classrooms, for a rental of \$8 per week, to any elementary school. Adult learning programs range from quilting to history lectures and tours.

The Museum rents out its galleries starting at \$110 an hour for nonprofits. It rents the museum courtyard and atrium starting at \$225 an hour for each. It also earns revenue through craft and birthday parties for children.

As with Golden’s museum, the Longmont Museum is accredited by AAM.

The **Littleton Museum** serves about 140,000 visitors a year and is a primary tourism driver for the city. Its farms and blacksmith shop are the largest draw with farm animals and working demonstrations through the summer months. (The blacksmith shop is staffed by three volunteer blacksmiths during the summer.) Budget-wise the largest of the museums compared for this plan, it is also large in acreage and footprint, with 36 acres of land and a 32,000 square foot building that opened in 2005. In addition to being accredited by AAM, it is one of 140 museums in the country to be affiliated with the Smithsonian, bringing national touring exhibits to the community.



The Littleton Museum and Library join forces annually for a major crafts fair, their joint signature fundraising event. They join forces in focusing on research, through a formal research center that is non-circulating. And they join forces as well in the joint Friends of the Library and Museum that offers museum gift store discounts and discounts for youth summer camps and adult programs. Between them, the Library and Museum offer 20 special programs and events a year made possible by the Friends.

The Museum offers summer day camps that are the most varied of those reviewed for this plan, serving children from kindergarten age through high school. The ambitious teen camp gives students the opportunity to research local history and turn their findings into a fully staged play with public performances. The adult learning program includes a lecture a month free to the public.

The Littleton Museum construction (\$15.5 million) was made possible by a 20 year lease/purchase agreement between the City and the Littleton Building Corporation (LBC), a nonprofit that exists to finance and construct public facilities.

Each of the three museums above is assisted significantly by their friends/foundation partners. Their friends/foundation groups are vital in annual fund development and each played a significant role in raising capital funding. They also act as docents and volunteers and assist in educational and outreach programs.

This leads to the question: does the Louisville History Museum's membership have the breadth of demographic characteristics to suggest it will be able to be a vital partner to the Museum? And, what do the demographics of the membership base suggest about interest in programming for youth and younger adults as well as the traditional base audience of older adults?

The next section of this plan analyzes the current membership base as a predictor of what an even larger future membership base may be demographically, and what it may be able to contribute to the Museum.

LOUISVILLE HISTORY FOUNDATION MEMBERSHIP BASE: MAKING CAPITALIZATION FEASIBLE 2016-2021

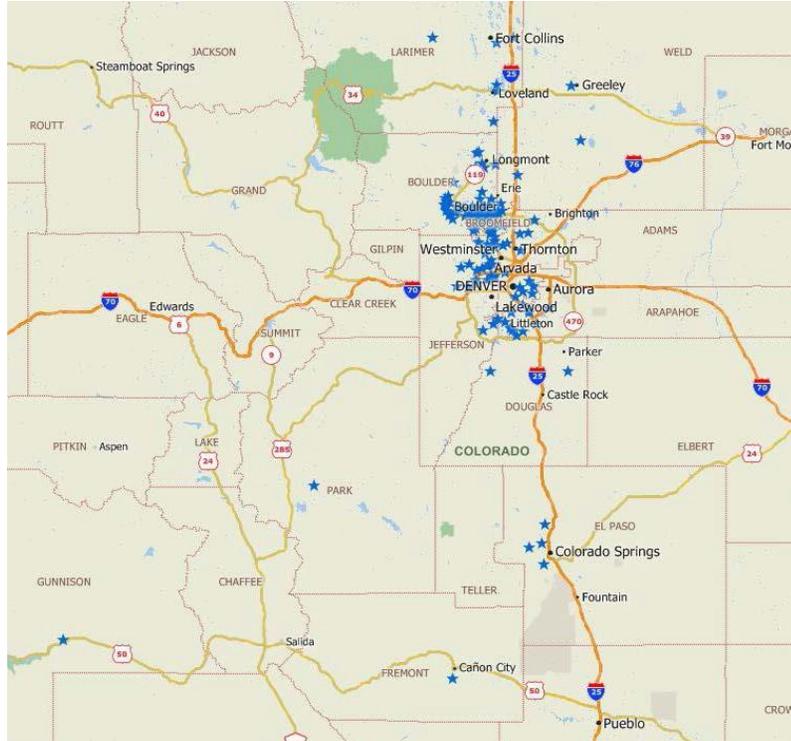
This study analyzed the demographics of the existing membership base of the Louisville History Foundation to assess the range of age groups, length of residency, and other factors that define current membership. The existing base is useful to examine as a predictor of what a larger membership base might also exhibit in demographics, location, presence of children at home, and household income.

There is an interesting merging of the newcomers and the many who have chosen to remain in the same town their grandparents settled in, with both desiring to preserve the past within the community. The Museum's membership profile reflects the new as well as multi-generational residents. It is split between older and younger residents, and while the profile at present is dominated by seniors, those active in the Louisville History Foundation are working to engage an increasing number of younger families. There are currently members who are in their early 20's as well as members who are well over 80.

Based on round table dialogue with Foundation members, it is clear that this coalition of younger and older supporters equally value having a major historical asset in their community, and equally seek the Museum to become more of an asset through facility growth that can accommodate increased programming for children as well as all ages.

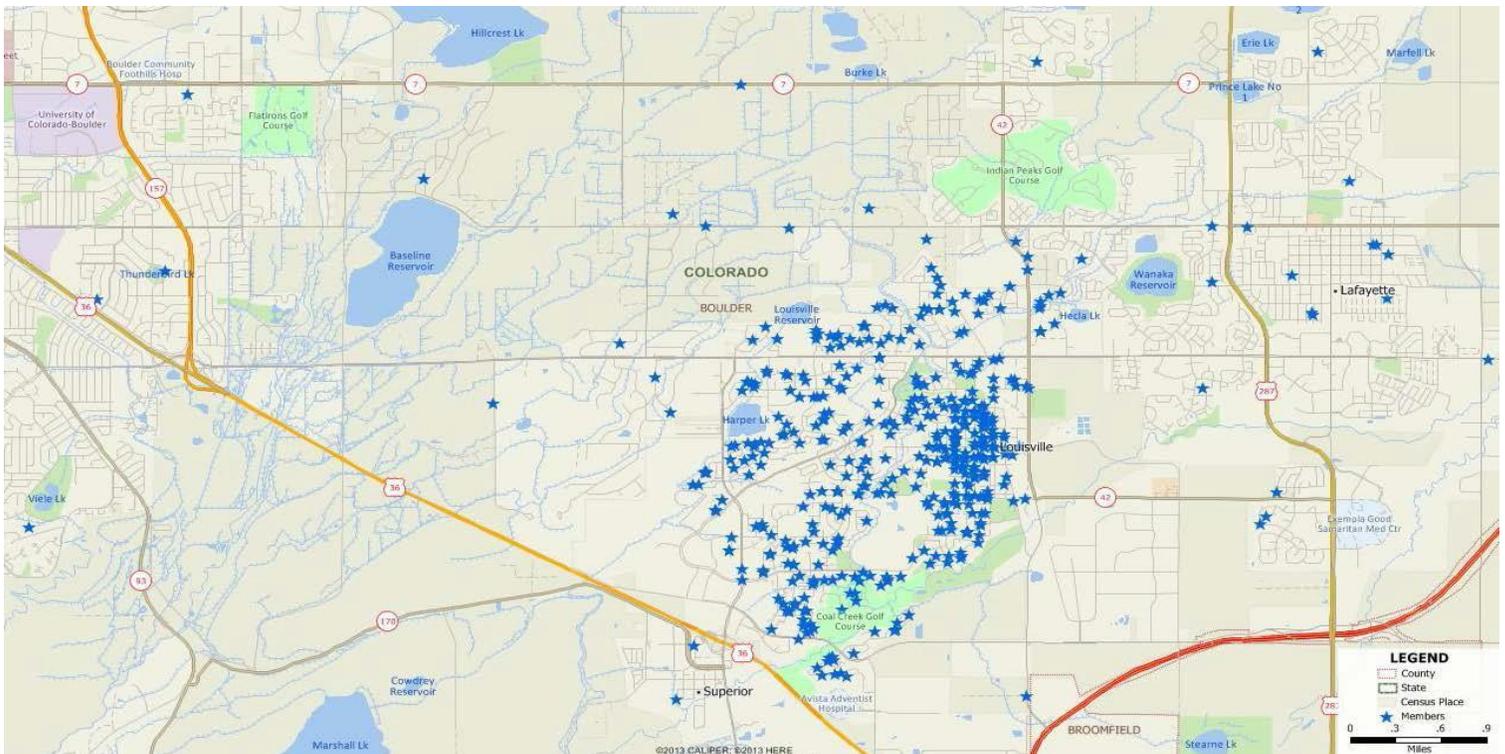
The profile of the Louisville Historical Museum membership also shows that history buffs interested in Louisville do not just live in Louisville: the Museum's attraction and its importance (to those who may have grown up in the community) is such that individuals throughout the Metro area contribute. Members live throughout the Metro area, from Ft. Collins and Greeley to Boulder and south to Colorado Springs.





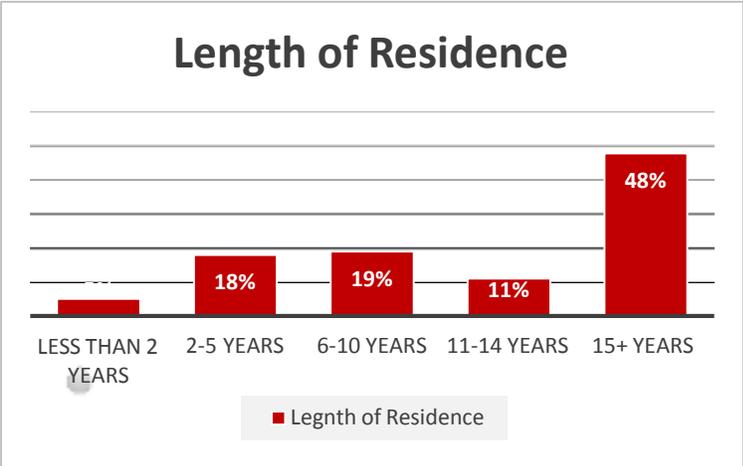
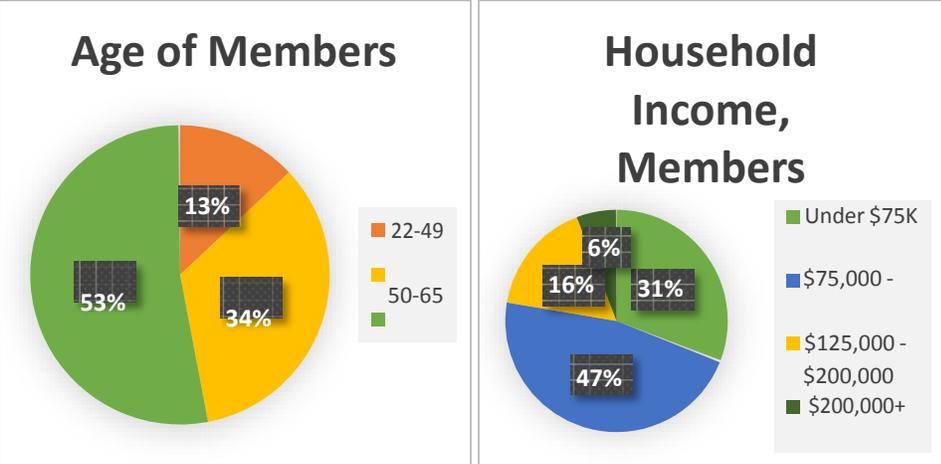
Members, Louisville Historical Museum

These two maps show both a local view and the larger regional geographic view, for those interested in seeing both.

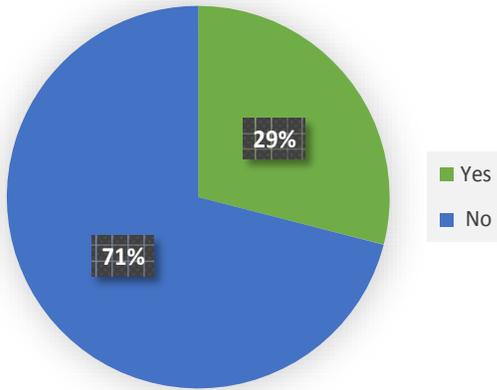


MEMBERSHIP DEMOGRAPHICS

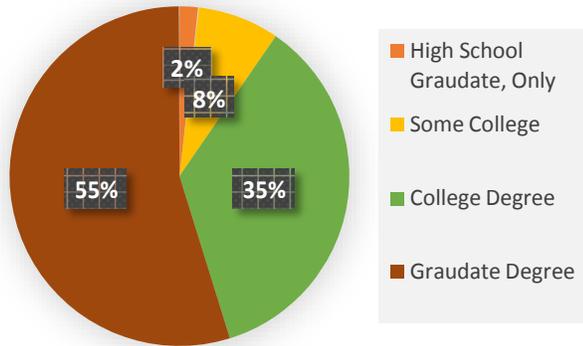
Membership is currently dominated by seniors and by upper middle class households, as well as households that have lived in the community 15+ years. That said, there are a significant number of younger households with children who are relative newcomers.



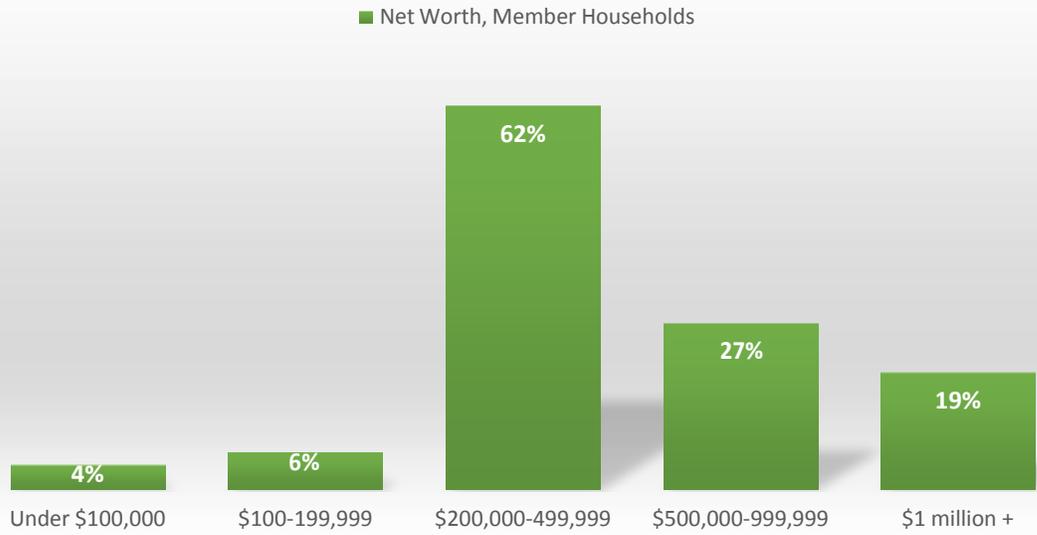
Children at Home



Education, Members



Net Worth, Member Households



The membership profile shows a number of important baseline indicators for the business plan:

- 1) While older residents are the most likely to be aligned with the Museum, they are not alone. Younger adults and families with children currently value the Museum as well. More programming for and about children – i.e. summer history day camps – could broaden the younger family participation.
- 2) Likewise, newcomers and relative newcomers value the Museum enough to become members. It isn't just an institution of interest to long-settled residents. Programming that helps relative newcomers understand the roots and history of the community and feel more a part of this story can continue to build interest among newer residents.
- 3) Members reflect the high educational attainment of the community and of Boulder County. They are likely to be interested in programming that stimulates thought as well as programming that entertains.
- 4) Membership tilts toward higher income and higher net worth households, in keeping with the profile of Louisville and of Boulder County. The share of households with highest net worth and highest income is sufficient to provide a pool of prospective lead donors to a capital campaign. Overall, the consultant estimates that the membership contains enough high affluence households, as well as a profile of general affluence, as to suggest capacity to raise over \$650,000 from individual membership households in a capital campaign. (See below.) Some of these may be legacy type gifts from older resident households who have long been a part of the community. Others could be gifts from very young, new and high affluence households. The diversity in age, presence of children, and length of time that likely donor households have been in the community suggest strongly that any capital campaign will need to demonstrate that the Museum is providing programming for all ages, and that it is interpreting Louisville and the region as much for newcomers as for longtime residents.

RECOMMENDATIONS FOR THE HISTORY FOUNDATION

The work of the History Foundation over the coming three to five years – preceding the development of a new facility - is essential to raising operating and capital support for the Museum to the level where a capital campaign that places shared responsibility on the City and Foundation is feasible. To this end, the consultant recommends that the Foundation engage in its own business planning, and then in capital campaign feasibility analysis, to determine the extent to which it can assist in the capitalization of a new facility for the Museum.

Action Recommendation: There is a need for a ramp up in annual operating support from the Foundation prior to a capital campaign. This support should come from increased membership fees and related membership campaigns, and from at least one annual fundraising event. It should also come from business sponsorships that the Foundation raises. As is done in other Colorado museums with foundations/friends groups, the Foundation should establish a signature annual fundraising event. It should also begin working with the City to submit grant applications for programming and educational services. Building capacity in



raising annual operating funds within a three year period (2017-2019) will prove the Foundation's ability to then raise capital funds for a capital campaign. **This should begin in 2017.**

- Individual memberships should increase to \$20 and Family memberships should increase to \$35, offering a \$10 discount on day camp or \$5 off adult learning events as member benefits;
- Business memberships of \$75, with named sponsorships ranging upward from \$100 to \$750, should be marketed. Business sponsors at levels over \$100 could be named sponsors of adult learning events and programs, and higher level sponsors could be named sponsors of day camps or other higher profile special events.
- An annual fundraising event should seek to raise a net starting at \$2,500 the first year to offset education and programming costs;
 - This support should go toward contracted personnel to provide at least one week of summer day camp activities for elementary grade students, and for winter and spring break week day camp or drop-in days;
 - Toward hosting field trips for at least one grade level for each of Louisville's elementary schools at least once a year;
 - Toward a "history chest" outreach program similar to Longmont's, providing history outreach to any classroom in Louisville for a nominal charge per week.
 - Similarly, it should go toward adult history learning activities scheduled as programs throughout the year, for example borrowing the theme of "wood stove cooking" from the Golden museum, or similar history-based food or crafts related programs.
 - If space is not available within the existing footprint of the Museum, the Library or other civic space should be used for these educational programs.

Creating this type of on-going, regularly scheduled programming is the most effective way of broadening the Museum's appeal across generations, reaching all residents.

Action Recommendation: With the creation of camps and programs, the Foundation should look to recruiting more volunteers, specifically to lead the educational programs and provide the outreach to schools, and to increase the PR for the Museum. This can begin to acquaint the community with the larger programmatic profile and related aspirations for the new facility. **This should begin in 2017 and solidify in 2018.**

Action Recommendation: The Foundation should pursue entering into a contract with the City of Louisville and/or the Chamber of Commerce to provide visitor services and visitor information, allowing the Foundation to receive contributions for this purpose. Currently, the Chamber of Commerce operates an informal "visitor desk" during the hours that it is open by providing rack cards on area destinations and local information. Having the Museum serve as a visitor center for the City would: a) provide a meaningful 'point of entry' to visitors coming to Main Street, providing the historical context for the community; and b) would make it possible for the Museum to be open to the public longer hours.



Louisville does not have a CVB (Convention and visitors bureau.) Other Colorado communities have moved to have CVBs or Visitor Centers through use of volunteers, which could be viable in Louisville with the assistance of the Foundation. In fact, using the Golden model, the Foundation could raise significant annual contributions through this, which would then defray some of the museum operating costs. In Golden volunteers, including student volunteers, staff the visitor desk. The Golden CVB receives contributions and is staffed by volunteers. It receives between \$28,000 and \$60,000 annual in contributed funds. It does not receive local government support. Elsewhere, local governments fund visitor centers.⁵ A visitor center desk could be located – as it is informally at present – at the Jacoe Store.⁶ Along with educational programs, launching this visitor services function prior to the capitalization of the proposed new building and campus enhances the public role for the Museum in downtown, advancing its value to the City and area businesses. **This should begin in 2018.**

Action Recommendation: Capital support from the Foundation will be essential to the creation of a new building for the Museum. Because of this, the Foundation should conduct a feasibility study related to capital fundraising capacity. A capital campaign feasibility study conducts confidential interviews with prospective donors to learn their interest in the campaign, how they respond to the case for support (primary campaign message), what would spark a significant (typically multi-year) gift, and questions about the donor confidence in the Museum’s capacity to achieve the overall campaign goal, and the long term sustainability of the Museum. Typically, for a project of this size, between 25 and 50 such interviews are conducted by a capital campaign feasibility consultant. **This should be done in 2019.** The feasibility study should include creation and testing of a campaign case for support.

In advance of such a study, the consultant has conducted a preliminary donor feasibility review of the current membership base and determined that there is capacity to raise lead naming gifts from within the existing membership. This is based on factors such as household wealth, which was examined through confidential appending of demographic data to inform consultant analysis.

Typically, a single lead pledge comes from between 3-5 qualified lead prospects. Then between two to three additional lead gifts, nearly as large, come from between 6-10 donors. (These are combined into Naming Gifts in the table below.) Capital campaign practitioners usually assume ratios of between 3:1 and 5:1 prospects to gifts for the top one third of gifts; 4:1 for prospects to gifts in the middle tier; and 3:1 to 5:1 prospects to gifts for the bottom third of gifts⁷.

Based on the review of the database of members, the consultant has preliminarily identified the following potential. This does not include a “public” phase of the campaign which would come after all lead and

⁵ The Steubenville visitor center, on the grounds of the Historic Fort Steuben Museum (see comparisons, addendum) is funded by the City of Steubenville as well as by contributions and serves as the point of entry to the Museum. In the financial model for the Museum, the consultant has estimated that revenue for visitor center functions would come either from contributions and business support, a government contract, or both.

⁶ See addendum for images of small museums’ visitor services desks.

⁷ The consultant recommends Achieving Excellence in Fundraising, by Hank Russo, Eugene R. Temple, editor. Published by Wiley, 2003.

major gifts are raised (pledged) and would be more along the lines of “buy a brick” campaigns in which hundreds of community members typically contribute small amounts.

Gift Type	Tier	Membership Pool of HHs	Net Likely # Gifts	Potential Amount range, low to high, from each tier
Naming Gifts, 6 figures	Top 1/3 rd of the campaign	16	4	\$500,000- \$1,000,000
Leadership Gifts, 5 figures	Middle 1/3rd	92	18	\$140,000 - \$320,000
Major Gifts, 4 figure	Bottom 1/3rd	154	25	\$ 25,000 - \$200,000
TOTAL POSSIBLE				\$650,000 - \$1,520,000

Note that the feasibility of reaching or exceeding this has not been tested through a capital campaign feasibility study. Feasibility requires that donors be deeply inclined to give legacy and naming gifts, and that they put this giving ahead of other causes to which they may also be committed. To test this feasibility, the Foundation should conduct a feasibility analysis including the following elements:

- A. The Foundation’s feasibility analysis should include area businesses and corporations that may be interested in naming portions of the campus. Corporations are often interested in naming sponsorship of educational rooms or facilities. (For example, Longmont’s museum education center has been named the Kaiser Permanente Education Center for the corporation that gave a lead gift underwriting it.)
- B. The Foundation’s feasibility analysis should include Colorado foundations that provide capital funding for cultural facilities and museums, notably Boettcher and El Pomar.
- C. In addition to fund development, the Foundation will need to be the lead entity advocating for the Museum’s new building and the expanded civic role that the building and improved campus will play. Advocacy should begin soon, for example with bus trips to visit other Colorado historical museums such as the Golden History Museums. The Foundation should begin holding advocacy open-house meetings for the neighborhood, with the Downtown businesses, other cultural groups, at the Senior Center

SUMMARY: FOUNDATION ROLE

Leading up to and through a capital campaign, the Foundation work in fund development is essential to success. Immediate strengthening of the Foundation, and a focus on its role beginning in 2017 as called for in the above recommendations will be essential for campaign success. Because the Museum will need to prove value economically and socially to residents who may not currently be familiar with it or who may not personally value its well-established role as the archive and repository of local history, programming and services will need to be expanded prior to seeking capital funding: in this, too, the Foundation is essential as it is the only group that can provide the funding to cover programming and educational costs. This will in turn enhance advocacy efforts for both public and private sector capital funding. In the short term, it will require a new level of effort from the Foundation to leverage growth.



PRE-CAPITALIZATION STEPS FOR THE LOUISVILLE HISTORICAL MUSEUM: BUILDING PUBLIC VALUE

: ESTABLISH NEW CORE VALUE FOR LOUISVILLE RESIDENTS AND BUSINESSES

Louisville has the following identified cultural assets as public facilities

- Louisville Public Library
- Louisville Historical Museum
- Louisville Center for the Arts
- Steinbaugh Pavilion

In considering the programming mix, services to the community, rentals, and how the Museum and Visitors' Center can best overall add to the quality of life in Louisville, it is important to consider how an enhanced position for the Museum – prior to and then after capitalization and a new building – can benefit Louisville's cultural life. Currently, the Historical Museum sits just outside the historic Main Street commercial district. However, with the new Gateway, it will be the natural point of entry to downtown from the Gateway. This will make the Museum one of the most visible of Louisville's cultural assets. Timing the growth of Museum programs and services to coincide with the new Gateway is a natural next step for the Museum.

Action Recommendation: Seek a zoning variance for "civic use" of the Museum campus.



A zoning variance (black outline) would make it possible to better connect the Museum to the rest of the arts and historic downtown.

The Louisville Historical Museum lies just outside the historic Main Street, in effect eliminating its natural role as an anchor for events ranging from art walks to Main Street festivals and events. This also limits public awareness of the Museum. When the new Museum building is constructed as a community asset, it should be viewed as a logical location for everything from 10K races to various civic events.

⁸ Some actions will ramp up gradually into 2019-2020.

With such a zoning variance, the Museum should be able to:

- Be an asset and key civic anchor for the Arts District;
- Be an asset as a civic anchor for the historic Downtown/Historic Main Street;
- Be available for rentals (grounds as well as building(s) and multiple uses by the Community just as the Library, Steinbaugh Pavilion and the Arts Center are;
- Be able to program jointly with the Arts Center and Library, for example to host/serve as the anchor for art exhibits about historic Louisville; host/anchor summer arts and historic camps together with the Library;
- Be a logical starting place for visitors coming to Historic Louisville who are searching for information on what to visit, where to eat and shop.

This requires that in addition to the business goals and strategies that follow, zoning changes, as well as new collaborations will be needed.

Action Recommendation: Work with the City of Louisville⁹ to establish the Museum (Jaco Building) as an official visitor and civic information center so that this function can be undertaken prior to capitalization and a new facility, leading to increased awareness and visitation to the Museum campus. 2016-2018



This function may be contracted through the Foundation, or contracted and undertaken directly by the Museum as a City-managed facility. Volunteers from the Foundation may staff the visitor center/information desk. Communities the size of Louisville also often engage high school students as volunteers fulfilling this task.

Typically, Colorado cities that collect lodging tax apply a share of that tax to offset the expenses of a formal visitor center. Another approach is to fund the center through economic development. And yet another is to fund a center through grants and business contributions. A hybrid of the three is also possible.

During 2016, the Museum, its Foundation, and the City should work closely together to identify a consistent, modest revenue approach to offset the costs of establishing a formal visitor center at the Museum. This plan assumes that the Visitor Center would be operated largely by Foundation and other volunteers, with supervision from the Museum staff. It assumes an operating cost (revenue requirement)

⁹ The Chamber of Commerce may continue to offer its current level of informal visitor information unless it is interested in moving its entire operations to the Museum campus after a new building is constructed. However, many Colorado communities have multiple visitor centers. Naming the Museum visitor center 'heritage visitor center' to telegraph to visitors that those interested in the history of Louisville will be best served by starting their visit at the Museum.

of less than \$10,000 initially, up to approximately \$15,000. This would cover incremental annual costs of improved furnishings and fixtures, signage, print and on-line information, and related costs.

Supporting Recommendation: Seek funding through the Foundation (grants and/or special events fundraising) to enhance the entry exhibit at the Jacoe Store to tell the story of Louisville to visitors. It is likely that an investment of \$15,000 - \$20,000 made into high quality display cases and signage would provide an immediate upgrade to the Jacoe House experience. This could include two or three museum-quality display cases, professional wall signage, and a visitor desk/kiosk. This investment could be met through grants or from local corporate sponsorship that could potentially “name¹⁰” the visitor center space. **2016-2017**

Supporting Recommendation: Increase the hours that the Jacoe Store/visitor center is open. The entire Museum does not need to be open more hours – especially off-season – but by expanding the Jacoe Store hours, the Museum will serve as an effective visitor and civic information center. Suggested hours for the Jacoe Store visitor center are 9-5, Monday-Saturday, and noon – 4, Sundays, May through September; and 10-4 Tuesday – Saturday, October – April. **2017 – 2018**

Action Recommendation: To the extent possible, re-prioritize Museum staff functions to focus on exhibitions, education, and programming. Archives are always at the heart of any historical museum and have tremendous meaning to the donors who have given them. However, the process of building public value rests on using items from the archives and collections to stage exhibits, develop curriculum, and offer diverse public programs. Moving the Louisville Historical Museum toward a more dynamic program of changing exhibits and public programs will build recognition and value from residents and visitors alike. It will require that some of the on-going archival functions be put on hold: even though the archival task will seem continuously overwhelming in and of itself. Archival backloads are the tale of museums everywhere.

Supporting Recommendations:

- A. Develop a new “heritage visitor’s introduction to Louisville” exhibit for the front portion of the Jacoe Store, with support from the Foundation for quality museum exhibit cases, signage, and visitor services desk/kiosk. **2017**
- B. Beginning in 2017, start a process of improved/professional signage throughout the Tomeo House. This will likely be an on-going, relatively slow process, but the process itself will bring increased interest and attention to the Museum from residents who will want to see the latest updates. **2017-2019**
- C. Beginning in 2018, create at least one changing themed exhibit per year – sited in any of the Museum buildings, dependent upon exhibit size. Use objects and items from the collection as well as loaned items as needed. Themes may be the heritage of Louisville, the history of its downtown, the architecture and design of its homes, the dual livelihoods of coal mining and

¹⁰ Naming gifts may be for a period of time, or in perpetuity, depending on the size of gift. Naming rights contracted for a period of time – often a few years – is increasingly a practice.



agriculture: in short, any of the themes now touched on by the permanent exhibit. By creating new, fresh content and interpretation, the Museum will gain public visibility and attendance.

2018-2019

- D. Strive to incorporate at least a small children’s exhibit targeted to early primary grades, of interest to school tour groups and to families visiting with younger children, as a way to broaden the base of ages and be highly relevant to Louisville’s influx of young families. This can be a simple hands-on exhibit/interpretation, for example, “mining” for coal; shopping in the old Jacoe Store, etc. **2019**

Action Recommendation: Work with the Boulder Valley School District to seek the partnership of Louisville’s elementary schools in using the Museum as an educational partner. Meet with Louisville’s elementary schools to introduce faculty to the Museum and provide information about Museum outreach programs, such as a “traveling trunk,” and to introduce them to field trip and in-school programs offered by the Museum. **2016-2018**

Action Recommendation: Based on a zoning variance for civic use, work with the event producers/organizers for use of the Jacoe Store (or a portion of it) as well as the grounds for civic events. **2016-2020 gradual expansion in use of the grounds.**

Action Recommendation: With the Foundation’s assistance through fundraising and volunteer effort, begin one week of summer youth day camps and limited vacation week day camps and begin offering a minimum of four adult educational programs per year. These programs may be offered in association with or at the Library and/or Recreation Center. **2017-2020 gradual expansion.**

Action Recommendation: With the commitment of funding support from the Foundation, contract part time staff as needed to staff the educational and programming functions for the Museum. For example, contract for interpreters to do cooking or other interpretive demonstrations on Saturdays during the summer peak months. Contract or train volunteers to conduct school assembly programs. **2019-2021.**

Action Recommendation: Expand joint planning and programming partnerships between the Library, the Museum, and the Arts Center, evaluating how the three together can optimally provide cultural arts and historic programming for residents of all ages, from pre-school programs to senior events. This may include new history/arts joint festivals or special events. Begin with a “Louisville history day” one day event in fall 2017, featuring “living history” demonstrations, walking tours, and live performances such as history story telling. Once implemented and then refined, events such as these should become standing annual celebrations. **2017-2021**



Action Recommendation: Move toward a multi-line revenue budget starting in 2017, demonstrating to the City and residents that the Museum has the framework in place for revenue streams to sustain its operations.

2017 and 2018 Budget Model Pro Forma¹¹ (THIS IS IN ADVANCE OF 2019.)

Line Item	Source	Details	Approximate Amount
Staff and operations support, general	City	Based on existing amount	\$102,850 ¹²
Heritage Visitor Center contract or contributions, per above	Contributions from participating hospitality businesses and/or contract from City.	Annual contract for services @ \$800 per month. (\$9,600 a year is about 1/3 rd of the lowest amount Golden’s Visitor Center has received in contributions in recent years.	\$9,600 ¹³
Field trips & school outreach	Earned fee for service	\$6 per student x 30 for field trips; \$120 per in-school, per classroom	\$2,600
Grants applied for and received by Foundation; annual fund raising event	¹⁴ State Historical Fund Grant for curriculum development; fundraising events; Boulder Community Foundation;	Curriculum, adult programming, New exhibit development for Jacoe Store Signature fund raising event	\$17,500
Total			\$132,550.00

In this model, the City funds about 78% of Museum operations¹⁵. A combination of small levels of earned income and annual funding from the Foundation (including start-up of a visitor center) enables the Museum to invest in interior signage in the front of the Jacoe Store as well as in additional/increased time for staff to conduct programs and services and to invest in an annual changing exhibit.

With a platform of accomplishing the above for two years, the Museum should then be able to take the next big steps forward by 2019. This includes launching summer camps for children and the creation of a children’s exhibit area as well as additional changing/temporary exhibits and summer interpretive programming/live demonstrations.

In 2017-2018 the City should seek an extension of the Historic Preservation Tax which could include a portion designated for operations of the Museum to also address additional revenue streams for staffing, programming and maintenance.

¹¹ See addenda with line item budgets from various history museums.

¹² This is the 2016 level of funding from the City. See addendum for budget line items within this.

¹³ In advance of 2019.

¹⁴ These sources of funding are common in the field, in Colorado and Boulder County.

¹⁵ If the City contracts with the Museum to operate an official visitor center, the City would be providing about 85% of total support in this pro forma model.



The pro forma assumes that in 2020-2021, the Museum seeks public funding for and conducts a capital campaign. The next section of this report addresses efforts that should be undertaken in 2019 leading up to this, and in 2020 and beyond.



WORKING TOWARD A NEW BUILDING

BUILDING THE CASE FOR SUPPORT AND CAPITAL FUNDING

With the above programs and services in place to build public value for the Museum, staff will need to move forward with many facets of planning for the new facility.

This pro forma assumes that during 2019 and 2020, the Museum continues to expand its summer and vacation day camps, school outreach, and adult programs.

2019-2020 Budget Pro Forma

Line Item	Source	Details	Approximate Amount
Staff and operations support, general	City	Based on existing amount	\$102,850
Heritage Visitor Center contract	Same as above ¹⁶ .	Annual contract for services @ \$800 per month.	\$9,600
Summer day camp, 1 week	Earned fee for service	\$120 per 30 students. Expand to two week by 2020.	\$3,600 – \$7,200
Vacation day camps, 5 days total	Earned fee for service	\$25 per 20 students per 5 days. Expand to 40 students by 2020.	\$2,500 – \$5,000
Field trips & school outreach	Earned fee for service	\$6 per student x 30 for field trips; \$120 per in-school, per classroom	\$2,600
Grants applied for and received by Foundation	State Historical Fund Grant for curriculum development; Boulder Community Foundation	Curriculum, adult programming, New exhibit development for Jacoe Store	\$17,500
Individual, family, and business memberships, the History Foundation	Membership fee, netted with discount for programs	\$20; \$35; \$75; \$100. Average \$40. 1,000 members.	\$40,000
Adult programs	Earned fee for service	\$10 x 15 x 4 events	\$600
Corporate sponsorships, adult program summer camp. Raised by the Foundation.	Sponsorship	\$250 - \$750	\$3,000
Fundraising event, Foundation	Net contribution after costs	Event sponsorship @ \$1,000; \$25 per pers net x 120	\$4,000
TOTAL			\$186,250 – \$192,350

In this pro forma model envisioned for 2019 and 2020, annual support from the City drops proportionately to be 53% of total revenue, while earned income begins to become a more significant share of the budget based on increased programming and education. Because members typically receive discounts for camps and special programs, membership value is enhanced, pushing membership counts up. Per the comparisons (see addendum) this level of revenue should support about 2 full time and 3 part time year round staff, as well as contracted interpreters and others for educational and summer “living history” programming. This should also telegraph capacity in raising annual funds in advance of the capital

¹⁶ This does not change the amount from the prior two years.



campaign, which is important in demonstrating ability to sustain the Museum. Additionally, although not programmed here, a further source of revenue could include funding from the Historic Preservation tax should the extension of the tax be approved by the voters, and a portion designated for Museum operations.

Action Recommendation: Seek City support for engineering and architectural studies needed to finalize a capital plan and budget. (Not included in pro forma budget.) 2018-2019

Supporting Recommendations: 2019-2020

Begin hosting neighborhood and community events at the Museum to share the architectural concepts for the new facility and address community questions about the impact of the Museum on the surrounding residential area.

- Meet with potential partner entity(ies) such as the Chamber of Commerce to determine viability of shared use of the proposed new building, including a joint visitor center operation, shared conference room, and office space.
- Use the public input process to refine the initial design concepts for the buildings and the landscape design for the campus.
- Organize tours for City officials, stakeholders and the interested public to other historical museums in Colorado, specifically those with campuses of historic buildings such as Golden; the Aurora History Museum, the Loveland Museum, and the Littleton Museum to provide first-hand information about the buildings, the decisions made by the municipalities in the building footprint and design, operations, programming and services.

Action Recommendation: Refine the initial museum needs assessment vision concepts by planning that the new building to provide additional exhibit areas including a “visitor center” entry area on Main Street. Within the new building, include construction of reconfigurable museum exhibit walls and cases. Include computer kiosk for public research. Ensure that the capital campaign goal include exhibits and visitor amenities.

2020

Supporting Recommendation: Include a design and implementation budget for exhibits that are engaging and appealing, and ensure that the exhibit spaces are designed allowing for multiple simultaneous exhibits (permanent, long term, changing, temporary, youth/children). Carefully review the plans for the Summer Kitchen to maximize its programmatic usefulness for demonstrations, camps, and hands on learning.

Action Recommendation: While the Museum is in planning phase, work with the City to evaluate ways to most effectively allow for expanded public use and expanded staffing. Some Colorado history museums (Littleton, for example) have research centers or



research libraries as a part of the Museum, staffed with a research librarian. Creating a research librarian position at the Museum would enable important archival work to continue and would assist residents in family genealogical research. Also consider ways of consolidating arts and cultural programming to maximize staffing capacity on the Museum campus. Aurora, for example, has a consolidated Library & Cultural Services Division for this purpose.

Supporting Recommendation: Ensure that there is adequate staff and exhibits preparation space dedicated to the Museum within the new building/campus redesign. From communities such as Aurora, learn the amount of space required for a full staff compliment and a full exhibitions and public programs season. Ensure that the capital budget includes adequate soft expenditures to ensure quality furnishings for public use throughout the campus.

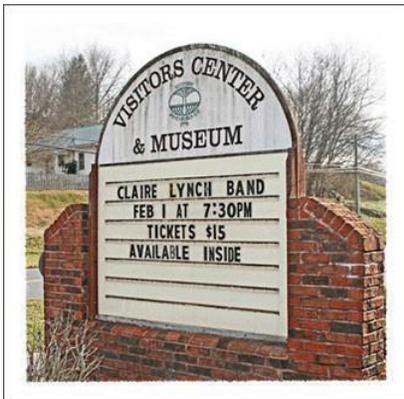


Youth Education room/area (upper left); High quality Exhibits (upper right); Visitor Center



information desk (lower center.)

Exterior signage, including civic event signage opportunity. Additional images can be found in the addendum.



Recommended Action: Work with the Foundation to ensure that through a capital campaign feasibility study it is able to identify the amount that it can raise for the campaign from contributions and grants from non-governmental sources; and work with the City of Louisville to ensure that the Museum applies for government funding for Capital. 2020

Supporting Action: Realign the time of the Museum Director as much as possible during this phase to work with the Foundation and the City in grant development for the capital campaign. It is possible that other State of Colorado grants may be identified.

Based on the above recommendations concerning space use and needed staff support space not addressed in the needs assessment, it is possible that the initial capital budget as prepared in the needs assessment will need to be bolstered to some extent. Also, the Foundation will find it difficult to simultaneously raise capital and operating funds while the campaign is on-going. Typically, the operating funds needed for the duration of the campaign (until facility opening) are wrapped into the capital goal. For this reason, estimate the total capital goal at \$3.6 million, rather than \$3.47 million as called for in the needs assessment.

The following table shows the importance of cultivating major prospects for naming gifts, including area corporations. Raising \$3.6 million depends on these gifts. Many of these may come in the form of multi-year pledges; some may come as bequests. This will require that the Museum work with the City to obtain any necessary bridge financing until these gifts come in.

Pro Forma Capital Funding

Funding Sources, Capital Campaign	Lead Entity Seeking	Approximate Amount	Share of Total
City of Louisville	Residents	\$1.2 million	36%
Naming gifts, individuals/families Corporate naming gifts	History Foundation	\$650,000 - \$900,000 ¹⁷ (based on analysis above in the report.)	19% - 25%
History Colorado, Colorado Historical Fund	City	\$150,000	4%
Major Foundations in Colorado giving capital grants (i.e. El Pomar, Boettcher)	History Foundation	\$750,000	22%
Colorado Department of Local Affairs	City	\$500,000	15%
Colorado Office of Economic Development	City	\$100,000	3%
Public small gifts campaign	History Foundation	\$25,000 (300 + small gifts from residents and businesses)	1%
Total		\$3,375,000 - \$3,625,000	100%

This pro forma assumes a high quality capital campaign is well planned and carried out. The largest private sector gifts should be solicited and secured first: their size will predict the success of the balance of the campaign.

¹⁷ The consultant showed the potential range of gifts from members as a low end of \$650,000. As this line suggests, in addition corporate naming gifts would be likely to be sought. The range upward from the \$650,000 to \$900,000 reflects this.



The next section of this plan addresses the Museum during the capital campaign and as it moves into operations of a new facility on its campus.



RECOMMENDED STRATEGIES AND BUDGET PRO FORMA FOR POST NEW FACILITY OPERATIONS

2020-2021: OPENING NEW BUILDING AND EXPANDING SERVICES

Recommended Action: Either prior to a new facility, or in concert with opening such a facility, modify the mission statement as recommended. 2020-2021

As adopted in 2002, and amended in 2007, the Museum’s mission statement is:

The mission of the Louisville Historical Museum, a facility owned and operated by the City of Louisville, is to promote, collect, preserve, and interpret the diverse history of Louisville from the time of settlement until present day with a special emphasis on the coal mining period, 1877-1955. The Museum is dedicated to protecting artifacts and documents of historical value and educating children and adults about the past.

This plan recommends slight amendments to the mission, as follow:

The mission of the Louisville Historical Museum, a campus of facilities owned and operated by the City of Louisville, is to serve as a civic cultural resource that provides *exhibitions, education, information and services* to residents and visitors that interpret and illuminate the diverse history of Louisville from the time of settlement through the present, with a special emphasis on the coal mining period, 1877-1955.

About the Museum: Recommended Key Functions In the New Building/Campus 2021-22

1. A collecting institution, the Museum preserves and protects artifacts and documents of historical value, employing best practices for the historical museum field.
2. An educational institution, the Museum provides programs for people of all ages that connect them to the history of Louisville.
3. A civic institution, the Museum provides a place for visitors to learn about present day Louisville – activities and destinations – and to learn about its past. As a civic institution, it serves as a gathering place for groups and events.
4. A cultural institution, the Museum is a significant cultural asset that works together with Louisville’s Library and Arts Center, the Arts District, and the Historic Preservation Commission to provide outstanding cultural programming and activities for residents and visitors.



5. An exemplar of historic preservation, the Museum serves as the community's information hub about historic preservation.
6. A professional historical museum, the Museum works together with peer museums throughout Colorado and elsewhere to represent high professional standards and present high quality exhibits and programs.
7. As a community-focused Museum, its Foundation has the capacity to support activities, provide annual funding, grow a docent program, and become a valued civic organization.
8. As a fiscally sustainable entity, the Museum operates with the appropriate levels of staffing and a budget with multiple revenue lines to support the Museum's multiple civic purposes.

Action Recommendation: With the Foundation, seek membership and underwriting totaling \$80,000 annually. This assumes 1,200 Members (individual, family, and business) at an average of \$50, as well as \$15,000 from corporate program sponsors underwriting camps and specific events, and \$5,000 net from annual fundraising event(s). **2020-2021 and on-going.**

In addition:

- A. Aggressively market the new museum facility as well as the campus for events. At \$150/hour for the new facility, and \$135/hour for the grounds, rent the Museum and/or grounds a minimum of 35 times a year with blocks of 4 hours each, to reach \$20,000 in annual revenue.
- B. Operate four weeks of summer camps and eight vacation day camps per year, with summer camp tuition of \$120 per week per child and drop in day camps at \$25 per child.
- C. Increase visitor services contracts and/or contributions and or in kind from \$800 a month (pre-opening) to \$1250 a month.
- D. Charge Adult Admission of \$3 during summer months (May-September) when there are docents/guides and history demonstrations and off-season when there are similar events and demonstrations. Assume 1,200 paid adult visitors per month during peak months, and 600 paid adult visitors per month off-season. (Children free admission.)
- E. Include the Museum in the Historic Preservation Tax (assuming a change in the ballot language and voter approval of the tax renewal), making possible an increase in the City's annual allocation for operating expenses from \$75,000 to \$120,000.



Pro Forma Budget 2021-22

Revenue Line Items	Approximate Amount Based on Budget for Staff, Programs and Services
Foundation Membership funds allocations, fundraising events net toward exhibits and programs. Underwriting and Sponsorships for programs and activities.	\$80,000
Museum Store (net revenue)	\$5,000
Facility Rentals	\$15,000
Camps and Drop In Days, Adult Learning Programs, School Tours	\$25,000
Visitor services function (in-kind or direct funding) for general operations, plus fees for event staging for special events	\$17,000
Admissions (summer months) \$3 adults; \$1 children	\$15,000
Grants from Government, Foundations for exhibits and archival	\$75,000
City allocation, Historic Preservation Tax	\$120,000
TOTAL	\$352,000.00

Action Recommendation: Expand staff, based on the above revenue budget, to the following structure after the new facility is opened. 2021-22

Museum Director	Full Time
Education and Outreach Director	Full Time
Visitor and Member Services Manager; Store Manager	Full Time
Curator	Part Time
Archivist	Part Time
Seasonal living history and education staff	Contracted
Visitor Services Receptionists	One or Two Part Time

This structure ensures the Museum’s capacity to operate as the official visitor center or heritage visitor center¹⁸ for Louisville and to undertake a wide range of educational services and programs while also continuing to appropriately archive documents and objects, and while offering three + changing exhibits per year.

¹⁸ Some suggest that an official visitor center is different from a heritage center, though the two terms are used interchangeably. Generally, an “official” center suggests city funding.



Action Recommendation: Assuming that there is adequate space for a museum store,¹⁹ plan for and develop a dynamic museum store that will serve as a focal point of the “new” museum. **2021-22**

The museum store should be carefully planned for maximum revenue. It is an important part of the brand of the Museum. A “sleepy” store at the entrance to a museum telegraphs a sleepy museum, and visitors often leave before going into the museum itself. The Museum Store Association recommends self-assessment of the museum store experience. This includes brand development, merchandise selection and niche, financial performance, pricing, ecommerce and design considerations such as lighting and display. <https://museumstoreassociation.org> Careful merchandising is essential: Within the field, merchandise turn over (number of times turned over per year) is approximately 3 x for overall, with as high as and 6 x for souvenir, impulse buy, and novelty items. (Museum Store Association)

- Work with an experienced retail merchandiser (volunteer or consultant) to identify a unique niche in merchandise that the Museum can fulfill, including impulse items of interest to children who are visiting the museum as a part of school groups or with families.
- Attend events such as the Museum Store Association conference to identify appropriate merchandise that compliments and does not compete with retailers in the downtown area.

Action Recommendation: Build a docent program. Working with current volunteers and Museum staff, begin to build a program of docents who can provide consistent interpretation and guidance for visitors. Use other Colorado history museums as examples in creating docent training. (Colorado Springs Pioneer Museum has an excellent junior docent program for students in grades 6-12 who assist the museum throughout the summer. The Colorado Railroad Museum²⁰ in Golden has an excellent docent training program for adults.) **2021-22**

Offer docent-led tours for the public on specific days of the month, and of have docents lead the school tours. Strive for student docents to be involved with Museum staff in leading the summer camp activities and in providing information for tourist visitors during the summer.

Action Recommendation: Be the “voice” of Louisville heritage and history. Consistently work with the Library, Arts Center, Arts District, and Downtown Business Association to ensure that the Museum is a partner in programming. Offer space at the Museum for local artist exhibits, and (in the new facility) for small concerts and other artist events. Represent and serve as one of the leading voices, with the above entities, advancing the cultural arts profile of Louisville as a civic asset. **2021-22**

As possible, use the Museum grounds for temporary and long term exhibits of public art.

¹⁹ The initial concept drawings provided to the consultant do not show space for a museum store. The consultant recommends revisiting the initial concept so as to include this as a revenue source and as an element of the brand.

²⁰ It, as well as other museums in Colorado, use the on-line portal VolunteerMatch.org to publicize volunteer and docent opportunities.



Loveland Museum's exterior with public art

Action Recommendation: Serve as the Community's information hub about Historic Preservation. During construction, and subsequently, serve as the City's official "demonstration site" for those interested in various aspects of historic preservation for their own properties. 2021-onward

- Schedule lectures and demonstration to be held open to the public.
- Provide exterior interpretive signage throughout the Museum grounds so that visitors can learn about aspects of historic preservation of the Museum buildings. For example, some museums serve as "preservation labs" showcasing what others can do. Expand the Museum role in the Historic Preservation Master Plan.



Clarify and - as appropriate - expand Historic Preservation funding to include annual operating support to the Museum to offset its costs in serving as the City's demonstration site for historic preservation and as the City's exemplar for local history and historic preservation, including its programming that introduces people of all ages to history and historic preservation.

Action Recommendation: Offer three-plus changing exhibits per year in addition to permanent exhibits. These may include exhibits developed by staff or touring exhibits. Use the changing exhibits as focal points in the Museum calendar to bring in repeat visitors and maintain a high level of return-visits among members.

Action Recommendation: Become one of Colorado's finest small local history museums, based on all aspects of the Museum's professionalism, and as such represent Louisville throughout the state and beyond. Join appropriate state and national associations for local history museums and history organizations. (American Association for State and Local History, American Historical Association, etc.) As possible during the construction and programming development and continuing after completion of the building, undertake the multi-year StEP program of the American Association for State and Local History leading toward accreditation. **2021-22**



StEPS is "Standards and Excellence Program" for small history museums. It is best practices based and addresses all aspects of small history museum operations. It is a webinar based and can be undertaken gradually over time at whatever pace the Museum can manage. Completion of the StEPS program



positions the Museum to begin the accreditation process through the Institute of Museum and Library Services/American Alliance of Museums.

Action Recommendation: Work to become an accredited history museum. This positions the Museum on par with other Colorado local history museums such as the Loveland History Museum and Gallery and the Littleton Historical Museum and enables the Museum to be highly competitive in seeking state and national grants to support operations and programming. **2021**

Showcase the Museum's new facility by hosting state and regional meetings of historical associations, history museums, and other related groups.

Lastly, while the actions proposed are linear, the years such actions occur are estimates and can be accelerated or delayed based on other City priorities and funding streams. The actions proposed in the plan should be viewed as a template for implementation with actual timing dependent on City direction and the necessary momentum for success.



ADDENDA

A. Joint Museum and Visitor Center Operations

1. The consultant evaluated examples of combined history museum/visitor centers throughout the US, from coast to coast. The combination of the two is favored by the National Park Service and the associations or alliances for the major national parks, and by local and county museums.
2. A joint operating agreement is standard where two entities (government/nonprofit) join together to form the museum/visitor center. Another model is for a municipality or county to provide funding to offset the costs of its share while the nonprofit operates the entire facility. Or, if a historical society operates a visitor center on behalf of a chamber of commerce, the chamber may provide funding to the historical society to take on the task. There is no “preferred” or single model. In all models, resources are combined to allow for being open as much as possible throughout the year. A FT and PT staff of about 7, as well as volunteers, is typical in facilities where the combined museum/visitor center operating budget is in the \$350,000 - \$500,000 range.
3. In municipalities that have a transient occupancy tax/hospitality tax, visitor center operations are generally funded by the tax. In communities without this, another model is to fund a visitor center through economic development funds. A third model is to fund a visitor center from contributions.
4. Most of the facilities are serve as more than visitor center/history museum. They sell tickets for local events, rent out space for meetings and social events, have temporary exhibits and concerts in association with downtown “gallery walks” or similar types of events. They increasingly are centers for community events and engagement – just as libraries are – and host events such as local TED talks and symposia.
5. Knowing that it is teachers who convince their schools to bring students, they offer professional development seminars and days for local educators, showing them how to weave museum content into units and lesson plans.
6. They almost all have well-stocked retail stores, from books and postcards and museumy objects to artisan co-ops.
7. They organize and utilize events that go beyond museum walls out into the community, from garden tours and home tours to history walks and festivals. These are often done as fund raising.
8. They have increasingly sophisticated use of social media and e-communications.

B. Images Supporting Elements of the Plan



Examples: Local Museums Serving as Visitor Centers

Museum & Visitor Center of the Bastrop County Historical Society

The **Bastrop County Historical Society** is located at **904 Main Street**, in the heart of Bastrop's historic downtown business district and in close proximity to Bastrop's historic neighborhoods. The building itself is a historical structure, having served as a fire and police station as well as a tax office in the 1930s and 1940s. It later became the site of the Bastrop City Hall. Now it has, once again, been repurposed as the City's Museum and Visitor Center.

The Museum's downtown location is easily accessible from any direction:



Signage examples, interior and exterior, visitor centers within history museums.



Examples: Visitor Center Entry Areas with Interpretive Items, Small History Museums



Cave Creek Museum Visitor Center, Cave Creek AZ – information and seating for visitors



Fort Vancouver (WA) Visitor Center and Museum, Visitor Services Desk and rack card displays

Examples: Gift Shop Inventory at Small History Museums



Museum Store, Dakota Discovery Museum (rebranded from the Museum of the Middle Border) Mitchell, SD



Museum Store, Tread of Pioneers Museum, Steamboat Springs, CO



Museum Store, Colorado Railroad Museum, Golden, CO

Examples: Rentals



“Garden” rental, Healy House Museum, Leadville, CO Rents for \$250, includes shade tent.



Littleton Museum lecture /meeting space rents for \$75/hr.



Golden History Museum rentals begin at \$150/hr. for 40 people. Two hour minimum.

Example: Range of Education Programs and Camps



McMinn Heritage Museum, Athens, TN offers history tours for high school students engaged in community leadership training.



Field trip to elementary school from Yucca Valley Museum, CA.



Golden History Museums provide in-classroom visits.



C. Engaging the Family: Example

Blog Post Reprinted from the Wabash County (IN) Historic Museum Web Site:
<http://www.wabashmuseum.org/#!ReInventing-the-Museum-Engaging-the-Whole-Family/c14jg/56842c020cf20a60e3aedd58>

Re-Inventing the Museum; Engaging the Whole Family



Children's Corner of the Wabash County Historical Museum

“Two and a half years ago the Wabash County Historical Museum was struggling to develop a sustainable organization that both preserved local history and served as a local educational institution. The museum frequently had days, and at times weeks, when no one visited and the interactive exhibits sat dark. It was a troubling time for those who had committed so much to build what was known as the best county museum in the state. How was it that this professionally designed facility with state-of-the-art exhibits had become a place that was simply passed by as residents and guests passed through Wabash’s downtown?”

Now two years later, the museum is in a much different position. Since re-opening in February of 2015 following a month long hiatus, the museum has welcomed guests daily, no longer does the building sit dark hoping for guests to arrive.

“When I started getting calls from other museums asking how we were growing and sustaining our programs I knew we were on the right track,” said Mitch Figert, Executive Director of the museum. “By focusing on engaging families, educating local youth, and involving the community we have created a museum that serves as a living, breathing institution that keeps stories of Wabash County’s history alive.”

In 2015 the museum made several improvements to their facility. New exhibits including the Parkview Wabash Education Center and Dr. Charles Brush Science Experience were both introduced early in the year. Programming was dramatically expanded to include monthly Family Fun Days and new preservation workshops. The museum renewed a commitment to local history research by investing in the newly named (major gift) Richard E. Ford Archives and Research Center. Events such as Family Fun Days and Christmas at the Museum and the new Parkview Wabash Education Center brought new families from throughout Northeast Indiana to visit the museum. The museum saw a 40% increase in visitation in 2015 over 2014, with 17,000 visitors.”

D. Comparison Museums, Range of Budget Levels

	Louisville Historical Museum			Golden Museums			Littleton Museum			Longmont Museum			Stillwater Museum (Sheera Museum)		Baxter Springs Heritage Center, Visitor Center and Museum*		McMinn County Living Heritage Museum		Yucca Valley Museum			Old Fort Steuben Museum		Klamath County Museum				
	Louisville, CO			Golden, CO			Littleton, CO			Longmont, CO			Stillwater, OK		Baxter Springs, KS		Athens, TN		Yucca Valley, CA			Steubenville, OH		Klamath Falls, OR				
Municipality Population	18,376			18,867			41,737			86,270			45,688		4,238		13,458		20,700			18,659		20,840				
Tax Structure	City Gov't.			City Gov't.			City Gov't.			City Gov't.			501(c)3		City Gov't.		501(c)3		City Gov't.			501(c)3*		County Gov't.				
TOTAL VISITORS	2,900			45,000			130,000			65,000			7,000		Not Available		19,999		26,000			35,000		Not Available				
Revenue	Line Items	Source	Percent	Line Items	Source	Percent	Line Items	Source	Percent	Line Items	Source	Percent	Line Items	Percent	Line Items	Percent	Line Items	Percent	Line Items	Source	Percent	Line Items	Source	Percent	Line Items	Source	Percent	
Government Funding	\$102,850			\$356,000		63%	\$1,400,000		90%	\$578,000		77%	\$20,000	20%	\$75,000	64%	\$5,000	3%	\$152,000		55%	\$96,100		28%	\$414,529		77%	
Membership Dues				\$9,000	Friends	2%	\$9,500	Friends	0%	\$15,500	Friends	2%	\$30,300	32%	\$915	1%	\$6,000	4%				\$10,500	Friends	3%	\$10,000	Friends	2%	
Contrib., Grants, Sponsorships	\$8,000	Fndtn.					\$15,500	Friends	1%	\$18,500	Friends	2%	\$14,300	15%			\$69,000	41%										
Fundraising Events				\$73,500	Friends	13%	\$57,000	Friends	4%	\$26,900	Friends	4%	\$5,800	5%	\$29,000	25%	\$51,000	31%	\$84,000			\$188,832		53%	\$87,000	Friends	16%	
Program Service Revenue				\$66,000		12%	\$17,600	Friends	1%	\$48,700		6%	\$15,300	16%	\$1,400	1%			Friends	30%		\$25,768		8%	\$22,316		4%	
Investment Revenue				\$800	Friends		\$28,750	Friends	2%	\$64,000*		9%	\$3,200	0.03	\$3,200	3%	\$35,000	21%	\$11,000	Friends	4%	\$3,804		1%		2%	Friends	0.50%
Retail Revenue (Net)				\$9,600		2%	\$1,000	Friends					\$1,600	1%	\$5,400	5%						\$5,573		2%				
Rentals (net)				\$10,500		2%	\$18,250		2%				\$7,100	8%	\$2,000	1%			\$30,000		11%	\$16,363		5%				
Advertising				\$38,500		6%																						
TOTAL	\$110,850			\$563,900		100%	\$1,547,600		100%	\$687,600		100%	\$97,600	100%	\$116,915	100%	\$166,000	100%	\$277,000		100%	\$346,940		100%	\$533,845		100%	
Expenses																												
Salaries and Benefits	\$70,490		69%	\$310,000		55%	\$579,000		38%	\$600,000		78%	\$38,000	39%	\$69,000	64%	\$110,000	66%	\$215,000		79%	\$96,000		31%	\$277,000		52%	
Professional Fees: Accounting, Legal, Development										\$8,800		1%	\$1,000	1%	\$3,500	3%						\$7,500		2%				
Education and Public Programming	\$1,580	Fndtn. \$500	1%				\$900,000		59%				\$20,000	21%	\$6,000	6%	\$15,000	9%	\$20,000		7%	\$72,000		23%	\$72,000		13%	
Printing, Publications, Postage	\$5,500	Fndtn.								\$12,000		2%	\$3,000	3%					\$3,500		1%	\$0						
Advertising and Promotion							\$1,500		1%	\$3,500		1%	\$3,000	3%	\$935	1%	\$8,000	5%	\$6,500		2%	\$40,000		12%				
Operating Expenses	\$2,000	Fndtn.								\$17,000		2%	\$9,000	9%	\$3,300	3%	\$7,000	4%	\$20,000		7%	\$17,000		5%				
Occupancy	\$30,980		30%				\$35,000		2%	\$95,000**		14%	\$21,000	22%	\$4,400	4%	\$21,000	13%	\$7,000		3%	\$38,700		12%				
Travel and Conferences	\$300									\$6,500		1%			\$1,100	1%			\$3,400		1%	\$900						
Insurance										\$2,000			\$2,000	2%	\$1,100	1%	\$5,300	3%				\$9,000		3%				
Upkeep and reinvestment/soft capital				\$253,000		45%				\$8,000		1%			\$19,000	17%						\$40,000		12%	\$185,000		35%	
TOTAL	\$110,850		100%	\$563,000		100%	\$1,515,500		100%	\$657,800		100%	\$97,000	100%	\$108,335	100%	\$166,300	100%	\$275,400		100%	\$321,100		100%	\$534,000		100%	
Percent City Funded			93%			63%			90%			84%		20%		64%		3%			55%			28%			78%	
Per Capita City Funds	\$0.06			\$0.19			\$0.34			\$0.07			\$0.004		\$0.18		\$0.004		\$0.07			\$0.05			\$0.20			
City Funds Per Visitor	\$0.35			\$0.08			\$0.11			\$0.09			\$0.03		n/a		\$0.003		\$0.06			\$0.03			n/a			
Staffing	2PT			5 FT 2 PT			13 FT 7 PT			14 FT 2 PT			1FT 2PT		1 FT 2 PT		2 FT 3 PT		2 FT 6 PT			3 FT 6 PT			3FT 4 PT			
Admission Pricing	Free			Free: Clear Creek History Park; \$3 ages 7+ : Golden History Center			Free			Adults \$9; Seniors \$8; Under 3: Free; Members free			Free		Free		Free		Adults \$5 Seniors \$3			Free			Free			
Donor Giving Levels	\$15 - \$100			\$75/hour Summer Camps: \$100-\$300						Members: \$30 for seniors, families \$55, up to \$300 for local businesses			\$25 - \$10,000 Most donors contribute \$100-\$500 annually.		\$25 - \$5,000		Family \$45; Seniors \$25 Business sponsors start at \$100 up to \$5,000 annually		\$15 for students; up to \$45 Donor categories start at \$100 to \$1,500			\$25-\$100; buy a brick: \$65			NA Business partners start at \$250			
Rentals				\$150 hour/2-hour minimum						Summer camps \$135 Kids b-day parties \$110 -\$170 Drop in days: \$4.50/2 hours								\$150/2 hrs.										
Additional Information	1,861 volunteer hours						8,500 volunteer hours 130,000 annual visitors 202 school visits 624 day-time programs 73 rentals			*\$22,000 from Friends, \$42,000 from sale of security, Trust Fund **City rents some of the space required for the museum					*The Baxter Springs Historical Society raised funds for the Museum construction and in past years has contributed to exhibitions.						*The Steubenville city-operated Visitor Center/gateway to the Museum is located adjacent to the Museum.							

Summary Information	
1	Comparisons average spent on salaries and benefits: 56%
2	Comparisons average operating support provided by municipalities for publically operated museums: 71%
3	Comparisons average income earned from rentals, fees, programs, admissions, publically operated museums: 14%
4	Comparisons average income from investments, publically operated museums (friends or trusts): 3%
5	Comparisons average committed to publically operated museums by friends groups/fundraising: 12%
6	Some of the municipal comparisons have Museum Trust Funds set up to receive and hold bequests and other funds.
7	Average lowest membership rate among museums listed here that offer memberships: \$28.75
8	Average summer camp fee for one week: \$125
9	Average hourly rental: \$100
10	Average admission fee among museums listed here that charge admission:
	> \$6 adults
	> \$4.90 seniors
	> \$3.70 for children
	> young children free
	> Members free

2016 Calendar of Upcoming Events and Meetings Concerning the Historical Museum Campus and Historical Commission

- Tuesday, April 12, 3:30 PM (done): Beth Barrett and Bridget Bacon meeting with Lauren Trice to discuss the Planning Dept.'s role and potential schedule for bringing about changes to the Museum campus
- Tuesday, April 19, 7 PM, City Hall (done): City Council discussion of the potential renewal of the Historic Preservation Tax and when it should be brought to the voters
- Tuesday, April 26, 7 PM, Library (done): Historical Commission's annual study session with City Council and presentation of request for funding for design and request to have Museum operations included in the Historic Preservation Tax renewal ballot language
- Wednesday, May 4, 6:30 PM, Library: Historical Commission will have regular meeting at which it will accept the Business Plan, discuss the plan with Foundation members in attendance, and give input to the Museum Coordinator on making revisions to the Interpretive Plan in light of the completed Business Plan
- Tuesday, June 7, 7 PM, City Hall: Council scheduled to discuss CIP budget at regular meeting
- Wednesday, July 6, 6:30 PM, Library: Historical Commission to adopt/approve the Museum Master Plan that consists of the completed Needs Assessment Report, the completed Business Plan, and the revised/updated Interpretive Plan
- Tuesday, July 12, 7 PM, Library: Council scheduled to review the Citizen Survey results at a study session
- A date in August to be determined: The Historical Commission will meet with the Historic Preservation Commission to give a briefing on the Museum Master Plan and to discuss the potential inclusion of funding for Museum operations in the renewal of the Historic Preservation Tax, and other common interests
- Wednesday, Sept. 7, 6:30 PM, Library: Historical Comm. will have regular bimonthly meeting
- Tuesday, Sept. 13, 7 PM, Library: Historical Comm. will meet with Council at a study session to present the Museum Master Plan and discuss the next steps and potential funding sources
- Not yet scheduled: City Council to adopt the Museum Master Plan at a regular meeting; revisions after Sept. 13 study session and re-approval by Historical Commission may be needed first

Memorandum

To: Historical Commission
From: Bridget Bacon, Museum Coordinator
Date: April 26, 2016
Re: Museum Coordinator's Report

On May 5th, I'll give a repeat presentation of the program "Tiny Houses with a History" at 7 PM at the Library in celebration of Preservation Month. After the presentation, members of the Historic Preservation Commission will talk about the landmarking program in Louisville.

As a reminder, Commission members are invited to the landmarking ceremony for recent Louisville Landmarks on Saturday, May 7th.

This year, the Museum's series for the First Friday Art Walks is the food-themed "Louisville's Larder." At the April Art Walk, there were over 100 visitors to "Guess the Vintage Kitchen Implements." On May 6th, we'll have Kelly Miller, who brought the Farmers Market to Louisville, to chat about what's in store for this year. The June 3rd Art Walk at the Museum will feature a look at downtown Louisville restaurants and menus from the past. Please do stop by!

The Spring 2016 issue of the *Louisville Historian* with its lead article about the French and the neighborhood of Frenchtown is being mailed to members in early May. I will then lead a Brown Bag presentation and discussion on the topic of "Being French in Louisville" on Thursday, June 2nd from noon to 1 PM in the Library meeting room.

Anne Robinson's "Main Street Stories" downtown walking tour will take place on Saturday, May 21 & Sept. 10. It leaves from the front steps of the Louisville Public Library, 951 Spruce Street at 9:30 AM. Diane Marino will this year give tours of Louisville's Frenchtown Neighborhood on Saturday, June 25 & Oct. 1. The tour leaves from the front of the Elks Club, 525 Main St., at 9:30 AM. For all tours, the suggested donation is \$5 per person.

Among other Museum programs being planned for this year, on July 20th members of the Methodist Church congregation will impersonate Church founders who were among Louisville's earliest residents in celebration of the Church's 125th anniversary this year. Also, Museum Tech Megan Huelman is planning outreach programs about telephones and Louisville's phone system and will put on a program in connection with the Library's summer reading program.

Museum Visitors Report (these statistics represent visits to the Museum itself, and not inquiries that come in by email or phone): February 2016 visitors: 171; March 2016 visitors: 199; 2016 YTD: 577.