City of Winnipeg

Museums Board Handbook

Table of Contents

Background 1
Establishing the Board 2
Vision 6
Mission 6
Principles/Values 6
Mandate 7
Logistics 8
Roles and Governance 9
Board Governance 10
Board Chair 11
Board Member 13
City Officials (ex officio attendees) 15
Board Coordinator 17

Winnipeg

Embrace the Spirit • Vivez l'esprit

Background

Establishing the Board

In 2005 the Winnipeg City Council established a "Heritage Preservation Policy Committee" chaired by the City of Winnipeg[1] Archivist. The Committee included one City Councillor, three citizen members and a representative of the City of Winnipeg administration. The Committee prepared a *Report on City of Winnipeg Museums* (May 2006), which was submitted to City Council for consideration.

The Committee engaged with interested stakeholders, including City Officials, in preparing advice to Council.

The Committee also conducted site visits at each of the following museums between September and October 2005:

- *Dalnavert*
- *Firefighters Museum*
- *Grant's Old Mill*
- *Living Prairie Museum*
- *Manitoba Children's Museum*
- *Manitoba Museum*
- *Musee St. Boniface Museum*
- *Oseredok*
- *Ross House*
- *St. James Museum*
- *Seven Oaks House*
- *The Transcona Museum*
- *Western Canada Aviation Museum*
- *Winnipeg Police Museum*

[1] Throughout this Discussion Paper the author uses "City of Winnipeg" to refer to the corporate body, "City Council" or "Winnipeg City Council" to refer to the political leadership body and "Winnipeg" to refer to the community of citizens.

The Committee found that the City of Winnipeg could ensure a better return on the investment that taxpayers were then making (2006) to museums. The Committee stated:

> *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*
> - *establish a better governance structure through a Council appointed museums board made up of leading citizens, museum experts, and supporters.*
> - *divest itself of political decision-making about grant funds.*
> - *improve the overall quality of museums, through better coordination.*
> - *rely on standards and funding criteria to ensure accountability and enhanced quality of museum services.*

The Committee recommended:

1. *That Council adopt the policy contained in [their] 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 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.*

Executive Policy Committee in 2006 identified four key issues in the Committee's report:

1. *There is a need to protect heritage resources (artifacts, historic buildings) that are owned by the City of Winnipeg.*

2. *There is a consensus within the City-funded museum community to change the way that museums are funded, governed and administered.*

3. *There is a need to ensure accountability for the taxpayers' investment in museums.*

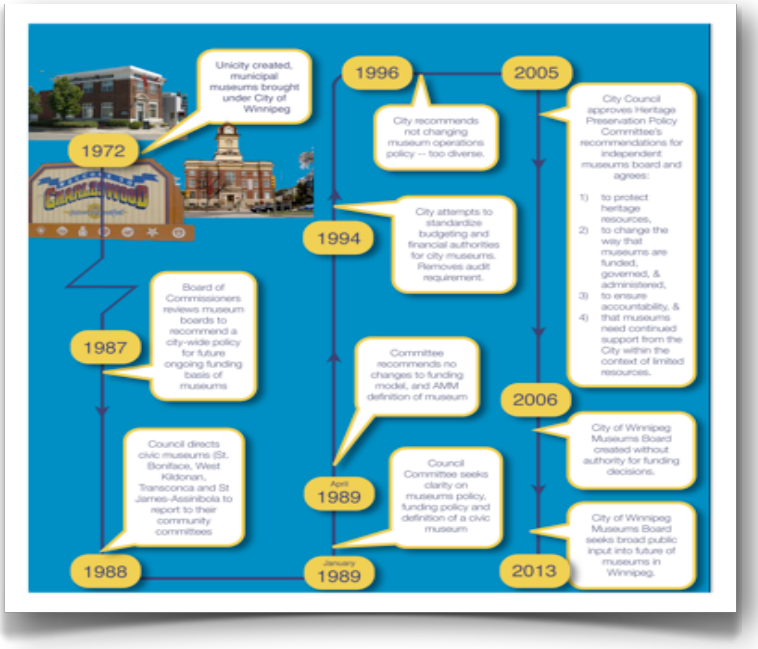
4. *The museums need continued support from the City within the context of limited budgetary resources.*

On May 17, 2006 Executive Policy Committee of the City of Winnipeg recommended that the Committee's recommendations and the "policy" as written in the Committee report be adopted and one week later (May 24, 2006) Winnipeg City Council concurred with the recommendation and adopted it. On September 27, 2012, City Council voted to amend the number of Citizen members of the Board up to 7 from the previous 5.

Since that time, a City of Winnipeg Museums Board, consisting of Citizen volunteers (appointed by City Council), and *ex-officio* members from City Administration has existed.

The *de facto* role for this Board has been to *recommend* grant amounts for museums, to City Council, through the City Council Standing Committee for Protection and Community Services. The Grants have remained the purview and control of Council. Funding remains available only to museums that were being funded prior to the Board's creation in 2006.

Figure 2: The history of museums and museum policy in Winnipeg.



Vision

Winnipeg's Museums, its heritage resources, artifacts and historic buildings are protected and preserved for generations to come. All people have access to Winnipeg Museums; they visit, volunteer and participate in their programs and activities, recognizing that Winnipeg Museums are important and vibrant neighborhood gathering places for the rich interpretation of one's past, present and future.

Mission

To Fund, support and foster development of, for and within the Winnipeg Museums community, according to rigorous criteria of best practices, on behalf of the people of Winnipeg.

Principles/Values

The Board will be:

- Transparent and accountable to the citizens of Winnipeg
- Rigorous, equitable and fair in their consideration of museums in Winnipeg;
- Creative advocates for museums in Winnipeg;
- Collaborative partners with museums in Winnipeg, seeking input, assisting where possible, and recognizing that different museums have different needs;
- Museum driven - the investments of the members of the Board are for the betterment of the City and its museums; knowing that museums and heritage are essential to a vibrant and healthy community
- Engaged with museums, and;
- Long-term focused.

Goals/ Mandate

- Ensure the ongoing preservation of Winnipeg's museums resources and assets.
- Define a measurable and rigorous formula for funding.
- Implement the funding policy and audit the ongoing operations of the museums that receive grant funds and in-kind services from the City. Ensure accountability for the taxpayers' investment in museums.
- Support the improvement of and overall quality of Winnipeg Museums.
- Complement and enhance the Winnipeg Museum experience in support of CMHR.
- Advise the City on Heritage Policy pertaining to Museums, proposing solutions to challenges in the ongoing landscape.
- Explore partnerships and initiatives with other groups, including funding bodies, in support of Winnipeg Museums.
- Develop and maintain a collaborative relationship with all Winnipeg Museums and city staff working for and with the museum sector.
- Promote and advertise, visitation, participation, volunteerism, and support for Winnipeg Museums. Increase public awareness.
- Successfully advocate on behalf of Winnipeg Museums for continued and appropriate levels of funding and support.

Logistics

The City of Winnipeg Museums Board meets monthly from September to July (Other meetings may be called from time to time, including evening or weekends as required.)

Board members are not compensated for their time. The role is voluntary. However, reasonable and necessary expenses may be reimbursed and refreshments are generally provided at meetings.

Regular meetings of the Board are open to the public and the public is notified in advance of such meetings via the City of Winnipeg website. Members of the public are permitted to make representations at Board meetings, if arranged in advance.

The Board loosely follows *Roberts Rules of Order*, including developing and distributing an agenda in advance of the meeting (usually 10 days in advance), raising points through the Chair, voting on decisions, etc.

Winnipeg

Embrace the Spirit • Vivez l'esprit

Roles and Governance

Board Governance

All appointments are made by the Executive Policy Committee as part of the Board and Commission process of the City of Winnipeg.

Measures of Success of the City of Winnipeg Museums Board

Outcomes:

Winnipeg Museums continue to thrive and grow in visitation, program participation, public engagement, volunteerism, and customer satisfaction.

Winnipeg Museums work collaboratively together, creating partnerships and participating in a broad spectrum of community events and activities.

The citizens of Winnipeg and City Council value Winnipeg's Museum Heritage, understand and appreciate their critical importance to enhancing community.

Board Chair

Description

The Chair's primary role is ensure that the Board's vision is kept current with the needs of stakeholders and that the Board is making progress toward that vision. Additionally, the Chair, assisted by the Board Coordinator and the Office of the City Clerk, is responsible for the proper conduct of all meetings.

The Chair ensures that debate on issues is confined to members of the Board (though others may make representations to the Board) and that discussion relates to the item under discussion. In managing meeting, the Chair exercises tact and common sense – finding a balance between relaxed procedure and dependence on procedural details. The Chair ensures that nobody is being deprived of their rights, that a democratic forum is provided for ideas and concerns and that the will of the majority is carried out. The representative of the City Clerk's Office is knowledgeable in the procedural issues and will assist the Chair in fulfilling these duties.

The Chair is allowed to participate in the debate, although care should be taken to debate under the same rules that apply to others, so as not to be seen to be abusing the power of the Chair.

The Chair does not vote, except in the case of a tie, although the formality of a vote is not always required. When more than one person is sharing the role of Chair, only that person who is Chair for the meeting at present must abstain from voting (except in the case of a tie).

Duties

The Chair shall be responsible for the following:

- Calling the meetings;
- Creating an agenda in consultation with the Coordinator, municipal staff or designate(s);
- Reviewing reports from other Board members and affiliates in consultation with Coordinator, municipal staff designate(s) for inclusion on the agenda;
- Chairing the meetings;
- Acting as official Board spokesperson/media contact or appointing a designate for this purpose;
- Representing the Board on other Committees when necessary or providing for an appropriate designate;

- Serving as a primary liaison between the Board and City Council;
- Overseeing the activities of the CWMB Coordinator and ensuring that contractual outcomes are clear, understood and accomplished by the contract Coordinator;
- Monitoring the performance of Board Members to ensure they are meeting their required goals and outputs;
- Engaging CWMB Members in evaluating the annual performance of the contract Coordinator, and
- Fulfilling all duties of a Board Member.

Measures of Success

Outputs:

- Meets on a regular basis (4 times per year) with Chair of The Standing Policy Committee on Protection and Community Services (or equivalent Committee of Council responsible for City Museums);
- Ensures the Board hosts at least two opportunities per year for City-funded Museums to come together for the purposes of networking, learning, and staying informed with the wider Museum community and City Council.
- Leads the process for establishing annual goals and metrics for Board.

Outcomes:

- Is seen by City Council and its Committees as a well-informed and reliable source of policy advice concerning City museums;
- Is seen as an active and useful ally by City museums and the wider heritage community;
- Is seen by CWMB members as an effective leader, who contributes to the development and presentation of annual goals and metrics
- Is seen in the media to be a vocal advocate for museums.

Board Member

Description

Membership on the Museums Board is an unpaid civic commitment and a volunteer position of responsibility, which requires a strong commitment to the Vision, Mission and Principles of the Board.

Duties

Board members are required to:

- Attend meetings regularly (at least monthly) and to actively participate in discussions - Board members who miss 3 consecutive meetings, or four in a fiscal year, will be dismissed from the Board (and potentially replaced depending on how much time is left on their term);
- Attend Board hosted events;
- Read and understand all information supplied to them;
- Understand the mandate of the Board, including its relationship to Council; and to City-funded Museums.
- Attend city funded museums and become familiar with their benefits and challenges;
- Build positive relationships with museum leaders and the museum public;
- Foster positive relationships with City Council and City of Winnipeg officials;
- Advocate for museums.
- Be familiar with municipal, provincial and federal legislation and proposed legislation that may apply to museums, and
- Publicly support the recommendations of the Winnipeg Museums Board.

Measures of Success for Board Members (including Chair)

Outputs:

- Each board member has at least two meetings annually with a representative of an external stakeholder organization (e.g. Tourism Winnipeg, Volunteer Winnipeg, United Way, Tourism Manitoba, the AMM, the Chamber of Commerce, etc);
- Each board member visits, annually, at least four City of Winnipeg funded museums;

- Each board member writes (with assistance from Board Coordinator) at least one blog submission annually for the Board blog, and
- Each board member attends at least one networking event annually and introduces museum leaders to others in the community.

Outcomes:

- Is seen by other CWMB members as a positive influence on the tasks and challenges arising from Board activities;
- Is seen by City Museums and other heritage stakeholders as an important contributor to ongoing promotion of Winnipeg's heritage assets and citizen engagement in the heritage sector, and
- Raises the public visibility of Winnipeg's heritage assets and stories, and the value these add to civic identity and civic pride.

City Officials (*ex officio* attendees)

Description

City Officials, including representatives of the Office of the City Clerk, Legal Services and Corporate Finance) serve *ex officio* on the Board. City Officials provide advice and counsel to the Board, and ensure that City procedures are met.

Duties

City Officials are responsible for the following:

- Understand and provide advice and guidance to the Board on City of Winnipeg requirements, applicable laws, rules and by-laws;
- Understand the mandate of the Board, including its relationship to Council and provide advice on same to the Board;
- Provide legal and financial advice to the Board;
- Carry out all secretarial duties of the Board with the assistance of the Board Coordinator, including record minutes and decisions of the Board and keeping a permanent record of same;
- Organizing logistics of meetings of the Board, including notifying members of agenda, minutes, etc., and
- Remain impartial to all Board members in carrying out duties.

Measures of Success

Outputs:

- Attends, or ensures a substitute for all Board meetings;
- Assists Board members to efficiently carry out their role;
- Assists Board members to be knowledgeable, and
- Assists the Coordinator to ensure the Board is well run and that logistics are managed.

Outcomes:

- Is seen by CWMB Members as vital sources of advice and guidance concerning City of Winnipeg requirements, rules and by-laws, and
- Provides a clear understanding of the City's museum policy, to enhance their ability to advise CWMB Members.

Board Coordinator

Description

Coordinator of the Winnipeg Museums Board is a part-time paid civic contract and a position of responsibility, which requires a strong commitment to advancing the success of the Board toward its Vision and Principles while representing the Board in many ongoing relationships.

The role of the City of Winnipeg Museums Board is to implement the City's Heritage Preservation Policy for Museums to ensure the ongoing preservation of Winnipeg's museums, resources and assets, and to audit the ongoing operations of the museums that receive grant funds and in-kind services from the City.

Duties

The Coordinator shall be responsible for the following:

- Administrative support to the Board;
- Promoting public awareness and appreciation of museums in Winnipeg;
- Developing and implementing events and/or programs to meet the direction of the Board;
- Development and continuous improvement of strategic and business plans;
- Preparation of reports to the Board, Standing Policy Committee on Protection and Community Services, and Council;
- Ongoing revision to this document and others;
- Maintaining content of the CWMM Web site (portal);
- Liaise with Board members and maintain an accurate record of Board member activities for the purpose of assessing Board member success in achieving the goals and outputs of their Board role;
- Staying informed of and aware of museum and cultural tourism sustainability issues, trends and museum best practices
- Liaison with the public, city officials, and the overall Manitoba museum community.

Measures of Success

Outputs:

- Write and submit at least once annually an Op-ed piece to the Winnipeg Free Press or other major print media;
- Develops and facilitates or ensures at least two events annually to engage Winnipeg Museum community
- Writes and submits content for the winnipegmuseums.com at least four times per month;
- Produces and publishes (online) in concert with City Officials, an annual report of the City of Winnipeg Museums Board;
- Produces and publishes (online) in concert with City Officials, an annual "State of Museums" report;
- Develops and launches marketing materials at least 3 times per year, linking City funded museums with greater community events where appropriate;
- Visits each City-funded Museum or their events, at least twice per year.

Outcomes:

- Raises the public visibility of Winnipeg's museums and the value they add to civic identity and civic pride;
- Promotes and increases volunteerism;
- Facilitates introductions and relationships between Board members, museum leaders and city officials;
- Is seen by CWMB Members and the Board Chair as an effective relationship facilitator and communicator of Board issues to stakeholders, and
- Successfully engages City museums and the heritage community in CWMB initiatives and events