



# 2020 - 2021 Annual Report

FISCAL YEAR ENDING MARCH 31, 2021

MOOSE JAW

NORTH BATTLEFORD

SASKATOON

YORKTON



WDM.CA

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## LOCATIONS

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Saskatoon, Saskatchewan  
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E: [info@wdm.ca](mailto:info@wdm.ca)

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P.O. Box 98  
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S6J 1L9

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E: [moosejaw@wdm.ca](mailto:moosejaw@wdm.ca)

### WDM Saskatoon

2610 Lorne Avenue  
Saskatoon, Saskatchewan  
S7J 0S6

T: 306-931-1910

E: [saskatoon@wdm.ca](mailto:saskatoon@wdm.ca)

### WEBSITE: [WDM.CA](http://WDM.CA)

### ON THE COVER:

Photo from *Saskatchewan Views the Global Pandemic* ([saskviews.ca](http://saskviews.ca)), a crowd-sourced photo exhibit hosted by the Western Development Museum



## BOARD OF DIRECTORS

**Orlanda Drebit, Chair**  
Saskatoon, *From March 2021*

**Gwen Beitel**  
Spring Valley

**Bernie Broughton**  
Saskatoon, *From March 2021*

**Robert Linn**  
Saskatoon, *From March 2021*

**Kelsie Rock**  
Regina, *From March 2021*

**Shauna Stanley-Seymour**  
Springside

**Brian Webb**  
Regina, *From March 2021*

**Nancy Martin, Chair**  
Regina, *To March 2021*

**Jack Dawes**  
Saltcoats, *To July 2020*

**Susan Lamb**  
Saskatoon, *To March 2021*

**Robert (Tom) Richards**  
Saskatoon, *To September 2020*

**Raymond Sadler**  
Biggar, *To August 2020*

## ENDS POLICY

**“A Saskatchewan where everyone belongs and histories matter.”**

1. People's lives are enriched by connecting with Saskatchewan's diverse histories.
  - 1.1 Saskatchewan people experience a sense of place and belonging because their histories are shared through the WDM.
2. Inclusion and diversity are integral to the sustainability of the WDM.
  - 2.2 The WDM is committed to being an inclusive and diverse organization

## MISSION

The Western Development Museum (WDM) is the keeper of Saskatchewan's collective heritage. The Museum shares the province's unique sense of place with people for their understanding and enjoyment - recognizing that the legacy of the past is the foundation for a sustainable future.

## MANDATE

The Western Development Museum Act [Section 11] specifies that:

The Board shall endeavour:

- (a) to procure by gift, donation, devise, bequest or loan wherever possible, and by purchase where necessary and desirable, tools, machinery, implements, engines, devices and other goods and chattels of historical value and importance connected with the economic and cultural development of western Canada;
- (b) to collect, arrange, catalogue, recondition, preserve and exhibit to the public, the tools, machinery, implements, engines, devices and other goods and chattels referred to in clause (a);
- (c) to stimulate interest in the history of the economic and cultural development of western Canada;
- (d) to co-operate with organizations having similar objects. R.S.S. 1978, c.W-12, s.11.

## STATEMENT OF INTENT

The Western Development Museum affirms the United Nations Declaration on the Rights of Indigenous Peoples as the framework for Reconciliation. We commit to engaging in Reconciliation by responding to the Truth and Reconciliation Commission's Calls to Action in our Strategic Plan. In partnership with Saskatchewan's Indigenous communities, we aim to develop more inclusive operations, programming and exhibits for the museum. *(Adopted September 15, 2017)*

## ORGANIZATIONAL VALUES

Teamwork and Communication

Loyalty and Commitment

Trust and Respect

Honesty and Integrity

Freedom, with Accountability

Initiative and Creativity

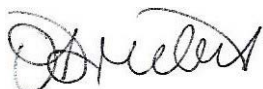
## LETTER OF TRANSMITTAL

The Honourable Laura Ross  
Minister of Parks, Culture and Sport  
Province of Saskatchewan  
Regina, Saskatchewan, Canada

Dear Minister Ross,

On behalf of the Board of Directors of the Western Development Museum, it is my pleasure to present to you the Annual Report of the Western Development Museum for the period April 1, 2020 to March 31, 2021.

Respectfully submitted,



Orlanda Drebit  
Chair, Board of Directors  
Western Development Museum

# REPORT FROM THE CHIEF EXECUTIVE OFFICER

**T**he impact of the coronavirus pandemic on the Western Development Museum (WDM) this past year was significant. It started with all WDM locations being closed to the public for five months from March 17 - August 12, 2020. Upon reopening, the programs and services we were able to provide were limited, as were the number of people we could allow into each WDM location at a time.

The most difficult has been the need to remain closed to our volunteers. So much of what we do relies on the skills and knowledge of our dedicated volunteers and they are deeply missed.

Despite the external challenges brought on by the pandemic, we have had significant successes throughout the WDM this year. The most important has been how quickly all staff shifted how they worked to ensure we continued serving the people of Saskatchewan to the best of our ability and within the restrictions created by the pandemic.

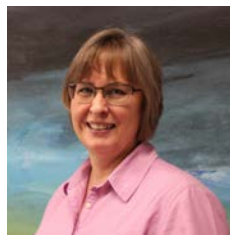
We made a significant and rapid shift to delivering programs and exhibits virtually. This allowed us to continue providing programming throughout the pandemic and to engage with more communities throughout the province than ever before. Because of this success, we will continue offering programs virtually even after the pandemic has ended.

The WDM's *Collections Development Plan* ([wdm.ca/collections](http://wdm.ca/collections)) was also completed this year. This is a significant document that will guide the development of our collections for the next decade. Perhaps most importantly has been the exceptional work of our frontline staff this past year. Every day since we reopened, they have ensured each WDM location was a safe and welcoming place for visitors. This is something they have always done very well but maintaining such a high level of excellence despite the challenges caused by the pandemic continues to be inspiring.

I would like to thank the Province of Saskatchewan, Minister Ross and the staff in the Ministry of Parks, Culture and Sport for their continued support of the WDM. Over the past year, the ministry worked closely with us to navigate the challenges brought on by the pandemic. I would also like to thank the Government of Canada for the support we have received through the Canadian Emergency Wage Subsidy (CEWS) program. The support we received from the Province of Saskatchewan and through the CEWS program enabled us to avoid mass layoffs and keep the majority of WDM staff employed this past year.

As the pandemic continues, many are turning to the WDM as a safe place where they can connect with those they love while exploring their connections to Saskatchewan's history. This is one of the most important services we are providing our communities right now.

I am very proud of the work and resilience everyone at the WDM has shown over the past year. Through all the disruption the pandemic has caused, the creativity and innovation being shown daily is inspiring. We have learnt a lot about what we are capable of as an organization and many of the new initiatives we have launched over the past year will serve us well, long into the future.



**Joan Kanigan**  
Chief Executive Officer

## REPORT FROM THE BOARD CHAIR

I have always believed to gauge positive and negative progress, that one must first look backwards before looking forwards. The WDM, as the keeper of Saskatchewan's collective heritage, is a vital piece of evaluating provincial societal progress. I am honoured to have been appointed as the Chair of the Board to help guide such a key piece of Saskatchewan's identity.

As the newly appointed chair, I am looking forward to building on the foundation of previous board governance policies. The new Board of Directors will work together to continue ensuring that the WDM remains relevant and sustainable to current and future generations of Saskatchewanians.

The credit for steering the Museum through the challenging times of the past months truly is due to the previous Chair, Board, staff and volunteers. Here is a message from the former board chair, Nancy Martin.



**Orlanda Drebit**  
Chair, Board of Directors

This has been a difficult year for the WDM and museums everywhere. The Board remained diligent in maintaining oversight while sustaining our vision for the WDM's future despite the challenges of staying relevant and maintaining operations during a pandemic.

We adhered to the normal schedule of board meetings but like everyone else we made the leap to virtual conferencing. This unfortunately precluded the Board of Directors's annual practice of rotating meetings in each of the WDM locations in the province.

Last year at this time we looked forward to the day when the Museum could safely open. Once re-opened last fall the Museum became a welcome haven for safe, in-person visits. Museum staff continued to demonstrate ingenuity in maintaining exhibits on site while expertly pivoting to create, design and roll out inventive online programming to engage virtual visitors young and old.

Thanks to the Government of Saskatchewan, former Minister of Parks, Culture and Sports Gene Makowsky and current Minister Laura Ross, for the continuing funding awarded to the WDM. Also, the Museum was determined eligible and made a successful application to the wage subsidy program offered by the Government of Canada.

The Board of Directors remains grateful for the unwavering energy, enthusiasm, expertise, time and service from retiring board members: Jack Dawes, Susan Lamb, Nancy Martin, Tom Richards and Ray Sadler. Members of the Board have worked hard on developing a robust set of governance policies that should serve the new Board well going forward.

The Board of Directors appreciates the intrepid leadership of CEO Joan Kanigan at this very difficult time and the senior management team who assists in developing the means to meet our visionary end: **A Saskatchewan Where Everyone Belongs and Histories Matter.**



**Nancy Martin**  
Chair, Board of Directors

*Photo: Mark Greschner,  
Artec Photographic Design*

# INCLUSION AT THE WDM

**D**espite the challenges the COVID-19 pandemic presented, the WDM found ways to meet its Reconciliation and Inclusion goals set out in the *Strategic Plan 2018 - 21* and in the *Inclusivity Report: Reconciliation and Diversity at the WDM*. A new *Collections Development Plan* prioritizes collecting artifacts from underrepresented, unrepresented and misrepresented peoples in Saskatchewan history, including Indigenous peoples, diverse settler groups and 2SLGBTQ+ peoples. The *Plan* reaffirms the WDM's commitment to upholding the United Nations Declaration on the Rights of Indigenous Peoples.

We continued to implement the seven recommendations in the *Inclusivity Report*, which answer eight of the 94 Calls to Action from the Truth and Reconciliation Commission of Canada relating to museums. Staff attended virtual Reconciliation North Battleford, Reconciliation Saskatoon and Reconciliation Yorkton meetings. Curatorial department staff continued to work with the Saskatchewan Indigenous Cultural Centre on sacred artifact repatriation, following all COVID-19 safety protocols. WDM management attended anti-racism training as well.

WDM staff used a variety of virtual tools to promote knowledge of Saskatchewan's diverse histories. Due to COVID-19, *Spark Your Pride* was held on June 16, 2020 as a free virtual event, reaching an audience of 350. By reclaiming institutional space for 2SLGBTQ+ voices, *Spark Your Pride* is a positive step towards building trust, healing and inspiration for everyone.

Although the event was virtual, the WDM was able to once again partner with the Central Urban Métis Federation Inc.

for the 3rd annual *Métis Cultural Days* on September 18 - 19, 2020. The WDM Saskatoon provided a backdrop for the program hosts and performers who recorded segments at the Museum, giving them the opportunity to share their Métis culture.

Celebrating International Women's Day, *Violet's Saskatchewan* is a virtual program that tells the story of farmer, journalist and women's advocate, Violet McNaughton. The program shared archival photos, stories and artifacts exploring Violet's life and accomplishments against the backdrop of early 20th century Saskatchewan history.

Curatorial staff connected virtually with several heritage groups, like the Saskatchewan African Canadian Heritage Museum and the Mennonite Historical Society, to work together on future research projects to better represent all Saskatchewan people in the Museum.

Our inclusion work matters and improves the quality of life for Saskatchewan people as they begin to see their diverse histories reflected more often in WDM programs, exhibits and collections. This year the WDM was recognized for this work nationally. The 2019 *Doukhobor Living Book Project* was the recipient of the Governor General's History Award for Excellence in Museums: History Alive! Both *Spark Your Pride* and the *Doukhobor Living Book Project* were shortlisted for the Governor General's History Award for Excellence in Community Programming. The WDM is honoured to have been considered for these prestigious awards that highlight the impacts of our Vision in action – **A Saskatchewan Where Everyone Belongs and Histories Matter.**

**"THE MUSEUM'S WORK TOWARD INCLUSION, JUSTICE, AND RECONCILIATION IS REALLY IMPORTANT, AND IT IS GREAT TO HEAR ABOUT THE VARIOUS STEPS YOU AND YOUR TEAM ARE MAKING TOWARD THESE GOALS. I WOULD IMAGINE THERE MIGHT BE SOME PUSHBACK AS WELL, SO I JUST WANT TO LET YOU KNOW THAT THERE ARE MANY OF US WHO APPLAUD THE DIRECTION YOU ARE MOVING."**

WDM member, Shawn Sanford Beck in an email to CEO Joan Kanigan, September 20, 2020



EDUCATION AND PUBLIC PROGRAMS ASSISTANT AMBER PARKER, CELEBRATED VIOLET MCNAUGHTON'S WORK FOR SASKATCHEWAN WOMEN'S RIGHTS IN THE VIRTUAL PROGRAM *VIOLET'S SASKATCHEWAN*

# VISITORS

When Marlea Whitley visits the WDM Saskatoon every holiday season, the *Eaton's Once Upon A Christmas* display holds a special place in her memory:

"This time of year is full of traditions and for my family, it doesn't feel like Christmas until we go and visit the Eaton's display at the Western Development Museum. My Mom started taking me to see the display at Eaton's when I was 2 years old. Later, my Nan joined us and the two of us especially loved the Winterkins so when I see them, I feel her presence with me. Now, as an adult, my husband and I still take my Mom and Aunt every year and we stand in front of the Winterkins and it feels like my Nan is still there with us. They remind us of past Christmases as a family and that special childlike joy that we all feel during the season. – it really is a special part of our holiday celebrations."

The WDM is honoured to provide a place for families, like Marlea's, to create new memories and share experiences.

This year, our social media increased 15% to over 14,000 followers who were actively interacting with us through our Facebook, Twitter and Instagram accounts. Positive reviews continued to be the norm on Google (4.7/5 stars) and Tripadvisor awarded the WDM Moose Jaw and Saskatoon with 2020 Travellers' Choice awards. Subscribers to *Museum Musings*, our e-newsletter, continued to be kept informed with the latest WDM news.

On August 12, 2020, the WDM Moose Jaw, North Battleford and Yorkton opened their doors to general public again with the WDM Saskatoon opening on August 19, 2020. Restricted hours of operation, enhanced cleaning protocols and capacity limits to keep visitors safely physically distanced became the

new normal. To March 31, 2021, hours of operation were Wednesday - Sunday from 11:00 am - 5:00 pm. Visitors were eager to explore and rediscover the Museum. They let us know through phone calls and online comments such as this one on Google reviews from Chris Burgess after his visit to the WDM Moose Jaw:

"It's open and safe! Lots of room so social distancing is not a problem. It's a great place to get out of the house and it's heated so it's great in winter for a scenic stroll. The exhibits are awesome and just seeing the old planes and cars is like jumping into a time machine to see into our analog past."

Throughout this difficult year, we are thankful to all our visitors, whether they be in-person or online, who continue to support the WDM.

## ATTENDANCE FROM AUGUST 5, 2020 - MARCH 31, 2021:

5,419	MOOSE JAW	511	YORKTON
10,804	NORTH BATTLEFORD	CLOSED TO VISITORS	CORPORATE OFFICE
16,406	SASKATOON	3,955	VIRTUAL
37,095			TOTAL

## TOTAL VISITS TO WDM.CA FROM APRIL 1, 2020 - MARCH 31, 2021

84,071	62,598	192,520
SESSIONS	USERS	PAGE VIEWS

**"WE TRY AND STOP TO SEE EVERY WDM WHENEVER WE'RE IN THAT TOWN. YORKTON DID NOT DISAPPOINT! GREAT INFORMATION AND THE STAFF WERE AWESOME WITH SHOWING US THE MAP TO FOLLOW. WE WILL BE BACK!"**

Posted by Heather M. on Google Review following a visit to the WDM Yorkton



**Did you know...**

Virtual *Canada Day* in Yorkton had 478 participants.

VISITORS RETURNED TO THE WDM YORKTON IN AUGUST 2020

# SUPPORTERS

The WDM is deeply grateful for community support during these challenging times. The Government of Saskatchewan, Ministry of Parks, Culture and Sport continued to provide approximately 70% of our required operating funds. The WDM also received financial support from the Canadian Emergency Wage Subsidy (CEWS) program.

We were able to launch a new fundraising initiative, *Adopt A Bench*, at all Museum locations. We are grateful for the support of Daphne Arnason and Leo Bourassa; Willie and Cal Glasman; Paul and Elisabeth Salisbury; and Mervin and Arlene Rumpel and Family who adopted benches in Saskatoon. In Moose Jaw, Don and Sharon Spott adopted two benches in memory of their parents, Frances and Demetruis Spott and Mabel and Bob Knudsen.

We graciously thank Carole and George Wakabayashi who continued their legacy of giving to the WDM by fulfilling their final pledge designated towards the parking lot project at the WDM Saskatoon.

Long-time volunteer Marion Marcotte remembered the WDM in her will. This generous bequest will be utilized for Museum education programming. Marion was a retired teacher and we felt this would be most appropriate use for her generous gift.

We thank our Museum friends for responding generously to the “COVID Safe” and “Oldest Friends” financial appeals. We are particularly grateful for Museum membership renewals this past year including those Museum members who waived the offered membership extension period.

Inclusion and diversity are integral to the sustainability of the WDM. Accordingly, we have obtained grant funding from the Community Initiatives Fund to begin to capture oral histories from Saskatchewan’s 2SLGBTQ+ community. As well, the washrooms at the WDM Saskatoon will be completely renovated and reconfigured as “washrooms that work for all”, with significant funding assistance from the Investing in

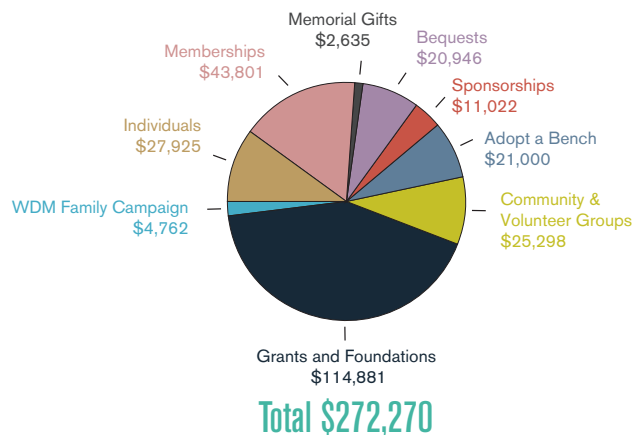
Canada Infrastructure Program COVID-19 Resilience Stream.

The second furnace at the WDM Yorkton has been replaced, with additional help from our friends at the Painted Hand Community Development Corporation.

The City of Saskatoon renewed our land lease for 50 more years. This support is invaluable. The WDM Saskatoon continues to receive financial support from the City of Saskatoon as a “flagship” cultural organization. The cities of Moose Jaw and Yorkton also continue to provide land lease support to the WDM. In North Battleford, the Museum property is leased from the Ministry of SaskBuilds and Procurement.

The WDM North Battleford lit up the skies with their *Light Up The Village* event, which ran from December 1, 2020 - January 9, 2021. In a time of uncertainty and unparalleled safety concerns, this community pulled together for the Museum to create some outdoor winter magic, safely, throughout the *Heritage Farm and Village*. All proceeds from *Light Up The Village* are earmarked for upkeep of the *Heritage Farm and Village*.

This continued community support is deeply appreciated and never taken for granted. Thank You.





*ADOPT A BENCH FUNDRAISING PROGRAM LAUNCHED IN 2020, WDM MOOSE JAW*

# MEMBERS

When the WDM had to close our doors on March 17, 2020 we made a commitment to our members to honour memberships by extending the expiry date by the same amount of time that the WDM remained closed. Thank you to our members for their generous support of the WDM during this trying year through the continued purchase of memberships and donations, supporting our virtual programs and by visiting our Museums when we reopened. The WDM sincerely appreciates this support and returns it back to our members through improved facilities and programs.

Membership funds help the WDM make upgrades and improvements at all locations. In 2020, the WDM Saskatoon used this important funding toward gallery maintenance and repairs. The WDM Moose Jaw utilized their funds to purchase and apply over 10,000 square feet of paint to gallery floors and walls throughout the building. The WDM Yorkton used a portion of their funding to paint and revitalize the bell tower in front of the Museum and the WDM North Battleford used their membership funds towards phase one of the Brick Building restoration project.

Benefits to members include admission to all four WDM locations and to selected special events. Members receive discounts in the Museum gift shops and at the WDM Saskatoon's Boomtown Café. Discounted registration fees for WDM workshops and access to an information service to answer their questions on Saskatchewan heritage and artifact conservation round out the benefits offered. Members also receive the quarterly *Sparks* newsletter featuring upcoming programs, exhibit information and artifact stories.

Members' reaction to the Museum's pandemic response was positive all year, with some members choosing to forgo their membership extensions. Others commented through various social media and online channels including this Google review comment from WDM member Linda Norlund,

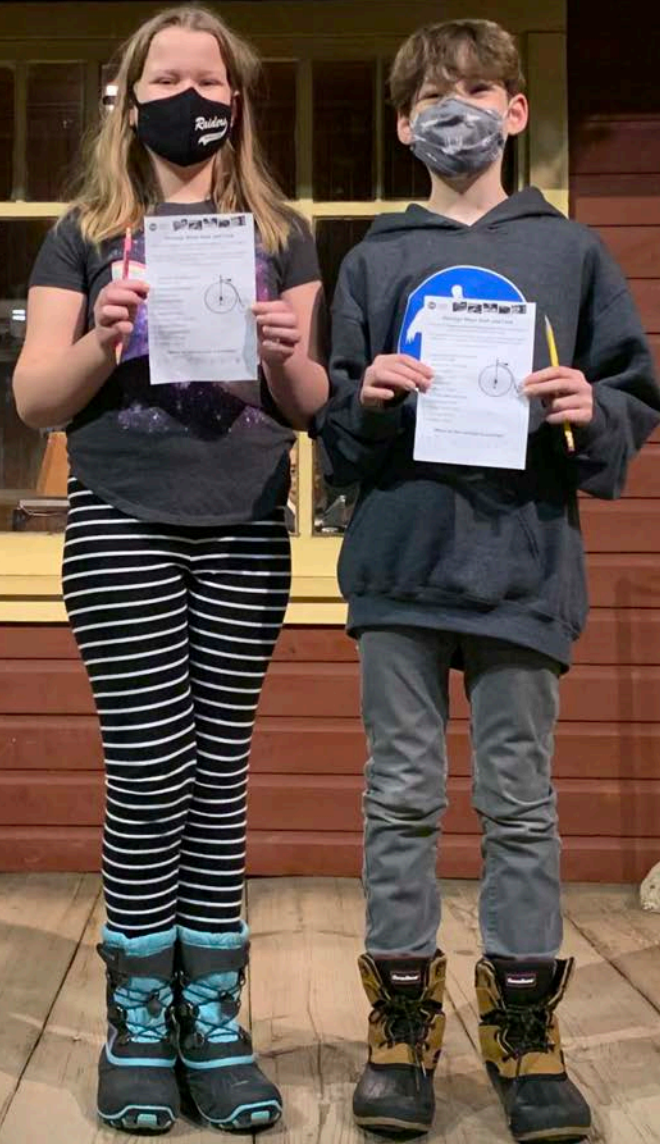
"An absolutely wonderful place to visit for any age. We have had a membership for years and spend hours there every year. Our kids love it and are starting to take the next generation there. Highly, highly recommend. The restaurant is awesome too."

Thank you to our members for your continued support.

**"THIS IS A RENEWAL OF  
MEMBERSHIP...AND IF WE ARE ALL  
VERY FORTUNATE, I WILL BE ABLE  
TO WALK IN THE DOORS OF THE  
SASKATOON WDM ONE OF THESE  
DAYS AND SEE THE SPARKLING  
CLEAN EXHIBITS...AND ENJOY THE  
BOOMTOWN CAFÉ AGAIN."**

A letter of support from WDM Member, Winona W. Senner of Saskatoon that accompanied their membership renewal, May 2020.

# BOOMTOWN



WDM MEMBERS SYDNEY AND SAM DYCK ENJOYING THE IN-MUSEUM SEEK & FIND  
ACTIVITY AT THE WDM SASKATOON, FEBRUARY 2021

# VOLUNTEERS

Like everyone, the COVID-19 pandemic has impacted many aspects of the WDM. One of the hardest for us was not seeing our volunteers. Following public health orders and for the safety of our volunteers, the WDM suspended our volunteer program from March 17, 2020 through the end of 2020 and into the beginning of 2021. This was a difficult but necessary decision.

Volunteer hours are documented by calendar year. Even though volunteer projects were suspended for most of the year, 3,547 volunteer hours were given between January 1 - December 31, 2020. The majority of these hours were contributed between January 1 - March 16, 2020. There were also six special projects that required the assistance of volunteers with specialized skills. This included volunteer assistance with regular maintenance of antique steam engines and model railroads. Three volunteers continued work on virtual projects done from home such as oral history transcription and photo identification projects.

We heard from some volunteers about how much they missed coming to the Museum. We stayed connected with them via weekly volunteer emails, filling them in on virtual WDM programs, blog posts and updates about how the Museum was doing. Education/Volunteer staff also reached out by phone on a regular basis to check in with volunteers. 872 volunteers continue to support the WDM, ready to return when we can welcome them back safely.

The cancellation of WDM events due to COVID-19 was a disappointment to volunteers who look forward to meeting visitors and sharing their knowledge and skills at our events. Unable to volunteer at the WDM North Battleford, the Browning family from Loon Lake found another way to celebrate their love of the WDM. Dick and Ruth Browning along with their son Richard, daughter-in-law Colette and grandchildren Jordan, Trenace, Samantha and Steven, dressed up in their early 20th century outfits and did their own mini-Museum Days at home. Ruth told us,

“We didn't get to volunteer at Museum Days, so that Friday (June 12) we had our own Museum Days at home. We cooked on the wood stove in our garage and ate supper outside. The kids enjoyed doing something different. They rode around on bikes and flew a kite out in the field in their old-fashioned outfits.”

Ruth and Dick have volunteered at the WDM North Battleford since 1988, first with their children and now with their grandchildren. They have volunteered all around the *Heritage Farm and Village* and have had a chance to try many things. As Ruth said, “No wonder our kids have so many fun memories of the WDM.”

Our thanks to the Browning's, and all the volunteers, who continue to support the WDM.

**“AMONGST ALL THE MESSAGES THAT SEEM TO FIND THEIR WAY INTO MY INBOX - YOURS ARE THE ONES THAT ARE ALWAYS INTERESTING, ENJOYABLE AND RELEVANT. GOOD JOB!”**

Volunteer Art Randall appreciated the weekly emails that the WDM sent to stay connected with volunteers during the COVID-19 pandemic, May 29, 2020



WDM NORTH BATTLEFORD VOLUNTEERS DICK AND RUTH BROWING IN THEIR EARLY 20TH CENTURY OUTFITS WITH GRANDCHILDREN, JORDAN, TRENACE, STEVEN AND SAMANTHA, JUNE 2020

# CURATORIAL

The Curatorial Department pivoted their work during the COVID-19 pandemic, using the time to improve collections records, maintain existing and explore new research relationships, support other departments' new virtual offerings and finalize a new *Collections Development Plan*.

After over a decade of research, a new WDM *Collections Development Plan* was approved in November. The *Plan* guides decision making by defining the criteria for accepting artifacts into, and removing artifacts from, the WDM's accessioned collections, as well as how limited resources will be allocated in the overall care and maintenance of the collection. The *Plan* is aligned to the WDM's mandate as legislated by the Government of Saskatchewan in *The Western Development Museum Act* and the Board of Directors' Ends Policy. The *Plan* responds to the WDM's vision of **A Saskatchewan Where Everyone Belongs and Histories Matter**, in its goals to better represent all Saskatchewan people, particularly those who have been unrepresented, underrepresented or misrepresented in the Museum's collection and narratives. The *Plan* also introduces effective new assessment tools for determining the significance of existing and prospective artifacts. The *Plan* is available at [wdm.ca/collections](http://wdm.ca/collections)

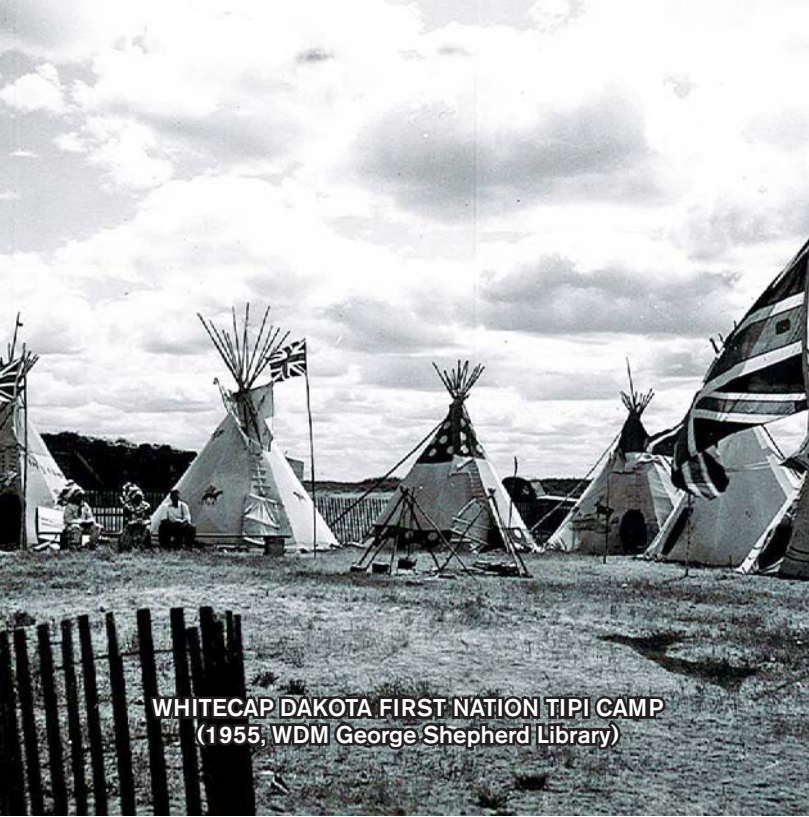
Due to the COVID-19 pandemic, the WDM temporarily closed the collection to new acquisitions. This gave staff an opportunity to focus on improving artifact records. Projects included uploading thousands of artifacts images to our database

Argus, editing publicly accessible Argus records to improve donor privacy, implementing a more robust standard for artifact cataloguing and cataloguing backlog library materials. Staff also developed plans for several major collections projects. Work continued on-site in the conservation lab where many artifacts received improvements to care and storage. The language remediation project continued, with many exhibit signs being rewritten and prepared for installation after the pandemic. The department was able to host a virtual student internship from the Algonquin College Applied Museum Studies program.

Chief Engineer and Restoration Manager Tim Pomeroy retired from the WDM in April 2020. His work completing restorations of the 1158 Canadian Northern locomotive, the 1914 Waterous steam-powered road roller, the 75HP 1912 Case steam traction engine, the 1934 Buick CPR superintendent's car, as well as returning the Vulcan locomotive and several other steam traction engines to service, was invaluable to the WDM collection.

## Did you know...

196 public inquiries were answered this year.



WHITECAP DAKOTA FIRST NATION TIPI CAMP  
(1955, WDM George Shepherd Library)



WATEROUS ROAD ROLLER (WDM-1973-S-1080)



BLAIRMORE RING (WDM-2017-S-49)



PFLAG (WDM-2020-S-7)

Our Whitecap Dakota First Nation/WDM *Pion-Era* history and photo naming project moved online, after a brief hiatus at the beginning of the pandemic. We conducted virtual interviews with Whitecap Elder and FSIN Senator Melvin Littlecrow on the additional photographs that were found in the WDM collection and the Provincial Archives of Saskatchewan. Senator Littlecrow's oral histories taught us more about Whitecap's participation in *Pion-Era* from the 1950s to the 1970s. We learned about how central the Whitecap community was to the success of *Pion-Era* in the mid-20th century. WDM and WDFN staff are developing an exhibition on this history to open in 2022 at the WDM Saskatoon.

Curatorial department staff worked closely with the Saskatchewan Indigenous Cultural Centre (SICC) to repatriate the remaining sacred artifacts in the collection. The work is carried out in Ceremony and in alignment with the United Nations Declaration on the Rights of Indigenous Peoples, guided by Elders from SICC. It was a great honour to be involved in this work of Reconciliation.

Our usual public outreach and engagement activities increased this year due the pandemic. Staff produced dozens of blogs, social media posts, and supported other departments on their virtual content, providing videos, research, artifact information and photographs. Our *Museum Stories* blogs included topics ranging from Saskatchewan refugee artifact stories to mark World Refugee Day on June 20, 2020 to the conservation of taxidermy artifacts, to Saskatchewan medical histories, to learning about the significance of ordinary artifacts like calculators, spoons and embroidery in Saskatchewan's history. Many media interviews and online forums were given as a result of the WDM being awarded the prestigious Governor General's History Award for Excellence in Museums: History Alive! for the 2019 partnership soundscape and exhibit, the *Doukhobor Living Book Project*.

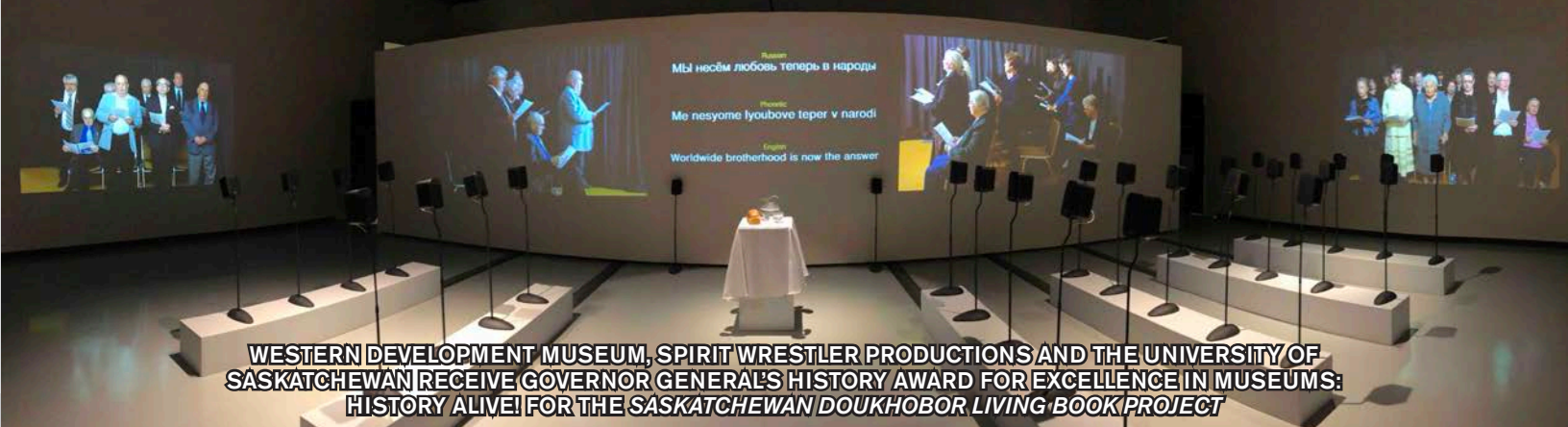
**"I BELIEVE THE DOUKHOBOR LIVING BOOK PROJECT IS OF TREMENDOUS VALUE IN HIGHLIGHTING THE LESSER-KNOWN STORY OF SASKATCHEWAN'S INDEPENDENT DOUKHOBORS AND THE UNIQUE DIVERSITY OF THEIR HISTORICAL EXPERIENCE. I ALSO BELIEVE THAT THE PROJECT HAS HAD, AND WILL CONTINUE TO HAVE, A SIGNIFICANT COMMUNITY IMPACT AMONG CONTEMPORARY 'SPIRIT WRESTLERS', THEIR FUTURE DESCENDANTS, AND CANADIANS MORE GENERALLY, THROUGH ITS PROMOTION OF MEANINGFUL PUBLIC DIALOGUE ABOUT THE INDEPENDENT DOUKHOBORS AND THEIR CONTRIBUTION TO THE PROVINCE OF SASKATCHEWAN."**

Jonathan Kalmakoff, Community Participant, Doukhobor Living Book Project

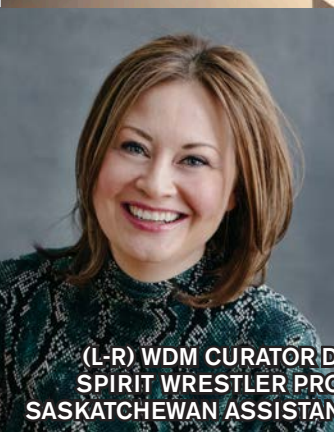
### About the Governor General's History Awards

Created in 1996, the Governor General's History Awards honour excellence in educational and public programming about our history and heritage. They celebrate the very best in Canadian achievements to ensure our national past has a vibrant presence in our society today. This award is administered by Canada's History Society and the Canadian Museums Association.





**WESTERN DEVELOPMENT MUSEUM, SPIRIT WRESTLER PRODUCTIONS AND THE UNIVERSITY OF SASKATCHEWAN RECEIVE GOVERNOR GENERAL'S HISTORY AWARD FOR EXCELLENCE IN MUSEUMS: HISTORY ALIVE! FOR THE SASKATCHEWAN DOUKHOBOR LIVING BOOK PROJECT**



(L-R) WDM CURATOR DR. ELIZABETH SCOTT, FOUNDER AND MANAGER OF SPIRIT WRESTLER PRODUCTIONS RYAN ANDROSOFF AND UNIVERSITY OF SASKATCHEWAN ASSISTANT PROFESSOR OF HISTORY DR. ASHLEIGH ANDROSOFF

**"WE ARE HONOURED TO HAVE BEEN CHOSEN AS THIS YEAR'S WINNERS OF THE GOVERNOR GENERAL'S HISTORY AWARD FOR EXCELLENCE IN MUSEUMS: HISTORY ALIVE!, WHICH RECOGNIZES OUR WORK IN PRESERVING AND MAKING ACCESSIBLE INTANGIBLE CULTURAL HERITAGE IN CANADA THROUGH A UNIQUE PARTNERSHIP BETWEEN MEMBERS OF THE DOUKHOBOR COMMUNITY, THE UNIVERSITY OF SASKATCHEWAN, AND THE WESTERN DEVELOPMENT MUSEUM,"**

WDM Curator Dr. Elizabeth Scott, Founder and Manager of Spirit Wrestler Productions Ryan Androsoff and University of Saskatchewan Assistant Professor of History Dr. Ashleigh Androsoff.



CANADA'S  
**HISTORY**



CANADIAN  
MUSEUMS  
ASSOCIATION

ASSOCIATION  
DES MUSÉES  
CANADIENS

Doukhobor Women Pulling P...

In the early years of settlement, Doukhobor women worked in the fields alongside their husbands. Women were granted the right to own property and to work independently. This form of women's work was sanctioned in Canada by other...

# EDUCATION

Since the 1970s, the WDM has been a well-known destination for teachers looking for curriculum connected, out-of-classroom experiences. Uncertainty during the COVID-19 pandemic led to the cancellation of in-Museum school and public programs. We needed to go virtual which was a huge shift for our staff.

Staff from all locations worked cooperatively to create virtual programs and resources including three new school programs. Resources used for in-Museum programs were adapted to create the *Christmas Past and Present* program for Grades 1 - 3. From December 1 - 18, 2020, 351 school and homeschool students participated.

*Harvest in Saskatchewan* for Grades 3 - 4 launched on January 25, 2021. We utilized resources and videos from our in-Museum program to create an engaging 30-minute video as well as resources for in-classroom or at home use. By the end of March 2020, 1,899 students from around Saskatchewan took part virtually.

What is history? That is what high school students are asked in the new *Think Like A Historian* program. Launched on March 18, 2021, the program contains videos and resources from WDM experts as well as historians like Bill Waiser and organizations like the Saskatchewan History and Folklore Society. The program encourages students to compare how Saskatchewan people experienced the 1918 Spanish Flu Pandemic with their experiences of the COVID-19 pandemic.

In March 2020, an *At Home Activities* webpage was created on the WDM website to help families keep busy during the early pandemic lockdowns. Free activities were added to this page throughout the year including Saskatchewan-themed colouring pages by Saskatchewan artist Timothy Senko.

Eleven *Story Time* videos were created and shared on the WDM website and social media. A variety of stories were featured including "H is for Home: A Saskatchewan Alphabet."

Author Amber Antymniuk read her book and provided bonus activities for families or school groups to do together.

Four weeks of *Virtual Summer Camps* were offered between July 13 - August 14, 2020. Themes included *In The Air*, *Settler Life in the 1910s - 1920s*, *Love This Land* and *Make Your Own Museum*. Featured were 149 new colouring pages, craft and information sheets as well 34 new videos. Offered at no charge with a donation option, the *Camps* attracted 103 children from 61 families, representing 18 Saskatchewan communities plus one family from Alberta.

Along with virtual programs, staff created low-key, in-Museum activities that could be done while following public health orders. *Scavenger Hunts* and *Seek & Find* activities were offered at all WDM locations. *Seek & Finds*, which is looking for items or drawings hidden in the Museum galleries, were offered at Halloween and during the February school break. In December, an in-Museum *Seek & Find* was planned in conjunction with virtual Christmas crafts and a *Deck The Halls* holiday decorating contest.

**"AMAZING, AMAZING, AMAZING RESOURCES!  
THANK YOU SO MUCH FOR YOUR HARD  
WORK AND OFFERING THESE RESOURCES  
IN SUCH AN ORGANIZED MANNER! I AM A  
STRONG BELIEVER IN ACKNOWLEDGING  
HARD WORK AND YOUR TEAM DID GREAT!"**

Cindy Zintel, Grade 4 teacher, Greystone Heights  
School, Saskatoon



PRAIRIE SPIRIT SCHOOL DIVISION TEACHER CASS THIESSEN LEADING STUDENTS THROUGH  
THE WDM'S HARVEST IN SASKATCHEWAN VIRTUAL SCHOOL PROGRAM, MARCH 2021

# EXHIBITS

2020 was time for much reflection and work for the WDM Exhibits department. Behind the Museum's locked doors, staff worked on several, varied projects. Early in the year, this meant creating virtual exhibits and opportunities for community engagement. After we were able to open the doors, our attention shifted to enabling safe use of our galleries and continuing to find opportunities for connection both in our physical galleries and virtually. To reassure our visitors, signs were created by Exhibits department staff that provided direction and information about COVID-19 protocols taking place, not only in the Museum galleries, but in our lobbies and other public spaces.

The WDM launched the crowd-sourced, online exhibit, *Saskatchewan Views the Global Pandemic* in April 2020. Members of the public were asked to share their photographs of the way the COVID-19 pandemic was affecting them and their communities. Realizing that we are all eyewitnesses to this major historic event, the WDM collected photographs and stories to contribute to the historical record. We chose to make it an online exhibit to give people an opportunity to share their stories with each other. Submissions were received from 30 communities across Saskatchewan and ranged from the impacts of school closures, isolation, working from home, essential workplaces, to the very human emotions of fear, grief, love and new ways of connecting with others.

The history of the Spanish Flu pandemic is more relevant today than perhaps any time since. To make this history available to the people of Saskatchewan, the WDM created a virtual exhibit *Spanish Flu in Saskatchewan: 1918 - 1919* based on

the display at the WDM Saskatoon. The online gallery features history, archival photographs, artifacts and sound clips of Saskatchewan stories during the Spanish Flu pandemic.

With people across the world self isolating and "sheltering in place," many turned to baking for fun, comfort and connection, and WDM staff were no exception. Using the wealth of vintage cookbooks in the WDM artifact and library collections, Exhibits Designer Cory Schewaga, explored the recipes in these books, some dating back as far as the 1870s. A video series was created celebrating classic recipes like perogies, dill pickles and puffed wheat cake. In an online poll, Cory's macaroni and cheese beat out chilli as the best comfort food.

Despite Museum closures, we were able to present the travelling exhibit "Hiding in Plain Sight: Discovering the Métis Nation" in the Archival Records of Library and Archives Canada (LAC). This photo-based exhibit is the result of the work of researchers identifying citizens of the Métis Nation in the collection at LAC. It was on display at the WDM Moose Jaw from August 12 - December 6, 2020.

## Did you know...

The WDM printed 75 square metres (over 800 sq ft) of COVID-19 related signage.



PHOTO SUBMISSIONS TO SASKATCHEWAN VIEWS THE GLOBAL PANDEMIC ONLINE AT [SASKVIEWS.CA](http://SASKVIEWS.CA)

# COMMUNITY

With lockdowns and physical distancing, maintaining a connection to our community can be difficult. But if there is anything the past year has taught us, it's how to be innovative. With closed doors and cancelled events, the WDM found new ways to stay connected with our community.

Partnerships have always been important to the WDM. We value the relationships we have with community organizations. That is why joining the Saskatchewan Red Cross for their "Seniors' Centre Without Walls" program was a natural fit. To help ease feelings of isolation for Seniors, the Red Cross created a program where community partners make presentations to Seniors over the phone. Supporting materials were mailed to participants before the presentation. Between October 2020 and March 2021, WDM Moose Jaw Education and Public Programs Coordinator, Karla Rasmussen, presented five times on topics as varied as Christmas to the Great Depression. The programs were well-received with some participants telling us how much they looked forward to our presentations.

The loss of Pride celebrations across Saskatchewan was felt intensely by many 2SLGBTQ+ people, their families and allies. More than just colourful parties, Pride parades are the descendants of decades of activism and protest. The WDM was able to support Pride by raising the Pride flag at the WDM Moose Jaw on May 30, 2020 as part of Moose Jaw's Pride celebrations. For Saskatoon's virtual Pride parade on June

20, 2020, the WDM created a video using archival photos, newspaper clippings and a script to make these histories visible. When Yorkton Pride held their first ever Pride parade on August 29, 2020, staff from the WDM's Yorkton and Moose Jaw took part.

The WDM Yorkton continued their partnership with Tourism Yorkton by planning a physically distant and virtual *Canada Day* celebration. Online activities were developed which included contests for Best Decorated Home, Coolest Canadian Selfie and Kids Colouring contest. Following all safety protocols, activity kits were developed for pickup at the WDM on July 1, 2020. Kits included a variety of Canadian-themed craft projects, recipes, trivia cards and tree seedlings. Working with the Yorkton Housing Authority, and in consultation with the Saskatchewan Health Authority, Curbside Concerts were organized at two seniors' residences. Each were very well received by the residents.

The WDM Saskatoon has been part of the Heritage Festival of Saskatoon since the Festival's inception. Usually, Museum galleries would be filled with exhibitors and entertainers, sharing their stories and talents with visitors. The in-Museum event was replaced with a virtual event on March 20 - 21, 2021. Instead of being the host venue, the WDM participated with a virtual exhibitor booth. Our booth featured a link to the *Spanish Flu Virtual Exhibit*, a behind-the-scenes video from the exhibit and a link to our *At Home Activities* webpage.

**"THANK YOU SO MUCH FOR HELPING US OUT. WE APPRECIATE YOUR WILLINGNESS TO BE IN A PARADE FOR OUR WONDERFUL SENIORS...WE ARE VERY HAPPY WITH THE RESPONSE FROM THIS WONDERFUL COMMUNITY."**

Message to the WDM Yorkton from Karen D., organizer of the Yorkton & District Nursing Home Parade, June 26, 2020



STAFF MEMBER KARLA RASMUSSEN REPRESENTING THE WDM IN THE YORKTON PRIDE PARADE, AUGUST 2020

# COMMERCIAL SERVICES

“CANNOT SAY ENOUGH GOOD THINGS  
ABOUT THE BOOMTOWN CAFÉ. GLAD  
THEY ARE FINALLY REOPENED...  
GREAT PRICES...GREAT FOOD...GREAT  
SERVICE...GREAT COVID RULES...AND  
BEST SASKATOON BERRY PIE! OH DID I  
MENTION IT'S GREAT THERE?”

Posted on the WDM Facebook page by Roberta Materie

**T**his year was a challenge for our Commercial Services departments. Due to COVID-19, the WDM was closed until August 2020. This meant the cancellation or postponement of all scheduled events at each Museum and the gift shops were not able to showcase spring and summer gift ideas.

WDM Commercial Services help the Museum reach new audiences while providing a vital source of incremental revenue. Commercial Services include gift shops and facility rentals at each location, the Boomtown Café and Boomtown Photo Studio at the WDM Saskatoon and catering services at the WDM North Battleford and WDM Saskatoon. These value added services play an integral part in generating up to 30% of the Museum's annual operating budget.

Once the WDM reopened, we welcomed back our members, loyal customers and new visitors with open arms. The Museum

put in place stringent cleaning practices to follow all government regulations and to make sure our visitors and staff felt safe. As government regulations changed, we changed with them and were able to accommodate small events in the fall.

The Boomtown Café in the WDM Saskatoon saw many changes. The Café moved from cafeteria style to table service. The hours were reduced to 9:00 am - 3:00 pm from Wednesday - Sunday. New ideas were needed to support our customers and the Museum. The Café offered *Take and Bake* pies and desserts as well as soup and biscuits to go. The Café also provided Christmas holiday baking for sale. These new ideas were a huge success and received positive praise from our customers. The Saskatoon Food Services department also provided a Thanksgiving supper for over 500 customers to pick up and enjoy at home.

The Boomtown Photo Studio remained closed this year due to safety restrictions.

The WDM North Battleford Food Services department similarly found creative ways to stay in the minds of the public and generate revenue. Staff found an old-fashioned recipe for potato doughnuts (spudnuts) in a Saskatchewan cookbook in the gift shop. They decided to bake some to sell and the orders started to pour in. Over 60 dozen spudnuts were made the first time. Orders for spudnuts were then taken over a three-day period each month for the next three months with sales averaging 50 dozen per day.

During this time, the WDM North Battleford Food Services department was approached by Kanawayimik Child and Family Services in the Battlefords, to provide take out meals for their Elders once a month. This proved extremely successful with over 350 meals going out each month for the Elders of five First Nations in the Battlefords district.



WDM NORTH BATTLEFORD STAFF MEMBER ERIN COOPER PACKAGING SPUDNUTS FOR PICK-UP, JUNE 2020

# MANAGEMENT RESPONSIBILITIES

The following financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. Management is responsible for the reliability and integrity of the financial statements and the other information contained in this Annual Report.

The Board of Directors is responsible for overseeing the business affairs of the Museum, including management's financial reporting responsibilities, and for reviewing and approving the financial statements and other financial information included in this Annual Report. The Board of Directors meets with management and the Provincial Auditor to discuss matters related to financial processes, systems of control, and compliance with governing authorities.

Management maintains systems of control to ensure that financial transactions are properly approved, are accurately recorded, and result in relevant and reliable financial reports. In establishing systems of control, management weighs the cost of such systems against the anticipated benefits. These

systems of control provide reasonable assurance that the assets are properly safeguarded and controlled, that reliable financial records are maintained, and that the Museum has conducted its financial affairs in accordance with the laws, regulations and policies governing its financial reporting, safeguarding public resources, revenue-raising, spending, borrowing and investing. The Provincial Auditor has audited the Museum's systems of control, compliance with authorities and the Museum's financial statements. Their report to the Members of the Legislative Assembly, stating the scope of their examination and opinion on the financial statements, appears on page 31.



Joan Kanigan, CEO



Cal Glasman, Director of Finance

# **WESTERN DEVELOPMENT MUSEUM**

## **FINANCIAL STATEMENTS**

**For the Year Ended March 31, 2021**

## INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

### Opinion

We have audited the financial statements of the Western Development Museum, which comprise the statement of financial position as at March 31, 2021, and the statement of operations and accumulated surplus, statement of change in net financial assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Western Development Museum as at March 31, 2021, and the results of its operations and accumulated surplus, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Western Development Museum in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or any knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for Treasury Board's approval, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Western Development Museum's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Western Development Museum or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Western Development Museum's financial reporting process.

### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance



PROVINCIAL AUDITOR  
of Saskatchewan

with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Western Development Museum's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Western Development's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Western Development Museum to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control identified during the audit.

Tara Clemett, CPA, CA, CISA  
Acting Provincial Auditor  
Office of the Provincial Auditor

Regina, Saskatchewan  
June 30, 2021

**Statement 1****Western Development Museum  
Statement of Financial Position  
As at March 31**

	<u>2021</u>	<u>2020</u>
FINANCIAL ASSETS		
Current assets		
Cash	\$ 1,186,798	\$ 2,090,243
Short term investments (Note 5)	2,000,000	-
Accounts receivable (Note 4)	700,370	58,781
Inventory held for resale (Note 2d)	179,420	208,107
	<u>4,066,588</u>	<u>2,357,131</u>
LIABILITIES		
Current liabilities:		
Accounts payable and accrued liabilities	498,485	480,080
Deferred income (Note 16)	79,170	134,770
	<u>577,655</u>	<u>614,850</u>
NET FINANCIAL ASSETS (Statement 4)	<u>3,488,933</u>	<u>1,742,281</u>
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 7)	6,698,007	7,220,068
Inventory held for consumption (Note 2d)	37,654	58,787
Prepaid expenses	294	15,112
	<u>6,735,955</u>	<u>7,293,967</u>
ACCUMULATED SURPLUS (Statement 2) (Note 14)	<u>\$ 10,224,888</u>	<u>\$ 9,036,248</u>
Commitments (Note 10)		

(see accompanying notes to the financial statements)

**Statement 2**

**Western Development Museum  
Statement of Operations and Accumulated Surplus  
For the Year Ended March 31**

	<b>Budget 2021</b>	<b>Actual 2021</b>	<b>Actual 2020</b>
Revenue:	(Note 13)		
SELF-GENERATED			
Rentals, concessions, souvenir sales	\$ 122,775	\$ 301,336	\$ 1,953,842
Less: Cost of sales	739,565	681,205	1,880,519
Gross profit	(616,790)	(379,869)	73,323
Admissions	107,397	112,963	608,819
Donations	83,850	220,808	232,363
Interest	8,000	12,297	29,221
Other income	27,600	68,041	393,435
TOTAL SELF-GENERATED REVENUE	(389,943)	34,240	1,337,161
GRANTS			
Province of Saskatchewan - General Revenue Fund (Note 9)	4,181,000	4,181,000	4,181,000
Federal Wage Subsidy	1,730,000	2,373,346	-
Other grants	63,151	97,666	114,601
TOTAL GRANTS	5,974,151	6,652,012	4,295,601
TOTAL REVENUE	5,584,208	6,686,252	5,632,762
EXPENSES (Note 6):			
Curatorial Programs	1,662,685	1,606,300	1,909,386
Visitor Services	665,074	653,790	1,034,398
Support Programs and Services	3,214,525	3,237,522	3,300,620
TOTAL EXPENSES	5,542,284	5,497,612	6,244,404
Surplus (Deficit) surplus for year	41,924	\$ 1,188,640	\$ (611,642)
ACCUMULATED SURPLUS, beginning of year		9,036,248	9,647,890
ACCUMULATED SURPLUS, end of year - to Statement 1 (Note 14)		\$ 10,224,888	\$ 9,036,248

(see accompanying notes to the financial statements)

**Western Development Museum  
Statement of Cash Flows  
For the Year Ended March 31**

**Statement 3**

	<u>2021</u>	<u>2020</u>
Operating Activities		
Cash from (used in) operating activities:		
Excess (Deficiency) of revenue over expenses	\$ 1,188,640	\$ (611,642)
Add back items not requiring cash:		
Amortization	675,329	667,077
	<u>1,863,969</u>	<u>55,435</u>
Changes in non-cash working capital items:		
(Increase) decrease in accounts receivable and accrued interest	(641,590)	63,640
Decrease in inventory held for resale	28,687	42,076
Increase (decrease) in accounts payable and accrued liabilities	18,405	(79,444)
(Decrease) increase in deferred income	(55,599)	8,649
Decrease (increase) in inventory held for consumption	21,133	(14,650)
Decrease (increase) in prepaid expenses	14,819	(639)
	<u>(614,145)</u>	<u>19,632</u>
	<u>1,249,824</u>	<u>75,067</u>
Capital Activities		
Purchase of tangible capital assets	(153,269)	(360,022)
	<u>(153,269)</u>	<u>(360,022)</u>
Investing Activities		
Cash (used in)/from investing activities:		
Purchase of investments	(2,000,000)	(1,000,000)
Proceeds on disposal of investments	-	1,073,333
	<u>(2,000,000)</u>	<u>73,333</u>
Net (decrease) increase in cash position	(903,445)	(211,622)
Cash, beginning of year	<u>2,090,243</u>	<u>2,301,865</u>
Cash, end of year	<u>\$ 1,186,798</u>	<u>\$ 2,090,243</u>

(see accompanying notes to the financial statements)

**Statement 4**

**Western Development Museum  
Statement of Change in Net Financial Assets  
For the Year Ended March 31**

	<b>Budget 2021</b>	<b>Actual 2021</b>	<b>Actual 2020</b>
	(Note 13)		
Surplus (Deficit) for the year	\$ 41,924	\$ 1,188,640	\$ (611,642)
Amortization of tangible capital assets	670,000	675,329	667,077
Acquisition of tangible capital assets	(100,000)	(153,269)	(360,022)
	<u>570,000</u>	<u>522,060</u>	<u>307,055</u>
Changes in inventories held for consumption	-	21,133	(14,650)
Changes in prepaid expenses	-	14,819	(639)
Increase (decrease) in net financial assets	<u>611,924</u>	<u>1,746,652</u>	<u>(319,876)</u>
Net financial assets, beginning of year	<u>1,742,281</u>	<u>1,742,281</u>	<u>2,062,157</u>
Net financial assets, end of year - to Statement 1	<u><u>\$ 2,354,205</u></u>	<u><u>\$ 3,488,933</u></u>	<u><u>\$ 1,742,281</u></u>

(see accompanying notes to the financial statements)

**WESTERN DEVELOPMENT MUSEUM  
NOTES TO THE FINANCIAL STATEMENTS  
March 31, 2021**

**1. Status**

The Western Development Museum Board is continued under *The Western Development Museum Act*. The primary purpose of the Board is to procure objects of historical value and importance to the economic and cultural development of Western Canada and to collect, preserve, restore and exhibit the objects to the public. The Act also established The Western Development Museum Fund, through which all of the Board's financial transactions are conducted.

The ongoing operations of the Western Development Museum (Museum) are dependent on funding from the General Revenue Fund.

**2. Significant Accounting Policies**

Pursuant to the standards established by the Public Sector Accounting Board of CPA Canada, the Museum is classified as a "government not-for-profit organization".

a) Tangible Capital Assets and Amortization

Tangible capital assets costing more than \$1,000 are recorded at cost net of accumulated amortization. Normal maintenance and repairs are expensed as incurred. Tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Office furniture and equipment	10% - 10 years
Computer equipment and software	20% - 5 years
Shop equipment	10% - 10 years
Automotive equipment	10% - 10 years
Buildings	2.5% - 40 years
Land Improvements	4-5% - 20-25 years

b) Revenue

Revenues are recognized in the period earned. Government transfers are recognized in the period the transfer is authorized and any eligibility criteria are met.

c) Financial assets and liabilities

The Museum's financial assets and liabilities include cash, investments, inventory held for resale, accounts receivable and accrued revenues, accounts payable and accrued liabilities and deferred revenue. Cash and investments are recorded at fair value. Inventory held for resale is valued at the lower of cost and net realizable value. The carrying amount of these instruments approximates fair value due to their immediate or short-term maturity.

d) Inventory

Inventory held for resale and inventory held for consumption is valued at the lower of cost and net realizable value as reported in the Statement of Financial Position.

e) Investments

Investments consist of guaranteed investment certificates which are held to maturity and recorded at fair value. The fair value is based on cost which approximates fair value.

f) Donated materials and services

The value of donated materials and services is not recorded.

g) Artifacts

Artifact acquisitions are expensed in the year of purchase. Normal maintenance, restoration and repairs of the Museum's collection of artifacts are expensed as incurred.

h) Use of estimates

These statements are prepared in conformity with Canadian public-sector accounting standards. These standards require management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the period. Actual results could differ from those estimates. Differences are reflected in current operations when identified.

i) The Museum did not have any re-measurement gains and losses; therefore, a statement of re-measurement gains and losses has not been provided.

3. Artifacts

The Museum displays its collection of artifacts at its four branches in Saskatchewan. These locations are North Battleford, Moose Jaw, Saskatoon, and Yorkton. Artifacts are not recognized as tangible capital assets because a reasonable estimate of the future economic benefits associated of such property cannot be made.

Each of the branches tells a Saskatchewan story from a unique perspective. They are: The Story of Agriculture at North Battleford; The History of Transportation at Moose Jaw; Industry and Commerce at Saskatoon; and The Story of People at Yorkton.

The Museum is well known for its collection of agricultural equipment and transportation artifacts that were used in the development of Saskatchewan. In addition, the collection contains domestic and commercial artifacts, clothing and textiles, and a wide variety of artifacts relating to life in Saskatchewan. A portion of the collection is used for demonstration of farm technology, pioneer skills and crafts.

4. Accounts Receivable and Accrued Revenues

	2021	2020
Federal Wage Subsidy	\$641,547	-
Trade accounts receivable	47,164	58,781
Accrued Interest	11,659	-
	<u>\$700,370</u>	<u>\$58,781</u>

Of the trade accounts receivable balance, approximately \$ 1,172 is over 90 days. The Museum expects to collect this balance; therefore, no provision was recorded in an allowance account.

5. Investments

The Museum had investments of \$2,000,000 as of March 31, 2021. The maturity date is May 7, 2021 and the interest rate is 0.65%.

6. Expenses by Object

	Budget March 2021	Actual March 2021	Actual March 2020
EXPENSES:			
Salaries and benefits	\$3,452,480	\$3,453,913	\$3,744,661
Building maintenance and utilities	760,109	757,467	776,752
General and administrative	389,450	446,320	530,675
Amortization of tangible capital assets	670,000	675,329	667,077
Marketing	155,350	101,324	344,369
Exhibits and Collections	114,895	63,259	180,870
TOTAL EXPENSES:	<u>\$5,542,284</u>	<u>\$5,497,612</u>	<u>\$6,244,404</u>

## 7. Tangible Capital Assets

2021	Land	Land Improvements	Office Furniture & Equipment	Computer Equipment & Software	Automotive & Shop Equipment	Buildings	Total
Cost							
Balance, beginning of year	\$155,900	\$2,210,004	\$339,253	\$885,139	\$1,191,665	\$17,198,437	\$21,980,398
Additions	-	19,223	20,165	14,126	34,157	65,597	153,268
Disposals	-	-	(14,002)	(6,321)	(2,374)	-	(22,697)
<b>Balance, end of year</b>	<b>155,900</b>	<b>2,229,227</b>	<b>345,416</b>	<b>892,944</b>	<b>1,223,448</b>	<b>17,264,034</b>	<b>22,110,969</b>
<b>Accumulated Amortization</b>							
Balance, beginning of year	-	169,766	303,709	819,337	964,423	12,503,095	14,760,330
Amortization expense	-	111,311	11,079	22,336	43,464	487,139	675,329
Disposals	-	-	(14,002)	(6,321)	(2,374)	-	(22,697)
<b>Balance, end of year</b>	<b>-</b>	<b>281,077</b>	<b>300,786</b>	<b>835,352</b>	<b>1,005,513</b>	<b>12,990,234</b>	<b>15,412,962</b>
<b>Net book value, end of year</b>	<b>\$155,900</b>	<b>\$1,948,150</b>	<b>\$44,630</b>	<b>\$57,592</b>	<b>\$217,935</b>	<b>\$4,273,800</b>	<b>\$6,698,007</b>

2020	Land	Land Improvements	Office Furniture & Equipment	Computer Equipment & Software	Automotive & Shop Equipment	Buildings	Total
Cost							
Balance, beginning of year	\$155,900	\$2,186,784	\$334,783	\$887,832	\$1,132,937	\$16,980,686	\$21,678,922
Additions	-	23,220	20,689	25,568	72,794	217,751	360,022
Disposals	-	-	(16,219)	(28,261)	(14,066)	-	(58,546)
<b>Balance, end of year</b>	<b>155,900</b>	<b>2,210,004</b>	<b>339,253</b>	<b>885,139</b>	<b>1,191,665</b>	<b>17,198,437</b>	<b>21,980,398</b>
<b>Accumulated Amortization</b>							
Balance, beginning of year	-	55,693	309,945	825,516	931,745	12,028,900	14,151,799
Amortization expense	-	114,073	9,983	22,082	46,744	474,195	667,077
Disposals	-	-	(16,219)	(28,261)	(14,066)	-	(58,546)
<b>Balance, end of year</b>	<b>-</b>	<b>169,766</b>	<b>303,709</b>	<b>819,337</b>	<b>964,423</b>	<b>12,503,095</b>	<b>14,760,330</b>
<b>Net book value, end of year</b>	<b>\$155,900</b>	<b>\$2,040,238</b>	<b>\$35,544</b>	<b>\$65,802</b>	<b>\$227,242</b>	<b>\$4,695,342</b>	<b>\$7,220,068</b>

The write-down of tangible capital assets during the year was \$nil (2020-\$nil).

Tangible capital and other non-financial assets are accounted for as assets by the Museum because they can be used to provide services in future periods. These assets do not normally provide resources to discharge the liabilities of the Museum unless they are sold.

## 8. Leases

The museums operated by the Board are situated on leased land. The Saskatoon, Moose Jaw and Yorkton properties are leased from the respective city for \$1 per year. These leases expire in 2071, 2025, and 2029 respectively. The North Battleford property was leased from Ministry of Saskatchewan and Procurement for \$1 per year. This lease expired in 2020. However renewal is expected at no additional cost. It is not practicable to estimate the fair value of the leases. Accordingly, contributions in respect of these facilities are not recognized in the financial statements.

## 9 Grant Revenue

Grant revenue from the General Revenue Fund totalling \$4,181,000 (2020 -\$4,181,000) is from the Ministry of Parks, Culture and Sport and is used for operating purposes.

#### 10. Contractual Obligations

As of March 31, 2021, the Museum has outstanding commitments of \$295,049 (2020 - \$133,847). The Museum is required to make lease payments on a mailing machine as well as lease payments for photocopiers. Other commitments are relating to contracts for information technology, communication software and consulting.

#### 11. Related Party Transactions

Included in these financial statements are transactions with various Saskatchewan Crown corporations, ministries, agencies, boards and commissions related to the Museum by virtue of common control by the Government of Saskatchewan (collectively referred to as "related parties"). Related parties also include key management personnel of the museum and close family members.

Routine operating transactions with related parties, priced at prevailing market rates and settled under normal trade terms, are as follows:

	2021	2020
Financial statement category:		
Salaries and benefits	\$340,131	\$399,073
Building maintenance & utilities	211,659	242,159
Cost of Sales	-	36,532

Accounts Payable of \$55,403 were due to related parties at March 31, 2021 (2020 - \$19,757).

Accounts Receivables of \$8,360 were due from related parties at March 31, 2021 (2020 - \$6,337).

In addition, the Museum pays Provincial Sales Tax to the Saskatchewan Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

Other transactions with related parties and amounts due to/from them are described separately in the financial statements and notes thereto.

#### 12. Financial Risk Management

The Museum's risks are credit risk and liquidity risk:

a) Credit risk

The Museum is exposed to minimal credit risk from the potential non-payment of accounts receivable and accrued revenues.

b) Liquidity risk

The Museum is at risk of encountering difficulty in meeting obligations associated with financial liabilities. The Museum enters into transactions to purchase goods and services on credit. The value subject to risk is \$577,655 (2020 - \$614,850).

c) Interest risk

The museum is exposed to minimal interest risk exposure from investments in Guaranteed Investment Certificates.

#### 13. Budget for Operations

The 2020/21 budget was approved by the Board on September 10, 2020.

**14. External and Internal Restrictions**

a) External Restrictions

The Museum had one External Fund at March 31, 2021. Although the Museum follows the direction of donors for usage of fund monies and maintains records of receipts and payments for each fund, it does not maintain separate bank accounts for each fund. Interest is allocated to each fund based on interest earned on GIC's. Total net assets of externally restricted fund equal \$5,086 (2020 - \$5,053).

b) Endowment Funds

During the 2013/14 year the WDM Legacy Fund was established with the Saskatoon Community Foundation. There is one Endowment fund remaining at the Museum.

In accordance with donor-imposed restrictions, the net assets of these Funds are to be held in perpetuity and only the interest earned is used for the intended purpose. Total net assets of endowment funds equal \$1,066 (2020 - \$1,066).

c) Internal Restrictions

The Museum maintains several internally restricted funds which are used for capital expenditures. Other funds are set up for specific projects. These funds are under the direction of managers in terms of usage. The Museum does not maintain separate bank accounts for these funds. Interest is allocated to each fund based on interest earned on GIC's. Total net assets of internally restricted funds equal \$2,676,729 (2020-\$1,286,649).

**15. Pension Costs**

The employees participate in the Public Employees Pension Plan, a defined contribution plan. Pension costs of \$237,002 (2020 - \$275,790) are included in salaries and benefits and comprise the cost of employer contributions for current service of employees during the year. Contributions levels are 7.5% of salary. The Museum's liability is limited to the required contributions.

**16. Deferred Income**

The balance in deferred income consists of \$5,086 (2020 - \$5,053) for an external fund project that will commence at a future date as well as \$46,719 (2020 - \$91,347) of membership revenue collected for a future period and \$23,365 (2020 - \$34,369) for deposits for future events such as weddings as well as a deferred rent of \$4,000 (2020 - \$4,000).

**17. COVID – 19 Disclosure**

The COVID-19 pandemic is complex and rapidly evolving. It has caused material disruption to businesses and has resulted in an economic slowdown. The Western Development Museum continues to assess and monitor the impact of COVID-19 on its financial condition. The magnitude and duration of COVID-19 is uncertain and, accordingly, it is difficult to reliably measure the potential impact on the Western Development Museum's financial position and operations. Due to Covid-19, the Western Development Museum closed to the public effective March 17, 2020 and reopened in August 2020. At this time, the Western Development Museum is not receiving normal revenues. The Western Development Museum is still assessed as a going concern.

Zoom Meeting



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