

Report

Economic Benefits and Social Impact of the Saint-Boniface Museum Renovation Projects

Musée de Saint-Boniface Museum

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TABLE OF CONTENTS

TABLE OF CONTENTS.....	1
MANDATE	2
APPROACH	3
Approach	3
SUMMARY.....	4
Economic benefits	4
Social impacts	5
ECONOMIC BENEFITS – PARAMETERS AND WORKING HYPOTHESES	6
Investments	6
Operating expenditures	6
Visitor tourism expenditures	8
Specificities of the Input-Output Model and Parameterizations	12
ECONOMIC IMPACTS	14
Investments	14
Operating expenses	16
Visitor Spending	20
Summary of impacts.....	24
COMPARABLES.....	25
SOCIAL IMPACTS.....	27
The concept of social impact for museums	27
The characteristics of the Musée de Saint-Boniface Museum	28
A place to promote the history and culture of Manitoba’s francophone and Métis communities.....	29
The Musée de Saint-Boniface Museum’s renovation work and its impacts	30
The example of Muséoparc Vanier in Ottawa.....	31
In summary, the social impacts of the Musée de Saint-Boniface Museum and its renovation program	33
ANNEX - GLOSSARY.....	34

MANDATE

Le Musée Saint-Boniface Museum (MSBM) has been at the heart of its community since 1967, a witness to the past and a source of hope for the future. The MSBM building is the oldest structure in the city, having served as a convent for the Grey Nuns, a school for generations of children, a hospital, a hospice, and a nursing school. While the MSBM acts as the steward of the site's historical legacy, over the years it has developed a much broader vision of its role in the vitality of the Saint-Boniface community. It receives and takes responsibility for objects donated by local families, adding them to its collections that reflect the community's vitality since its origins.

Since summer 2024, the MSBM has been closed until 2026 to allow for major renovations, requiring a capital investment of \$6 million. To assist in its pursuit of funding and partnerships, it is seeking to assess the economic and social impact, first of this renovation project and subsequently of the MSBM's ongoing operations.

Anecdotally, the economic, social, and educational impacts are palpable. Through its educational programming, its francophone and Métis culture, its active commitment to Reconciliation, and its role as a unifier and catalyst within the community, it reaches students and their teachers, researchers, families, tourists, and everyone who visits. To make these impacts more tangible, it has become necessary to study them systematically and to gather solid quantitative and qualitative data.

APPROACH

Approach

The approach is based on an estimation of the economic benefits and the social impact of the MSBM's renovation projects.

The economic assessment is derived from a demand propagation model (input-output model). The one used in this study is the *IMPLAN*¹ model, which evaluates the impacts of an expenditure or investment across the value chain of an economic sector. Using this methodology makes it possible to estimate, directly and throughout the supply chain:

- Contribution to GDP
- Job creation and retention
- Generation of tax revenues for the government

The estimates were parameterized using administrative data and estimates provided by the MSBM regarding:

- The Museum's operating costs
- The costs estimate of the planned renovations
- Visitor traffic by visitor type

Visitor expenditures were estimated based on the Statistics Canada table titled *Visits, nights and spending for visitors to Canada by geography of visit, residence and mode of transport*².

The results are compared with the outcomes of other museum construction or expansion projects

The measurement of social impacts is based on similar studies carried out notably by the Canadian Museums Association³ (CMA) and on the thesis by Isabelle Desmeules⁴, who used as a case study the program "Le Musée en partage" (MEP) of the Montreal Museum of Fine Arts (MMFA) to conduct a qualitative study focused on cultural mediation.

The literature research and analysis of MSBM's activities were supplemented by an interview with the Executive Director and the Curator of Muséoparc Vanier in Ottawa.

¹ For more details on the *IMPLAN* model, follow this link : <https://implan.com/>

² <https://www150.statcan.gc.ca/t1/tbl1/fr/tv.action?pid=2410006601>

³ Musées et inclusion sociale : Rapport de recherche (2010)

⁴ L'impact social du musée par la médiation culturelle auprès des non-publics, 2021

SUMMARY

Economic benefits

The economic impact assessment estimates the direct, indirect, and induced impacts of an investment on Manitoba's economy. This model quantifies effects on GDP, employment, and tax revenues at various levels of government. The assumptions used are derived from data provided by le Musée de Saint-Boniface Museum, notably the planned renovation costs, operating expenditures, as well as visitor profiles and numbers before and after renovation. We also incorporate the visitor spending breakdown provided by Statistics Canada.

The planned renovation investments are estimated at \$5.3 M. The MSBM's current operating expenditures, estimated at about \$897 000 in 2023, are expected to reach about \$955 000 in 2028, reflecting an anticipated increase in attendance and staff.

The analysis reveals that the renovations will result in the creation or maintenance of 36 full-time equivalent jobs, spread across direct suppliers, the supply chain, and induced effects related to employee spending. In terms of GDP contribution, the total effect is estimated at 4 million \$, with combined tax revenues of nearly \$1.15 M distributed among the federal, provincial, and municipal governments, as well as parafiscal programs.

Visitor tourism spending, driven in part by visits to the MSBM, also generates significant economic impacts. In 2023, this spending was about \$2.6 M, supporting the equivalent of 30 full-time jobs. After the renovations, with expected attendance rising to 23 000 annual visitors, this spending will increase significantly to reach 4.2 million \$, generating up to 47 jobs. The contribution to GDP will thus rise from 2.0 million to \$3.2 M, and the associated tax and parafiscal revenues will jump from \$474 900 to over \$758 000.

MSBM's operating expenditures, for their part, will represent a stable source of economic activity. In 2028, they will help sustain 11.5 jobs, compared to 10.8 in 2023, with an annual GDP contribution of \$973 000 and tax revenues of nearly \$281 800, a 6.5% increase relative to 2023.

The study also offers a comparative perspective with other similar cultural projects in Canada and the United States. It shows that the MSBM project has a particularly advantageous economic return: each dollar invested generates \$0.75 in GDP, compared to \$0.49 for a similar project in Aurora, Ontario, and \$0.40 for the Portland Museum of Art project. In addition, the MSBM renovations generate 6.8 jobs per million invested, a ratio well above those observed in the comparison projects.

Finally, the MSBM renovations appear to be an important lever for regional economic development. They stimulate the construction, cultural, and tourism sectors, while consolidating MSBM's role as an identity hub and an engine of economic vitality within the Franco-Manitoban community and beyond.

Social impacts

The Musée de Saint-Boniface Museum is more than an exhibition space: it is a site of active remembrance, serving the historical and cultural rehabilitation of Louis Riel and the revitalization of Métis and Indigenous identity. It is a central player in the cultural reclaiming by the Métis, Indigenous, and francophone communities in the Prairies. It plays a crucial role in preserving, interpreting, and transmitting this heritage to a broad local, provincial, and international audience.

It offers a narrative centered on Métis and Indigenous perspectives, breaking away from colonial interpretations of Canadian history. MSBM helps re-educate the public about the importance of Riel, francophones, Métis, and Indigenous peoples in the history of Canada, especially among younger generations.

MSBM serves as a place of living memory for francophones, Métis, and Indigenous people, as well as a reminder of the role played by nuns in education and health services. It functions as a space for **intercultural dialogue**, notably between francophones, Indigenous people, and non-Indigenous people. It is an example of **decolonial museology**, centered on Métis and Indigenous voices and on **cultural reappropriation**.

Its social impacts fall into several categories:

Social Impact Typology	Description
Educational	Knowledge acquisition, skill development, lifelong learning
Personal	Improvement of self-esteem, well-being, development of confidence
Social	Strengthening of social ties, reduction of isolation, sense of belonging
Community	Social cohesion, collective identity, community engagement
Economic	Job creation, tourism attractiveness, local development
Political	Citizen participation, inclusion, democratic development
Cultural	Valorization of diversity, recognition of heritage, cultural inclusion

ECONOMIC BENEFITS – PARAMETERS AND WORKING HYPOTHESES

Investments

The investments analyzed are those provided by the Musée de Saint-Boniface Museum as presented in the following table. These estimates come from a needs analysis and bids received by the museum institution.

Table 1. Evaluation of the planned investments at Musée de Saint-Boniface Museum

Phases	Description	Amount (\$)
A	Accessibility	
A1	Shingles, Dormers, Test Windows, Engineer Report and Planning, Heritage Consultant, Project Management, Abatement	463 000
A2	Accessibility rear door and bathrooms	183 420
A3	Accessibility rear door and bathrooms	50 000
	Subtotal	696 420
B	Restoration and rehabilitation	
B1	Heating Study	30 000
B2	Heating	1 000 000
B3	Lead in water	30 000
B4	Siding & Painting	400 000
C1	Rafters 3rd floor & chapel	600 000
C2	3rd floor reno	250 000
C3	50 + Windows & doors restoration, abatement	1 600 000
C4	site & reopening	250 000
C5	General Contrator for 2 years	450 000
	Subtotal	4 610 000
	Grand total	5 306 420

Source : Musée de Saint-Boniface Museum, 2025

Operating expenditures

The table on the next page presents the operating expenses of the Musée de Saint-Boniface Museum. The results for 2023 are the most complete and are used in this analysis. They are taken from the MSBM's audited financial statements.

The results for 2028 are projected like the 2023 figures with three adjustments:

- Increase in salaries to include 2.5 additional employees following the completion of the renovations (MSBM hypothesis)
- Increase in payroll taxes in line with the growth in salaries
- Increase in programming and visitor services expenses proportional to the projected increase in attendance.

In 2023, MSBM's total expenditures amounted to \$896 590, and in 2028, not accounting for indexation, we estimate that they will reach \$954 966.28, an increase of 6.5%.

Table 2. Operating expenses of the Musée de Saint-Boniface Museum, 2023 and 2028 (not indexed)

Budget items	2023	2028	% Change (non indexed)
Signature Museum			
Advertising	14 848.00 \$	14 848.00 \$	0.0%
Amortization	725.00 \$	725.00 \$	0.0%
Artifact & Curatorial	6 432.00 \$	6 432.00 \$	0.0%
Artists and talent	3 500.00 \$	3 500.00 \$	0.0%
Auto Allowance	200.00 \$	200.00 \$	0.0%
Casual staff - wages	8 640.00 \$	8 640.00 \$	0.0%
Conferences & training	8 925.00 \$	8 925.00 \$	0.0%
Consulting and professional services	11 488.00 \$	11 488.00 \$	0.0%
Dues and memberships	1 145.00 \$	1 145.00 \$	0.0%
Engagement opportunities	7 677.00 \$	7 677.00 \$	0.0%
Exhibit development improvement	5 677.00 \$	5 677.00 \$	0.0%
IT Maintenance	- \$	- \$	
Management salaries	500.00 \$	500.00 \$	0.0%
Materials & supplies	3 148.00 \$	3 148.00 \$	0.0%
Printing & binding	- \$	- \$	
Regular staff salaries	900.00 \$	900.00 \$	0.0%
software	5 904.00 \$	5 904.00 \$	0.0%
Joint MB Sig			
Advertising	7 919.00 \$	7 919.00 \$	0.0%
Maintenance	729.00 \$	729.00 \$	0.0%
MAP-CMS			
Amortization	4 456.00 \$	4 456.00 \$	0.0%
Bank fees	64.00 \$	64.00 \$	0.0%
Operating expenses			
Advertising	8 513.00 \$	8 513.00 \$	0.0%
Amortization	31 016.00 \$	31 016.00 \$	0.0%
Artifact & Curatorial	648.00 \$	648.00 \$	0.0%
Conference and training	5 337.00 \$	5 337.00 \$	0.0%
Exhibit development improvement	- \$	- \$	
Gift shop	44 903.00 \$	44 903.00 \$	0.0%
Insurance	1 919.00 \$	1 919.00 \$	0.0%
Interest and bank charges	2 556.00 \$	2 556.00 \$	0.0%
Maintenance	30 090.00 \$	30 090.00 \$	0.0%
Office and technology	25 595.00 \$	25 595.00 \$	0.0%
Other	1.00 \$	1.00 \$	0.0%
Payroll tax	10 394.00 \$	11 322.04 \$	8.9%
Printing & binding	4 610.00 \$	4 610.00 \$	0.0%
Professional fees	7 000.00 \$	7 000.00 \$	0.0%
Programming and visitor services	14 978.00 \$	23 013.83 \$	53.7%
Salaries and wages	553 419.00 \$	602 831.41 \$	8.9%
Storage	39 930.00 \$	39 930.00 \$	0.0%
Utilities	22 804.00 \$	22 804.00 \$	0.0%
TOTAL	896 590.00 \$	954 966.28 \$	

Visitor tourism expenditures

1. Evaluation of expenditures for 2023

The following table presents the attendance figures for the Musée de Saint-Boniface Museum for the year 2023. We use these statistics as input to assess the volume of MSBM visitors before the renovations, as well as the associated profiles.

Table 3. Attendance at the Musée de Saint-Boniface Museum, 2023

Provenance	ON-SITE WALK-IN PUBLIC	ONE SITE SCHOOL AND GROUP	ON-SITE EVENT	OFF-SITE EVENT	TOTAL
Winnipeg	2 085	2 659	532	175	5 451
Manitoba	320	677	56	0	1 053
Out of province		179	0	0	179
British Columbia	270				270
Alberta	199				199
Saskatchewan	160				160
Ontario	325				325
Quebec	496				496
Maritimes	56				56
TNO/NVT	2				2
Yukon	1				1
United States	382				382
Europe	146				146
Other	173				173
Not available	150		2 191	3 735	6 076
Total	4 765	3 515	2 779	3 910	14 969

Using the average expenditures of tourist visitors, we estimate the spending by visitors, based on their profile, attributable to their visit to the MSBM. The table on the next page shows that MSBM visitors, for a one-day stay in Winnipeg during which they visit the museum, account for total spending on the order of \$2.6 M per year. Of this spending, 33% is associated with transportation services, 26% with accommodation services, 13% with food services, 13% with other tourism services, and 15% with other (non-tourism) products.

Table 3. Estimated daily expenditures of Musée de Saint-Boniface Museum visitors, 2023

Visitor spending breakdown	Winnipeg	Manitoba	Out of province	Out of country	Total	%
Transportation	55 756 \$	73 612 \$	430 373 \$	291 354 \$	851 094 \$	33%
Air passenger transport	- \$	46 273 \$	319 287 \$	201 520 \$	567 079 \$	22%
Rail passenger transport	- \$	787 \$	17 249 \$	13 180 \$	31 216 \$	1%
Water passenger transport	- \$	- \$	- \$	- \$	- \$	0%
Intercity, charter, and tour bus transport	- \$	756 \$	3 622 \$	12 140 \$	16 518 \$	1%
Taxis	- \$	455 \$	3 795 \$	4 162 \$	8 412 \$	0%
Vehicle rental	- \$	1 203 \$	10 522 \$	13 874 \$	25 599 \$	1%
Vehicle repairs and parts	- \$	10 041 \$	34 154 \$	23 239 \$	67 434 \$	3%
Vehicle fuel	55 756 \$	14 098 \$	41 744 \$	23 239 \$	134 836 \$	5%
Accommodation	5 795 \$	10 851 \$	273 921 \$	389 166 \$	679 732 \$	26%
Hotels	- \$	8 144 \$	247 356 \$	288 579 \$	544 080 \$	21%
Motels	- \$	231 \$	10 177 \$	21 158 \$	31 566 \$	1%
Camping	- \$	1 442 \$	5 865 \$	12 140 \$	19 447 \$	1%
Other accommodation types	- \$	1 033 \$	10 522 \$	67 289 \$	78 844 \$	3%
Food and beverage services	46 972 \$	13 905 \$	127 646 \$	152 961 \$	341 483 \$	13%
Meals from accommodation services	- \$	887 \$	8 625 \$	9 712 \$	19 223 \$	1%
Meals from restaurants	42 793 \$	10 820 \$	98 322 \$	118 276 \$	270 210 \$	10%
Alcoholic beverages from accommodation services	- \$	1 141 \$	10 350 \$	13 180 \$	24 671 \$	1%
Alcoholic beverages from restaurants	2 684 \$	679 \$	7 072 \$	7 631 \$	18 066 \$	1%
Meals and alcoholic beverages from other tourism industries	1 495 \$	378 \$	3 277 \$	4 162 \$	9 312 \$	0%
Other tourism services	41 466 \$	26 337 \$	96 597 \$	186 605 \$	351 005 \$	13%
Recreation and entertainment	17 050 \$	8 622 \$	36 224 \$	102 321 \$	164 217 \$	6%
Travel services	- \$	3 902 \$	54 336 \$	75 613 \$	133 851 \$	5%
Conference fees	- \$	1 465 \$	6 037 \$	8 671 \$	16 174 \$	1%
Pre-trip expenses	24 416 \$	12 347 \$	- \$	- \$	36 763 \$	1%
Other tourism products	54 383 \$	27 501 \$	113 674 \$	198 051 \$	393 610 \$	15%
Grocery products	17 386 \$	8 792 \$	37 086 \$	82 203 \$	145 467 \$	6%
Beer, wine and spirits purchased retail	3 813 \$	1 928 \$	8 107 \$	18 036 \$	31 884 \$	1%
Public transit and parking	381 \$	193 \$	862 \$	347 \$	1 783 \$	0%
Other products	32 804 \$	16 589 \$	67 618 \$	97 465 \$	214 475 \$	8%
Total expenditures	204 372 \$	152 206 \$	1 042 209 \$	1 218 137 \$	2 616 924 \$	100%

2. Evaluation of expenditures for 2028

Using the breakdown presented in Table 3 and the MSBM's projections for future attendance after the renovations, we can project the expected attendance levels for MSBM in 2028. These projections are based on a visitor composition similar to that observed in 2023.

Table 4. Projected attendance at the Musée de Saint-Boniface Museum, 2028

MSBM Attendance 2028	ON-SITE WALK-IN PUBLIC	ON SITE SCHOOL AND GROUP	ON-SITE EVENT	OFF-SITE EVENT	TOTAL
Winnipeg	2 188	6808	716	235	9 947
Manitoba	336	1733	75		2 145
Out of province		458			458
British Columbia	283				283
Alberta	209				209
Saskatchewan	168				168
Ontario	341				341
Quebec	520				520
Maritimes	59				59
TNO/NVT	2				2
Yukon	1				1
United States	401				401
Europe	153				153
Other	182				182
Not available	157		2 948	5 025	8 131
Total	5 000	9 000	3 739	5 261	23 000

Thus, as in 2023, we can project visitors spending in the economy attributable to their visit to the MSBM. For 2028, annual spending is expected to reach approximately \$4.2 M, which represents a 61.5% increase. This increase is due to the general rise in prices between the two years (inflation), as well as an anticipated increase in the number of visitors by about 8 000 people (+53.7%).

For both 2023 and 2028, the economic impact of visitors is assessed based on spending by product category.

Tableau 5. Estimated daily expenditures of Musée de Saint-Boniface Museum, 2028

Visitor spending breakdown	Winnipeg	Manitoba	Out of province	Out of country	Total	%
Transportation	145 895 \$	353 674 \$	542 759 \$	381 179 \$	1 423 507 \$	34%
Air passenger transport	- \$	222 320 \$	402 664 \$	263 649 \$	888 632 \$	21%
Rail passenger transport	- \$	3 779 \$	21 754 \$	17 244 \$	42 777 \$	1%
Water passenger transport	- \$	- \$	- \$	- \$	- \$	0%
Intercity, charter, and tour bus transport	- \$	3 631 \$	4 568 \$	15 882 \$	24 082 \$	1%
Taxis	- \$	2 186 \$	4 786 \$	5 445 \$	12 417 \$	0%
Vehicle rental	- \$	5 780 \$	13 270 \$	18 151 \$	37 202 \$	1%
Vehicle repairs and parts	- \$	48 243 \$	43 073 \$	30 404 \$	121 720 \$	3%
Vehicle fuel	145 895 \$	67 733 \$	52 644 \$	30 404 \$	296 677 \$	7%
Accommodation	15 164 \$	52 134 \$	345 451 \$	509 146 \$	921 895 \$	22%
Hotels	- \$	39 128 \$	311 950 \$	377 548 \$	728 627 \$	17%
Motels	- \$	1 112 \$	12 835 \$	27 681 \$	41 627 \$	1%
Camping	- \$	6 929 \$	7 396 \$	15 882 \$	30 208 \$	1%
Other accommodation types	- \$	4 965 \$	13 270 \$	88 034 \$	106 269 \$	3%
Food and beverage services	122 910 \$	66 807 \$	160 979 \$	200 119 \$	550 814 \$	13%
Meals from accommodation services	- \$	4 261 \$	10 877 \$	12 706 \$	27 844 \$	1%
Meals from restaurants	111 975 \$	51 986 \$	123 997 \$	154 740 \$	442 699 \$	11%
Alcoholic beverages from accommodation services	- \$	5 484 \$	13 052 \$	17 244 \$	35 780 \$	1%
Alcoholic beverages from restaurants	7 023 \$	3 261 \$	8 919 \$	9 983 \$	29 186 \$	1%
Meals and alcoholic beverages from other tourism industries	3 911 \$	1 816 \$	4 133 \$	5 445 \$	15 305 \$	0%
Other tourism services	108 504 \$	126 537 \$	121 822 \$	244 136 \$	600 998 \$	14%
Recreation and entertainment	44 615 \$	41 426 \$	45 683 \$	133 866 \$	265 590 \$	6%
Travel services	- \$	18 749 \$	68 525 \$	98 925 \$	186 199 \$	4%
Conference fees	- \$	7 040 \$	7 614 \$	11 345 \$	25 999 \$	1%
Pre-trip expenses	63 889 \$	59 322 \$	- \$	- \$	123 211 \$	3%
Other tourism products	142 304 \$	132 132 \$	143 358 \$	259 111 \$	676 905 \$	16%
Grocery products	45 493 \$	42 241 \$	46 771 \$	107 547 \$	242 051 \$	6%
Beer, wine and spirits purchased retail	9 976 \$	9 263 \$	10 224 \$	23 597 \$	53 061 \$	1%
Public transit and parking	998 \$	926 \$	1 088 \$	454 \$	3 465 \$	0%
Other products	85 837 \$	79 702 \$	85 275 \$	127 513 \$	378 327 \$	9%
Total expenditures	534 777 \$	731 284 \$	1 314 368 \$	1 593 690 \$	4 174 119 \$	100%

Specificities of the Input-Output Model and Parameterizations

The economic impact study was conducted using the *IMPLAN* model, built from the Canadian national accounting data for Manitoba.

The IMPLAN model makes it possible to assess the impacts of an expenditure on the economy, taking into account the structure of supply chains, the contribution of international trade, and the average employment structure of the province. It can also be used for the evaluation of certain fiscal contributions for federal and provincial levels of government and detects economic leakages (imports, value captured in inventories, deadweight losses from consumption taxes).

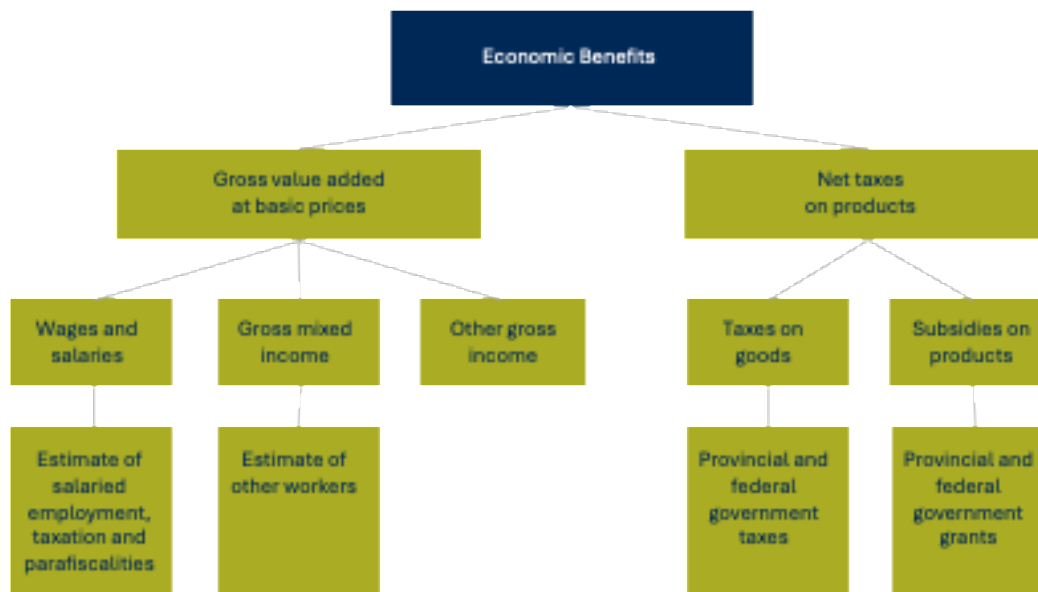


Image source: Institut de la Statistique du Québec.

Ultimately, the model allows for the assessment of three types of effects:

1. **Direct effects:** Value added, leakages, jobs created, and tax revenues generated directly by the company making the expenditure;
2. **Indirect effects:** Value added, leakages, jobs created, and tax revenues generated by expenditures with suppliers and throughout the expenditure's supply chain;
3. **Induced effects:** Value added, leakages, jobs created, and tax revenues generated by the spending in the economy of workers paid as a result of direct and indirect effects.

The results of the intersectoral model simulations generate estimates for:

- The impact on value added (GDP) of economic effects;
- The impact on employment;
- The impact on tax revenues.

In the case of the impacts from the activities of the Musée de Saint-Boniface Museum, we evaluated the following elements:

- Projected investments
- Operating expenses before (2023) and after (2028) the renovation project
- Visitors' tourist spending before (2023) and after (2028) the renovation project

Working hypotheses

The simulation of economic impacts is based on a set of hypotheses.

- Average inflation rate 2023-2028: 2.0%

- 2.5 jobs created by the MSBM following the renovations
- Attendance projections provided by the MSBM.

ECONOMIC IMPACTS

Investments

This subsection concerns investments related to the renovation project of the Musée de Saint-Boniface Museum. As indicated in the previous section, these works are estimated at \$5.3 M.

In the estimation model, all of these investments are recorded as non-residential construction.

1. Employment Contributions

In terms of employment, the invested sums have a direct, indirect, and induced effect on employment.

Directly, the primary suppliers for the renovation project will benefit from 15.7 jobs created or maintained. Additionally, 11.9 jobs will also be created or maintained in the supply chain. Moreover, 8.4 jobs will be created or maintained as a result of workers' consumption spending in the economy.

In total, across the three categories of effects, we estimate that the renovation project will create or maintain 36.0 jobs (full-time equivalent) in Manitoba.

Table 6. Employment impacts from the renovations of the Musée de Saint-Boniface Museum

	Direct effects	Indirect effects	Induced effects	Total effects
	year-people of 2025			
Jobs created or maintained	15.7	11.9	8.4	36.0

2. GDP contributions

In terms of value added, the primary suppliers of the renovation project capture \$1.3 M in employee compensation (\$1.0 M), self-employed compensation (\$0.3 M), and capital compensation (>\$0.1 M). The supply chain adds \$1.2 M in value added at basic prices, and the induced effects add \$1.0 M, for a total of \$3.5 M.

To the value added, net taxes of product subsidies are added. These are mainly captured in the supply chain and induced effects, totaling \$0.5 M.

Thus, out of the \$5.3 M invested in the renovation project, we estimate GDP impacts of about \$4.0 M. The difference is attributable to economic leakages, such as the use of imports from outside the province or inventory eliminations.

Table 1. Economic impacts in terms of GDP from the renovations of the Musée de Saint-Boniface Museum

	Direct effects	Indirect effects	Induced effects	Total effects
	k\$ of 2025			
Total GDP	1 367.6	1 437.3	1 193.9	3 998.7
Value added at basic prices	1 334.2	1 205.9	956.1	3 496.1
Wages and salaries before tax	1 022.4	730.7	380.8	2 133.9
Gross mixed income	263.1	65.8	340.0	668.8
Other gross income before tax	48.7	409.4	235.3	693.4
Net taxes of product subsidies	33.4	231.3	237.8	502.6

3. Taxation and parafiscal contributions

The sums invested in the renovation of the Musée de Saint-Boniface Museum generate fiscal returns for governments and contributions to parafiscal programs.

For the federal government, we estimate that through payroll taxes, corporate taxes, sales taxes, and specific taxes (customs, excise, etc.), a total of \$417 900 is received by the federal government from the three types of effects. For the Manitoba government, these same channels generate \$427 600 in tax revenue, while for municipal governments, \$116 700 is generated, mainly through property taxes. At the parafiscal level, i.e., provincial and federal programs (employment insurance and the Canada Pension Plan), a total of \$187 800 in contributions is paid through these investments.

In total, for all fiscal and parafiscal effects, the renovations at the MSBM allow the different levels of government to recover, directly, indirectly, or in an induced manner, \$1 149 800 in the end.

Table 2. Fiscal and parafiscal impacts from the renovations of the Musée de Saint-Boniface Museum

	Direct effects	Indirect effects	Induced effects	Total effects
	k\$ of 2025			
Federal gouvernement revenues	125.7	159.8	132.5	417.9
Including :				
- Taxes on wages and salaries	114.1	73.0	59.7	246.7
- Corporate income tax	4.3	36.0	20.6	60.9
- Sales taxes	6.0	41.3	42.5	89.7
- Specific taxes	1.4	9.5	9.8	20.6
Manitoba gouvernement revenues	101.5	170.1	156.0	427.6
Including :				
- Taxes on wages and salaries	85.2	54.5	44.5	184.1
- Corporate income tax	1.9	16.4	9.4	27.7
- Sales taxes	10.3	70.9	72.9	154.0
- Specific taxes	4.1	28.4	29.2	61.8
Local gouvernement revenues	7.8	53.7	55.2	116.7
- Municipal property taxes	7.8	54.0	55.6	117.4
- Specific taxes	-0.1	-0.4	-0.4	-0.8
Parafiscality	78.5	62.3	47.0	187.8
- Provincial	7.9	15.1	14.1	37.1
- Federal (employment insurance)	24.1	16.1	11.2	51.3
- Canadian pension fund	70.6	47.2	32.9	150.7

Operating expenses

Operating expenses generate economic impacts through the purchase of goods and services (indirect effects), the compensation of salaried workers, compensation of self-employed workers, and various capital compensation contributions (payment of profits, interest, and depreciation). These expenses also create or maintain jobs.

In this section, the estimated effects are not cumulative between the period before the works and the period after the works. We assess all the impacts of the MSBM for each of these two periods based on the adjustments planned to the MSBM's business model. The difference between the two total effects corresponds to the impacts of the renovation project through the MSBM's operating expenses.

1. Employment contributions

In terms of employment, the MSBM maintains about 7.3 full-time equivalent jobs through salary payments. The MSBM's supply chain, as well as induced effects, generate 3.5 additional jobs, for a total employment contribution of 10.8 full-time equivalent jobs in 2023⁵.

In 2028, after modifying the spending model to reflect increased jobs and visitor services, we estimate that direct jobs will increase by 0.4 full-time jobs, while the supply chain and induced effects generated by current employee consumption will each increase by 0.1 full-time jobs, for a total of 11.5 full-time equivalent jobs.

In summary, the new MSBM spending structure, after renovations, will lead to the creation of 0.7 full-time jobs directly, indirectly, or induced.

Table 3. Employment impacts from the operating expenses of the Musée de Saint-Boniface Museum

	Direct effects	Indirect effects	Induced effects	Total effects
Current	year-people of 2023			
Jobs	7.3	1.6	1.9	10.8
Forecast 2028	year-people of 2028			
Jobs created and maintained	7.7	1.7	2.0	11.5
Change 2023-2028	year-people of 2028			
Jobs created	+0.5	+0.1	+0.1	+0.7

Source : IMPLAN, 2025.

2. GDP Contributions

For GDP, the operating expenses of the Musée de Saint-Boniface Museum in 2023 yield a value added of \$459 500 through salary payments, contractor fees (gross mixed income), and capital compensation (other gross pre-tax income). To these direct contributions are added those from the supply chain (\$120 500) and employee spending in the economy (\$216 500), for a total value added of \$796 500. Taxes net of subsidies on products add an additional \$117 400, bringing the total GDP contribution to \$913 800.

⁵ The total may differ from the number of people employed by the museum depending on whether some of these jobs are seasonal or part-time, as well as if the wages paid differ significantly from the market average for its sector.

Our estimates for 2028 are based on a direct, indirect, and induced generation of \$848 300 in value added at basic prices and taxes net of subsidies on products of \$125 000, for a GDP contribution of \$973 300 (before accounting for inflation). This represents an increase of \$59 500 on both amounts, or a growth of 6.5%.

Table 4. Economic impacts in terms of GDP from the operations of the Musée de Saint-Boniface Museum, for 2023 and 2028

	Direct effects	Indirect effects	Induced effects	Total effects
2023	k\$ of 2023			
Total GDP	505.3	138.0	270.5	913.8
Value added at basic prices	459.5	120.5	216.5	796.5
Wages and salaries before tax	336.6	72.2	85.8	494.7
Gross mixed income	54.4	11.2	77.3	142.8
Other gross income before tax	68.5	37.1	53.4	158.9
Net taxes of product subsidies	45.9	17.5	54.0	117.4
2028 (non-indexed)	k\$ of 2023			
Total GDP	538.2	147.0	288.1	973.3
Value added at basic prices	489.4	128.3	230.6	848.3
Wages and salaries before tax	358.5	76.9	91.4	526.9
Gross mixed income	57.9	11.9	82.3	152.1
Other gross income before tax	72.9	39.5	56.9	169.3
Net taxes of product subsidies	48.9	18.7	57.5	125.0
Change 2023-2028	k\$ of 2023			
Total GDP	+32.9	+9.0	+17.6	+59.5
Value added at basic prices	+29.9	+7.8	+14.1	+51.9
Wages and salaries before tax	+21.9	+4.7	+5.6	+32.2
Gross mixed income	+3.5	+0.7	+5.0	+9.3
Other gross income before tax	+4.5	+2.4	+3.5	+10.3
Net taxes of product subsidies	+3.0	+1.2	+3.5	+7.7

Source : IMPLAN, 2025.

3. Taxation and parafiscal contributions

The various MSBM expenses result in the collection of taxes and levies for different levels of government, as well as contributions to parafiscal programs such as employment insurance, federal pension, or provincial deductions.

In 2023, MSBM expenses generated \$95,700 in federal tax revenues through employee income tax (\$56 100), corporate tax (\$13 900), sales taxes (\$20 900), and specific taxes (\$4 800). At the provincial level, \$98 600 was generated through similar channels. At the municipal level, property taxes generated \$27 200 directly, indirectly, or induced. Other contributions were largely offset by credits and subsidies.

Finally, at the parafiscal level, total contributions amounted to \$43 100, divided between provincial contributions (\$8,600), employment insurance contributions (\$11 800), and the Canada Pension Plan (\$34 500).

In total, the year 2023 contributed, directly, indirectly, or induced, at all levels of taxation and parafiscal contributions, \$264 600.

In 2028, MSBM expenses will generate \$102 000 (+\$6 200) in federal tax revenues. At the provincial level, \$105 000 will now be generated through similar channels, a growth of 6.5%. At the municipal level, contributions will increase by \$1 800 to reach \$29 000.

At the parafiscal level, total contributions will amount to \$45 900, divided between provincial contributions (\$9 200), employment insurance contributions (\$12 500), and the Canada Pension Plan (\$36 700), an increase of \$2 800.

After reviewing the MSBM spending structure, from 2028 and before accounting for inflation, we estimate that the fiscal and parafiscal contribution of the MSBM will grow by 6.5% to reach \$281,800, or \$17,200 more per year compared to 2023.

Table 5. Fiscal and parafiscal impacts of the operations of the Musée de Saint-Boniface Museum, for 2023 and 2028

	Direct effects	Indirect effects	Induced effects	Total effects
2023	k\$ of 2023			
Federal gouvernement revenues	51.1	14.6	30.0	95.7
Including :				
- Taxes on wages and salaries	35.1	7.5	13.5	56.1
- Corporate income tax	6.0	3.2	4.7	13.9
- Sales taxes	8.2	3.1	9.6	20.9
- Specific taxes	1.9	0.7	2.2	4.8
Manitoba gouvernement revenues	48.6	14.6	35.4	98.6
Including :				
- Taxes on wages and salaries	26.2	5.6	10.1	41.9
- Corporate income tax	2.7	1.5	2.1	6.3
- Sales taxes	14.0	5.4	16.5	35.9
- Specific taxes	5.6	2.2	6.6	14.4
Local gouvernement revenues	10.6	4.1	12.5	27.2
- Municipal property taxes	10.7	4.1	12.6	27.4
- Specific taxes	-0.1	-0.0	-0.1	-0.2
Parafiscality	26.4	6.0	10.6	43.1
- Provincial	4.2	1.3	3.2	8.6
- Federal (employment insurance)	7.6	1.6	2.5	11.8
- Canadian pension fund	22.3	4.8	7.4	34.5
2028 (non-indexed)	k\$ of 2023			
Federal gouvernement revenues	54.5	15.6	32.0	102.0
Including :				
- Taxes on wages and salaries	37.4	8.0	14.4	59.8
- Corporate income tax	6.4	3.5	5.0	14.8
- Sales taxes	8.7	3.3	10.3	22.3
- Specific taxes	2.0	0.8	2.4	5.1
Manitoba gouvernement revenues	51.8	15.6	37.7	105.0
Including :				
- Taxes on wages and salaries	27.9	6.0	10.7	44.6
- Corporate income tax	2.9	1.6	2.3	6.7
- Sales taxes	15.0	5.7	17.6	38.3
- Specific taxes	6.0	2.3	7.1	15.4
Local gouvernement revenues	11.3	4.3	13.3	29.0
- Municipal property taxes	11.4	4.4	13.4	29.2
- Specific taxes	-0.1	-0.0	-0.1	-0.2
Parafiscality	28.1	6.4	11.3	45.9
- Provincial	4.4	1.3	3.4	9.2
- Federal (employment insurance)	8.1	1.7	2.7	12.5
- Canadian pension fund	23.7	5.1	7.9	36.7
Change 2023-2028	k\$ of 2023			
Federal gouvernement revenues	+3.3	+0.9	+2.0	+6.2
Manitoba gouvernement revenues	+3.2	+0.9	+2.3	+6.4
Local gouvernement revenues	+0.7	+0.3	+0.8	+1.8
Parafiscality	+1.7	+0.4	+0.7	+2.8

Source : IMPLAN, 2025.

Visitor Spending

Visitors, through a day of tourism in the City of Winnipeg generated by a visit to the Musée de Saint-Boniface Museum, generate economic impacts through their purchases on site, but also in preparation for their visit. The validity of these results is based on the assumption that the visitors' day of tourism in Winnipeg is primarily motivated by a visit to the MSBM.

In 2023, we estimate that these visitors' spending totals \$2.6 million, which should grow to nearly \$4.2 million after the MSBM renovation, due to increased attendance and higher prices.

1. Employment contributions

The following table shows the jobs generated by visitor spending at the MSBM. For 2023, we estimate that this attendance allows merchants and restaurateurs to maintain the equivalent of 21.5 full-time jobs in Manitoba, mainly in Winnipeg. Including the impacts on their supply chains (4.1) and on the consumer spending of these employees (4.5), we estimate that the total employment impact of MSBM visitors, for a day of tourism in Winnipeg, represents 30.1 jobs per year.

With the expected increase in MSBM's appeal from 2028, the impact for merchants will be increased activity requiring more staff. This means the creation of about 12.6 full-time equivalent jobs, mainly in Winnipeg, to reach 34.1 jobs. Including indirect (6.1) and induced (7.0) effects, the total impact will now be 47.2 jobs, or 17.1 new full-time equivalent jobs.

Table 6. Employment impacts from visitor spending

	Direct effects	Indirect effects	Induced effects	Total effects
2023	year-people of 2023			
Jobs	21.5	4.1	4.5	30.1
Forecast 2028	year-people of 2028			
Jobs created and maintained	34.1	6.1	7.0	47.2
Change 2023-2028	year-people of 2028			
Jobs created	+12.6	+2.1	+2.5	+17.1

Source : IMPLAN, 2025.

2. GDP contributions

Visitors, through their spending, generated in 2023 a value added directly to merchants and restaurateurs of \$1.1 M. For indirect effects, we add \$366 400 and more than half a million for induced effects, for a total value added generated of \$1.9 M.

Moreover, net taxes of products subsidies for these merchants yield a negative contribution of \$103 500 (product subsidies have a negative effect on GDP). However, there are net tax payments at the indirect level (+\$83 000) and at the induced level (+\$125 800), for a total of \$105 200 in net taxes of products subsidies. In 2023, the GDP contribution of visitor spending was thus about \$2.0 M. By comparison, in 2024, tourists engaging in art and culture in Manitoba generate economic impacts of about \$377 M⁶ per year. The impacts we identify therefore represent about 0.5% of Manitoba's tourism, cultural, and artistic impacts. For 2028, we estimate these impacts will be greater, reaching \$3.2 M, an increase of \$1.2 M (+58.2%).

Table 13. Economic impacts in terms of GDP from visitor spending

	Direct effects	Indirect effects	Induced effects	Total effects
2023	k\$ of 2023			
Total GDP	960.3	449.4	632.8	2 042.6
Value added at basic prices	1 063.9	366.4	507.1	1 937.4
Wages and salaries before tax	803.7	204.3	201.5	1 209.5
Gross mixed income	30.3	38.0	179.9	248.2
Other gross income before tax	229.9	124.1	125.7	479.7
Net taxes of product subsidies	-103.5	83.0	125.8	105.2
Projection 2028	k\$ of 2028			
Total GDP	1 529.9	691.6	1 010.6	3 232.1
Value added at basic prices	1 689.6	564.8	809.1	3 063.6
Wages and salaries before tax	1 287.5	314.9	322.3	1 924.7
Gross mixed income	50.8	60.1	287.8	398.6
Other gross income before tax	351.4	189.8	199.1	740.3
Net taxes of product subsidies	-159.8	126.8	201.5	168.6
Change 2023-2028	k\$ of 2028			
Total GDP	+569.5	+242.2	+377.8	+1 189.5
Value added at basic prices	+625.7	+198.4	+302.0	+1 126.2
Wages and salaries before tax	+483.8	+110.6	+120.8	+715.2
Gross mixed income	+20.5	+22.1	+107.9	+150.4
Other gross income before tax	+121.5	+65.7	+73.4	+260.6
Net taxes of product subsidies	-135.7	+107.5	+172.4	+144.2

Source : IMPLAN, 2025.

⁶ Conseil des arts du Manitoba, 2025, *The Size, Value and Economic Impact of Arts and Culture Tourism in Manitoba*, <https://artscouncil.mb.ca/wp-content/uploads/2025/03/economic-impact-study-2025.pdf>

3. Taxation and parafiscal contributions

In terms of taxation and parafiscal contributions, MSBM visitor spending allows the federal government to collect \$195 100 directly, indirectly, or induced in 2023. For the Manitoba government, \$161 400 is generated through the same channels. Manitoba municipal governments can count on about \$24 400 in revenue from visitor spending, mainly through indirect and induced effects. Finally, parafiscal contributions total \$94 100.

With the additional appeal expected after renovations, we estimate that fiscal impacts for the federal government will reach \$311 000 (+\$115 900) in 2028, while provincial fiscal impacts will be \$257 500 (+\$96 200). Municipal revenues will rise by \$14 500 to reach \$38 800, and parafiscal contributions will increase by \$49 300 to reach \$150 700.

Table 14. Fiscal and parafiscal impacts from visitor spending

	Direct effects	Indirect effects	Induced effects	Total effects
2023	k\$ of 2023			
Federal gouvernement revenues	74.4	50.7	70.1	195.1
Including :				
- Taxes on wages and salaries	77.1	21.7	31.6	130.4
- Corporate income tax	20.0	10.8	10.9	41.7
- Sales taxes	-18.5	14.8	22.5	18.7
- Specific taxes	-4.3	3.4	5.2	4.3
Manitoba gouvernement revenues	22.1	56.8	82.5	161.4
Including :				
- Taxes on wages and salaries	57.6	16.2	23.5	97.4
- Corporate income tax	9.1	4.9	5.0	19.0
- Sales taxes	-31.8	25.4	38.5	32.1
- Specific taxes	-12.8	10.2	15.5	12.9
Local gouvernement revenues	-24.1	19.3	29.2	24.4
- Municipal property taxes	-24.3	19.4	29.4	24.5
- Specific taxes	0.2	-0.1	-0.2	-0.2
Parafiscality	50.4	18.8	24.8	94.1
- Provincial	-0.3	5.1	7.5	12.3
- Federal (employment insurance)	17.3	4.7	5.9	27.9
- Canadian pension fund	50.7	13.7	17.4	81.8
2028 (non-indexed)	k\$ of 2028			
Federal gouvernement revenues	120.4	78.3	112.3	311.0
Including :				
- Taxes on wages and salaries	124.7	33.8	50.6	209.1
- Corporate income tax	31.1	16.7	17.5	65.2
- Sales taxes	-28.8	22.7	36.0	29.9
- Specific taxes	-6.6	5.2	8.3	6.9
Manitoba gouvernement revenues	38.0	87.3	132.2	257.5
Including :				
- Taxes on wages and salaries	93.1	25.2	37.8	156.1
- Corporate income tax	14.1	7.6	8.0	29.7
- Sales taxes	-49.4	38.9	61.8	51.2
- Specific taxes	-19.8	15.6	24.8	20.6
Local gouvernement revenues	-37.5	29.5	46.8	38.8
- Municipal property taxes	-37.7	29.7	47.1	39.1
- Specific taxes	0.2	-0.2	-0.3	-0.3
Parafiscality	81.7	29.2	39.8	150.7
- Provincial	-0.2	7.9	12.0	19.6
- Federal (employment insurance)	27.9	7.3	9.5	44.7
- Canadian pension fund	81.9	21.3	27.9	131.1
Change 2023-2028	k\$ of 2028			
Federal gouvernement revenues	+46.0	+27.6	+42.2	+115.9
Manitoba gouvernement revenues	+15.9	+30.6	+49.8	+96.2
Local gouvernement revenues	-13.4	+10.2	+17.6	+14.5
Parafiscality	+31.3	+7.6	+10.5	+49.3

Source : IMPLAN, 2025.

Summary of impacts

The following table presents the summary of estimated economic impacts for 2023 and 2028 and their differences.

We estimate that in 2023, the Musée de Saint-Boniface Museum and its visitors generate annual spending of \$3.5 M in the economy, which maintains the equivalent of a total of 40.9 full-time jobs in Manitoba. This spending also contributes nearly \$3.0 M to GDP and generates fiscal and parafiscal contributions of \$739 500.

Temporarily, the renovations will activate 36.0 full-time equivalent jobs, generate nearly \$4.0 M in GDP, and result in \$1.15 M in tax and parafiscal contributions.

The new operating expenditures and new visitor spending will permanently add 17.8 full-time jobs to Manitoba's economy after the renovations. The new spending by the MSBM and its visitors will contribute an additional \$1.25 M to GDP each year and will increase tax and parafiscal contributions by \$300 300 annually.

For perspective, Statistics Canada estimated Manitoba's GDP in 2023 at \$70 527.8 M. The project's impacts therefore correspond to 0.00007% of Manitoba's GDP.

Tableau 7. Summary of estimated direct, indirect, and induced economic impacts for the various impact channels of the Musée de Saint-Boniface Museum

	2023	2028	Gap
	year-people		
Labour Force (year-person)	40.9	94.7	+53.8
MSBM renovations	-	36.0	+36.0
MSBM operating expenditures	10.8	11.5	+0.7
Visitor expenditures	30.1	47.2	+17.1
	k\$		
Total Expenditures	3 513.5	10 435.5	+6 922.0
MSBM renovations	-	5 306.4	+5 306.4
MSBM operating expenditures	896.6	955.0	+58.4
Visitor expenditures	2 616.9	4 174.1	+1 557.2
Contribution to GDP	2 956.4	8 204.1	+5 247.7
MSBM renovations	-	3 998.7	+3 998.7
MSBM operating expenditures	913.8	973.3	+59.5
Visitor expenditures	2 042.6	3 232.1	+1 189.5
Tax and parafiscal contribution for governments	739.5	2 189.8	+1 450.3
MSBM renovations	-	1 150.0	+1 150.0
MSBM operating expenditures	264.6	281.8	+17.2
Visitor expenditures	474.9	758.0	+283.1

COMPARABLES

In order to compare the impact of the Musée de Saint-Boniface Museum and its renovations, we have identified two studies that estimate the economic impact of comparable museum projects:

- The construction of the Aurora Museum and Cultural Centre in Ontario (2019)⁷
- The planned expansion of the Portland Museum of Art (2022)⁸

Table 8. Comparable studies and main impacts

Study	Main impacts
Aurora Museum and Cultural Centre in Ontario (2019)	Total spending: • Museum: \$30 M in investments Jobs created or maintained: 131 GDP impact: \$14.7 M Tax and parafiscal revenues: \$4.2 M
Portland Museum of Art, Maine (2022) 60,000 sq. ft. expansion project between 2025 and 2027	Total spending: • Museum: \$52.1 M\$ USD in investments (71.9 M\$ CAD) Jobs created or maintained: 72.5 Impact on GDP: \$28.7 M CAD Tax and incidental tax revenues: N.D.

For each of the studies, we have converted the results to make them compatible with the results of our study (indexation to 2025 or currency conversion).

For each of the studies, for the sake of simplicity, we compare only construction and renovation impacts (we exclude impacts on operating and visitor spending).

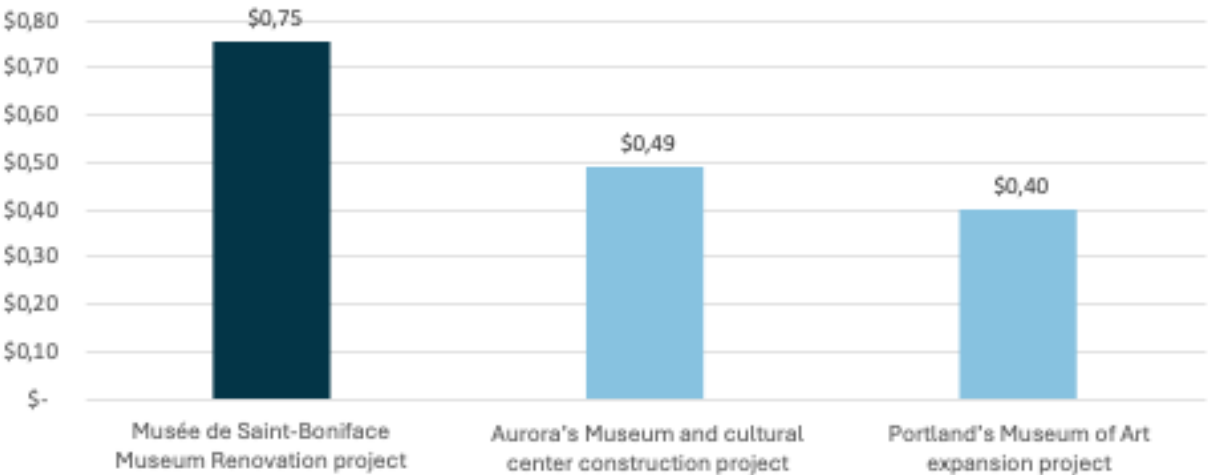
For easier comparison, we evaluate results in terms of employment and GDP in relation to investments made.

In terms of GDP, every dollar invested in the MSBM project has a 75% impact on the province's GDP. For the Aurora Museum and Cultural Centre, it's 49%, and for the Portland Museum of Art, it's around 40%. The MSBM therefore retains a greater share of investment within the province than comparable projects.

⁷ Interkom, 2019, *Aurora Museum & Cultural Centre Busniss Plan and Budget*, online, <https://www.aurora.ca/en/recreation-arts-and-culture/resources/Library-Square/Documents/Presentation---March-21-2019-AMCC-Business-Plan-and-Budget.pdf>

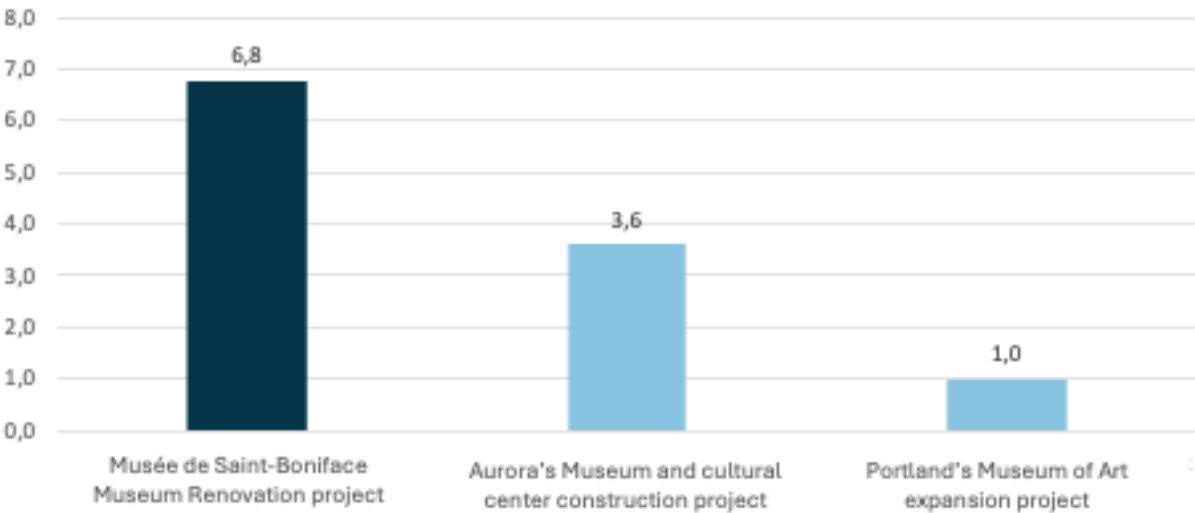
⁸ University of Maine, 2022, *Economic impact*, online, <https://www.portlandmuseum.org/economic-impact>

Figure 1. Impact in terms of GDP, per dollar invested



Similarly, the MSBM generates more jobs during its renovation phase than similar projects, creating 6.8 jobs per million invested. The Aurora Museum will create 3.6, and the Portland Museum will create 1 job per million dollars invested.

Figure 2. Impact in terms of jobs, per \$1 M invested



SOCIAL IMPACTS

The concept of social impact for museums

A museum's social impact refers to the observable positive changes in the lives of individuals or communities resulting from their participation in museum activities. These changes include:

- **Education** (access to culture, learning opportunities)
- **Health and well-being** (improvements in morale, self-esteem)
- **Social connections** (strengthening of interpersonal relationships, social inclusion)
- **Civic engagement** (raising awareness, fostering a sense of belonging)

According to the International Council of Museums (ICOM), a museum is “at the service of society and its development,” which gives museums an **explicit social responsibility**. This role is reflected in particular in their ability to work with marginalized or underserved audiences (immigrants, seniors, at risk youth, etc.).

Researchers such as Silverman (2010), Sandell (2007), and Matarasso (1997) have noted that museums can:

- Strengthen the sense of community identity
- Act as catalysts for social regeneration
- Offer experiences of personal transformation.

In her Master's thesis in Museology (University of Québec en Outaouais, 2021), Isabelle Desmeules analyzed the social impact of the Montreal Museum of Fine Arts. She established a typology of various social impacts along with descriptions for each type.

Social impact typology	Description
Educational	Acquisition of knowledge, development of skills, lifelong learning
Personal	Improvement of self-esteem, well-being, development of confidence
Social	Strengthening of social ties, reduction of isolation, sense of belonging
Community	Social cohesion, collective identity, community involvement
Economic	Job creation, tourist appeal, local development
Political	Civic participation, inclusion, democratic development
Cultural	Valorization of diversity, recognition of patrimonies, cultural inclusion

The characteristics of the Musée de Saint-Boniface Museum

Located in Winnipeg, the Musée de Saint-Boniface Museum is housed in the convent built by and for the Sisters of Charity of Montreal, commonly called the Grey Nuns, the first group of Grey Nuns to establish themselves in the West. This convent, in which they lived, was erected from 1846 to 1851. Measuring 100 ft by 40 ft with two full stories, a basement, and a usable attic, the building is massive. Affectionately called “la petite maison blanche” (the little white house) by the first Grey Nuns who lived in it and provided services there, the building has stood the test of time to become Winnipeg’s oldest building – its oldest house. It is also the largest oak log structure in North America.



As the first hospital in Western Canada, the building is also a symbol of the 19th-century missionary and social service efforts in the West led by the Grey Nuns from their base in Saint-Boniface. The building has been recognized as a historic site by municipal, provincial, and federal authorities, and has been designated as one of Canada’s National Historic Sites by the federal government.

MSBM collects, preserves, researches, and interprets a collection of artifacts related to the French Canadian and Métis heritage of Western Canada, while acknowledging the historical contributions of First Nations and religious communities. MSBM’s collections document the evolution of francophone and Métis communities since their establishment or origin in Western Canada, particularly as it relates to Manitoba. Some 30 000 artifacts make up the Museum’s collections, divided into four main categories: historical; ethnological; archives; and fine arts.

MSBM protects the history and heritage of Manitoba’s French Canadian and Métis communities as a mirror for the community and a window for others. It collects, researches, and interprets artifacts important to French Canadians and Métis to enhance the collective understanding of their contribution to the development of the province of Manitoba. Recognized as an essential reference point for those wishing to learn more about Manitoba’s French Canadian and Métis heritage, MSBM normally welcomes around 18 000 visitors per year. They represent a wide spectrum – from researchers and students, to Canadians from other provinces, to American and international tourists. In addition, a growing number of local visitors are discovering MSBM and its historic building for the first time.

MSBM aims to offer visitors and students experiences that foster greater knowledge, appreciation, and understanding of French-Canadian and Métis cultures in Manitoba. The Museum thus plays an essential role as an educational and cultural tool for the region. It regularly hosts researchers, teachers, students, and visitors who come to discover and understand francophone and Métis history. In 2023, over 6 900 people participated in cultural and community activities, while more than 3 300 students visited the museum. Social media posts (Facebook and Instagram), along with shares by its partners and followers, reached over 100 000 people, strengthening the museum’s presence and influence in the local community and beyond.

The MSBM covers topics such as the fur trade and the first French-Canadian settlers of Manitoba, the Grey Nuns, the Métis people, and Louis Riel, the founding father of Manitoba. A beautiful chapel tells the story of the churches, basilicas, and cathedrals of Saint-Boniface. A mix of informative exhibits balances the experience with “tableaux vivant” rooms, where visitors find themselves looking into a variety of scenes such as a bison hunt camp, a turn-of-the-century country kitchen, and an upper-middle-class city house from the 1920s.

Directly linked to the history of Louis Riel—whose body was displayed at the Grey Nuns’ Convent after his



execution—the MSBM dedicates a special space to him that tells his story. A key figure in the Métis resistance in Canada and long considered a traitor by the Canadian state, Louis Riel is now recognized as a hero and a defender of Métis rights. His memory is central to contemporary cultural reclamation. The MSBM houses

personal objects, letters, and artifacts related to Riel and highlights a Métis perspective on his legacy.

The MSBM maintains strong relationships with Francophone and Métis communities, while benefiting from the valuable support of various partners and funders. It receives family and community donations that continually enrich its collections. It also receives significant contributions from institutional partners: the City of Winnipeg through an annual grant, the Province of Manitoba, the Winnipeg Foundation, and Francfonds. Consultations with Indigenous and Métis peoples are regularly held as part of the MSBM’s various initiatives (renovations, philanthropy, etc.).

The MSBM hosts a variety of activities for all ages and serves as a hub for cultural workshops, with a particular emphasis on Métis and Francophone traditions. In addition, the chapel and community spaces are rented out to organizations, allowing for the hosting of community events. More than 4 300 people have participated in these paid events, generating revenue for the museum’s operations.

A place to promote the history and culture of Manitoba’s francophone and Métis communities

The analysis of the activity reports and programming of the Musée de Saint-Boniface Museum (MSBM) demonstrates that the MSBM is not just a place for exhibitions: it is a living tool for cultural reaffirmation, critical education, and the construction of collective memory around Louis Riel. It therefore plays a crucial role in preserving and promoting the history and culture of Manitoba’s Francophone and Métis communities.

Its regular activities support significant social impacts:

- 1. In terms of cultural preservation:**

The MSBM showcases Francophone and Métis patrimoine, helping to keep the cultural identity of these communities alive.

- 2. In terms of education and awareness:**

It is a place of learning that offers visitors exhibitions and educational programs, enabling them to better understand the history and contributions of Francophones and Métis in Canada.

3. In terms of community strengthening:

The MSBM serves as a meeting point for current and future generations, fostering a sense of belonging and pride within local communities.

4. In terms of sustainable development:

Through its recent renovations, the MSBM incorporates eco-friendly infrastructure, reducing its carbon footprint and promoting sustainable practices.

5. In terms of tourism and the local economy:

By attracting visitors, the MSBM supports the local economy and highlights the importance of Winnipeg as a cultural center. These aspects are further developed in the measurement of the economic impacts of the investments made.

These impacts demonstrate how the MSBM acts as a cultural and social pillar for the region. Notably, the reclamation of Louis Riel goes beyond a simple historical tribute. It serves as a lever for:

- Strengthening Métis identity;
- Territorial and political advocacy;
- Artistic creation and cultural reinterpretation;
- Dialogue towards reconciliation between Indigenous and allochtonous people.

The Musée de Saint-Boniface Museum's renovation work and its impacts

Renovation and restoration of MSBM are essential to solve several critical issues. The historic building shows signs of structural deterioration that jeopardize its architectural integrity and the preservation of the over 30 000 precious cultural objects it houses. These renovations notably plan to improve accessibility to bring the building up to current standards and make it fully accessible to people with reduced mobility, all while preserving the francophone and Métis heritage.

This project aligns with MSBM's mission of safeguarding and showcasing the rich Métis and Franco-Manitoban heritage, while integrating eco-friendly and inclusive infrastructure within its community. This investment will significantly improve the building's energy efficiency and climate resilience. The improvements are expected to yield an annual facility fuel savings of about 34.6% and a reduction in greenhouse gas emissions of 22.5 tons. Preserving the MSBM means protecting an important element of Manitoba's francophone and Métis history. This \$6 M investment helps protect the historic building's integrity, ensure its long-term sustainability, and support its ongoing role in showcasing the history of francophones and Métis so that it can remain a place of learning and gathering for generations to come.

MSBM's renovation will directly benefit the community it serves, which includes racialized people, Indigenous community members, youth, persons with disabilities, seniors, linguistic minorities, newcomers, women, and 2ELGBTQI+ community members. As an inclusive and welcoming space, it will continue to play an essential role in learning, discovery, and sharing, while fostering intercultural and intergenerational dialogues suited to this diversity.

Thanks to these improvements, French-language exhibitions will be enhanced, thereby strengthening MSBM's function as a reference point for francophone newcomers to Manitoba. These renovations will facilitate their integration by valuing their language and enabling them to connect to local history, while promoting their inclusion in Manitoba society.

The rehabilitation project will also support initiatives related to Indigenous peoples and the Métis population. For example, a recent partnership with the Manitoba First Nation Education Resource Centre

Inc. (MFNERC) will allow First Nations, Métis, and Inuit artifacts to be displayed in a modernized setting, while supporting cultural preservation efforts. These improvements will ensure the conservation of heritage objects and facilitate their exhibition in an environment that meets current museum standards. Moreover, through this partnership, Indigenous youth will benefit from training opportunities in renovated spaces.

For young francophones, francophiles, and anglophones, the rehabilitation will enrich the educational experience by providing facilities conducive to interactive exhibits. This renewed setting will encourage more dynamic learning and strengthen partnerships with local educational institutions, creating interaction opportunities tailored to their needs.

MSBM's complete renovation plans include improving accessibility so that all visitors, regardless of ability, can enjoy exhibitions and activities without barriers. Specific work will be undertaken to adapt existing infrastructure – easing access to exhibition and community spaces – while respecting the building's authentic heritage.

Finally, the MSBM signed an aboriginal agreement with the City of Winnipeg and identified priority calls to action in its operational plan, striving to become more inclusive in its mandate and mission:

- Compliance with the principles of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)
- Ensuring awareness of and accessibility to programs for all, in various ways, to continue on the path of understanding and reconciliation
- Culturally appropriate education and public programs in collaboration with Indigenous allies, with particular support for the National Day for Truth and Reconciliation
- Thorough review of heritage collections to determine their origins and, with the help of Indigenous allies, assess whether certain parts of these Indigenous heritage collections should be repatriated
- Collaborative development of exhibitions under the principle “nothing about us, without us” to create a new Indigenous exhibition in the museum space
- Establishment of programs that could generate revenue to protect and preserve the site as a National Historic Site, with a commitment to ensure the building is protected, preserved, and its full history is shared.

MSBM is expected to reopen for the summer 2026 season, coinciding with the building's 175th anniversary.

The example of Muséoparc Vanier in Ottawa

Interview conducted on April 4 with General Manager Madeleine Meilleur and Curator Yannick Labossière. Madeleine Meilleur has a long and impressive political career as a provincial cabinet minister with a number of important portfolios. She remains a champion of Ontario's francophonie among her former political colleagues.

Muséoparc Vanier is a community museum established in 2004 with the mission to preserve, interpret, celebrate, and promote the history of Ottawa's francophone community – particularly that of the former Vanier neighborhood. It also highlights the contributions of Indigenous, Métis, and francophone peoples to Canadian history.

Muséoparc Vanier stands out for its strong local roots and its commitment to education, the transmission of collective memory, and the promotion of francophone and Indigenous heritage. Located in Richelieu Park, it includes an indoor museum and an urban sugar bush – a rarity in a Canadian urban context. It offers:

- Permanent and temporary exhibitions, both physical and virtual, on the French presence at the municipal and provincial levels;
- Guided tours, especially for school groups;
- Educational activities and talks for youth and families;
- Cultural and community workshops, as well as interpretive tours to discover the Francophone history and heritage of the surrounding neighborhood;
- An annual sugar shack festival that attracts a large audience.

The audiences targeted by the Muséoparc's activities are broad:

- The general Francophone and Anglophone public,
- Schools and educational groups,
- Indigenous and Métis communities,
- Tourists and residents of the Ottawa-Gatineau region.

The most significant audiences are schools (drawn by the sugar shack, theatrical activities, etc.) and seniors, who also contribute by orally sharing their own stories.

The Muséoparc collaborates with Indigenous organizations, educational institutions, and community partners to promote the recognition of Indigenous cultures through awareness and exhibition initiatives. It engages cultural facilitators from diverse backgrounds to develop its content.

The Muséoparc is committed to its mission, regardless of circumstances. For example, during the pandemic, when citizens were confined to their homes, the Muséoparc managed to reach seniors and youth, notably through telephone activities focused on Franco-Ontarian history and the online broadcast of stories told by local artists.

A major renovation of over \$500,000 (the largest renovation project since the Museum's creation) was completed and inaugurated in June 2023, after more than two years of work. The new exhibition gallery has transformed the community museum into a museum space worthy of the major museums of the federal capital. The renovation project was funded by:

- The Ontario Trillium Foundation (Resilient Communities Fund and a capital grant from the Community Investment Fund),
- Ottawa Tourism (through the Tourism Relief Fund of the Federal Economic Development Agency for Southern Ontario),
- Canadian Heritage (Museums Assistance Program, Canada Cultural Spaces Fund, Official Languages Community Development, a sub-component of the Community Cultural Action Fund),
- The Government of Ontario (Ontario Francophonie Support Program),
- The City of Ottawa,
- And the Congregation of the Sisters of the Jeanne d'Arc Institute.

These investments made it possible to modernize the spaces, significantly increase the visibility and reputation of the site and the City (for example, welcoming such prestigious visitors as former American and French presidents, the Minister of Canadian Heritage, and the Mayor of Ottawa), and also helped increase the capacity to host older students.

The programming and exhibitions were completely revised to refocus on the community's history.

The first impact was felt at the local community level, which reclaimed the space. The renewal brought to the museum gallery allowed for the reinvention of the permanent exhibition presented since the Muséoparc's beginnings. The new exhibition "Vanier – Notre place" highlights the history of Vanier and its community, as well as its significant contribution to the struggles of Ontario's Francophonie. Local artists are also showcased (exhibited works, book launches, short films, etc.).

These renovations led to a 36% increase in attendance over five years. This increased traffic made it possible to create an additional part-time job and to integrate more volunteers.

The social impacts identified after the renovation program are as follows:

- a) Preservation of local heritage: better conservation of objects, stories, and archives that bear witness to history and traditions, helping to safeguard a unique cultural identity;
- b) Awareness and education: more workshops, lectures, or educational activities to educate the public about the importance of cultural preservation and local history;
- c) Intergenerational transmission: more opportunities for young people to learn about their roots and appreciate the richness of their heritage, more meetings between current and future generations, fostering a sense of belonging and pride within local communities;
- d) Valuing local artists: with a better platform to showcase the work of local artists and artisans, thus stimulating regional creativity;
- e) Community inclusion: more collaborations with citizens to co-create exhibitions, giving a voice to marginalized or underrepresented communities;
- f) Support for the local economy: new tourist activities and support for local businesses through visitor spending;
- g) Sustainable development: more eco-friendly infrastructure, reducing Muséoparc's carbon footprint and promoting sustainable practices.

In summary, the social impacts of the Musée de Saint-Boniface Museum and its renovation program

The Musée de Saint-Boniface Museum is more than just an exhibition space: it is a place of activist memory, dedicated to the historical and cultural rehabilitation of Louis Riel and the revitalization of Métis and Indigenous identity. It is a central player in the cultural reclamation of Métis, Indigenous peoples, and Francophonie in the Prairies. It plays a crucial role in preserving, interpreting, and transmitting this heritage.

It offers a narrative centered on Métis and Indigenous perspectives, breaking away from colonial interpretations of Canadian history. The MSBM helps re-educate the public about the importance of Riel, Francophones, Métis, and Indigenous peoples in Canadian history, especially among younger generations.

The MSBM serves as a living memory space for Francophones, Métis, and Indigenous peoples, as well as a reminder of the role of religious sisters in providing education and health services. It acts as a **space for intercultural dialogue**, particularly between Francophones, Indigenous people, and allochthonous people. It stands as an example of **decolonial museology**, focused on Métis and Indigenous voices.

ANNEX – GLOSSARY

Direct Effect: The direct effect corresponds to the internal impacts within the sector that responds to the initial demand. For example, wages paid to MSBM employees, fees paid to self-employed (unincorporated) workers, capital remuneration (interest and dividends), and asset depreciation all constitute direct effects.

Indirect Effect: Spending on goods and services by this sector, in turn, generates all indirect effects. The first round of indirect effects comes from the initial suppliers—for example, the fees of an accounting firm hired by the MSBM. The sum of the impacts from subsequent iterations ultimately constitutes the indirect effect on other suppliers.

Induced Effects: These refer to the effects on the consumption of employees in the productive sectors and their supply chains, generated by spending and investments. These effects are evaluated in a second stage.

Total Effect: The sum of the direct effect, the indirect effect, and the induced effect.

Employees: Persons, in full-time equivalent, who receive the wages and salaries estimated by the model. They receive these wages as regular employees.

Other Workers: Refers to entrepreneurs operating as sole proprietors (self-employed workers). They share the gross mixed income.

Person-Year: A unit of measurement corresponding to the work that one person can accomplish in one year in a full-time job.

Value Added: Value added consists of wages and salaries, gross mixed income, and other gross pre-tax income. It therefore corresponds to the remuneration of the factors of production. The sum of the effects on value added gives the total contribution to GDP in terms of income.

Gross Pre-Tax Wages and Salaries: Correspond to the gross remuneration of employees. This includes various forms of compensation such as tips, commissions, bonuses, vacation pay, and sick leave. They are estimated on a gross basis, before any deductions (taxes, parafiscal contributions, and private and public pension funds).

Gross Mixed Income: Refers to the income of owners of unincorporated businesses (sole proprietorships). The term “mixed” refers to the combination of compensation for the work performed by the owner and the owner’s income as an entrepreneur.

Other Gross Pre-Tax Income: Includes the income of corporations and businesses (except for unincorporated businesses), capital remuneration (depreciation, depletion, and amortization of equipment and buildings), various interest payments, as well as other expenses (employer charges, employee benefits, etc.).

Leakages: Consist of spending factors that do not contribute to Manitoba’s GDP. The main component of leakages is generally imports (direct or indirect), but they also include unsold inventory (in the case of manufacturing or merchandise trade sectors) and certain taxes.