Heritage Preservation Policy Committee

REPORT ON

CITY OF WINNIPEG

MUSEUMS

May 2006

Winnipeg

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EXECUTIVE SUMMARY

Heritage is a growth industry. Recent studies show that heritage attractions support and complement local economies. Investments in heritage, as part of the tourism industry, create millions of dollars of revenues for modern cities. Heritage also is an investment in defining ourselves in terms of origins and goals for the way we live. Museums serve our young people and teachers in our schools, colleges, and universities, genealogists, family, and neighbourhood historians, our seniors, the media, governments, and newcomers to our community. We all have a stake in our museums.

The City of Winnipeg has a significant investment in heritage. Winnipeg has libraries, archives, galleries, historic sites and buildings, and museums of great value to the community, province, and wider world. Winnipeg's museums, the focus of this report, not only hold a rich array of artifacts, but also preserve historical documents, photographs, art works, landscapes and publications.

These heritage resources must be protected. But there is a cost. Winnipeg has expended millions of dollars over the years in grant funds and subsidies to support heritage. Additional funds have been used to maintain buildings and facilities owned by the City. These costs will increase unless something is done to address the need for resources. At the same time there are competing demands for money in the civic budget for other priorities – public safety, community services, and the physical infrastructure. There must be a consensus among stakeholders that, if we change the way that Winnipeg's museums are funded, governed and administered, we will help to protect and justify the City's investment in heritage.

Unlike Winnipeg's arts community, which has taken advantage of opportunities in the motion picture industry to attract attention, for example, the same has not been done with museums. They often suffer from a lack of opportunity, lack of funding, and constantly face the prospects of deterioration and decline. Winnipeg is not in a unique situation in this regard. The Committee has found that most Canadian cities confront the same issues as Winnipeg, with an equally strong commitment to preserving their heritage. However, they too must balance public expectations for basic civic services for transportation, utilities, and public safety against other expectations for low taxes. Budgetary pressures have forced other municipalities to find ways to use heritage expenditures more effectively. Cities are looking to improve accountability, to address issues of governance, to improve financial viability, to coordinate collections and public access and budgeting, and to identify sustainable approaches to museum development. As noted in the body of this report, we can learn valuable lessons from how other cities are addressing museum issues.

Winnipeg has an opportunity to make something exciting happen with heritage. Utilizing its existing museum assets it can make a change that will protect those assets, enhance the quality of city-funded museums, make them tourist attractions and improve their ability to serve the community. This can be done with little additional expenditure.

The City can ensure a better return on the investment that taxpayers currently make to museums.

In order to take advantage of this opportunity the City needs to restructure its current museum landscape. It needs to state its expectations and outcomes for the investment that it provides. It needs to establish a better governance structure through a Council appointed museums board made up of leading citizens, museum experts, and supporters. It needs to divest itself of political decision-making about grant funds. It needs to improve the overall quality of museums, through better coordination. It needs to rely on standards and funding criteria to ensure accountability and enhanced quality of museum services. The Committee believes that the recommendations on page 6 can achieve these benefits and make the city-funded museums revenue generating rather than revenue dependent, without drastic cuts to existing museum budgets or dramatic increases to the City's budget.

The Committee believes that all of these changes can be made with minimal adjustments to the budget in the short term. Further, the Committee believes that in the long term the museum community will be in a position to address financial issues in a way that does not increase the burden on taxpayers. The Committee believes that the City of Winnipeg can achieve these objectives by developing a sustainable museum program on a framework that consists of a new set of uniform policies, a new administrative structure, standards, and new taxpayer accountable governance for implementing the policy through a new Museums Board and a Museums Coordinator.

The table on the next page summarizes each recommendation found on page 7 with its associated cost and benefit.

Recommendation	Change	Cost	Benefit
1. Museum Policy	Policy states structural expectations and museum outcomes	No cost	Council direction for protection and development of quality heritage resources
2. Museums Board	Replaces deputations to Community Committees	Minimal administrative costs recovered from grant allocations	Rational decision making regarding museum grants based on standards
3. Winnipeg Museums Board Composition	New governing board for directly funded museums Replaces Winnipeg Arts Council's role in museums	Minimal administrative costs recovered from grant allocations	Better coordination of policy implementation, better accountability, increased ability for marketing, partnerships, financial support
4. Allocate funds based on 2006 appropriations	No change	No change in costs	Allows museums to operate under existing levels during transition
5. WAC Roles & Responsibilities for Museums	Transfer responsibility to Museums Board	Museum funds allocation transferred from WAC to Board	Supported by stakeholders, improved ability to seek sustainability and resources in a cohesive museum community
6. Museums Board Operations	Hire museum coordinator to support the Board	Up to $69,000 required for contract and board support	Enhanced ability to support museums with community fundraising, connect with tourism, arts & culture groups, establish partnerships Coordinated advice to museums on issues related to policy, programs and resource strategies. Better opportunities for sustainability through assistance with fundraising, business plans and operating agreements.

The new Winnipeg Museums Board will be responsible for implementing and overseeing the City of Winnipeg Museums policy. It will develop and apply funding formula to ensure the protection and sustainability of the City's heritage assets that are located in museums. It will distribute grant funds to individual museums based on established standards and criteria. It will also hire a museums coordinator on a renewable contract to assist the Board in carrying out its responsibilities. The Coordinator will be responsible for assisting the member museums with fundraising. The Coordinator will help Winnipeg museums link with other heritage programs in the arts, culture and tourism sectors. The person will also be responsible for developing standards and funding criteria, and for developing a funding formula to ensure equitable distribution of direct grants and of indirect in-kind City provided services, subject to approval of the

Winnipeg Museums Board. Further the Coordinator will advise museums on issues related to policy, programs and resource strategies, and will assist museums with business plans and operating agreements, reporting directly to the Winnipeg Museums Board, which in turn will be accountable to the Mayor and City Council through The Standing Committee on Protection and Community Services and Executive Policy Committee.

RECOMMENDATIONS

The Heritage Preservation Policy Committee forwards the following recommendations based on museum policies across Canada and consultations with stakeholders in the Winnipeg museum community:

1. That Council adopt the policy contained in this report to ensure the ongoing preservation of Winnipeg's museums resources and assets.

2. That Council create a City of Winnipeg Museums Board to implement the policy and to audit the ongoing operations of the museums that receive grant funds and in-kind services from the City.

3. That the Board be comprised of up to five citizen members plus appropriate representatives of the civic administration (non-voting), to a maximum of nine.

4. That Council allocate funds based on the 2006 budget as grants to the eight directly funded museums and to Dalnavert, the Manitoba Children's Museum, The Manitoba Museum, the Ukrainian Cultural and Educational Centre (Oseredok), and the Western Canada Aviation Museum, until the Winnipeg Museums Board and Co-ordinator are operational and the Board has defined a formula for funding.

5. That Council transfer to the Museums Board responsibility for grants from the Winnipeg Arts Council for Dalnavert, the Manitoba Children's Museum, The Manitoba Museum, the Ukrainian Cultural and Educational Centre (Oseredok), and the Western Canada Aviation Museum; and that Council re-direct to the Museums Board funds currently allocated to the Winnipeg Arts Council.

6. That Council identify $69,000 for the operations of the Board, a portion of which is to be allocated for the services of the Museum Co-ordinator on a contract basis, to assist the Board to carry out its responsibilities.

7. That Council continue its support for the proposed Human Rights Museum and recognize the urgency in creating its own Heritage Preservation Policy to complement and enhance that enterprise.

EVERY MUSEUM TELLS A STORY

Introduction: What is a Museum?

Museums tell stories about people, their pasts and their surroundings. The International Council of Museums defines a museum as:

> a non-profit making, permanent institution in the service of society and of its development, and open to the public, which acquires, conserves, researches, communicates and exhibits, for purposes of study, education and enjoyment, material evidence of people and their environment.[1]

Another definition by Museums Alberta is that museums are "places where knowledge is shared and meaning is created."[2] Museums tell stories about who we are and how we came to be here.

A Brief Administrative History of Winnipeg Museums

Museums have always been important to the City of Winnipeg. Metro relied on the recommendations of the Manitoba Arts Council for giving grants to museums within the city's boundaries. The City also had a collection of heritage resources separate from the artifacts located in museums. These consisted primarily of paintings and artifacts gathered over the years by the Mayor and Council and were stored in various public buildings.

Other cities and communities around Winnipeg had their own arrangements for museum management and funding. Eight museums were inherited by the City at the time of Unicity (1972) from the various communities that merged with Winnipeg. As part of the merger, the City of Winnipeg took over ownership of the buildings and their uniquely valuable contents. The buildings were and still are valuable heritage assets because of their age and community identity. The City also inherited thousands of artifacts, in addition to those in the possession of various civic departments. After the amalgamation, and creation of Unicity, the City of Winnipeg administered directly funded museums through Community Committees. These museums were governed by their own boards who reported each year to Council through each respective Committee.

In 1977, Council passed a motion to use the Carnegie Library at 380 William Avenue for museum space and to give responsibility for displaying City historical artifacts to the City Clerk's Department. The motion prompted plans for a central museum in the early 1980s but that idea was not implemented. That initiative disappeared from civic planning by the end of the decade. The Archives Building thus became a storage

[1] Quoted in ***Standard Practices Handbook for Museums***, 2nd Ed., Museums Alberta, p. 7.
[2] *Ibid.*, p. 25.

repository for its small artifact collection, the majority of which were works of art; but this collection of artifacts was small in comparison with those lodged in the various community museums.

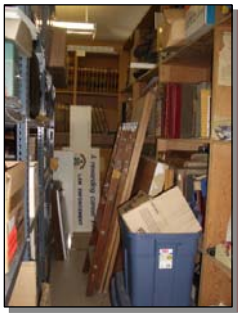
Throughout the 1980s and 1990s, the City re-considered its role with respect to governance and funding for these other community museums. The City adopted a policy in 1988 which reinforced the old governance structure, instructing the civic museums to report to their Community Committees. It also provided for council representation on each museum board and required an annual report with an audited financial statement from each institution. The audited financial statement was rescinded in 1994, in recognition of the fact that this was a financial burden to museums. A report in 1996 to the Committee on Protection, Parks and Culture recommended that the policy on operations remain unchanged, due to the diversity of the museum community. This direction was approved by Council. See Appendix 2 for event details in this chronology.

Perspectives from Winnipeg Museums

Every museum in Winnipeg tells a story about its local community or a theme that is important to its community. Each also has a story to tell about its experience as a cultural institution. Museums acknowledge the fact that their community consists of a wide spectrum in terms of quality, size, degree of professionalism, and ability to deliver services to their communities. Like any cultural institution, museums generally have a need for keeping up with operations, care and maintenance of collections and facilities, maintaining staffing levels and so on. All Winnipeg museums, for example, have voiced a need to find financial support to protect artifacts and facilities that need repair or to ensure that staffing levels can be maintained for delivering programs to the taxpaying public. The table below is a compilation of what museums say, to the Heritage Preservation Policy Committee, are problems and challenges for their institutions, and what observations they have about how they are served by the City of Winnipeg.



Cluttered office space and outdated computer equipment at The Transcona Museum



Overcrowded storage facilities in the Winnipeg Police Museum



Damaged ceiling in the Fire Fighters Museum.



Artifacts in museums like Seven Oaks Museum and Ross House that close in winter months may be at risk of deterioration.

What Museums Say About Museums in Winnipeg?
▪ The City has not lived up to its responsibility to support civic owned and operated museums.
▪ Facilities and programs are deteriorating. Museum buildings and artifacts are at risk, as valuated investments.
▪ All museums are not on the same playing field. Some need and get more funding than others. Some are more professional than others.
▪ The City imposes restrictions on some facilities which limit the ability of those institutions to seek additional outside and private funding.
▪ Museums should not be funded through the Winnipeg Arts Council because its constituency is not primarily museums.
▪ Museums are important to their community. They should not be moved or closed.
▪ Computer networks need upgrading and websites need creating.
▪ Facilities need funds to make them accessible to wheelchairs and for repairs to signs.
▪ Facilities need painting updating, renovating, maintenance.
▪ Red tape is an obstacle to getting things done to civic buildings.
▪ The City does a good job with facility and building maintenance.
▪ Museums provide an important service to the community, but this is not recognized by city government.
▪ The cost to move museums and artifacts into a central facility will be enormous.

The Committee informally invited each city-funded museum to make a 'wish list' of ideas and items that they believed the Committee and the City could assist them with. The list below was compiled from their submissions.

Suggestions for Improvement
▪ Waive property taxes in return for a cut to grant funds.
▪ Establish multi-governmental agreements and a uniform standard for funding.
▪ Funding should be based on merit, professionalism and attendance.
▪ The City should provide a level of management coordination for museums.
▪ Consider developing a campus, satellite, or eco-museum approach to the interpretation of the City's history, where each existing museum tells different parts of the story.
▪ The City should assist in upgrading technical support for information technology and artifact conservation.
▪ Include museums in the financial, human resources and information technology infrastructure of the City of Winnipeg, to make museums part of the City's administrative structure.
▪ Hire a museum coordinator or liaison officer.
▪ Improve communications among museums and between museums and Council.

Heritage Preservation Policy Committee Observations

During two months of tours through the eight directly funded museums and those indirectly funded by the Winnipeg Arts Council, Committee members had an opportunity to meet with curators, directors, board members and staff. The diversity of the community quickly became evident. Each museum is different in terms of scale of operations, operating budgets, the need for resources, and audience base. Because of the vast differences, the Committee noted the difficulties involved in making judgments with respect to grant funding. Every museum can make a strong case for need, based on its commitment and role in the community for resources that are needed. Committee members also observed the dependence on volunteers, particularly in some museums which were governed, administered and staffed by heritage enthusiasts. This crystallized the issue of succession planning: what will happen when these people leave the scene? Who will lead their institutions in the future? The following table is a summary of observations noted by the Committee about the museum community at large.

Committee Observations
▪ The city-funded museums represent approximately 1/3rd of all the museums in Winnipeg (15 of 45). See Appendix 1 for a complete listing of museums in Winnipeg.
▪ City-funded museums must compete with other civic priorities for scarce budget funds.
▪ The City should state what its expectations of the museums and museum community are, by enacting a Council's mission statement.
▪ There is a strong level of commitment to heritage. Museums are passionate about their role in the communities that they serve.
▪ There is untapped potential for links to tourism.
▪ The City should provide a level of management coordination for museums, to assist them in identifying outside and private sources of funding. Effort should be aimed at establishing endowments wherever possible.
▪ The City should play a role in assisting museums to increase their capacity to raise additional resources and to use existing resources better.

…continued on next page

- A characteristic of the current situation is that the museum community is a loosely grouped collection of institutions that interpret a variety of themes.
- There is a lack of coordination in the museum community which limits opportunities for increasing public profiles and for seeking additional sources of funding.
- The City has a right to expect museums to build strategies for sustainability. The City has a right to see a return on taxpayers' investment in museums.
- The City should hire a museums coordinator to act as a liaison between Council and the museum community.
- The City should have uniformly applied standards for grant funding.
- Funding should be based on levels of visitation and outreach programs for schools.
- Museums have valuable artifacts in their possession which need to be inventoried, evaluated and conserved.
- The museum community lacks a network, or a method of coordination which might help identify and leverage funding.
- Themes sometimes duplicate or overlap from institution to institution.
- Some museums have artifacts which do not have relevance to their themes or mandates.
- Museums should give adequate interpretation of Aboriginal and Métis themes.
- Given the support from communities for museums and close connections of the museums with those communities, there may exist important opportunities to identify endowments.

Conclusion

The Committee welcomed the opportunity to visit the museums (September-November 2005), and appreciated meeting with curators, directors and board members who offered their perspectives on civic museum administration. The visits and the review in this report are not intended to identify gaps in the current infrastructure. They help the Committee to understand the issues and realities of managing civic heritage resources. Three general conclusions emerge from the informal visits, discussions, submissions, and surveys:

1. The need to protect heritage resources (artifacts, historic buildings).



Fire Fighters Museum

St. James-Assiniboia Historical Museum





Le Musee de St. Boniface Museum



Grant's Old Mill



The Transcona Historical Museum



The General Store at Ross House

2. The relevance of the museums to the communities that they serve.





Like other Winnipeg museums, Ross House, Western Canada's first Post Office in 1854, has established strong community ties to the neighborhood in Point Douglas.

3. A consensus for the need and desire to change the way that museums are funded, governed and administered.



Main Entrance of The Manitoba Museum



Winnipeg Police Museum



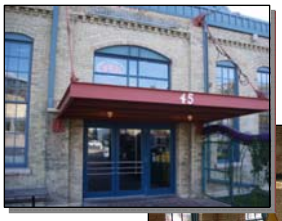
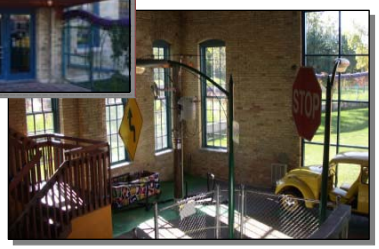
Dalnavert



Website of the Western Canada Aviation Museum



Ukrainian Cultural and Educational Center (Oseredok)

Inside the Manitoba Children's Museum



Living Prairie Museum

HERITAGE PRESERVATION IN CANADIAN CITIES

An Emergent Growth Industry

Heritage is an emergent growth industry. Recent studies prove that heritage attractions support and complement local economies. Investments in heritage, as part of the tourism industry, create millions of dollars in revenue for modern cities, if they offer concrete answers to the potential tourist and visitor question: what is there to see and do in Winnipeg?[3]

There are potential economic benefits from linking heritage and museum activity with tourism attractions. "The Canadian Tourism Commission reports that heritage tourism enthusiasts represent a potential market of 34.5 million Americans and 2.6 million Canadians. In 2000, Canadian economuseums received more than 825,000 visitors and added $15.4 million to the economy." Further to this, an independent research study concluded that "Museums and similar cultural heritage institutions are very well positioned to play this role of intermediary between the living cultural heritage providers and the tourism industry." (see attachment 11 for further details). Further, the study argued that linkages with the tourism industry could be self-financing, or even revenue generating for museums.

Heritage is an economic asset in other countries as well. In France, for example, the Ministry of Culture and Communications reported that historical monuments, heritage sites and resources contribute to the country's social economy and its prosperity from revenues generated by cultural tourism and employment.[4]

Public Opinion about Museums

In 2003 the Canadian Museums Association commissioned a survey of Canadian views about their country's museums. Almost 2,400 were surveyed "to determine the awareness that people have of Museums in their community."[5] The survey found that Canadians believed museums were important to society and that they should be supported by the federal government. Some of the findings are listed below:

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[3] See, for example, **Museums and Sustainable Communities: Canadian Perspectives, Museums: A Link Between Living Cultural Heritage and the tourism Industry.** http://www.chin.gc.ca/Resources/Icom/English/Collection/e_texte_mp.html#francais#francais

[4] **Les activités de l'Association: Bulletin.** Emmanuel de Roux, "Les monuments sont rentables", February 17, 2006.

[5] **Canadians and their Museums: A Survey of Canadians and their views about the country's Museums**. Report of Findings Prepared for Canadian Museums Association. Ottawa, Ontario. March 2003, p. 3.

- 80% knew of a museum in their community and 48% of them visited a museum in the past year or at least once;
- 92% believed children should visit museums;
- 96% believed that museums contributed to the quality of their lives;
- 93-97% believed that museums played a valuable role in explaining our artistic achievements, natural heritage, achievements in science and technology, in preserving objects and knowledge of Canada's history, and in explaining other regions and cultures;
- 60% believed museums can play an even more significant role in Canadian society than they do now; and,
- 66% of English speaking respondents believed Ottawa should contribute more.

The federal government responded in 2005 by developing a new policy. A discussion draft of the policy noted an important requirement for any museum's existence: the need for constant upkeep of artifacts in their custody. The reality of managing collections of artifacts and buildings which, like our homes, require constant maintenance and costs increases over time. At the same time, unlike our homes, constant improvements in facilities and programming to attract changing needs and expectations of audiences require additional expenditures. Within this context, approximately 62 percent of 2500 institutions across Canada have annual operating budgets of less than $100,000. Institutions receive approximately 60% of their operating revenues from one or more levels of government and donations.

The federal policy discussion paper also noted budgetary pressures as a key issue for museums. Costs combined with the need to attract self-generated revenues, which sometimes re-orient museum activity away from artifact preservation and towards entertainment, have had a negative impact on the curatorial functions needed to care for collections. For example, "anecdotal evidence collected by Quebec's Centre de Conservation suggested that about 40 percent of its collection in that province were not fit for display." The paper did not see any reason to believe that the situation was better in other provinces. The Preservation Committee's visits to Winnipeg institutions support this conclusion.

A positive trend is that there have been increases in private revenues from sponsorships and donations. This is being experienced by some Winnipeg museums too. The federal government policy paper suggests that the trend has yet to peak, and that there may be good opportunities to attract funds from private donors, and that this may be linked to demographics. This leads to the conclusion that museums would do well to adopt endowment strategies to attract private funding in addition to any base funding received from public sources.

Another demographic trend that is expected to affect museums of the future is the impact of culture and ethnicity. The federal government has noted that in cities "such as Toronto, what we call "visible minorities" today – about 37 percent of the GTA population – will, in a little more than a decade, make up at least half of the population. Especially in western cities, Aboriginal populations are increasing."

The challenge for museums, apart from the fiscal one, will be to enhance their relevance to communities that are changing rapidly. Canadian cities must adapt their responses to the challenges of heritage preservation.

The Canadian Civic Museum Landscape

The Committee has conducted a 2005 survey of cities in Canada and found that many confront the same issues as Winnipeg. Canadian cities have a strong commitment to preserving their heritage. However, they also must balance public expectations for basic civic services like transportation, utilities, and public safety against other expectations for low taxes. Budgetary pressures have forced other municipalities to find ways to use heritage expenditures more effectively. Cities are looking to improve accountability, to address issues of governance, to improve financial viability, to coordinate collections and public access and budgeting, and to identify sustainable approaches to museum development. The list below is a summary of how Canadian cities are addressing the administration of museums within their jurisdictions:

- They are developing heritage policies which state expectations of museums and describe the municipal role in museum development and operations.
- They believe that strategic and business plans are necessary for planning and supporting sustainability, in addition to finding new ways to leverage funding for museum operations.
- They are using Memoranda of Understanding, and Performance and Operating Agreements to ensure accountability and to promote better planning and use of resources.
- Liaison Officers, Museum Coordinators or Advisory Boards are replacing the former roles of Community Committees in grant allocations and reporting to City Councils.
- They are identifying connections between heritage and tourism to address sustainability.
- They are insisting on uniform minimum standards to promote better quality programs and to ensure accountability.

The comparative table on the next page describes typical approaches of various Canadian cities to museums within their jurisdictions. The information is compiled from a survey of municipalities across Canada.

MUNICIPAL MODELS

Model	*Description*	*Governance*	*Sustainability*	*Accountability*	*Operations*	*Examples*
Direct Civic Grants	Council allocates grants to individual museums through community committees	Self-governing individual museum boards report to Council	Responsibility of museum board	Individual Museum Boards	Primarily self staffed & operated	Winnipeg (8 museums) Norfolk County, ON
Shared Responsibility	Council retains major strategic responsibilities but works in collaboration with museums to provide policy and development guidance	Council or an independent museums board Audited financial statements	Required operating agreements, memoranda of agreements, business plans, strategic plans Endowment strategies	City, Museums Board, Individual Boards	May have professional staff, but primarily museums are self-staffed & operated	Montreal, PQ Ottawa, ON
Arts & Culture Grants	Direct annual lump sum given from City to an arts or Culture organization for distribution to museums	Self-governing individual museum boards	Responsibility of museum board	Individual museum boards comply with standards and guidelines	Primarily self staffed & operated	Winnipeg (5 museums): Winnipeg Arts Council
Civic Responsibility	Council approved budget includes expenditures for museums and facilities within civic budget	City Council	Civic business plans May use operating agreements	Civic administration budget process	Operate as cost centers in the civic administration, or operating costs borne by administration	Surrey, BC Richmond, BC Vancouver, BC Winnipeg (4 museums)
Public Responsibility	Major share of responsibilities given to a citizen's Museums Board, or arts, or culture council	Museums Board reports to Council May have a museum co-ordinator or liaison officer to work with the Board and Council May have Council representation on Board	Required operating agreements, memoranda of agreements, business plans, strategic plans Endowment strategies Trust funds	Museum board of directors that may include civic representation	Self staffed & operated	Toronto, ON Halifax, NS Guelph, ON Saskatoon, SK
Independent	Museum exists primarily by virtue of an endowment, but also receives government funding	Self-governing, reports annually to civic or provincial government	Trust funds, endowment and fundraising strategies	Accountable to Board of Directors that may include civic or provincial representation	Self-staffed & operated	Calgary, AB (Glenbow)

STRATEGIES FOR CHANGE

Options for Winnipeg's Civic Museum Community

We know that Winnipeg has heritage assets (buildings, artifacts, landscapes and artwork) located in a variety of museums funded directly and indirectly from the City budget. The current grant contribution for protecting these assets is approximately $800,000 per year. Costs have been increasing over time. As noted in heritage research studies, there is every reason to believe that these costs will increase. And at the same time the City of Winnipeg, which faces a shortfall in 2006, must find resources within its budget for other important expenditures. With its current resource base for 2006, three strategies are described below:

Reduce Funding

This option would result in the recovery of expenditures for use elsewhere in the civic budget. Reductions would affect the smaller, less professionally resourced museums the most. However, even minimal reductions will impose risks to the material assets, including the buildings themselves. Any reductions will result in reductions in services and possible closures. Partial reductions will result in limited short-term expenditure recoveries, which could be offset by the costs of maintaining closed facilities and storage of artifacts. Minimum reductions will not relieve the costs needed to provide storage of artifacts and building upkeep if facilities are closed. Thus, reductions cannot be justified by any net financial benefits. In either case communities will undoubtedly oppose such a strategy, creating local political battles for Councillors.

Status Quo

The City could cap existing funding at the present level. But the history of museum issues has shown that a cap is no guarantee that funding can sustain the status quo. Research in other jurisdictions shows that municipal funding will never be adequate unless something else is done to leverage alternative funding sources, and to work towards sustainable approaches to heritage. In the long-term, the risks to service levels and the possibility of closures and damage to artifacts are probably the same as those associated with reducing funding.

Create a Civic Museum

The concept of a physical central civic museum in one location in a building, old or new, to house heritage assets is viewed as impractical, expensive and undesirable by stakeholders and the Committee. It would mean closing most of the existing museums with the exception of the Manitoba Museum, WCAM, the Children's Museum and Oseredok and moving them to the new location, next to City Hall. This would be extremely costly, with the result that the affected museums would be uprooted from their communities.

Develop a Sustainable Museum Program

This approach works with existing amounts of public funds, using the existing base to develop all the key components of standard museum programs – policy, governance, standards, services, and heritage objects. It creates a coordinated approach with the general objective of positioning the City as owner and facilitator, to assist museums in achieving a standard of sustainability based on relevance to the community.

This approach is currently being taken in other municipalities across Canada. It acknowledges the value of museums, while recognizing the budgetary pressures on museums and on civic government. Emphasis on a program, rather than exclusively on funding, provides an opportunity to build on a coordinated approach where museums and the City work together to identify other sources of funding, public and private, and to ensure sustainability. It has the potential for coordinating existing museums into a virtual City network of museums connected to the tourism economy that can achieve financial benefits and greater financial autonomy.

The museums already exist, providing the base for implementing such a program. Standards and guidelines can be adopted from other jurisdictions. Resources for museum grants are in place in the 2006 budget. What is needed is a civic museum policy, a citizens' museums board to provide oversight, guidance and policy implementation, and a museums coordinator, who reports to the board.

Conclusion

The expectation in many other Canadian cities is that museums should meet standards, demonstrate viability, and identify additional sources of funding to supplement governmental grants. Other cities have addressed resource, sustainability and governance issues by implementing standards, by signing operating agreements with museums and by requiring long-term business plans and strategies. A successful method for managing municipal museums has been to establish boards that report to Council through a museum co-coordinator or liaison officer. Winnipeg can create its own, similar governance model that would assist museums in addressing resource and sustainability issues. At present nothing of this sort exists.

The Committee believes that all of these changes can be made with minimal adjustments to the budget in the short term. Further, the Committee believes that in the long term, with a new governance model and facilitation, the museum community will be in a position to address financial issues in a way that does not increase the burden on taxpayers. The Committee believes that the City of Winnipeg can achieve all of these objectives by rejecting the first three models and following the fourth approach to **develop a sustainable museum program.**

A SUSTAINABLE CIVIC MUSEUM COMMUNITY

Vision

The Winnipeg civic museum consists of a community of networked museums that tell a coherent story, through the presentation and interpretation of material history, of how we came to be here. It is a mirror in which we can recognize ourselves, where we can explore our relationship to the physical environment. The civic Winnipeg museum network offers an image to visitors to promote a sympathetic understanding of the work, customs and peculiarities of our population.[6] It is a civic, provincial, national and international attraction that is funded by public and private sources, within the City's budget, without being a financial burden to the taxpayer.

> *Imagine a visitor to Winnipeg during the summer time. The visitor travels to Winnipeg to attend a summer festival like Folklorama. In addition to the Folklorama passport, they are offered another passport – a passport to Winnipeg's history. They purchase a package, with a passport that is stamped at each museum location they visit, where they learn, through artifacts, landscapes and building histories, how Winnipeg came into being, how it is governed, and who we are. At each location, the passport holder receives a token of their visit – a hat, a t-shirt, a coin, a medal. All this is made possible because the museums receive adequate financial support from a number of sources, including 'friends' organizations, private granting bodies, endowments, and the private sector because it is in their interest to do so. Winnipeg's museum community generates interest in the City and generates revenue.*

Key Principles

- Preserve material heritage as civic assets
- Provide accountability to citizens
- Ensure that museums exist for the benefit of future generations
- Ensure that museums are relevant to the community

[6] Based on: Museum Culture: Histories, Discourses, Spectacles
Daniel J. Sherman and Irit Rogoff, eds.

Framework

The Committee believes that the City can build on this vision by establishing a civic museum framework. The process can begin by adding new components or re-positioning existing components into the framework. The draft policy included in this document contains all the elements present in the framework diagram. A first step is to assign responsibility to a citizen museum board appointed by Council that will ensure that the policy is supported by legislation, a governance model, standards and criteria for funding, and programs and services for city owned heritage assets.



Action Plan

	POLICY	*GOVERNANCE*	*STANDARDS & CRITERIA*	*RESOURCES*
2006	Council approval	Appoint museums board	Adopt recommended standards or develop new standards based on existing professional standards Develop funding criteria Develop terms of reference for liaison officer	2006 budget allocation Identify $69,000 for board operations
2007	Recommend policy enhancements (if any)	Report to Council	Develop grant allocation formula Implement funding criteria in 2007 grant allocations to museums	Hire liaison officer Allocate 2007 grants to museums Begin assisting museums to identify supplementary sources of funding
2008	**Framework in place, implementation Complete**			

Program Benefits[7]

- Protection of Winnipeg's heritage resources.
- Increased contribution to Winnipeg's economy through the sustainability and marketability of museum attractions.
- Increased ability for people to experience their unique and authentic heritage as part of their community quality of life.
- Better coordination of community heritage as institutions discover, protect and share significant collections related to civic heritage themes.
- Institutions are better able to develop new partnerships and services.
- There is a foundation for a growing base for heritage volunteerism and financial support.

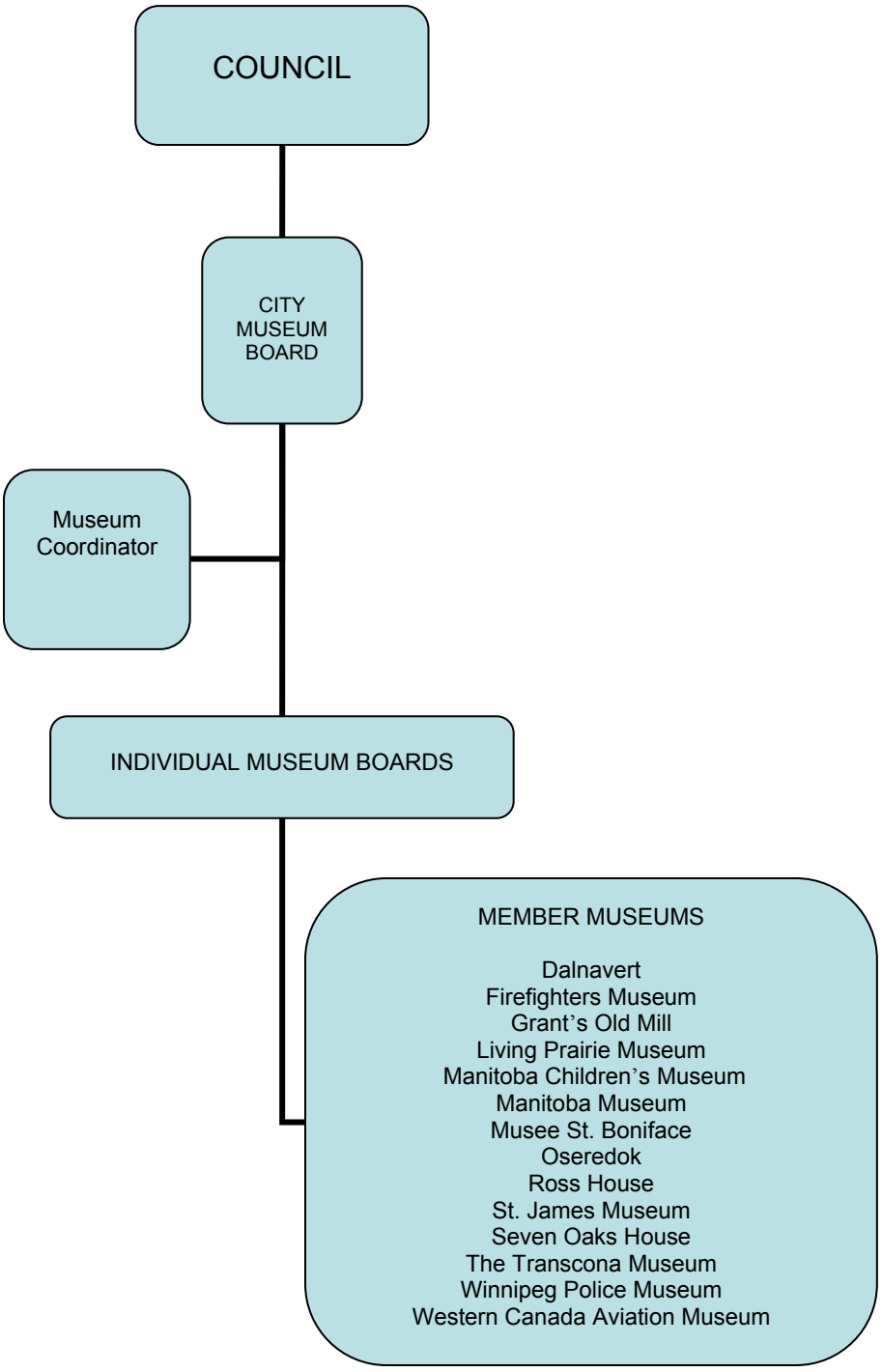


The gift shop at Dalnavert, a local museum that has benefited from endowments and has strong volunteer involvement.

[7] Based on Province of Manitoba outcomes for Special Theme Museums.

HERITAGE PRESERVATION POLICY FOR MUSEUMS

GOVERNANCE



POLICY ELEMENTS

- The City will endeavour to support civic museums within existing budgets.
- Museums will be expected to demonstrate accountability, viability and sustainability through memoranda of agreement or operating agreements, or other mechanisms as defined by the Museums Board.
- Museums will follow professional best practices and standards.
- Funding allocations to museums will be based on professional museum standards and funding criteria.

EXPECTATIONS[8]

- Civic funded museums interpret themes related to the history, culture, political life and development of the City of Winnipeg.
- Civic funded museums contribute to Winnipeg's economic development.
- Citizens of Winnipeg experience unique and authentic heritage as part of their community and quality of life.
- Museums discover, protect and share significant collections related to their heritage themes.
- Museums develop new partnerships and services.
- Museums develop a growing base for volunteers and private financial support.

[8] Based on Province of Manitoba guidelines for theme museums.

ROLES AND RESPONSIBILITIES

The City of Winnipeg will:

- act as owner of museum resources and assets by endeavouring to provide financial support within existing budgets. This responsibility includes costs associated with operating city-owned and operated facilities, but does not include responsibilities funded by museum grants.

- allocate a lump sum of grant funds identified in the City of Winnipeg budget for museums to the Museums Board.

- provide policy advice, guidance and facilitation through its representation on the Museums Board.

The Museums Board will:

- implement the City of Winnipeg Museums policy.

- develop and apply funding formula to ensure the protection and sustainability of the City's museum assets.

- distribute grant funds to individual museums based on established standards and criteria.

- ensure that museums are accountable for the funds granted to them.

- report to Council through Protection and Community Services and Executive Policy Committee on an annual basis, providing a recap of fiscal expenditures in the past year, and a plan stating goals, objectives and cost projections for the next year.

- hire a museums coordinator to assist the Board in carrying out its responsibilities.

The Museums Coordinator will:

- assist the museums community with private fundraising.

- assist the museums community to connect with other heritage programs in the arts, culture and tourism sectors.

- develop standards and criteria for funding.

- develop and apply a formula for funding.
- advice museums on issues related to policy, programs and resource strategies.
- assisting the board in the development of reports for Council in regards to the future funding needs of the Winnipeg museum community.
- assist museums with business plans and operating agreements.
- report to the Board as necessary.

SUGGESTED STANDARDS

The following list of standards may be used by the Museums Board, in conjunction with the Criteria listed below, to score and rank museums for funding eligibility and/or to determine current levels of performance.

Based on Elements of Museum Management developed by the Province of Manitoba, Historic Resources Branch, Culture, Heritage & Tourism for Level II, Special Theme Museums which are eligible for a higher level of grant funding by virtue of their compliance with standards for excellence and commitment to special themes. These elements are also similar to standards and criteria of other national and provincial organizations such as the American Association for Museums Accreditation program and the Alberta Museums Association Standards for Excellence. Each City museum will address its:

VISION
The museum defines its vision of what success will look like in the future.

STATEMENT OF PURPOSE
A statement describing its reason for existence, the functions performed, geographic area served, subject area and time period.

GOVERNANCE/STAFFING
A governing body which is legally constituted, publicly accountable, and responsible for policy direction, financial approvals, management of the senior staff, fundraising and advocacy. Its annual report and financial statements are public documents.

PUBLIC ACCESS
The museum is open on regular, advertised hours; it displays prominent signage; and it has adequate facilities for the level of visitation.

COLLECTIONS MANAGEMENT
The museum has and implements a collections policy derived from its Statement of Purpose. There is a procedures manual which describes cataloguing procedures, which outlines how collections are acquired, how records on the collections are managed, and how collections are stored. There is a De-accession policy to cull duplicates and surplus artifacts, and to remove what artifacts do not belong to the museum theme or mandate. There are priorities for how the collections are expected to grow.

CONSERVATION



Museums need adequate facilities to care for artifacts in their collections.

The museum has and implements a conservation policy. Staff and volunteers are trained in handling and storing collections. The museum provides for health and safety concerns of its visitors and staff and has a disaster management plan for emergencies.

RESEARCH

The museum sets priorities for possible research, and carries out or encourages research related to its collections and program goals.

EXHIBITIONS

The museum plans for, produces, or acquires exhibitions which support its Statement of Purpose. The museum follows generally accepted procedures for planning, developing, maintaining and evaluating exhibits. The museum takes into account the safety and security needs of its collections and its visitors, including acceptable conservation standards for exhibits.

PROGRAMS

The museum plans and offers public and school programs which give meaning and context to its collections and themes. The museum ensures professional and accurate presentation by providing training for, and regular evaluation of programming staff and volunteers.

RELATIONS WITH THE COMMUNITY

The museum assesses the needs of its community, and makes services available as appropriate. The museum looks for community partnerships to assist in meeting its mandate. It encourages the involvement of community volunteers.

PROMOTIONS

The museum undertakes to identify potential visitors, and to develop appropriate strategies to attract visitors. It communicates its purpose and programs to the public.

SUGGESTED FUNDING CRITERIA[9]

Funding should be based on the following elements of a museum program:

SUSTAINABILITY/VISIBILITY

Meets budget targets
Completed marketing plan
Completed fundraising plan

ACCESSIBILITY/QUALITY OF CLIENT EXPERIENCE

Days and hours accessible to public
Visitation levels

STEWARDSHIP

(Implementing a strategy to preserve and interpret the best artifacts in collections within available resources)

Collection acquisition is based on priorities
Collection and acquisition is based on stated theme, with inclusion of City of Winnipeg themes

De-accession (removal) of surplus collections

ECONOMIC PARTNERSHIPS

(New linkages with non-traditional networks such as tourism and business to promote heritage)

Number of new partnerships
Dollar value of promotional partnerships

COMMUNITY PARTICIPATION

(growth in volunteer/membership/funding base)

Community attendance at special events
Number of volunteers per capita
Proportion of community contribution to operating costs

[9] Based on Winnipeg Arts Council measures of success standards for museum grants.

APPENDICES

1. List of Museums in the City of Winnipeg

Source: Association of Manitoba Museums Association Directory
http://www.museumsmanitoba.com/
206-153 Lombard Avenue
947-1782

Aquatic Hall of Fame and Museum of Canada

25 Poseidon Bay
Winnipeg, MB
R3M 3E4

The largest collection of Olympic Commonwealth Games, Pan-Am Games and World Aquatic posters on display permanently in the world

Clothing and Textiles Hallway Museum

Dept of Human Ecology, University of Manitoba
Winnipeg, MB
R3T 2N2

The Museum is being dismantled. Collections will be deposited at the Manitoba Museum.

Costume Museum of Canada

PR 206 & Hwy 15,
Dugald, MB
853-2166

The Museum is being dismantled. Collections will be deposited at the Manitoba Museum.

Dalnavert

61 Carlton Street
Winnipeg, MB
R3C 1N7
943-2835

Provincial and National Historic Site
- Restored Victorian home of Sir Hugh John MacDonald c1895
- Special programs
- Tourist centre

Fire Fighter's Museum of Winnipeg

56 Maple Street
Winnipeg, MB
R3B 0Y8
942-4817

2 1/2 storey fire hall c1904
- Fire fighting in the early days c.1800 to present
- Photos and newspaper articles of Winnipeg's most devastating fires
- Visit the living quarters and see the vehicles of yesterday's heroes
- research available (fee required)

Fort Garry Historical Society, "St Norbert Provincial Heritage Park"

Box 152
40 Turnbull Drive
St. Norbert, MB
R3V 1L6

Depicts area history exhibiting the Turenne and Bohemier homes
- Red River frame Delorme House
- Self-guiding tour along the Lasalle and Red Rivers, ending at the historic junction of the two rivers
- Junction faces the floodway bridge and gates
- 17 acres of parkland
- 14 interpretive plaques throughout the park

Fort Garry Horse Museum and Archives Inc.

3rd floor, 551 Machray Ave
Winnipeg, MB
R3C 1A8
586-6298

Military Regimental Museum
- Depicts the history of The Fort Garry Horse and Cavalry/Armoured Corps in Manitoba from 1878 to the Present
- Artifacts and photographs on display
- Extensive archives and library

Gallery 1C03, University of Winnipeg

515 Portage Avenue
first floor of University of Winnipeg
Winnipeg, MB
R3B 2E9

-the Gallery highlights the work of contemporary Manitoban and Canadian artists
-presented some historical shows and exhibited work by artists from the countries around the globe.
-a non-profit public gallery
Special Events include 4 different gallery shows during the academic year.

Gallery One One One and FitzGerald Study Centre

Main Floor FitzGerald Bldg, School of Art, University of MB
Winnipeg, MB
R3T 2N2

Access to contemporary and historical art exhibitions.
Access to an extensive collection of works by Manitoban, Canadian, and International artists.

Geography Museum, University of Winnipeg

515 Portage Avenue
Winnipeg, MB
R3B 2E9

Grant’s Old Mill

2777 Portage Avenue & Booth Drive
Operated by St. James-Assiniboia Pioneer Association Inc.
P.O. Box 20072, BPO Westwood
3310 Portage Avenue
Winnipeg, MB R3K 2E5
253-4904

Built in 1829 by Cuthbert Grant, reconstructed 1975, features stone ground flour milled from organically grown grains.

Hemp Rock Cafe

304 Notre Dame Avenue
Winnipeg, MB
942-4367

Features a cannabis museum.

Ivan Franko Museum

595 Pritchard Ave
Winnipeg, MB
R2W 2K4
589-4397

- depicts the life work of Ukrainian poet, novelist, social activist Ivan Franko
- original oil paintings from Ukraine
- ceramics, woodcarving, glassware, embroidery and weaving

Jewish Heritage Centre

C116-123 Doncaster St.
Winnipeg, MB
R3N 2B2
477-7460

Guided tours on appointment only
- Marion and Ed Vickar Jewish Museum of Western Canada , Freeman Holocaust Centre, and archives
- preserves, documents, interprets and shares Jewish Heritage.
- Check website for featured travelling exhibit

La Maison Gabrielle Roy

Case Postale 133
375 Deschambault Street
Saint-Boniface, MB
R2H 3B4
231-3853

- Guided tours of the Gabrielle-Roy House explaining the cultural and historic features of the museum (for single visitors, tourist groups or school groups)
- Reading clubs
- Writing clubs

Le Musée de Saint-Boniface Museum

494 Avenue Tache
Winnipeg, MB
R2H 2B2
237-4500

- Winnipeg's oldest building, a former Grey Nuns' Convent
- National historic site
- Interprets the development, survival and growth of Western Canada's French-Canadian and Metis cultures

Living Prairie Museum

2795 Ness Avenue
Winnipeg, MB
R3J 3S4
832-0167

- Living Prairie Museum is a 32 acre tall grass prairie preserve with an Interpretive Centre.
- We offer guided tours, self-guiding trail brochures, curriculum-based school programming, special events, weekly summer family programs, and exhibits.

Manitoba Children's Museum

45 Forks Market Road
Winnipeg, MB
R3C 4T6
924-4000

- hands on adventures- open year round for children of all ages
- special events, parties, travelling exhibits and entertainment
- a great place for birthday parties, special parties and corporate and business rentals- Galleries include: All Aboard!, The Tree and Me, Wonderworks , Our TV, Once Upon A Time and Live Wire. Be sure to see the forme Eaton's Santa's Village open mid-November thought January 1- Don't miss the Sonic Playground.
- For special events, please consult the museum's website, or call the contact number given

Manitoba Crafts Museum and Library

1B-183 Kennedy Street
Winnipeg, MB
R3C 1S6
487-6117

· Started in 1930, a fascinating look at Manitoba craft heritage
· Ceramics, glass and woodworking
· includes needlework, textiles, lace, quilts, weaving and beadwork
· Aboriginal and Inuit artifacts, pottery, basketry, dolls and craft tools
· Library of craft books, magazines and other resources available to the public
· For special events please contact the museum

Manitoba Electrical Museum

680 Harrow Street
Winnipeg, MB
R3C 2P4
477-7905

- Sponsored by HYDRO-X (retired Manitoba Hydro employees)
- Manitoba's electrical history in photos, artifacts and displays

Manitoba Museum

190 Rupert Avenue
Winnipeg, MB
R3B 0N2
956-2830

Science and Nature
History and Society
Transportation and Industry

Manitoba Softball Hall of Fame/Museum

306-200 Main Street
Hwy 1-A, East of Portage La Prairie
Winnipeg, MB
R3C 4M2

- Memorabilia from 1930's to present
- Focus on new inductees to the Hall of Fame
- 11 showcases with 1000sq feet of exhibit space
- Plaques for each inductee and team inducted

Manitoba Sports Hall of Fame and Museum

210-200 Main Street
Winnipeg, MB
R3C 4M2
772-0002

- over 8000 square feet showcases the accomplishments of Manitoba's legendary athletes, builders and teams
- exhibits explore Manitoba's sport heritage
- Guided tours by appointment only

Naval Museum of Manitoba

1 Navy Way
Winnipeg , MB
R3C 4J7

Military

Ogniwo Polish Museum Society

1417 Main Street
Winnipeg, MB
R2W 3V3
586-5070

- Provides a snapshot of information/experience on different themes that focus on the immigration of Poles to Winnipeg and Manitoba since the early 1800's.
- Collection contains artifacts that have belonged to pioneers, the organizations that were formed, as well as items that depict our Polish heritage and culture (past, present).

Pavillion Gallery Museum

55 Pavillion Crescent
Winnipeg, MB
R3P 2N6

- Houses the largest collections of works by three renowned Manitoba artists, Ivan Eyre, Clarence Tillenius and Walter J. Phillips
- The second floor area is dedicated to the work of emerging Manitoba artists
- The Gallery's unique architecture provides a natural flow from one intimate space to another, encouraging visitors to spend time with each beautiful work of art

Queens Own Cameron Highlanders

230-969 St. Matthews Ave
Winnipeg, MB
R3G 0J7

Riel House

330 River Road
Winnipeg, MB
257-1783

Robert B. Ferguson Museum of Mineralogy

Department of Geological Sciences, University of Manitoba
Wallace Building, 125 Dysart Road
Winnipeg, MB
R3T 2N2

- Mineral specimens from all over the world
- Explanatory descriptions of the minerals on display
- Guided group tours by appointment

Ross House Museum

140 Meade St. North
Winnipeg, MB
R3C 1N7
943-3958

- First post office in Western Canada built in 1854
- Park contains monuments and markers relevant to the early history of Manitoba and pioneers from Point Douglas
- tour parties are advised to confirm by telephone, 943-3958

Royal Canadian Mint

520 Lagimodière Blvd
Winnipeg, MB
R2J 3E7

- Displays of Canadian and foreign coins as well as war and Olympic medals all produced at the Royal Canadian Mint at one time.
- Antique valuable coins donated to the RCM by coin enthusiasts and numismatic collectors.
- A display featuring the history of Ancient Coins. Geographical illustration of the many countries using the services of the Royal Canadian Mint.
- Antique tools and machinery as well as an illuminated gold coin display.

Seven Oaks House Museum

Box 25176
1650 Main Street
Winnipeg, MB
R2V 0K1
339-7429

· One of the oldest surviving log residences in Manitoba, built between 1851 and 1853 by John Inkster
· Depicts life during the Red River Settlement of the 19th century
· Furnished with Inkster family belongings and other period pieces

The Historical Museum of St. James-Assiniboia

3180 Portage Ave.
Winnipeg, MB
888-8706

- two storey Red River frame house, built in 1856, is furnished with period pieces from 1860-1890. This house was owned by William Brown and Charlotte Omand. There is also a Municipal Hall Building from 1911 that contains exhibits from the St. James - Assiniboia area and surrounding parishes. A third building houses displays regarding blacksmithing, farming, and transportation. Environmental theatre productions are put on in the Brown House by appointment for groups during the summer.

St. Vital Historical Society

505 St. Anne's Road
attached to Lavallee school
Winnipeg, MB
R2M 3E5

- Mobile museum presents four thematic exhibitions a year
- Venues at various locations in the St. Vital area; dates will be publicized
- Historical resource centre

St. Volodymyr Museum

233 Scotia Street
Winnipeg, MB
R2V 1V7

Telecommunications Heritage Showcase

Box 6666 (CO23A)
Winnipeg, MB
R3C 3V6

The Ed Leith Cretaceous Menagerie

Dept of Geological Sciences, University of Manitoba
Wallace Building, 125 Dysart Road
Winnipeg, MB
R3T 2N2

- Take a journey to the Cretaceous Period, 145 million to 65 million years ago
- Complete skeletal replicas of four fantastic creatures from that fascinating time
- An aggressive tyrannosaurus dinosaur, a gigantic, vicious fish, the world's largest sea turtle, and an enormous sea-lizard
- Adjacent to the menagerie is the Geological Sciences Museum, where displays of fossils, minerals and rocks teach visitors about Earth history and geological processes
- Guided tours by appointment only: 474-9371

Transcona Historical Museum

141 Regent Ave West
Winnipeg, MB
R2C 1R1
222-00423

- Housed in a 1925 bank building, later the Transcona Municipal Office
- a sense of Transcona Community through people, businesses, churches and group
- the railroad industry and how it is responsible for the development of Transcona.

Collections include:
- 10,000 years of aboriginal history, archaeological display and natural history of the area
- Norman Mersey's rare firearms collection which spans 200 years
- A worldwide Lepidoptera Collection which contains over 8000 butterflies and moths as collected by Transcona teacher and principal, C.S. Quelch

Ukrainian Cultural and Educational Center (Oseredok)

184 Alexander Ave East
Winnipeg, MB
R3B 0L6
942-0218

Arts, History and Society
Transportation and Industry
- Gallery space with rotating exhibits
- Programming year round including language classes to wheat weaving
- Guided tours by appointment
- thousands of artifacts

Ukrainian Museum of Canada, Manitoba Branch

1175 Main Street
Winnipeg, MB
582-1018

Arts, History and Society
Transportation and Industry
- Gallery space with rotating exhibits
- Programming year round including language classes to wheat weaving
- Guided tours by appointment
- thousands of artifacts

Western Canada Aviation Museum

Hangar T-2, 958 Ferry Road
Winnipeg, MB
R3H 0Y8
786-5503

- Vintage aircraft and artifacts
- "Skyways" hands-on children's discovery exhibit
- "Spaceways" space shuttle exhibits
- Historical videos

- Flight deck to view Winnipeg International Airport
- Canada's largest aviation bookstore
- Banquet and meeting facilities
- Guided tours by appointment only

Western Canada Photographic Museum

115 Dagmar
Winnipeg, MB
941-8232

Winnipeg Art Gallery

300 Memorial Boulevard
Winnipeg, MB
R3C 1V1
786-6641

- Canada's oldest public art gallery features contemporary, historical, decorative, and photographic works by local, national, and international artists.
- The WAG also proudly houses the world's largest public collection of contemporary Inuit art, some of which is always on display
- Guided tours, lectures, films, concerts and art classes available

Winnipeg Police Service Museum

130 Allard Ave
Winnipeg, MB
R3K 0T4
986-3976

- History of Winnipeg police from 1874
- Pictures, equipment, vehicles and other artifacts
- Original 1911 jail cell from North End Station

Winnipeg Railway Museum, Mid-Western Rail Association Inc.

Box 48
123 Main Street, Via Rail Station
Winnipeg, MB
R3C 1A3
942-4632

Lakehead to Rockies railway history and heritage
· Countess of Dufferin Engine
· Collection of unique pieces of rolling stock
· Documents, photos and archives

2. Key Events in the History of City of Winnipeg Museums

Compiled from City Clerk's City of Winnipeg Museum Files – PR-9

Prior to Unicity

Metropolitan Winnipeg relied on the recommendations of the Manitoba Arts Council for giving grants to museums.

5 October 1977

Council accepted a Committee on Works and Operations recommendation in a motion to use the Carnegie Library at 380 William Avenue for the City of Winnnipeg Archives, records storage and museum space. The Council direction gave responsibility for displaying City historical artifacts to the City Clerk's Department.

June 1978

Council established an Archives and Record Control Branch of the City Clerk's Department in the Carnegie Library on William Avenue.

15 November 1979

A Report to Executive Policy Committee stated that crated pictures, artifacts and memorabilia are in storage on the second floor of 380 William Avenue, pending direction from the steering committee and/or City Council.

August 1981

Correspondence related to the "Establishment of City Museum at Carnegie Library Building, 380 William Avenue" revealed that City Clerk's Department began planning for a City of Winnipeg museum. The Supervisor of Archives and Records Control invited professionals from the St. Boniface Museum and the Museum of Man and Nature to a meeting to discuss cost estimates for building alterations and display of artifacts. He also asked all City of Winnipeg Department Heads to identify objects, documents or pictures in their departments.

15 August 1985

The Manitoba Historical Society assumed management of Ross House and Point Douglas Heritage Park under contract with the City of Winnnipeg.

1 December 1986

Committee on Protection, Parks and Culture requested The Board of Commissioners to review the administration and financial reporting relationships of all museum boards "with a view to submitting a recommendation as to an equivalent reporting relationship for all boards." The recommendations were:

- That Civic museums (St. Boniface, West Kildonan, Transcona, and St. James-Assiniboia) report to community committees;

- That each museum have a City Councillor on their Board;
- That each museum must provide an annual report and audited financial statement.

June 1987

In a report "Re: Display of Artifacts" at 380 William Avenue, prepared for submission to the Board of Commissioners, the City Clerk recommended approval of establishing a museum at 380 William Avenue and an additional amount in Capital Estimates. The report also recommended hiring a "qualified archivist" to take responsibility for the artifacts, 50% of which were paintings and photographs. The report argued that since the majority of artifacts were artworks, an archivist, not a curator should be hired for their care.

July 1987

The Committee on Protection, Parks and Culture requested the Board of Commissioners to conduct a total review of museum boards in the City to "with a view to recommending the establishment of a city-wide policy pertaining to future on-going funding basis for all museums."

October 1987

A report "Re: Review of Museum Boards" was approved for submission to the Committee on Protection, Parks and Culture to address the problem of accountability. The Report recommended that "all civic museums not report to any civic department or to any civic department head." Instead, it recommended that museums report to their respective community committee for administrative and financial matters. It also recommended designating the Committee on Protection, Parks and Culture as the Standing Committee responsible for museums.

2 March 1988

Council adopted the policy recommended by the Committee on Protection, Parks and Culture in December 1986. The policy directed Civic museums in St. Boniface, West Kildonan, Transcona, and St. James-Assiniboia to report to their community committees. It stated that each museum must have a City Councillor on their Board, and that each museum must provide an annual report and audited financial statement

12 October 1988

Inter-office Memorandum from the City Librarian to senior officials from all Departments "Re: Next Civic Museum Committee Meeting". A draft Museum/Archives of Winnipeg Planning Study recommended production of a report (authored by staff and a consultant) with an organizational and institutional plan, collections analysis, market and audience analysis, physical facilities requirements, capital and operational budgeting. A subsequent draft of the report attached to a memo dated 14 October, noted that the report

"fails to identify a need." The files contain no further references to the study or the committee.

9 January 1989

Committee on Protection, Parks and Culture requested a report on:

- The clarification of the City's policy on museum funding; or
- Development of a policy, and
- A definition of a civic museum
- A guideline indicating what constitutes a civic museum

The report recommended that no changes be made to the control of funding, and that prior to adoption of a definition of a civic museum, the Committee seek advice from the community committees which had museums.

24 April 1989

Committee on Protection, Parks and Culture concurred in recommendations that no change be made to control over funding and that the Association of Manitoba Museums' definition be adopted as the definition of a civic museum. Note that the Association of Manitoba Museums' definition was the same as the Canadian Museums Association definition.

22 July 1993

The Board of Commissioners directed the Department of Parks and Recreation to submit and discuss the following proposed recommendation:

> "That the Committee on Protection, Parks and Culture undertake a review of the Council policy of March 2, 1988 and September 27, 1989, regarding City-owned museums with a view to standardizing the process and budgeting for these facilities."

16 November 1994

Council adopted a motion that included recommendations from the Committee on Protection, Parks and Culture. The recommendations were made to clarify reporting relationships between the City and museums.

1. That "the City communicate the financial management responsibilities of Museum boards to the Civic Museum Boards".

2. That the Boards ensure that policies exist with respect to the financial management of their museums, specifically: a) that appropriate expenditures are approved and made in accordance with their annual budget, b) requiring Board approval if expenditures over a certain dollar amount, c) reviewing and seeking management responses for variation from budget on a regular basis.

3. Council rescinded the Council Order adopted March 2, 1988 that required an audit of the financial statements of museums receiving funding from the City.

26 February 1996

The Committee on Protection, Parks and Culture received a report as information "Re: Operation of City-Owned Museums." The report recommended that the policy on operations remain unchanged, due to the diversity of the museum community.

1996-2005

Various requests for capital and operating funds from museums to their respective community committees.

June 2005

Council established the Heritage Preservation Policy Committee to make recommendations on a Heritage Preservation Policy for the City of Winnipeg.

3. Listed City-Owned Sites Under the Historical Buildings By-law No. 1474/7 (as amended)

Revised: November 30, 2005

NAME	ADDRESS	GRADE	STATUS
RESIDENTIAL			
Caron House	50 Cass Street	III	
Barber House	99 Euclid Ave.	II	❖ severely deteriorated
STRUCTURE			
Waddell Fountain	Central Park	II	❖ severely deteriorated
Armstrong's Point Gates	Cornish Avenue	II	
Empire Hotel (façade dismantled)	***Main Street***	***III***	
Upper Fort Garry Gate	130 Main St.	I	❖ stabilized
Silver Heights Gate	Mount Royal Road	III	
St. Boniface Waterworks Tower	552 Plinguet St.	II	
Belgian War Memorial	Provencher Blvd.	III	
THEATRE			
Metropolitan Theatre	281 Donald Street	II	
Epic Theatre	646 Main St.	II	❖ severely deteriorated
Playhouse Theatre	180 Market Ave.	II	
COMMUNITY FACILITY			
Inkster House (Bleak House)	1637 Main St.	II	❖ stabilization required
McBeth House	31 McBeth St.	III	
St. Boniface City Hall	219 Provencher Blvd.	II	

NAME	ADDRESS	GRADE	STATUS
Sherbrook Pool	381 Sherbrook St.	III	
Cornish Library	20 West Gate	II	
Carnegie Library	380 William Ave.	II	
MUSEUM			
St. Boniface FireHall #1	212 Dumoulin	II	
Firehall No. 3	56 Maple St.	II	
Ross House Museum	140 Meade St. N.	I	❖ needs maintenance
Assiniboine Park Pavilion	55 Pavilion Crescent	II	
William Brown House	3180 Portage Ave.	III	➢ stabilization underway
Former Municipal Offices (Transcona Museum)	141 Regent Ave.	III	
Seven Oaks Museum	115 Rupertsland Blvd.	I	❖ roof to be replaced ❖ alarm under installation
FIREHALL			
Firehall	596 St. Mary's Rd.	III	

4. City of Winnipeg Museum Budgets, 1992-2005

City of Winnipeg Museum Budgets, 1992-2005

Year / Museum	St. Boniface	Transcona	West Kildonan	Ross House	St. James - Assiniboia	Grant's Old Mill	Fire Fighter's Historical Society	Barber House	Others	Total
1992	222,293	65,293	52,195		51,500	12,400	52,530			456,211
1993	225,733	65,135	38,810		52,530	12,648	55,500		12,970	463,326
1994	218,479	62,840	37,832		51,200	12,300	54,800			437,451
1995	214,300	62,840	37,832		51,200	12,300	54,634			433,106
1996	216,718	62,562	36,421		51,200	12,300	54,634			433,835
1997	275,531	94,315	44,992		108,738	14,985	71,274			609,835
1998	263,548	98,175	44,604		73,240	12,300	69,162			561,029
1999	272,265	100,602	49,183		64,924	12,300	62,895			562,169
2000	272,265	100,602	49,183		64,924	12,300	62,895			562,169
2001	265,209	97,994	47,909		63,241	11,982	61,264			547,599
2002	286,067	121,311	24,758	17,542	71,210	11,917	82,900	3,462		619,167
2003	363,293	143,458	31,073	18,006	70,979	11,917	82,204	3,373		724,303
2004	370,392	128,856	19,110	23,949	71,734	12,095	81,848	3,281		711,265
2005	370,940	131,323	21,751	24,006	72,473	12,259	82,873	3,373		718,998

5. Province of Manitoba Special Theme Museums Program Standards

Special Theme Museums Program
Guidelines and Performance Agreement 2005

Purpose of the Program

The Special Theme Museums Program assists selected museums which showcase unique collections related to Manitoba's unique historical development, and which have the potential to be significantly enhanced heritage attractions.

Museums are selected for possible enhanced funding and status, based on their special themes, strong community support, and high heritage tourism potential.

Selected museums receive final confirmation based on negotiation of a performance agreement, including marketing and fundraising strategies, which demonstrate the institution's long-term sustainability, and its ability to provide quality museum programming and services which are accessible to Manitobans and tourists alike. Capital projects are not eligible.

Performance Agreement

This is a performance agreement, rather than an operating grant, and it is not formula-based. It is designed as an enhancement program to meet Manitoba Culture, Heritage and Tourism objectives of increasing the potential of mid-sized museums to be cultural/heritage tourism attractions, over and above the normal core activities most museums typically do.

The main purpose of the STM program is enhancement of an established heritage tourism attraction through sustainability/visibility, accessibility/quality, stewardship, economic partnerships, and community participation, including quality programming, marketing, audience development, and demonstration of cooperative projects with other STMs.

The performance agreement will include negotiated and agreed-upon institutional goals and objectives which relate to the overall achievement of government strategic priorities. Not necessarily every aspect of an institution's operations will be included in the approved agreement.

The agreement links long-term goals with short-term action steps; it focuses on evaluating outcomes and results, and less on inputs and procedures; and it works towards measuring and reporting on expected deliverables.

The Historic Resources Branch makes available consultative assistance for development of the institution's agreement, and the terms and conditions under which enhanced assistance may be available from the Department.

Business Plan: Performance Agreement

An institutional performance agreement (with goals, objectives, and action steps) will be developed and approved by the institution's Board, for review by the Department. Input from the Department throughout the process will ensure that all parties are in agreement when the final document is submitted.

The document will identify goals, annual objectives, and action steps to meet the objectives, resources to be allocated to each program, and outcomes expected.

The Department will consult with the institutions to explain relevant government policies and objectives, and the level of resourcing that the Department is prepared to consider. The institution has the opportunity to advise the Department of the effects of various resourcing options.

Following agreement by both parties on the performance agreement, the Department will allocate the resources it is able to make available to the institution in support of the agreed-upon objectives.

The institution's performance will be measured against this plan, thereby basing its accountability not on what it expended, but on what it accomplished.

Outcomes

Outcomes are the anticipated results of the Special Theme Museums Program.

Outcomes sought by Culture, Heritage and Tourism, in providing assistance to Special Theme Museums, are:

1. Increased contribution to Manitoba's economic development through sustainability and marketability of heritage attractions
2. People experience unique and authentic heritage as part of their community quality of life
3. Institutions discover, protect and share significant collections related to special heritage themes
4. Institutions develop new partnerships and services
5. A growing base for heritage volunteerism and financial support

Key Results Areas

Key results areas are general areas within which the institution is expected to achieve results. Goals and objectives are derived from key results areas.

Key Results Areas for which Culture, Heritage and Tourism is prepared to negotiate assistance to Special Theme Museums are:

1. Sustainability/Visibility
2. Accessibility/Quality
3. Stewardship
4. Economic Partnerships
5. Community Participation

Special Theme Museums must include specific objectives related to:

1. Recognition of May 12, Manitoba Day, in a manner appropriate to the size and scope of the museum
2. Participation in an annual survey of visitors, with the guidance and support of CHT Tourism Division

Special Theme Museums
Performance Agreement Terms and Conditions

By signing this document, the museum agrees to the terms and conditions as set out below:

Term of the Agreement

This agreement comes into effect on April 1, 2005, and shall continue until March 31, 2006, unless delayed, extended, or terminated by Manitoba Culture, Heritage and Tourism (CHT).

Services to be Provided

The museum agrees to provide the services and deliverables as outlined in the attached Schedule A, the Business Plan.

Any work performed outside the scope of Schedule A, without the prior written approval of CHT shall not be funded by CHT.

Payment Schedule

The STM Program runs from April 1 to March 31 each year. The museum itself may operate on a fiscal or calendar year.

On receipt of a completed business plan, CHT will review the plan, and advise the museum of the level of resources CHT is prepared to make available (subject to the approval of the Legislature during the annual Estimates process) in order to accomplish the objectives of the plan.

Under this agreement, assistance from Manitoba is available in four quarterly payments (actual percentages may be negotiable, depending on demonstrated need):

June 30	25%	Dec 31	25%
Sept 30	25%	Mar 31	25%

Termination

CHT may terminate the agreement at any time by giving 90 days notice in writing.

CHT may immediately terminate the agreement in writing if:

a) in the opinion of CHT, the services provided by the museum are unsatisfactory, inadequate, or improperly performed

b) in the opinion of CHT, the museum has failed to comply with any term or condition of the agreement, or

c) the museum is dissolved or becomes bankrupt or insolvent

Deficit/Surplus Policy

Museum deficits will not be funded; surpluses may be retained by the museum. Surpluses generated from CHT's funding of services must be used for those services, and may only be used for other purposes with prior approval by CHT.

Conflict of Interest

CHT expects that the Board of Directors, employees and volunteers of the museum will follow Manitoba's conflict of interest policy and guidelines.

Submission/Reporting/Inspection Requirements

STMs are invited each year to submit in March (generally the first Friday of the month):

- A summary annual and three year plan for the operation of the whole museum
- A balanced budget for the entire operation
- Detailed goals, objectives, action plans and budget breakdowns for STM activities indicating what will be accomplished within each of the CHT outcome priorities with the funding provided by CHT

Submission of this material is confirmation that the museum wishes to be considered under the STM program for that year.

Failure to submit a completed plan and budget by the required deadline will result in a reduction of $1,000.00 in the first quarter payment for which the museum may be eligible. Failure to submit this material by June 30th may jeopardize the first quarter payment.

STMs are required to submit, as soon as they are available, but no later than June 30th of each year:

- An audited financial statement for the whole museum, including any auditor's management letters or other suggestions from the auditor
- An annual report for the whole museum, based on guidelines provided
- A detailed report on objectives achieved and funds expended, based on the previous year's approved STM plan

Failure to submit the above information by the deadline will result in a reduction of $1,000.00 in the second quarter payment for which the museum may be eligible. Failure to submit this material by September 30th may jeopardize the second quarter payment.

The museum agrees to provide progress reports as required by the Department. The museum also agrees with the Minister of Culture, Heritage and Tourism to permit and cooperate in an annual evaluation of the museum if required by the Minister.

Capital Projects and Major Artifact Acquisitions

STMs agree to develop and to follow long-term capital development plans, and agree to consult with CHT in advance of final decisions regarding capital development projects and/or major artifact acquisitions.

Operating Policies

Beginning in 2005-06, STMs agree to have on file with the Department the following operating policies, which have been formally approved by the Board:

- Collections management, including cataloguing procedures, loans and deaccessions (required in 2005-06)
- Conservation (required in 2005-06)
- Conflict of Interest, which meets Department guidelines (required 2005-06)
- Risk mitigation or disaster management plan (required 2006-07)

Signed for the museum by:

President/Chair of the Board of Directors Date

Senior Museums Officer (Executive Director, Manager) Date

Annual Reports Guidelines

An annual report of the museum's activities as a Special Theme Museum must be submitted as soon as possible after April 1, and no later than June 30 of each year.

The STM annual report compares planned versus actual accomplishments and accounts for the funding made available from Culture, Heritage and Tourism in support of STM objectives.

STM annual reports may be different from the museum's annual report to its membership. The STM annual report must contain at a minimum:

- a copy of the museum's Statement of Purpose
- names and titles of the Board Executive
- names and titles of senior staff

- number of staff (in full-time equivalents)
- total number of members, and breakdown by categories (if applicable)
- number of volunteers, and total volunteer hours contributed
- an audited financial statement, with grants broken down by program source (e.g., STM grant, Heritage Grants Program, X Foundation, RM, etc)
- total days and hours the museum was open to the public
- total number of visitors, broken down by Manitobans, non-Manitobans, and school groups, or by breakdowns agreed to by Tourism (see page 3)
- a report on the approved STM business plan, in a standardized reporting format, which compares previously approved goals, objectives and estimated costs with actual accomplishments and costs, including explanations of variances of costs, where these are greater than 10%

6. Winnipeg Arts Council Museum Grant Standards

WINNIPEG ARTS COUNCIL GRANTS TO MUSEUMS

Measures of Success

Performance measures are tools to gauge progress. Examples are:

1. **Sustainability/Visibility**

   Examples of performance measures for this key result area are:

- *approved budget targets met, audited financial statement*
- *marketing/fundraising plan completed/implemented*
- *quality of promotional material*

2. **Accessibility/Quality** - client experience

   Examples:

- *days and hours accessible to public*
- *visitation levels*
- *client satisfaction surveys*

3. **Stewardship** - rationalizing collections (implementing a strategy to preserve and interpret the best, within available resources)

   Examples:

- *collection acquisition based on priorities*
- *proportion of catalogued/non-catalogued collections*
- *deaccession of surplus collections*

4. **Economic Partnerships** - new linkages with non-traditional networks (tourism, business) to promote heritage

   Examples:

- *number of new partnerships*
- *dollar value of promotional partnerships*

5. **Community Participation** - growth in volunteer/membership/funding base (reach out to new volunteers, potential members, funders)

   Examples:

- *community attendance at special events*
- *number of volunteers per capita*
- *proportion of community contribution to operating costs*

Developing Goals

Goals are one of the basic navigational tools that can help chart the future of an organization. They convey an accurate sense of the organization's future aims and targets.

Goals are general statements of desired results to be achieved over a three year time-frame. If a goal can be accomplished in less than three years, it is probably an objective.

Goals chart a clear course - or direction - but do not determine specific ways to get there. Goals address policies and priorities not strategies.

Goals reflect the primary concerns and strategic direction of the organization; they are not a comprehensive listing of everything an organization does.

Goals are one sentence statements that focus on one task which will be accomplished within the next three years. Goals are a means of creating focus for an organization, and therefore should be limited to a maximum of five. Each goal is accompanied by objectives and action steps.

An example of a goal is:

To increase public awareness of the museum's programs and services.

Objectives and action steps will spell out how the goal is to be achieved over a three year period. Performance measures will assess how well this goal is being achieved.

Developing Objectives

Objectives are steps leading towards the goals. Objectives are:

- specific - capable of generating specific actions and strategies, detailed enough to be understandable and give clear direction to others
- measurable - so that the attainment of the goal can be measured
- attainable - they must be both challenging and realistic, but not demand the impossible
- relevant - when they align with goals and point to outcomes
- time-bound - should have a specific time frame

An example of an objective is:

Develop a public awareness campaign, by November 1, 2004, at a cost not to exceed $X, which promotes the museum's programs and services.

Developing Action Steps

There should be at least one action step for each objective. What actions need to be taken, when, who is responsible, how will it be resourced, carried out and evaluated?

A sample planning chart is attached.

Target Audience(s)

A target audience is a segment of the general population at which a specific program or service is aimed, with the intent of either maintaining or increasing an existing audience, or developing a new audience. Examples of target audiences include:

- museum members
- local or area residents
- visitors from elsewhere in Manitoba
- visitors from outside Manitoba (Canada, US, Europe, Asia, etc)
- organized bus tours
- people with a strong ethnic or historical connection to the museum's special theme
- school children
- seniors

Combinations of the above are also possible, e.g. a seniors' bus tours from the US could be a specific target for a promotional campaign.

Visitor research will help establish what audiences are currently well represented in the museum's total visitation, what audiences are not well represented, and what possible strategies might be developed in a marketing plan to maintain or increase a target audience.

- assessment of the museum's image with visitors
- evaluation of visitor expectations for a visit
- study of visitor interest in and knowledge of museum themes or exhibit content
- study of visitor orientation and needs
- assessment of visitor satisfaction with basic facilities (e.g., food services, parking, hours, gift shop)
- overall assessment of visitor satisfaction with their experience
- how visitors compare the museum with other attractions
- survey of who visitors are and where they are from
- community interest in and support for the museum
- exhibit or program evaluation study
- membership survey

7. Winnipeg Arts Council Grants to Museums, 2002-2005

MUSEUMS	2002 Operating Grant	2003 Operating Grant	*Other 2003*	2004 Operating Grant	*Other 2004*	2005 Operating Grant
Dalnavert Museum (Manitoba Historical Society)	$6,750	$6,750		$7,500		$8,500
Manitoba Children's Museum	$19,000	$19,000		$19,000	*Downtown Festivals Grant $10,800*	$32,000
The Manitoba Museum	$19,000	$25,000		$25,000		$29,000
Ukrainian Cultural and Educational Centre (Oseredok)	$2,000	$2,000	*Special Project Grant $3,000*	$5,000		$8,000
Western Canada Aviation Museum	$25,000	$25,000		$25,000		$41,500
TOTAL	**$71,750**	**$77,750**		**$81,500**		**$119,000**

Source: Winnipeg Arts Council

8. Winnipeg Museum Attendance Statistics

Museum	2000	2001	2002	2003	2004
Fire Fighters Museum of Winnipeg	1,070	1,452	1,188	1,355	1,619
Manitoba Children's Museum	121,230	119,536	133,332	113,642	114,709
Manitoba Museum	258,439	282,786	396,746	255,474	276,915
St. Boniface Museum	12,832	13,983	13,118	13,166	15,865
Transcona Historical Museum	2,916	7,450	5,098	7,967	9,628
Western Canada Aviation Museum	27,626	22,823	21,349	21,235	21,858
Dalnavert Museum	5,498	5,534	5,038	5,253	5,507

Source: Destination Winnipeg

9. Committee Membership

Gerry Berkowski - Chair

Gerry Berkowski is the Records Manager/Archivist for the City of Winnipeg and is Chair of the City of Winnipeg Records Committee.

Gord Steeves - Councillor

Since his election to Winnipeg City Council in November 2000, Gord Steeves has been involved in numerous committees, taking on responsibilities including Acting Deputy Mayor, chairperson of the Protection and Community Services Committee, chairperson of the Civic Environment Committee and member of the mayor's Executive Policy Committee. Gord is also the 1st Vice President of the Federation of Canadian Municipalities.

Tom Carson – Citizen Member

A native Manitoban, Tom Carson served with the Province of Manitoba for 31 years, 14 as deputy Minister of three departments; Culture, Heritage and Tourism; Training and Continuing Education; and Health. He retired to pursue a consulting career in September, 2002. He continues to be actively involved in analyzing workplace health and improving working conditions, and as well continues to serve on numerous arts and social service boards and research agencies. His consulting practice is based on workplace health, research, policy development, leadership and workplace transition.

Carrie Erickson - City of Winnipeg Administration

Carrie Erickson is the Manager of Finance and Administration in the Corporate Finance Department at the City of Winnipeg. She also represents Corporate Finance on the City of Winnipeg Records Committee.

DeLloyd J. Guth – Citizen Member

DeLloyd J. Guth has served for the past nine years on the City of Winnipeg Records Committee, in 1995 on the City's By-Law Drafting Committee on Access to Information, and in 1997-98 on the City's Committee on Tax Reform. He is Professor of Law and legal History, in the Faculty of Law, the University of Manitoba, and Director of the Canadian Legal History Project.

Tom Nesmith – Citizen Member

Dr. Thomas C. Nesmith is an Associate Professor in the Department of History at the University of Manitoba, where he directs the master's program in archival studies. He has served for the past nine years on the City of Winnipeg Records Committee.