

MUSEUMS ASSOCIATION OF SASKATCHEWAN

The MAS Board developed a message for Museums Association of Saskatchewan to capture the understanding that all museums have a common purpose, and to articulate the common value museums have to the community at large.

VISION

Saskatchewan's cultural and natural heritage will be preserved, understood and celebrated through a strong vibrant museum community, valued and supported by society.

STATEMENT OF PHILOSOPHY

Heritage is our social and natural inheritance: the objects, ideas, places, and traditions of intrinsic value which have shaped our present and will guide our future.

We believe our collective inheritance is an asset that must be preserved, understood, and built upon by each generation.

We believe that museums, in service to society, provide stewardship for the material evidence of our human and natural inheritance and contribute to the understanding of the world and our place in it - our past, our present, and our future.

PURPOSE

To serve museums in Saskatchewan and work for their advancement.

PRESIDENT'S MESSAGE

On behalf of the Museums Association of Saskatchewan, its Board of Directors and staff, I would like to thank the Royal Saskatchewan Museum for hosting the Annual General Meeting.

The 2006/2007 fiscal year embraced a significant change in the direction of the Museums Association of Saskatchewan. In concordance with our Strategic Plan, the Board has been focusing on Advocacy, Marketing, Provincial Museum Policy development and Human Resources. MAS is taking a stronger leadership role for the future of the organization and its membership.

Guiding this new direction, is a complete evaluation of programs, including effectiveness and efficiency of programs and their delivery. We are looking at the future of our Province, the role of our museums, our demographics and what programs/communications are needed to secure our stories for the future. Our Strategic Plan embraces and recognizes the growth of our Province and was designed with that in mind.

We envision the Province as a holistic Museum, all inclusive and relevant in each of their communities. Through advocacy (Municipal, Provincial and Federal), museums will speak with a united voice, garnering support and value of what they contribute to their communities

and to the Province. Museums are more than their collections, they are the heart of the Province and the stories that make us individual and dynamic. A progressive role that the Board of Directors supports, is in writing a revised Museums Policy in partnership with the government of Saskatchewan and in tandem with the Federal Museums Policy. Having a Provincial Policy in place will achieve a leadership role in regards to other provinces, and would continue to be a key advocate for the future of museums.

To continue this progressive direction, certain skills will be required and called upon. In preparation for this growth and direction, policy was amended to include members that may not be directly tied a museum or its organization. Allowing the Board of Directors to select candidates with specific skills needed to expedite the Strategic Plan, will secure the future of our heritage in our Province. Partnerships and Ad-Hoc Committees are continuing to be formed, bringing our strategic plan to fruition.

Our previous Executive Director, Joan Kanigen Fairen, chose to move on to another province and is currently working in a museum in Ontario. Although it was sad to see Joan go, it did give the Board of Directors an opportunity to rewrite the job description and look for a candidate with different skills/



qualifications than what was formerly needed. Last fall, we hired Brenda Sherring, former Director of the Godfrey Dean Art Gallery. Brenda brings with her, experience, expertise and diversity and a strong knowledge of the museum community.

In closing I would like to thank our staff, our committee members and SIG groups, our Networkers, Board of Directors, and most of all, our membership for their continued support of MAS.

Sincerely,
Brenda Barry Byrne,
President

EXECUTIVE DIRECTOR'S REPORT

It is our Ruby Year. It is a year when Saskatchewan is, once again, quickly becoming noted as a great place to live; however, those of us who live here already knew that! Although some towns and villages are losing citizens, and some even may face extinction, many of our rural museums are reporting new faces at their meetings and are welcoming new residents to their communities. The face of Saskatchewan is changing.

In response to the observation by Charles Darwin that "It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.", the Museums Association is stepping up to the plate as a leader for Saskatchewan museums as our province goes through this dynamic period. Responding to the changes in the Saskatchewan community, MAS is evaluating the programs and services that it has been offering in order to prioritize them according to current need, future direction and financial efficiency.

MAS has also been examining its internal operations in order to keep up to date with current communication, management and governance standards. MAS has begun an advocacy strategy for both culture and museums in our province. It has developed integral and relevant partnerships to further the goal of serving the people of Saskatchewan

through the advancement of their museums.

MAS had its first member meeting on April 8, 1967; in the past 40 years its innovations met the needs of a budding membership that was quickly swelling in numbers. Today, the flagships of the 250+ museums memberships number more, per capita, than any other place in Canada.

Saskatchewan can be proud of those with international renown. We are proud of the contributions made to the Saskatchewan Story by our smaller, but equally important, rural institutes. In their fledgling state nearly 40 years ago, many have now matured to a level of professionalism that surpasses the level of funding that they receive. Forty years ago, financial support for cultural initiatives was fairly lucrative; that has been rapidly declining over the past two decades. Forty years ago, most of Saskatchewan's cultural heritage was marginalized; those of eastern European, First Nations and Métis ancestry did not see their cultures visibly celebrated. That has changed today. Today, there is a growing concern about the potential loss of valuable First Nations and Métis artifacts to mishandling, profiteering and commercialism.

It is for all of these reasons that the Museums Association has spent this past year developing a new



strategic plan. It has re-opened the results of the many member consultations and it is positioned to offer the membership a direction to the future based on demographics, financial resources, and the needs of the current and potential membership. MAS has set up partnership with SaskLearning, SaskTourism, SaskCulture, and The Saskatchewan Arts Alliance to advocate on the vital role that museums play in community development. The Museums Association of Saskatchewan is proud to lead you to the Diamond Year.

Sincerely,
Brenda Sherring
Executive Director

PROGRAMS AND SERVICES

Governance

The MAS Board of Directors governs the Association through the continual development and review of the Association's governance policies. These policies fall into four main areas. **Ends** policies address why MAS exists and what the Board wants the organization to achieve. **Governance Process** policies specify how the Board conceives, carries out and monitors its roles and responsibilities. **Board-Staff Relationship** policies define how authority is delegated and monitored, and **Executive Limitations** policies establish prudent and ethical boundaries for all executive activity and decisions.

The board is diligent about governing with an emphasis on outward vision. They continue to use their work plan to help guide Board activities and to better support the work in achieving the Association's **Ends**. The Board continued with Board-Network linkages and also met with the Special Interest Group Representatives and the First Peoples and Saskatchewan Museums Committee as well as key groups in the cultural community.

In 2005-2006, the Board began the process of organizational renewal by reviewing how it governs the Association. The Board examined how Carver as a governance model has been working, and while committed to the principles of Carver, the Board is looking at ways to make the model more responsive to the needs of the Board and the members of the Association.

Management

Personnel:

Brenda Sherring, Executive Director, is responsible for the overall operations of the Association and for ensuring that MAS is achieving its goals and objectives.

Lorne Carrier, Community Development Manager, is responsible for the Aboriginal initiatives undertaken by the Association and for managing the Museum Grant Program. **Iris O'Watch** took over the position on a part time basis from December 2006 to March 2007 while Lorne was on a leave of absence. Responsibility for the Museum Grant Program was transferred to Wendy Fitch in November 2006.

Patricia Fiori, Education Manager, is responsible for the Certificate in Community Museum Studies, the Certificate in First Peoples Museum Studies, An Introduction to Saskatchewan Standards and the Standards for Boards workshops, Skill Development workshops, the Special Interest Professional Development program, the Special Interest Groups, and The Learning Coalition.

Wendy Fitch, Museum Advisory Services, is responsible for Advisory services, the Network Program, Standards for Saskatchewan Museums, Resource Library, Transformation Working Group and the Museum Grant Program.

Brenda Herman, Administration Co-ordinator, is responsible for a variety of administrative activities including financial management,

office management, personnel administration, and computer services and data management. Brenda also schedules, administers and attends the Certificate in Community Museum Studies courses.

Jan Morier, Communications Officer, is responsible for the production and distribution of membership material, including *Bulletin* (now E-Phemera) and website content, and co-ordinates the annual conference. Jan maintains the membership database and member communications. Hers is the voice you hear when calling in to the office.

Communications

Bulletin was the communications tool for sharing member museums' activities and news, advertising financial assistance programs, training opportunities and advocacy issues. Articles were reprinted from other sources within Saskatchewan and beyond, highlighting best museum practices. In the past few years, CHIN had initiated a series of articles reflecting Saskatchewan collections management and Community Memories projects.

Bulletin had been published for 21 years, and was discontinued after the December, 2006 issue.

In February, 2007 a new communications tool was delivered electronically to replace *Bulletin*. *E-Phemera*



(an archival term meaning “Fleeting News”) was launched presenting highlights of news and web links to more information or downloads. The plan is to have *E-Phemera* sent to members on a monthly basis.

The MAS Web Site

(www.saskmuseums.org). The website’s usage report rose significantly to 100,559 visits between March 1, 2006 to March 31, 2007 (a 13-month year). The peak month was February, 2007 (10,641); we surmise that students were researching their Heritage Fair projects! The heaviest traffic was on the museum search page, the maps page and the museum news and events.

The Easy Updater function, developed by zu.com, allows MAS staff to post events from the Association and member museums directly, ensuring timely and current information. Events in 2006 were solicited from members and added to their profile pages.

Articles of interest from *Bulletin* have been placed on the website archived back to December, 2001. The regional maps reflect the tourism regions designated by Tourism Saskatchewan. Each museum in the regional list is linked to its profile page featuring a photo and contact information. These profiles can be collected as a Travellers’ Shortlist allowing browsers to create and print a customized guide of the museums they wish to visit along a particular route or within a city.

MAS’s 39th **Conference and Annual General Meeting** was held April 27-29, 2006 in Kindersley. The conference was kicked off with Keynote Speaker Roy Anderson, (former) President and CEO for

Tourism Saskatchewan illustrating *Tourism At Home*. Following the theme “Reinventing Ourselves”, presentations were received from the Transformation Working Group who reported on the research from the previous year. Concurrent sessions focused on the need to change approaches to community development, how to discern the sacred and the secular in First Nations collections and offered a glimpse at Intellectual Tourism. We enjoyed a cowboy-themed banquet meal and entertainment at the Kindersley Plains Museum.

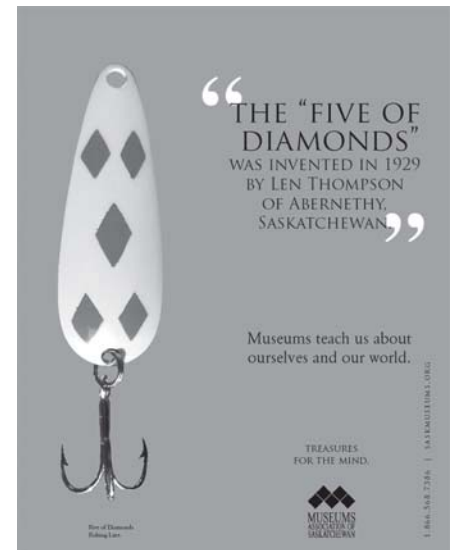
Delegates heard presentations from Wendy Thomas, CHIN’s Knowledge Exchange and participated in a general discussion on the Future of MAS. At the Annual General Meeting members received reports from the Board of Directors and member groups.

The conference concluded with self-led tours to the Rosetown and Outlook Heritage Museums and Ancient Echoes Interpretive Centre in Herschel. We thank to our hosts in West Central.

Marketing

The public’s awareness of and interest in museums was demonstrated during Saskatchewan’s Centennial in 2005. To sustain this, MAS initiated a Museum Marketing project with funding from Canadian Heritage (Canadian Arts & Heritage Sustainability Program). The goal of MAS marketing efforts is to have a public that understands, values and supports the work of museums. Brown Communications was engaged to develop a social marketing strategy and creative concept that will better reflect this goal. The resulting series of seven posters

have been circulated to Saskatchewan schools, courtesy of Sask Learning. Museums have received a set of posters as delivery opportunities arise. The following letter to the editor of *Prairies North* (Saskatchewan’s Magazine for Good Prairie Living) demonstrates how the campaign is succeeding:



Dear Lionel,

I just had to write and thank you and your incredible team for creating a beautiful magazine and tribute to Saskatchewan. The spring 2007 was an exceptional issue plump full of amazing stories and history in the making. It was on page 22 when I read the small piece on the “Five of Diamonds” that it really meant something. My whole life I have been fishing with my Dad and we always start with the good old Five of Diamonds. I never knew it was invented in Saskatchewan. I just thought that Len Thompson was an American or someone from a far off place. I never really paid attention to that fact. I guess it never mattered until now. It is no wonder they are guaranteed to catch a Saskatchewan Jack!

*Sincerely, Scott Webster
(living in Alberta for 7 years now, but Saskatchewan is home forever.)*

Museum Development

Advisory Services provides member museums with access to information and assistance on all aspects of museum operations and is based on standards as articulated in *Standards for Saskatchewan Museums – 2002*. The services available by telephone, e-mail or in person at Network meetings. Services include referrals to appropriate resources both within MAS and to outside individuals and agencies. Advisory services are available free of charge to MAS members. There was an increase of 36% in e-mail requests for information in 2006. Requests for information via telephone remained constant as did the number of on-site visits. NOTE: In 2006 the decision was made to discontinue provision of on-site advisory visits. Network members will be able to obtain personal assistance from MAS staff as part of the Network meetings.

Certificate in Community Museum Studies is a program of nine courses: Organization and Management, Museums and the Community, Collections Management, Care of Collections, Exhibit Design, Museums and Education, Marketing the Museum, Volunteer Management, and Research. These courses provide entry-level training in museum studies, creating an understanding and recognition of the scope of knowledge, skills and standards of excellence required to operate a successful public museum. In 2006-2007, 82 registrants participated in the program. The courses offered were Exhibit Design in Biggar, Collections Management in North Battleford and Lloydminster, Research in Yorkton, and Museums and the Community in Swift Current.

Certificate in First Peoples Museum Studies is a program of eight courses, four from the original Certificate – Museums and the Community, Collections Management, Care of Collections, Exhibit Design or Museums and Education – and four new courses – Community Context, Repatriation, Care of Collections II, and Interpretation. This Certificate provides the essential knowledge, skills and standards of excellence necessary to manage a First Nations or Métis collection. Two of the new courses, Repatriation and Care of Collections II, have been developed and piloted. The Community Context course will be developed in 2007-08, and the remaining course, Interpretation, the following year.

First Nations and Métis Collections Care Grant was introduced to the museum community in 2000. The grant is designed to provide financial assistance to museums to help them access resources within the First Nations and Métis communities and to establish working relationships. The goal is to support museums in their implementation of the First Nations and Métis standards. There are two deadlines per year – September and January.

In 2006-2007 a grant of \$2,000 was awarded to the Duck Lake Regional Interpretive Centre for a project called Tracking Aboriginal Beadwork. This project will develop an internal exhibition to display their unique collection of Aboriginal beadwork. The project will also allow them to properly preserve and identify styles of beadwork and track them to their cultural origin.

First Nations and Métis Development and Collections Project

MAS received funding from Canadian Heritage through the Museums Assistance Program, Aboriginal Museum Development Component, in the amount of \$33,043 for this project. The goals of this project are:

- 1 To explore new forms of museums (i.e. cultural centres, keeping houses, etc.) or ways of providing services
- 2 To support First Nations and Métis communities in museum initiatives
- 3 To facilitate First Nations and Métis involvement and partnerships in non-Aboriginal institutions that have First Nations and Métis collections
- 4 To continue supporting the work of the First Peoples and Saskatchewan Museums Committee

The work of this project has been guided by the First Peoples and Saskatchewan Museums Committee which advises and recommends policy to the MAS board as well as develops strategies for programs and services. In keeping with the goals of this project, museum visits and visits to First Nations and Métis communities are ongoing.

The First Peoples Special Interest Group (SIG) held 2 meetings in 2006-2007. The meeting was hosted by the Saskatchewan Indian Cultural Centre on March 7, 2006 in Saskatoon and Wanuskewin Heritage Park in April, 2006.

A final article in the column, entitled “Itwaywin”, meaning “to say” in the Plains Cree Language, appeared in the December 2006 *Bulletin*. The column addressed questions on Aboriginal artifacts and museum issues. It is hoped that the proposed series of MAS communication offerings will resume this valuable focus.

First Peoples and Saskatchewan Museums Committee has a mandate to develop a framework for cultivating mutual respect between the Saskatchewan museum community and the First Nations and Métis communities. The Committee has a number of goals, but has given priority to strategies that will provide access by First Nations and Métis people into the Saskatchewan museum community.

In 2006/2007 the Committee held three meetings in February, March and June. The Committee adjudicated one grant application from the Duck Lake Regional Interpretive Centre, discussed advocacy issues for the Association to pursue, and provided advisory assistance to the Community Development Manager on Aboriginal initiatives and the new certificate courses on Repatriation and Care of Collections II.

The advocacy issues identified included the potential of collections and museums to be socially responsible to the health and well-

being of their communities, and the significant role that can be played in retaining the language and culture of a community. Other issues were the need to provide access to training and the importance of museums in providing resources to support the Saskatchewan education curriculum with respect to Aboriginal culture and heritage. Repatriation was a very important issue being discussed with the Committee. This issue reflects what is in the Aboriginal community today.

Introduction to Saskatchewan Standards and Standards for Boards are workshops designed to create a feeling of comfort in understanding and applying standards in museum operations and governance. These workshops are delivered by four individuals – Gwen Zweifel, Yvette Wojcik, Frances Westlund, Delores Cutler – who come from different parts of the province and have chosen to share their knowledge and experience with standards.

A one-day train-the-trainer workshop was offered to support them in this task. In 2006-07 *An Introduction to Standards* was delivered 5 times in Luseland, Carlyle, Pelly, Gull Lake and Melfort. *Standards for Boards*, which is new, was delivered once to the Birch Hills Historical Society.

Skill Development Program was a network-based training program designed to increase knowledge and build on skills introduced in the Certificate in Community Museum Studies program. Only one workshop in policy writing was delivered to 20 participants in Choiceland for the North East Museums Network. In 2006-07 this program was discontinued because it was under-utilized, and the demand for the basics offered in the Certificate programs has increased.

The Learning Coalition (TLC) is an alliance of four provincial museum associations - Alberta, Saskatchewan, Nova Scotia and Ontario - for joint action in individual and organizational development. In 2006-2007, the Coalition completed the Human Resources Planning Tool, which provides a process for identifying what knowledge and skills are needed by museum workers and integrating those needs into the activity/strategic plans of museums. TLC also designed a process for addressing the challenges of e-learning. The Coalition planned and offered two online workshops – Advocacy lead by Billie Bridgeman and Human Resource Planning lead by Maureen Matthew. The Inter-Provincial Peer Exchange program was offered again but there were no participants from Saskat-



Patricia Fiori - MAS
 Margrete Kristiansen -
 Federation of Nova Scotian Heritage
 Cathy Blackburn - Ontario Museum Association
 Monique Brandt - Assoc.of Manitoba Museums
 Carrie Herrick - Museums Alberta

chewan. The Learning Coalition is currently working on developing a tool for museums to self-assess their relationship to their community. In February 2007 TLC participated in training meetings with CHIN and with CCI. An important outcome of those meetings is a closer working relationship with these organizations on identifying learning needs and strategies to address the needs.

Networks are self-determined regional groupings of museums based on geographic proximity which meet regularly to share ideas and work collectively. Operating grants are available to assist in basic network operations. There are 12 active Networks. Each network has an average of 10 members which means that approximately 55% of MAS institutional members participate in the program.

Networks continue to play a key role within the Association as vehicles for member consultation. Each Network is partnered with a MAS Board member to improve direct member communication with the Board of Directors.

The Networks have been actively participating in an ongoing program evaluation. Preliminary results indicate that all networks consider the chief benefits of membership in the network the opportunity to share ideas with other network members the sense of community the network fosters. Next in importance as benefits were listed direct access to MAS staff and the opportunity to learn new things. The results of the Network evaluations will be incorporated into the overall program review and renewal process.

In 2006 it was necessary to suspend the Network Project Grant program pending the outcome of the MAS organizational review.

Resource Library holds over 1,400 titles, which are available for loan at no charge to members. Materials include books, periodicals, and A.V. materials on all aspects of museum operations. Environmental monitoring equipment, including hygrothermographs, data-loggers, and light meters, are also available for loan through the Resource Library. Member usage of the library remained constant.

In 2006-2007, approximately 10 new titles were added to the library on topics including governance, organizational evaluation and strategic planning.

Special Interest Groups (SIG) are groups of individuals working in particular museological areas. SIGs facilitate individual and organizational development of the museum community by acting in partnership with the MAS board and staff in advocacy, education and communication. In 2006-07, the 7 SIG groups – Interpreters, Conservation, Education and Public Programs, Collections Management, Directors/Managers, Exhibitions, First Peoples – approved a proposal to form a new SIG, Family of Sites, in partnership with Parks Canada. The new SIG represents a partnership between museums and parks, the focus will be on built heritage, and will increase the interaction of heritage groups in Saskatchewan.

The SIG Representatives met four times in 2006-07. Discussions focused on planning professional development for 2007-08 based on the human resource study, approving the goals, objectives and design for

a Job Description Tool Kit, MAS website, providing the Learning Coalition with feedback on their projects, and the need to add additional SIG representatives for research, and marketing and communication, and to find a representative for the inactive Museum Shops SIG.

Special Interest Program provides professional development in specific museum fields, focusing on philosophy, practices and issues. A variety of learning activities are offered to museum staff at the intermediate to advanced level on subjects chosen by the Special Interest Groups. In 2006-07, 76 individuals attended 5 sessions – *Beyond Constructivism* (workshop), Conservation (Discussion Group), two Using Virtual Collections Software (Discussion Groups), and in partnership with Interpretation Canada, Peaks and Prairies Region, an *Animism* workshop. In 2006-07, the SIGs piloted a new organizational development program, **Coaching**, which offers museum professionals the services of a coach to provide on-site guidance and expertise in a specific area of need. Three institutions accessed the program – the Saskatchewan Science Centre, Swift Current Art Gallery and the Swift Current Museum. Each institution reported having a positive and successful coaching experience.

Standards for Saskatchewan Museums is the document developed by MAS to articulate goals and guidelines for achievement in all areas of museum operation. It was initially developed in 1988 and was revised in 1991 and most recently in 2002. The standards document was developed in consultation with the museum community and its guidelines provide the base upon which a

healthy, relevant museum community is built. It also provides the foundation upon which MAS programs, including the Museum Grant Program, the Certificate in Community Museum Studies and Advisory Services, are based.

Museum Grant Program

The Museum Grant Program (MGP) provides operational funding from the Saskatchewan Lotteries Trust Fund to museums throughout Saskatchewan. The program is intended to support and promote the advancement of operational excellence.

Saskatchewan Lotteries distributes funding to museums through the MGP which is administered by MAS, and to galleries through the Gallery Grant Program (GGP) which is administered by the Saskatchewan Arts Board.

In 2006 – 2007, funding for the MGP was \$456,350, which was the same as last year. 106 museums received funding through the MGP. In total, 108 museums applied for funding, unfortunately two were unable to achieve minimum eligibility requirements. There were 52 applications to Stream 1, 41 applications to Stream 2, and 15 applications to Stream 3. It is important to note that museums of all sizes and scopes, with many different mandates, received money from the MGP.

Detailed diagnostic reports continue to be produced in order to provide museums with an analysis of their application and include detailed resource information and support for improvement. The benefits of providing members with this information continues to be reinforced, particularly given the significant

improvements shown by museums overall. Changes continued to be made to the jury orientation process to make it more developmental in its approach. The Jury orientation meetings, again, devoted a significant amount of time to the adjudication process on a question-by-question basis. This not only provided members with a better understanding of their roles and responsibilities, but gave jury members more of an opportunity to explore questions and develop a better understanding of what was being looked for in grant applications.

Museum Grant Program Changes

The main change experienced by the Museum Grant Program in 2006 occurred at the administrative level with the responsibility for the administration of the program being transferred from Lorne Carrier, Community Development Manager to Wendy Fitch, Museums Advisor.

Publications

The following publications have been published by MAS and are available to both members and non-members by contacting the MAS office.

A Planning Guide for Small Museums is a workbook, which provides the user with a step-by-step process leading to a realistic plan the organization is able to implement.

Bulletin is a bi-monthly member newsletter. In 2006, 6 issues were published covering a wide variety of topics. The final issue was published in December, 2006.

Collections Documentation for Saskatchewan Museums is a comprehensive manual and set of forms for use in documenting

objects, specimens and archival material.

Evaluating Your Activity Plans is a workbook that provides a step-by-step process for understanding and using the Program Outcome Evaluation Model. This model can be used to evaluate most programs and activities in an organization.

Getting the Most out of Museums is a teachers' resource handbook that has been designed to bring schools and museums closer together and encourage teachers to use their local museum as a resource in their teaching curricula.

How to Train Your Summer Staff is a practical manual for training seasonal staff, which allows a museum to customize the content to their own institution.

Looking Reality in the Eye – Museums and Social Responsibility describes how being a socially responsible museum means addressing issues of relevance to one's community, as well as identifying issues and challenges where a museum's expertise can make a positive change. This book was published in partnership with the University of Calgary Press.

Resource Development Guide for Museums is a "how to" book, useful to all non-profit organizations for securing both human and financial assistance for their institutions.

Standards for Saskatchewan Museums – 2002 is a document which articulates goals and guidelines for achievement in all areas of museum operation.

TechNotes are leaflets on specific topics of interest to museums produced on an ad hoc basis.

HIGHLIGHTS OF THE YEAR

TRANSFORMATION WORKING GROUP

The Transformation Working Group (TWG) was established in 2004 in response to concerns raised by MAS's Conservators' Special Interest Group in the 1990s. They saw an increasing possibility of rural museum closures and uncertainty over the fate of the affected collections.

Other concerns included: lack of financial and human resources; increased interest in partnership activities; and increased interest by Aboriginal communities in the presentation and preservation of their heritage.

From the onset it was important that the discussions be as positive as possible given the sensitive nature of the underlying concerns and issues.

Initially, the TWG was directed to develop a set of tools for museums to use when faced with significant change in how they operate or what they would be in the future. The TWG set out to determine what those changes might be and how to identify the factors prompting those changes.

The TWG did not expect to provide solutions to all of the issues. The tools could take the form of guidelines for determining community needs, ways to create partnerships and collaborations within their community, as well as options or models for museums to consider. Finally, the TWG was asked to make recommendations to MAS regarding programs and services they felt would help museums address these critical issues.

The TWG has fundamentally shifted its focus to a broader view of museums and their relationships with their community. Museums needed to recognise the indicators for change in what they do in order to fulfil their mandates.

The TWG has identified two issues: museum organizational capacity assessment and their ability to implement the necessary changes that assessment reveals; and the paradigm shift that those working in museums will have to make in their thinking from 'stuff to stories'. MAS will also need to shift in order to support museums in their organizational capacity assessment.

Recommendations from the Transformation Working Group

1. The Museums Association of Saskatchewan should organize a consultation meeting with key stakeholders to inform them of the work to date of the TWG and to explore possible future partnership opportunities.
2. MAS should pursue the idea of sponsoring a storytelling conference similar to the 'Narrative Matters' conference recently held in eastern Canada.
3. MAS should develop a set of tools to assist museums in assessing their organizational capacity.
4. MAS should develop a set of tools to assist museums move from an institutional focus on the object to an institutional focus on the 'story'.
5. MAS should produce and make available the tools and resources relating to recommendations 2, 3 and 4.

HERITAGE AND MUSEUMS MARKET STUDY

Highlights of a Heritage Perceptions Project done in partnership with Heritage Branch of Culture, Youth & Recreation. The full report is available to MAS members upon request or can be downloaded from www.executive.gov.sk.ca/polling.htm

Overall, the response levels throughout the survey were very positive, often exceptionally so, toward heritage. Heritage is important to Saskatchewan people individually and perceived to be important to the cultural fabric of the province. They have very positive experiences when visiting museums and heritage sites and believe that heritage assets should be preserved and promoted.

STORYLINE DEVELOPMENT FOR EXHIBITIONS & AN INTRODUCTION TO PROJECT MANAGEMENT

In 2006-07 The Learning Coalition completed the development of two online self-directed learning modules entitled *Storyline Development for Exhibitions* and *An Introduction to Project Management*. These online learning programs were created for CHIN (Canadian Heritage Information Network) and are available on the CHIN web site and on CD at no cost. Following a step-by-step process, museum workers will learn the basics in developing storylines and managing projects. The modules will be particularly useful for museums that are approved for Community Memories projects.



Lorne Carrier and Delbert Pasqua with the Chief Paskwa Pictograph

EDUCATION AND REPATRIATION

The courses in the new certificate in Aboriginal Museum Studies Certificate course were offered to the MAS membership. Two new certificate courses were developed and piloted in 2006. Care of Collections II and Repatriation were very well attended.

Working with the Pasqua First Nation on the repatriation of a Pictograph depicting Treaty 4 negotiations began in 2006 and will culminate in its return in 2007. The pictograph is a very rare and historically important depiction of Treaty negotiations from a First Nation perspective.

MARKETING

Saskatchewan Women of Influence

The successful 2005 MAS Members' Centennial project resurfaced when a Regina-based video producer Ted Delanghe of Dreamsong Production expressed interest in sharing a selection of stories. He approached Saskatchewan Communications

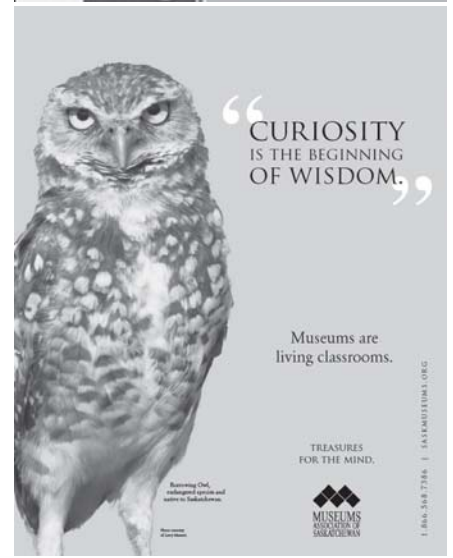
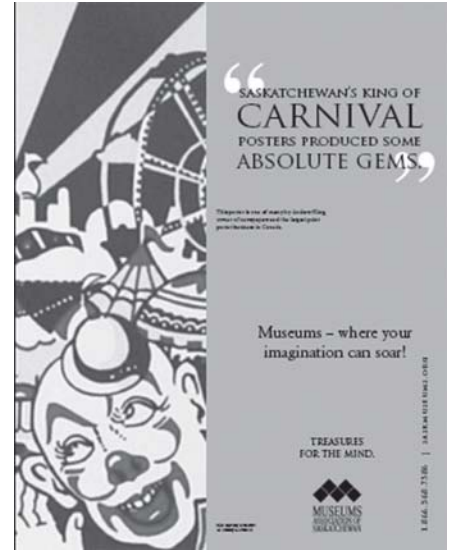
Network (SCN) and was granted the funds to produce 10 90-second visuals for SCN's rotation of fillers. The first five were aired on March 8, International Women's Day.

Hi. I am writing from Alberta to ask about your mini-profiles of historic Saskatchewan women that have been airing on TV lately. I wondered if it would be possible to get a video of these to use for a group of seniors? I am teaching them a course on women's history on the prairies and I thought this would be useful.

Debbie Marshall

You did a SUPER job on all of them, for which I thank you a whole bunch. As does Emma Rostron's daughter, Jean, who called this morning and could not thank us enough for the wonderful work. She has shown the CD to her family members - I guess there's quite a few - and they all thought it quite wonderful indeed.

Ted



FOR THE RECORD



left to right: Brenda Barry Byrne, Paula Hill, Vera Weenie-Kasokeo, Frances Love, Terry Graff, Royce Pettyjohn, Lyndon Tootoosis, missing: Shannon Cunningham inset: Céline Perillat

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Wendy Fitch

Communications Officer:

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Brenda



Brenda



Lorne



Wendy



Jan



Patricia



Iris

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Lyndon Tootoosis
Linda Young
Lorne Carrier, Iris O'Watch
(Staff Support)

Museum Grant Program Jury

Stream 1

Teresa Carlson
Keith Knox
Dolores Neil

Stream 2

Alexandra Badzak
Chad Debert
Jacquie Mallory
Cathy Paproski

Stream 3

Ingrid Cazakoff
Jennifer Hoesgen
Céline Perillat
Gary Young

Wendy Fitch (Staff Support)

Special Interest Group Representatives

Andrew Whiting, Interpreters
(SIG Representatives Leader)
Dean Bauche & Jennifer Hoesgen,
Museum Managers
Janette Hamilton, Family of Sites
Laura Kinzel,
Education and Public Programs
Debbie Massett,
Collections Management
Elaine Rohatensky, Conservation
John Snell, Exhibitions
Linda Young, First Peoples
Vacant, Museum Shops
Patricia Fiori (Staff support)

Networkers

Vivian Anfinson, Seneca Root
Regional Museums
Wes Bailey, Last Touch Museums
Network
Crystal Craig & Shirley Bennett
West Central Museums Network
Sandra Hanni & Cheryl Andrist
South East Museums Network
Ruby Lindsay, Quill Plains
Museums Network
Joan Maier, Moose Jaw Museum
Network
Lydia Mathies & Dora Wall,
Prairie Trails Museums Network
Flo Miller
Qu'Appelle Valley Museums
Network
Marilyn Sparrowhawk
& Anthony Jordon
Parkland Museums Network
Audrey Tate & Colleen Raes,
South Central Museums Network
Lorraine Waskowic & Gailmarie
Anderson, North East Museums
Network
Gwen Zweifel & Dorothy
Schwartz, North West Museums
Network
Wendy Fitch (Staff support)

Transformation Working Group

Kate Davis - Chair
Ingrid Cazakoff
Delores Cutler
Brenda Kramarchuk
Sandra Massey
Elaine Rohatensky
Gwen Zweifel
Wendy Fitch (Staff support)

2006 Honourary Lifetime Achievement Award Recipients

Dr. Margaret Hanna,
Royal Saskatchewan Museum
Thelma Poirier,
Wood Mtn. Rodeo Ranch Museum

Graduates of the Certificate in Community Museum Studies

Lorraine Shewchuk
Sturgis Station House Museum
Frances Love
Wilkie & District Museum

Membership as of March 31, 2007

Institutional	222
Individual	238
Branches	31
Associate	6