

The City of Winnipeg

Museums Board
2013 Annual Report

Message from the Chair

On behalf of the City of Winnipeg Museums Board, I am pleased to share with you the Board's activities and accomplishments for the 2013 calendar year. Given the Museum Board's role to uphold and implement the Heritage Preservation Policy and to audit the ongoing operations of museums that receive grant funds and in-kind services from the City of Winnipeg, it has undertaken several important projects.

A Strategic Vision and Plan was undertaken during the first half of 2013 with the help of an Executive Coach. Many stakeholders were engaged; they ranged from City of Winnipeg Council and Administration to small museum volunteers. This Board continues to use the Plan as a guideline for near future endeavors while we wait for Council endorsement.

There was the official launch of the web portal under the name Winnipegmuseums.org. The Museums Board wishes to extend great thanks for the help from Red River College students and staff. Further to partnering with academic institutions, the Board was able to take advantage of an intern program from St. Boniface University, as well as participating in a marketing project with students from the University of Manitoba.

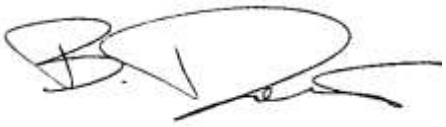
The Museums Board was proud to present the 2nd annual symposium to further museology, collections management, and business acumen for all Winnipeg area museum staff and volunteers. This year, Red River College, Downtown Campus, hosted and treated us to a tour of their new Patterson GlobalFoods Institute – a heritage building (formerly the Union Bank Tower) that has completed an enviro-retrofit and historic restoration.

Small events play a big part in the Museums Board's outreach goals, and our table top display frequents many events where the public can gain access to the knowledge that Winnipeg is lucky to have many museums to visit.

The Board has completed its seventh round of receiving grant applications and hearing from the city museums that are allowed to apply for funding that would support their operations (non-capital). With each consecutive year, this process provides a growing foundation of knowledge that is built upon to better inform the Board of the unique needs, successes, challenges, and commonalities of the city museums. Certainly, 2013 was a year of financial awakening and political awareness: Winnipeg City Council cut the museums grants program by 5% (from an initial 10% rollback of funding). Many attempts were taken, in public and private, to restore the funding. Indeed, this is a watershed moment for museums of all sizes to diversify funding and to plan for future change.

From the standpoint of museums, large and small, the public needs to be constantly reminded of the worth of their cultural identity and the opportunities for new citizens to learn of the history of this great city we call Winnipeg. The Museums Board invites you to join with the many thousands of residents and visitors who currently enjoy the many museums in and around the City of Winnipeg. Your visit is an endorsement of their important contribution to our community; your commitment to ensuring the diversity of museum experiences remains a vital part of our collective Winnipeg voices and stories is appreciated.

Respectfully submitted,



William Dowie
Chair, City of Winnipeg Museums Board



William Dowie



Children's Museum

Museum Board Goals and Objectives:

In 2005, the Executive Policy Committee appointed a Heritage Preservation Committee, which was tasked to make recommendations on a Heritage Preservation Policy for the City. Based upon the recommendations stemming from the final report of this Committee, on May 24, 2006, City Council formed The City of Winnipeg Museums Board. The role of this Board is to implement the City's Heritage Preservation Policy (to ensure the ongoing preservation and coordination of Winnipeg's museum resources and assets) and to audit the ongoing operations of the museums that receive grant funds and in-kind services from the City.

2013 Museum Board Members

Citizen Members
William Dowie, Chair
Judy Wakefield
Leonard Offrowich
Christian Robin
Daria Rakowski
Mary Ann Tisdale
George Toth

Administrative Support
Deputy City Clerk: Marc Lemoine
Clerk: Josie Marques
Solicitor: Wolfgang Tiegs
Accountant Technician: Eva Solis & Elaine Waterman

Museums Board Coordinator
Matthew Komus



Left to Right – Front Row: Josie Marques, Judy Wakefield, Eva Solis, Daria Rakowski
Back Row: Matthew Komus, Wolfgang Tiegs, William Dowie, Leonard Offrowich, Mary Ann Tisdale, Christian Robin
Not Pictured: George Toth, Marc Lemoine, Elaine Waterman

Museum Standard Practices

All museums have common functions that relate to the ways in which they collect, preserve, administer and interpret their collections. These common core functions can be assessed in terms of standard or best practices. There is no single set of museum standards. In some instances, museums rely on the standards that have been imposed upon them from outside the profession, such as accounting standards.

To this end, the Museums Board developed a set of core Museum Standard Practices for city museums. The Board recognizes that City museums may not address all standard practices equally or find them all applicable. Rather, it encourages museums to work towards achievement of these core standard practices, which will help them to enhance their capacities to better meet the needs of their visitors. A document outlining the standard practices adopted by the Museums Board was prepared and distributed to each City Museum in the summer of 2008.

Standard practices were developed in core museum functions, including:

- Governance
- Collections Management and Conservation
- Exhibitions and Public Programming
- Marketing and Communications
- Human Resources Management
- Fiscal Management

Operating Grants Program

The City of Winnipeg Museums Board Operating Grants Program is intended to provide and coordinate ongoing support to those museums receiving grant funds and in-kind services from the City of Winnipeg. It is designed to support a range of programs and activities, reflecting the museums' role within their communities. Organizations receiving support are expected to maintain a reasonable level of public support and to maintain strict management and financial controls.

The Program objectives are to:

- Work towards achievement of accepted museum standard practices in the areas of collections, management and conservation, exhibitions and public programming, management, governance and financial management;
- Encourage public awareness, understanding and appreciation of heritage in the City of Winnipeg and beyond;
- Increase access to quality local heritage programming;
- Encourage community involvement;
- Encourage program diversity.

2013 Budget Year

In 2012, the Board requested $1,067,080 in operating funds from the City of Winnipeg for the 2013 budget year. In January of 2013, the Board learned their recommendation would not be followed. Instead the City based their funding decision on the Board's 2012 budget year recommendation ($1,030,934) with a 10% reduction. The 10% cut was reduced to 5% during the final budget process. Therefore in 2013, the City of Winnipeg distributed a total of $979,387 in operating funds to the following museums:

- Dalnavert Museum
- Grants Old Mill
- Historical Museum of St. James-Assiniboia
- Manitoba Children's Museum
- Le Musée de Saint-Boniface Museum
- Oseredok Ukrainian Cultural and Educational Centre
- Ross House
- The Manitoba Museum
- Seven Oaks House Museum
- Transcona Historical Museum
- Western Canada Aviation Museum

The following three museums did not receive operating grants from the Museums Board but did receive support for marketing and professional development. These museums did receive funding from other departments of the City of Winnipeg.

- Fire Fighters Museum
- Winnipeg Police Museum
- The Living Prairie Museum

2014 Budget Year

A new application form and assessment process for the 2014 budget year was developed. The application was distributed to City supported museums in June 2013 and the grant deadline set as September 13, 2013. The Board heard delegations regarding their applications during a special meeting held on October 7, 2013. Upon review of the applications, recommendations regarding 2014 operating grant for City supported museums were made to the Standing Policy Committee on Protection and Community Services.

Professional Development Grant Funding

The City of Winnipeg Museums Board was pleased to announce a special one-time only funding grant to assist City of Winnipeg museums. Each eligible museum was awarded a $250 grant, to be used at their discretion in support of professional development. The funds may be used by museum volunteers, staff or board members.

Strategic Plan

In 2012, the Board realized the time was right to professionally examine their direction and vision. Patrick O'Reilly, strategic plan consultant, was hired to lead the planning process. Work began in late 2012 with the majority of the work taking place in 2013.

There were a number of different phases involved in the strategic planning process. The facilitator interviewed past and present Board members, elected officials, City officials, and supported museum leaders to hear a wide range of views. In February, the consultant facilitated two strategic planning workshops with the Board at Dalnavert Museum. On May 1st, a town hall was held at the Children's Museum. The town hall was an opportunity for all Winnipegger to provide feedback on the strategic plan. A total of 47 participants from many different museums and organizations attended this event.

After discussions with City Councillors and a concluding review session with the Board, a final draft of the strategic plan was completed. In late May the plan was presented to the then Chair of the Standing Policy Committee of Protection and Community Services. To date the plan has not been placed on a formal agenda. It is important to have the new Chair of the Standing Policy committee of Protection and Community Services review the plan and provide advice on how best to formally introduce the plan.



Seven Oaks House



St. James-Assiniboia Museum

Board Outreach

The 2013 Museums Board believes that community outreach is an important part of their role. Outreach activities allow City of Winnipeg supported museums to connect with board members and learn about the support the Board can offer them. Outreach activities also allow the Board to promote Winnipeg's diverse collection of museums to the general public. In order to achieve these goals the Board took part in a wide variety of events.

The Board participated in the 2013 Red River Regional Heritage Fair on May 2 held at the University of Winnipeg. The Fair was an excellent opportunity to network with other professionals in the heritage field. The Board awarded three special prizes to projects focusing on the City of Winnipeg. The winning projects focused on the Metropolitan Theatre, Assiniboine Park and Winnipeg's Inner City.

In May the Coordinator attended the Canadian Association of Museums Annual Conference in Whitehorse Yukon. The conference was an excellent networking opportunity and the chance to hear about many new ideas. The remote location proved advantages as participants were highly engaged in the sessions and events. A full conference report was presented at the June 21 City of Winnipeg Museums Board symposium.

On June 6 Board members William Dowie, Judy Wakefield, Leonard Offrowich and Matthew Komus attended the Mayor's Luncheon for the Arts hosted by the Winnipeg Arts Council. During this event Board members were able to talk with many different City Councillors and leaders in the arts and culture field.

In October the Coordinator attended the Association of Manitoba Museums (AMM) Annual Conference in Gimli Manitoba. Two speakers were from City of Winnipeg supported museums: Alanna Horejda, Curator of Transcona Historical Museum, who spoke about creating successful Young Canada Works Applications and Carmène Fiola, Visitor Services Coordinator for Musée de Saint-Boniface Museum, on making your museum store a destination. During the conference Philippe Mailhot, Director of Musée de Saint-Boniface Museum was awarded a Lifetime Membership in the AMM.

On October 25 the Board took part in the 2013 SAGE conference hosted by The Manitoba Social Science Teachers Association. Museums were showcased through a table top display and information was distributed on all of the City supported museums. Participating in this event was important, as it allowed smaller museums to be promoted, even though they lack resources to take part individually.

Hosted by Mayor Sam Katz, Manitobans for the Arts held a reception at City Hall on November 12. Attended by Board Members William Dowie, Christian Robin, Mary Ann Tisdale and Coordinator Matthew Komus the event was an opportunity for the Board to support a request for the City to maintain arts funding levels and reinstate the funds cut from museums in 2013.

On December 16 the Board held a year end reception at Musée de Saint-Boniface Museum. The purpose of the event was for museum Board Chairs and senior staff to have a chance to share ideas in an informal setting. City Council and prominent people in the heritage/museum field were also invited.

The Board participated in many other events throughout the year including: a stakeholders meeting on the new interpretive centre and park at Upper Fort Garry Gate, the State of the City Luncheon, the Winnipeg Chamber of Commerce BOLD Conference and the Chamber's 140th anniversary lunch, Transcona Historical Museum's AGM and exhibit opening, The Manitoba Museum's Manitoba Day Celebrations, St. James Historical Museum *Flames of War* a War of 1812 multimedia event, City of Winnipeg stakeholder's workshop on the City's 2014 operating budget, Red River Heritage Fair Appreciation Luncheon, the Winnipeg Railway Museum's Railway Days, Winnipeg Chamber of Commerce Downtown by the Numbers presentation and Chamber's BOLD Breakfast on Creative Cities, Manitoba Crafts Museum and Library stakeholder session, and the Transcona Museum's *Remembering the Fallen* exhibit opening.

Marketing / Sponsorship

The Board recognizes the important role museums play within our community and serves as an advocate for these museums. To help celebrate and support the City Museums, the Board undertook a number of marketing and promotional activities in 2013.

A table-top display was purchased to promote all of the City supported Museums. The display was used during the Manitoba Museum's Manitoba Day activities, Museums Board's Symposium, Railway Days and the SAGE conference. Throughout these events the City of Winnipeg Museums Brochure was distributed to help promote the City museums to Winnipeggers and tourists.

The Coordinator worked with Joel Ralph of Canada's History to organize the filming of four Winnipeg museums to be featured in short videos on Canada's History website. The four participating museums included two City supported museums; Transcona Historical Museum and St. James Assiniboia Historical Museum and two non-supported The Manitoba Sports Hall of Fame and the Winnipeg Railway Museum.

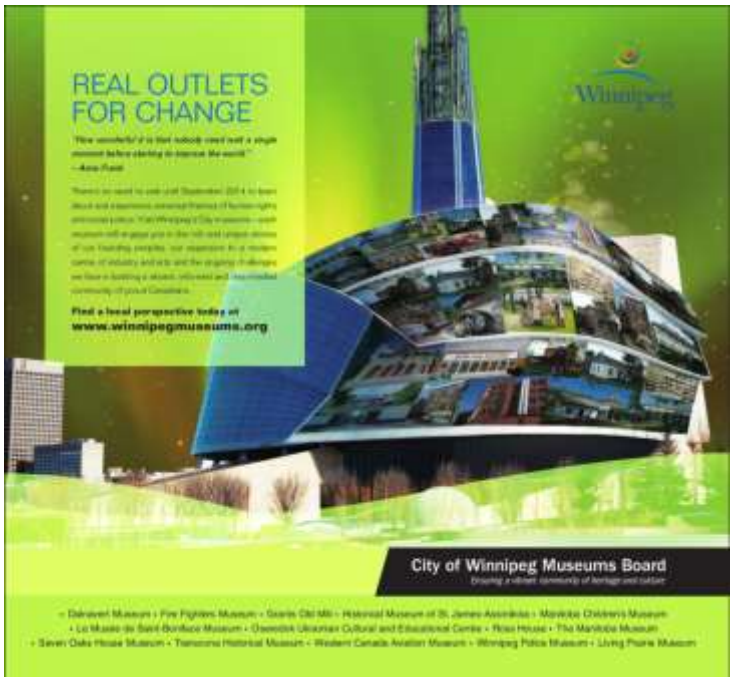
The Board distributed museum brochures to all attendees at the Friends of Gardens Manitoba sale held on May 12 at the Canadian Mennonite University.

The Board ran a 1/6 page ad promoting the new Web Portal in the 2013 Spring/Summer edition of the City of Winnipeg Leisure Guide. 160,000 copies of the guide were distributed throughout Winnipeg.

The Museums Board was a sponsor of the 10th annual Doors Open Winnipeg held on May 25 and 26. Coordinated by Heritage Winnipeg, this event provides the general

public the opportunity to visit eighty unique buildings. A total of seventeen museums took part, including nine City supported museums.

On December 14 the Board published a half page full color ad in the *Winnipeg Free Press*. The ad featured all fourteen supported museums. Free Press online banner ads were also featured on this day.



Winnipeg Free Press Ad

Symposium

The 2nd Annual Museum Board symposium was held on June 21 at Red River College's Princess campus. Nine of the fourteen City supported museums were able to take part and a total 32 people were in attendance during the event. Participants had the opportunity to hear about new developments in the field and network with other museums.

A keynote lecture was given by Patricia Bovey, an art historian, author, consultant, and former director of the Winnipeg Art Gallery and Art Gallery of Greater Victoria. Her speech was entitled *Society's Glue: Museums and the Arts Neither Frill nor Folly*.

Other topics covered in the morning included heritage fairs, how Tourism Winnipeg can assist museums, and fundraising. In the afternoon, participants heard about how to adapt a heritage building to a new use. This presentation included a tour of Red River College's newly opened Paterson Global Foods Institute. The tour was followed by Coordinator Matthew Komus presenting highlights from the Canadian Museums Association Annual Conference and from the International Council of Museums City

Museums Conference. The symposium concluded with Board Chair William Dowie reporting on the new strategic plan for the Museums Board, including the new vision, principles and goals.

Post-Secondary Partnerships

The Museums Board sees a great deal of value in partnering with post-secondary educational institutions. Students gain first-hand work experience while the Board benefits with new research and additional resources. In 2013 the Board worked with three post-secondary institutions.

In 2012, the Web Portal was developed by Business Information Technology students at Red River College. In 2013, Chantelle Babalola, one of the Red River College students continued working on the web portal project. She offered training to museums on how to use the portal and preformed updates on the site.

During the spring, Essenam Kedagni from St. Boniface University, Business Administration program interned for the Board. From April 30 to May 31 she worked on summarizing the town hall notes and surveys, symposium preparation, website translation and a marketing package for the website. As the Museums Board does not have its own office, Essenam worked out of the AMM office. Though the internship provided value to the Board, there were some logistical difficulties, due to the Board not having its own workspace.

In the fall, the University of Manitoba's Asper School of Business asked the Board to assist their students in a major class project. The Board undertook the role of a client looking for a new marketing plan to be developed by the students. The Coordinator met with three groups of students at the beginning of the project to advise them of what the Board was looking for in a marketing plan. Using information acquired from this meeting, students created draft plans which were then presented to the Coordinator for feedback. After revising the plans based on the feedback received, the final copies of the marketing plans were delivered to the Board.



Western Canada Aviation Museum

Web Portal

In May 2013, a new Web Portal (winnipegmuseums.org) for the City of Winnipeg Museums Board was launched. In preparation for the launch, a training session was held on February 20 on how to use and update the site. Offered to all supported museums, the training was delivered by Chantelle Babalola, one of the students who helped develop the portal. As part of the training, museums were provided with a manual for the Web Portal.

The Web Portal is useful in its current form. Visitors can access key information on all fourteen museums such as location, exhibits and operational hours. The site also has background information on the Board and has been updated sporadically with new events and exhibits. However, the goal of the Web Portal is to become a dynamic and interactive site that can act as a hub for the City supported museums, and engage the public through social media. At the end of 2013, the site has not yet reached this goal. In order for the Web Portal to achieve its original goal, the Board is planning to work with professional web developers in 2014.

Future Plans

2014 is a major tipping point in the life of the City of Winnipeg Museums Board. This year, six citizen members (four returning and two newly appointed) will commit numerous volunteer hours in order to serve on the Museums Board. One of the citizen members will be selected as a new Board Chair, who will lead the Board in pursuing the long-awaited formal adoption of the City of Winnipeg's 2006 vision and recommendations, through implementation of the recently developed Strategic Plan. The strategic planning process ensured wide consultation with Board members, elected officials, member museums and the general public and the resulting Strategic Plan was submitted to the Chairperson of the Standing Policy Committee on Protection and Community Services for review in May 2013. The Board eagerly awaits next steps as it requires that the plan or an amended version thereof, be finalized as soon as possible in order to establish a clear direction for how the Board will work to further public awareness, and the preservation, of Winnipeg’s museum resources and assets.

Should the Strategic Plan be formally adopted in early 2014, the Board has identified the following priorities for fiscal year ending December 31, 2014:

1. Develop a more formal organization of its terms of reference and Board Member orientation; this will ensure a more efficient, strategic and sustainable Board.

2. Develop actions, tactics, and metrics that will allow the Board to implement the Strategic Plan, measure its effectiveness, and adapt as required;

3. Revise the grants application process to ensure that the evaluation is based on merit and that grant reports demonstrate concrete outcomes directly related to the priorities set out in the Strategic Plan;

4. Commit more resources, and work with more partners, to draw positive attention (via paid and earned media) to the value and activities of member museums, and why citizens should patronize and support them;

5. Release version 2.0 of the City of Winnipeg Museums Web Portal (www.winnipegmuseums.org) using best practices in web presence; maintain the site as both a repository of relevant information and as a means to engage those wishing to learn more about the member museums; actively promote the site as a tool for marketing and outreach;

6. Show public support for the opening of the Canadian Museum for Human Rights; use this activity as a springboard to wider conversation about the benefits of, and need to support, all City Museums — with a particular focus on the fact that member museums offer actual opportunities to see human rights in action in our own city.

Should the Strategic Plan not be adopted by Council, the Board will focus all its efforts on the following priorities:

1. Lobby City Councillors for a decision on the City of Winnipeg Museums Board's raison d'être.

2. Leverage public support and media surrounding arts and culture and other relevant events (such as the opening of the Canadian Museum for Human Rights) to keep City of Winnipeg Museums top of mind — by reminding and educating citizens about their wonderful offerings and contributions to the public as well as how the City of Winnipeg operates to support member museums.



The Manitoba Museum

2013 Actual and 2014 Projected Museums Board Budget

		2013 Actual	2014 Budget
General Revenue - Council Funding		69,000.00	69,000.00
Operating Expenditures:			
Co-ordinator costs	1	38,239.42	42,750.00
Consultants	2	16,780.01	1,000.00
Museums professional development and support	3	646.16	2,200.00
Museums marketing	4	5,704.75	14,760.00
Board administration	5	3,828.22	4,130.00
Thematic grants	6	3,250.00	-
		68,448.84	64,840.00
Net income		551.16	4,160.00

Note: Expenses consist mainly of the following:

1 Co-ordinator's contract fee, conferences, expenses
2 Strategic planning consultant, post-graduate student consultants
3 Museums symposiums, workshops and library reference materials
4 Website development, sponsorships, outreach, print advertising, brochures
5 Board meeting costs, office supplies, annual report costs, membership fees
6 2013 grant was on Professional Development

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