

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 sincerely thank the town of Kindersley and its surrounding museums for hosting the Annual General Meeting.

The 2005/2006 fiscal year witnessed many changes for the Museums Association of Saskatchewan, internally, externally and in governance.

Financially, this past fiscal year has seen a decrease in our operations and programming budgets, and to the Museum Grant Program. This decrease was due to an overall reduction in Lottery sales and was shared by all Provincial Cultural Organizations and SaskCulture programs. Although our funding from Saskatchewan Lotteries was reduced by 5.66%, this is not a reflection of how our members and the organization is functioning. We have been assured that MAS is one of the stronger PCOs and that this is reflected in a healthy membership.

The Board of Directors have had a particularly tumultuous past year. Funding cuts were a major issue discussed at the Board level as was the MGP (new applications – three strand system). Streamlining the budget once again, most of the deficit was taken from operations and some programming initiatives. Restructuring the organization and rebuilding our Strategic Plan and future direction became priorities for the Board of Directors. We have examined how Carver as a governance model has been working for the Board; its success and down-



falls, evaluated the model, and re-applied it accordingly for the better of the organization. This new redesigned governance model will be a one year “governance pilot” and will be evaluated in March 2007. Governance changes are a result of Board workshops due to membership reports, surveys, membership comments, and funding deficits. The Board of Directors spent many hours rebuilding our Strategic Plan and in the process, reviewed the organization’s vision, purpose and values. MAS now proposes a new strategic plan that is more effective and efficient. Within our strategic plan, the three key areas which will be addressed by the Board of Directors are Advocacy, Marketing and Museum Development.

Advocacy work will focus on the need to establish and implement a new provincial museums policy. Marketing work will focus on developing an informed public which understands the work of museums and the role museums play in the stewardship of Saskatchewan’s heritage. Museum

Development work will focus on providing members with the programs and services that they need to be effective.

No doubt, it is going to be a very busy and productive year for MAS. As frightening as funding cuts are, it was the catalyst for change, fostering evaluation, growth and organizational effectiveness - leading MAS into a progressive and sustainable future.

On that note, I would like to thank all of our membership for their past and future support of the organization. We appreciate all of your comments and look forward to your input and suggestions for the future of MAS. In closing, I would also like to thank our staff for their continued dedication, energy, time and most importantly, your voice. The Board realizes how difficult things have been and are diligently working towards an improved and efficiently run organization for the benefit of all. To my fellow Board members, I extend my hand in gratitude for all of the hard work and volunteer hours personally put into the organization; it will be a challenging year but I feel that we all have been revitalized and are prepared for the future.

I would also like to thank Saskatchewan Lotteries Trust Fund for Sport Culture and Recreation, Saskatchewan Heritage Foundation and the Department of Canadian Heritage for their financial support during the past year.

Thank you everyone and I look forward to meeting and talking with you at the Annual Conference.

Sincerely,
Brenda Barry Byrne, President

Executive Director's Report

In reviewing the many programs and highlights for the past year, it is easy to see why 2005-2006 was such an active year. Not just because it was our Province's centennial, but because the Association undertook a number of new initiatives and studies which have resulted in the Association reviewing what it does, how, and why.

I am very pleased that MAS was able to introduce the first two courses in the Certificate in First Peoples and Museums Studies. The courses, *Repatriation* and *Care of Collections II*, were successfully piloted in March 2006. A great deal of work went into developing and preparing these courses and I would like to thank all involved. MAS also undertook a human resource study of paid museum workers in the province. This study provided a comprehensive look at the challenges facing paid museum staff in the province and will help direct some of the services being offered in the future.

The Province's Centennial was an opportunity to celebrate our accomplishments and many museums were actively involved in centennial projects. Two centennial projects for the Association were the *Saskatchewan Women of Influence* and the *Saskatchewan Museums Travel Guide*. The *Travel Guide*, produced in partnership with the Saskatoon Star Phoenix, was distributed to over 160,000 households



through out the province and the *Saskatchewan Women of Influence* project received a Saskatchewan Centennial Leadership Award.

There were a number of staffing changes in 2005-2006 including the departure of Tammy Davey, Administration Assistant for a new position; the arrival of Laura Adams as Administration Assistant; and a six-month leave of absence being taken by Patricia Fiori, Education Manager. I am happy to be back at MAS, returning in November 2005 following a one-year leave of absence and would like to thank Chad Debert, Interim Executive Director, for all his hard work while I was away.

I would also like to take this opportunity to thank both the Board of Directors and Staff for all of their hard work during the past year. The Board has been very involved in setting a new direction for the Association and have given a great deal of their time, passion, and knowledge to ensure that MAS continues to be a strong leader within the community. The staff has also been working very hard on the

many programs and services provided by MAS. It has been a real pleasure working with everyone and I would like to thank Brenda, Laura, Lorne, Jan, Patricia, Tammy, and Wendy for everything they've done. I would also like to thank the Association's many volunteers. Whether it be as Jury members, SIG Representatives, Networkers, Committee members, or Board members – your contributions are critical to the success of the Association.

For a more comprehensive overview of all the Association's Activities during 2005-2006, please refer to the *Programs and Services* and *Highlights of the Year* sections of the Annual Report. At this time I would also like to thank Saskatchewan Lotteries Trust Fund for Sport Culture and Recreation, Sask Culture, Saskatchewan Heritage Foundation and the Department of Canadian Heritage for their financial support during the past year. This support has been crucial to the Association's ability to deliver the many high quality programs and services enjoyed by members.

Sincerely,
Joan Kanigan-Fairen
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:

Joan Kanigan-Fairen, Executive Director, is responsible for the overall operations of the Association and for ensuring that MAS is achieving its goals and objectives. She returned to MAS in November 2005 following a one-year leave of absence during which she worked for the Department of Culture, Youth and Recreation.

Lorne Carrier, Community Development Manager, is responsible for the Aboriginal initiatives undertaken by the Association and for managing the Museum Grant Program.

Patricia Fiori, Education Manager, is responsible for the Certificate in Community Museum Studies, Skill Development Workshops, Special Interest Groups, and the Special Interest Professional Development program. Patricia is currently on a six-month leave of absence.

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

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.

Jan Morier, Communications Officer, is responsible for the production and distribution of membership material, including Bulletin and website content, and co-ordinates the annual conference.

Laura Adams, Administration Assistant, provides secretarial and clerical support to staff, and is responsible for maintaining the Resource Library and membership database.

Tammy Davey, Administration Assistant, left the Association in November 2006 to pursue a new career opportunity with Western Farm Leadership Co-operative as Administration Coordinator.

Chad Debert, Acting Executive Director, completed his one year term and is now working for the Western Development Museum – Moose Jaw Branch as Museum Technician.

Advocacy

While significant strides were made at the federal level towards the development of a new federal museums policy, this work was put on hold as a result of the federal election. The Association and its members, along with our provincial and federal counterparts across the country, remain hopeful that the new federal government will see the value of this initiative and adopt a new museums policy shortly. The MAS Board of Directors continues to recognize the importance of advocacy and has made this one of their priorities for the coming year.

Awareness Building involves developing relationships and partnerships with other organizations to help fulfill the goals and objectives of MAS and to increase awareness about museums in the province. In 2005-2006, MAS had a representative on the SaskCulture Heritage Community of Interest Committee and Tourism Saskatchewan's Cultural Tourism Tactical Team. In addition, MAS continues to work closely with the Canadian Museums Association, Canadian Heritage Information Network and other provincial associations to address broad issues at the federal level.

Communications

Bulletin is the main vehicle for sharing member museums' activities and communicating news, financial assistance programs, training opportunities and advocacy issues. Articles were reprinted from other sources within Saskatchewan and beyond, highlighting best museum practices. CHIN initiated a series of articles reflecting Saskatchewan collections management and Community Memories projects.

We featured reports from Aboriginal Collections Care Grant recipients and "Itwaywin" (meaning 'to say' in the Plains Cree language) provided essays on First Nation and Métis museum issues. Guest writers covered a variety of topics and solicited questions from the community. The Communications Officer penned articles on exhibit panel and marketing tip sheets and an occasional exhibit review. As always, the newsletter is the forum for communication from the MAS Board, the Executive Director and feedback from the membership. The newsletter is supported, in part, through advertisements.

The MAS Web Site

(www.saskmuseums.org) saw a spike in use during Saskatchewan's Centennial Year. The website's usage report rose significantly to 52,080 visits between March, 2005 and February, 2006. The peak month was April, 2005 (4903) as tourists planned their summer travels and trips to homecomings. The heaviest traffic was on the museum search page, the maps page and the museum news and events. The Send a Postcard feature is also used often. 54% of our website visits were from within Canada.

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 2005 were solicited from members and added to their profile pages. The website had a makeover in November, 2005 with a new masthead and colour scheme using the custom graphics from the museum marketing strategy. The welcome page was re-structured to feature museum news and events of interest to the public separate from MAS news of interest to members.

Articles of interest from *Bulletin* continue to be placed on the website archived back to December, 2001. The regional maps were redesigned to reflect the changes made 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 Travelers' 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 38th **Conference and Annual General Meeting** was held April 21-22, 2005 in Regina. The event featured an evening banquet with Keynote Speaker Claude-Jean Harel (noted heritage consultant and operator of Great Excursions tour experiences). A special treat was offered by theatre group ACT (Acting for Change Troupe). Their interactive theatre workshop shared experiences and promoted cross-cultural understanding. Two Honorary Lifetime Achievement Awards were bestowed. Most worthy recipients, nominated by their peers, were David Klatt, Executive Director of the Western Development Museum and Richard Moldenhauer, formerly of the Mendel Art Gallery in Saskatoon.

Delegates heard presentations from Namir Anani, Director General of CHIN, Tap Communications and reports via the Annual General Meeting.

The mini conference concluded with behind-the-scenes tours to the Regina Plains Museum and the Saskatchewan Sports Hall of Fame and Museum.



Museum Development

Advisory Services provides member museums with information and assistance on all aspects of museum operations and is based on standards as articulated in *Standards for Saskatchewan Museums – 2002*.

The services are provided through personal consultation which includes on-site visits and referrals to appropriate individuals and organizations both within MAS and to outside individuals and agencies. Advisory services are available free of charge to MAS members. There was an increase of almost 25% in telephone requests for information in 2005. Requests for information via email remained constant as did the number of on-site visits.

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 2005-2006, 46 registrants participated in the program. The courses offered during the past year were Museums and Education in North Battleford, Volunteer Management in Melfort, Organization and Management in Weyburn and Care of Collections in Assiniboia. Two individuals received their certificate this year.

Museums & Education CP Class "...have a wealth of ideas. These classes help to re-create enthusiasm."

Care of Collections CP Class "(The instructors) were very knowledgeable, approachable and friendly. I appreciated the professional way they presented the topic."

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 2005-2006 a grant of \$2,000 was awarded to the Godfrey Dean Art Gallery in Yorkton to undertake 2 projects: The Medicine Garden Project and the LandInSite Project.

The Allen Sapp Gallery in North Battleford received a grant of \$2,000 for the 1885 Resistance Project. This is an oral history project that will record and document stories associated with the 1885 Resistance from a First Nation perspective.

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 \$27,775 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 1 meeting in 2005. The meeting was hosted by the Saskatchewan Indian Cultural Centre in Saskatoon.

A column in *Bulletin*, entitled "Itwaywin", meaning "to say" in the Plains Cree Language, is ongoing. The purpose of the column is to answer questions on Aboriginal artifacts and museum issues.

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 2005 the Committee held two meetings in January and April. The Committee adjudicated grant applications from the Godfrey Dean Art Gallery and the Allen Sapp Gallery; discussed advocacy issues for the Association to pursue; and provided advisory assistance to the Community Development Manager on Aboriginal initiatives and the new certificate course on Repatriation, which is described in the Highlights section.

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.

The Learning Coalition is an alliance of five provincial museum associations - Alberta, Saskatchewan, Manitoba, Nova Scotia and Ontario - for joint action in individual and organizational development. In 2005-2006, the Coalition was contracted by the Canadian Heritage Information Network to develop learning modules on project management and storey line development for museum volunteers/staff participating or planning to participate in the Community Memories Program. The Learning Coalition members also continued to work on the Human Resources planning

tool which will provide a model for identifying the training and development needs of museum workers and integrating those needs into the activity/strategic plans of museums. The Learning Coalition is now working on developing a community assessment tool that will assist members in determining who their community is and how their museum relates to that community.

In 2005-2006, one electronic workshop – Label Writing, lead by Paul Martinovich, Blue Sky Design and Debi Perna, PS Design was offered. 22 people from across Canada participated in the workshop.

The LEARNING COALITION

Standing:

Carrie Herrick - Museums Alberta,
Patricia Fiori - MAS

Sitting:

Cathy Blackburn - Ontario Museum
Association, Monique Brandt -
Association of Manitoba Museums



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 12 members which means that approximately 65% 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.

Networks are able to address their specific training needs through the Skill Development Program. To access this program each Network is encouraged to carry out a needs assessment. Though this process common concerns and problems are identified. When the best solution to the problem is training it is provided through the Skill Development Program. In 2005, one Network hosted an 'Introduction to Saskatchewan Standards' workshop as part of the Skill Development program.

Finally, in 2005, five Networks applied for Network Project Grants. All were awarded funding – four for joint promotional activities and one for the bulk purchase of conservation supplies.

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 hygro-thermographs, data-loggers, and light meters, are also available for loan through the Resource Library. Member usage of the library remained constant.

In 2005-2006, approximately 30 new titles were added to the library on topics including governance, organizational evaluation and strategic planning.

Skill Development Program is a network-based training program designed to increase knowledge and build on skills introduced in the Certificate in Community Museum Studies program. Participants focus on developing specific skills through practical hands-on experience. In 2005-06, the Northern Gateways Museum held a workshop for 10 participants in Denare Beach on *An Introduction to Saskatchewan Standards* and *Basics for a Non-Profit Board* and the Regina Plains Museum hosted an *Introduction to Saskatchewan Standards* workshop as part of the Skill Development program.



Special Interest Groups 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 2005-2006, there were eight SIGs – Interpreters, Conservation, Education and Public Programs, Collections Management, Museum Shops, Museum Managers, Exhibitions, and First Peoples.

The Special Interest Group Representatives met three times in 2005-2006. Discussions focused on planning for professional development, participating in the human resource study, updating the SIG guidelines and providing feedback to the Learning Coalition on programs under development. The SIG Representatives were pleased to welcome Linda Young as the new representative for the First Peoples SIG and want to thank Lyndon Tootoosis for his work as SIG Representative.

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 2005 - 2006, 75 individuals attended 8 professional development sessions – Museums Managers Discussion Group, two First Peoples Discussion Groups, *Conservation of Photographs for Conservators*, Art Gallery Educators' Discussion Group, *Current Thinking About Museum Visitors*, and two Using Virtual Collections Software Discussion Groups.

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.

MAS continues to make available the workshop entitled *An Introduction to Saskatchewan Standards* which is a strategy to introduce the museum community to *Standards for Saskatchewan Museums - 2002* and to create a feeling of comfort in the use and understanding of standards. In 2005-2006 18 participants attended workshops presented in Denare Beach and Regina.

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 2005 – 2006, funding for the MGP was \$429,720, which was the same as last year. 104 museums received funding through the MGP. In total, 107 museums applied for funding, but two were ineligible. There were 52 applications to Stream 1, 37 applications to Stream 2, and 18 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. In addition, changes were made to the jury orientation to make the process more developmental in its approach. The Jury Handbook was completely revised, and the jury orientation meeting 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 “streaming” of the Museum Grant Program was finalized this year and there are now 3 streams in the application process. The Streams are indicative of the size of the museums and more accurately reflects the needs of the museum

community. There is a separate peer jury for each Stream which is reflective of the museums in the stream being adjudicated. This was the second year for Streams 1 and 2 applications and the changes appear to be working well. New Stream 3 applications were piloted this year and some minor changes are anticipated in the 2006 grant run.

A new scoring system was also introduced this year based upon an evaluation of the 2004 grant run. Questions are now being scored on a sliding scale of 1 – 10, which is broken down into 5 categories; 1-2 some evidence 3-4 adequate 5-6 good 7-8 very good 9-10 excellent / outstanding. This scale gives the jury more input into evaluating the grant applications. Feedback on the new scoring system, from all three juries, has been very positive.

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 2005-2006, 6 issues were published covering a wide variety of topics.

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

Human Resources Study

The Paid Labour Force in Saskatchewan Museums – Trends and Directions, represents the first time that a formal study has been conducted on the environment, needs, and trends of paid staff in Saskatchewan museums. This study is important because it creates a current picture of paid staff (such as age, experience, and education), their workplace challenges, and barriers to career and professional development.

The study collected information from paid museum workers through surveys and in-depth interviews. The report profiles paid staff (age, years of work in museums, education, job descriptions, etc.), explores the challenges that they are currently facing, and identifies the expectations that paid staff have of the Association.

Key findings from the study indicate that:

- Museum staff require more specialized and advanced professional development opportunities than are currently offered and that staff require a wider range of services, beyond continuing education, to assist them in their work, and that,
- Advocacy must become the focus for MAS so there is stable funding and resources for museums with staff. Members want MAS to assume a leadership role in this area but also to collaborate with museum members to develop advocacy messages and other solutions that would assist paid staff in their work.

Information from this study will be used by MAS to guide decision-making and direct the planning and implementation of relevant training and development programs, as well as planning for other human resource and advocacy services for staff in the Saskatchewan museums community.

MAS would like to thank all of our members who participated in this study and Maureen Matthew of Innova Learning for conducting the research and compiling the report.

Marketing

The public's awareness of and interest in museums was demonstrated during Saskatchewan's Centennial. To sustain this awareness, MAS initiated a Museum Marketing project with funding from Canadian Heritage (Canadian Arts & Heritage Sustainability Program). Tap Communications was engaged to develop a marketing strategy and creative concept for MAS and member museums to use in print and electronic media. This proved to be a challenging project, compounded by the assignment being handed off to another account executive midway through. Tap's report was presented to members at the mini conference in Regina (April 22, 2005). After considering feedback from members, the artwork was revised and a 'Marketing Tool Kit' containing the final report from TAP Communications, ideas and suggestions for marketing

activities, and a CD of the artwork was sent to each museum member in January, 2006. The icons and 'You Should See Us Now!' artwork is available for each museum's use in formats for the office computer or the professional printer. MAS uses the slogan in conjunction with the website address.

In response to more significant member concerns about the marketing plan, MAS staff in consultation with museum marketing staff, rethought the approach needed for marketing museums. The goal of MAS marketing efforts is to have a public that understands, values and supports the work of museums. Brown Communications Group was engaged to develop a social marketing campaign that will better reflect this goal and will be providing MAS with the marketing messages and creative concepts needed to achieve this.

Saskatchewan Women of Influence

After more than a year of planning, this **MAS members' centennial project** was launched with exhibits, print promotion and weekly scripted radio features. An exhibit recognizing the important contributions of Saskatchewan women was agreed upon at the Network level then promoted and co-ordinated to invite all member museums to participate. A selection of panels were exhibited at the 2005 Canadian Museums Association Conference in Saskatoon and all 80 panels were exhibited at the Regina Plains Museum from July 22 to December 3, 2005. During this time, over 2,383 visitors enjoyed the exhibit at the Regina Plains Museum. The Honourable Deb Higgins, Minister of Labour, opened the exhibit and welcomed

six of the 80 Women of Influence and in September, the Federal, Provincial and Territorial Ministers Responsible for the Status of Women and their staff attended a reception at the museum.



The Museums Association of Saskatchewan is most grateful to the Status of Women Office (Saskatchewan Labour), the CBC Radio One crew of the Noon Edition for airing weekly audio vignettes, and the Regina Plains Museum for hosting this exhibition. All of the credit goes to the 78 Saskatchewan museums who participated in this centennial project.

“Your project is wonderful. My story on the Saskatchewan Woman of Influence exhibit should run in this week’s Melfort Journal. Thanks so much for the additional information on the First Nations and Métis women who were profiled.”

Jennifer Willems, Melfort

“Imagine my delight, driving down Circle Drive on a sunny Thursday afternoon, avoiding potholes, when I hear this amazing story being told by a woman with a lovely voice. I didn’t catch the start of the story or your or her name, but was stunned by the details of someone with - did I hear right 32!! children? Then I hear it’s you and the MAS Women of Influence project! I was so inspired I kept driving, went back to the Museum and continued on with my daily tasks. After all, who am I to complain, after hearing that story?!”

Janet Danyliuk, Ukrainian Museum of Canada, Saskatoon



Deb Higgins, SK Minister Responsible for the Status of Women and **Liza Frulla**, (former) Minister of Canadian Heritage

Saskatchewan Centennial Leadership Award to the participating museums in the Saskatchewan Women of Influence Members’ Project

The 2005 **Saskatchewan Museums Travel Guide: Your Travelling Companion As You Tour The Province** has proven very successful. This full colour second edition was printed in greater quantity and

had higher circulation. 160,000 copies were distributed in May to celebrate International Museums Day. The guide was inserted in the major newspapers in Saskatoon, Regina, Prince Albert, Moose Jaw and Yorkton. In Saskatoon and Regina copies were offered to teachers to use in their classrooms as teaching tools. In addition the Association distributed an extra 10,000 copies to each of the 7 tourism regional offices and the 5 main Visitor Reception Centres. Copies were also sent to each museum in the province, main libraries, Government MLAs and MPs.

The travel guide provided maps and directions for tourists and home-coming visitors so they could include museums along their routes or within their visitation areas.

The production of the Guide was a valuable marketing resource for the museum community. The guide contained contact information and a brief description of each member museum including location, hours of operation, collection highlights and annual events. Museums were grouped within tourism regions, allowing travellers to better plan museum visits along specific routes or within specific areas.



CMA Conference

In 2005, Saskatchewan was proud to host the Canadian Museums Association Conference in Saskatoon, June 8 – 11. MAS staff and members assisted in selection of speakers and local arrangements, including exciting study tours and entertainment. Saskatchewan members of the CMA Planning Committee were Dean Bauche (Allen Sapp Gallery), Dianne Craig-Hutton & Tom Waiser (Western Development Museum), Janet Danyliuk (Ukrainian Museum of Canada), Joan Kanigan Fairen, Chad Debert & Jan Morier (Museums Association of Saskatchewan), Sheila Gamble & Bettie Paley (Wanuskewin), Terry Graff & Judy Koutecky (Mendel Art Gallery), Allen Lefebvre (MacKenzie Art Gallery), Céline Perillat (Duck Lake Historical Centre), and Glenn Sutter (Royal Saskatchewan Museum).

“This is my first conference in eight years. I found the sessions much more relevant, applicable and practical to my work as a museum professional than they used to be.”

“The program was so rich in content that it was hard to choose between concurrent sessions.”

“The study tours are special – a great opportunity to explore the culture of the area.”

“Best place to meet museum colleagues from across Canada.”

Transformation Working Group

The Transformation Working Group was established in 2004 to tap into the collective wisdom of members in addressing the future sustainability of museums. They were initially asked to develop a set of tools for museum to use when faced with the need to significantly change how they operate or even what they will be in the future. These 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. The TWG identified a number of key issues including: the possibility of merging; transferring and dissolving all or part of collections; community engagement; and change management.

Over the course of the 18 months since their establishment the Transformation Working Group has fundamentally shifted focus from being exclusively on the fate of collections to the broader view of museums having to focus on their community (e.g. stories, shared memories) as they face an uncertain future. It has become clear that that museums need to be able to recognise the triggers or indicators which will require them to make, often, fundamental changes in, not only what they do, but what they see themselves as, in order to fulfil their missions. All of which relate to the broader issue of capacity assessment and capacity building. Three key questions must be addressed as the TWG moves into the second phase of their mandate. How do you measure success? How do you assess capacity? How do you shift leadership thinking? The TWG

suggests that it is no longer enough to just collect things – it is now as important if not more important to create meaning for the things through the context/stories which are attached to them. Key to success will be enabling museums to not only assess their capacity but also providing them with the tools to implement the necessary changes the assessment reveals. It will be important for museums to shift from “things” to “stories”. Equally important will be a shift within MAS – from a collections-based focus to a community access-based one in order to create a sustainable future for museums.



“Thanks so much, Wendy. Thanks also for all your help over the years with the Rocanville Museum. I believe that we have helped strengthen the foundation of what was already there. I am confident that, while there are struggles ahead for the organization, they will carry on.”

Isabelle Maynard

“Hello Wendy, Thanks - have rewritten the suggested change. Thank you very much. We may find writing other policies easier.”

Violet Spencer,
Craik Oral History Museum

**Certificate in
Aboriginal Museum Studies**

This new Certificate program is a strategy of the Association's Aboriginal Initiative and the framework for the program was developed in 2003-2004. The purpose is to provide a structured entry-level museum studies program from an Aboriginal perspective. The intended audiences are staff, paid and unpaid, working in museums that have First Nations or Métis collections, and volunteers and/or paid staff working in First Nations or Métis museums, or emerging First Nations or Métis institutions. Participants will learn the essential knowledge, skills and standards of excellence involved in managing and caring for First Nations and Métis collections. As with the original Certificate program, certificates will be awarded when participants attend the courses and successfully complete the assignments. The courses will include four from the original program – Museums and the Community, Collections Management, Care of Collections, and Exhibit Design or Museums and Education – and four new courses – Community Context, Repatriation, Care of Collections II, and Interpretation.

In 2004-2005, a curriculum writer, Susan Beaudin, was hired to compile the research, create the curriculum for the Repatriation course, and pilot the new course. The purpose of the repatriation course is to provide a basic understanding of repatriation, the policies, processes and support structures that are necessary for repatriation to be successful. The Course was piloted in February 2006 and was very successful.

The second course developed was Care of Collections II. The curriculum was developed by Iris O'Watch, Elaine Rohatensky and the class was coordinated by Maureen Matthew of Innova Learning. The pilot was successfully launched in March 2006 with media coverage from *Eagle Feather News*.

MAS is grateful to Elder Ken Goodwill, Standing Buffalo First Nation, for his participation in both workshops.



“This was a great two days of developing a better understanding and appreciation of First Nations culture. The course imparted a confidence level and we learned enough to share the information to foster more public awareness that we need to respect First Nations' culture.”

“Thank you. These courses are very informative and serve to ignite more enthusiasm on my part for volunteer work.”

Iris O'Watch and Elaine Rohatensky instruct the Care of Collections II course for the Certificate in Aboriginal Museum Studies



For the Record

Board of Directors

President: Brenda Barry Byrne
Vice-President: Brenda Sherring

Directors:
 Shannon Cunningham
 Terry Graff
 Paula Hill
 Frances Love
 Royce Pettyjohn
 Céline Perillat
 Vera Weenie-Kasokeo
 Linda Young

Audit Committee
 David Baron
 Paula Hill
 Joanne Grant
 Joan Kanigan Fairen
 Brenda Herman

Nominations Committee
 Brenda Barry Byrne
 Linda Young
 Joan Kanigan-Fairen



left to right: (back row) Terry Graff, Shannon Cunningham, Royce Pettyjohn, Frances Love, Céline Perillat
 (front row) Brenda Sherring, Linda Young, Brenda Barry Byrne, Paula Hill, Vera Weenie-Kasokeo

Staff

Executive Director:
 Joan Kanigan-Fairen

Administration Co-ordinator:
 Brenda Herman

Administrative Assistant:
 Laura Adams

Education Manager:
 Patricia Fiori

Museums Advisor:
 Wendy Fitch

Communications Officer:
 Jan Morier

Community Development Manager:
 Lorne Carrier

Interim Executive Director:
 Chad Debert

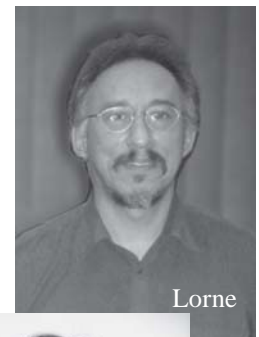
Administrative Assistant:
 Tammy Davey



Joan



Brenda



Lorne



Wendy



Jan



Laura



Chad Debert



Patricia Fiori



Tammy Davey

Committees

First Peoples and Saskatchewan Museums

George Favel
Ken Goodwill
Randy Gaudry
Dr. Margaret Hanna
Céline Perillat
Evelyn Siegfried
Lyndon Tootoosis
Linda Young
Lorne Carrier (Staff Support)

Museum Grant Program Jury

Stream 1

Chair: Linda Young
Jan Beyer
Bill King
Leanne L'Hirondelle
Vera Weenie Kesokeo

Stream 2

Chair: Shannon Cunningham
Teresa Carlson
Christa Donaldson
Deloris Neil
Cathy Paproski

Stream 3

Chair: Brenda Sherring
Ingrid Cazakoff
Jennifer Hoesgen
Sandra Massey
Céline Perillat

Lorne Carrier (Staff Support)

Special Interest Group Leaders

Andrew Whiting, Interpreter
(SIG Representatives Leader)
Dean Bauche & Jennifer Hoesgen
Museum Managers
Kate Johnson & Elaine Rohatensky
Conservation
Laura Kinzel
Education and Public Programs
Debbie Massett
Collections Management
John Snell, Exhibitions
Linda Young & Lyndon Tootoosis
First Peoples
Vacant, Museum Shops
Patricia Fiori (Staff support)
Joan Kanigan-Fairen (Staff support)

Networkers

Vivian Anfinson, Seneca Root
Regional Museums Association
Wes Bailey, Last Touch Network
Ed Christoffel and Flo Miller,
Qu'Appelle Valley Museums
Network
Crystal Craig and Shirley Bennett
West Central Museums Network
Delores Cutler and Sandra Hanni,
South East Museums Network
Kathy Fitton, Moose Jaw City
Museum Network
Lydia Mathies and Delores
Lansdall, Prairie Trails Museums
Network
Deanna Sitter-Danku
Quill Plains Museums Network
Marilyn Sparrowhawk
Parkland Museums Network
Audrey Tate and Colleen Raes,
South Central Museums Network
Lorraine Waskowic and Gailmarie
Anderson, North East Museums
Network
Gwen Zweifel and Dorothy
Schwartz, North West Museums
Network
Wendy Fitch (Staff support)



Honourary Lifetime Achievement Awards Committee

Maureen Matthew
Malcolm Wake
Jan Morier (Staff support)

Network Project Grant Jury

Jennifer Hoesgen
Yvette Wojcik
Hugh Henry
Wendy Fitch (staff support)

Transformation Working Group

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

2005 Honourary Lifetime Achievement Award Recipients

David Klatt,
Western Development Museum
Richard Moldenhauer (retired),
Mendel Art Gallery

Graduates of the Certificate in Community Museum Studies

Sandra Brown
Barr Colony Heritage
Cultural Centre

Kathy Collins
Grand Coteau Heritage &
Cultural Centre

Membership as of February 28, 2006

Institutional	220
Individual	234
Branches	31
Associate	5

Management's Responsibility

To the Members of Museums Association of Saskatchewan:

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian generally accepted accounting principles. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors and Audit Committee are composed primarily of Directors who are neither management nor employees of the Association. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Audit Committee has the responsibility of meeting with management and external auditors to discuss the internal controls over the financial reporting process, auditing matters and financial reporting issues. The Committee is also responsible for recommending the appointment of the Association's external auditors.

Meyers Norris Penny LLP, an independent firm of Chartered Accountants, is appointed by the members to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Committee and management to discuss their audit findings.

March 24, 2006

Joan Kanigan-Fairen, Executive Director

Brenda Herman, Administration Coordinator

Auditors' Report

To the Members of Museums Association of Saskatchewan:

We have audited the balance sheet of Museums Association of Saskatchewan as at February 28, 2006 and the statements of revenue, expenditures and surplus, including supporting schedules, investment in capital assets, and cash flows for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Association as at February 28, 2006 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

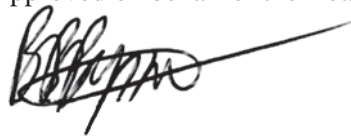
Regina, Saskatchewan
March 24, 2006

Chartered Accountants

Museums Association of Saskatchewan
Balance Sheet
As at February 28, 2006

	<i>2006</i>	<i>2005</i>
Assets		
Current		
Cash	22,235	6,679
Short-term investments (<i>Note 3</i>)	267,114	295,277
Accounts receivable	17,490	24,445
Prepaid expenses and deposits	2,575	2,575
	309,414	328,976
Capital assets (<i>Note 4</i>)	2,952	4,810
Investments (<i>Note 3</i>)	75,000	71,980
	387,366	405,766
Liabilities		
Current		
Accounts payable and accrued liabilities	4,550	4,279
Vacation payable	11,290	11,797
Grants received in advance	183,384	184,454
Grants committed	2,600	4,000
	201,824	204,530
Members' Equity		
General reserve	90,732	90,732
Investment in capital assets	2,952	4,810
Surplus	91,858	105,694
	185,542	201,236
	387,366	405,766

Approved on behalf of the Board

 Director

 Director

The accompanying notes are an integral part of these financial statements

Museums Association of Saskatchewan
Statement of Revenues, Expenditures and Surplus
For the year ended February 28, 2006

	2006	2005
Grants		
Canadian Heritage - Museums Assistance Program		
Training	61,863	67,900
Aboriginal Initiative	31,396	29,786
Canadian Heritage - Canadian Arts and Heritage Sustainability Program	35,835	20,421
Saskatchewan Heritage Foundation	7,000	-
Saskatchewan Lotteries Trust		
Global	334,907	355,000
Museum Grant Administration	44,780	40,780
Strategic Initiatives Project	-	7,727
Marketing Project	-	6,500
Centennial Student	-	2,000
	515,781	530,114
Self-generated revenues		
Advertising sales	1,263	700
Annual conference	850	5,591
Course and workshop fees	5,591	6,016
Investment income	8,054	6,835
Membership fees	15,326	12,995
Proceeds from disposal of equipment	-	50
Women of influence kit sales	228	2,046
Resource material	1,608	1,154
Subscription	56	-
Donations and sponsorships	-	600
	32,976	35,987
Total revenues	548,757	566,101
Expenditures (Schedule 1)	564,451	553,201
(Deficiency) excess of revenues over expenditures for the year	(15,694)	12,900
Surplus, beginning of year	105,694	88,799
Change in amount invested in capital assets	1,858	3,995
Surplus, end of year	91,858	105,694

The accompanying notes are an integral part of these financial statements

Museums Association of Saskatchewan
Statement of Investment in Capital Assets
For the year ended February 28, 2006

	2006	2005
Balance, beginning of year	4,810	8,805
Purchase of capital assets	912	1,050
Amortization of capital assets	(2,770)	(5,045)
Balance, end of year	2,952	4,810

Museums Association of Saskatchewan
Statement of Cash Flows
For the year ended February 28, 2006

	2006	2005
Cash provided by (used for) the following activities		
Operating activities		
Cash received from funding agencies	553,249	571,352
Cash paid to suppliers	(267,233)	(232,811)
Cash paid to employees	(294,680)	(312,994)
	(8,664)	25,547
Investing activities		
Purchases of capital assets	(912)	(1,050)
Purchase of short-term investments	(268,868)	(523,292)
Proceeds on disposal of short-term investments	323,685	505,109
Purchase of investments	(45,000)	(30,000)
Proceeds on disposal of investments	15,315	-
	24,220	(49,233)
Increase (decrease) in cash resources	15,556	(23,686)
Cash resources, beginning of year	6,679	30,365
Cash resources, end of year	22,235	6,679

The accompanying notes are an integral part of these financial statements

1. Incorporation and operations

The Museums Association of Saskatchewan (the “Association”) is incorporated under the *Non-Profit Corporations Act of Saskatchewan* and is a registered charity. The Museums Association of Saskatchewan exists to promote the preservation and understanding of Saskatchewan’s heritage by serving museums in Saskatchewan and working for their advancement.

2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

Investments

Short-term investments are recorded at lower of cost and market. Long-term investments are recorded at the lower of cost and market, less any provisions for other than temporary impairment. They have been classified as long-term assets in concurrence with the nature of the investment.

Capital assets

Capital assets are recorded at cost. Amortization is provided using the straight-line method at rates intended to amortize the cost of assets over their estimated useful lives.

	Method	Rate
Equipment	straight-line	3-5 years

Revenue recognition

Grant revenue is recognized in the year to which the funding is related. Grants received in advance represents amounts received during the year which relate to the next fiscal period. Self-generated revenue is recognized as it is earned.

General reserve

The general reserve has received allocations, from surplus, for future contingencies to be used at the discretion of the Board of Directors. During the year, \$nil (2005 - \$nil) was allocated to the general reserve. The general reserve is substantially comprised of long-term investments.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Amortization is based on the estimated useful lives of equipment. Grants received in advance are based on management’s estimate of expenses related to the funding to be incurred in the upcoming year.

These assumptions are reviewed periodically and, as adjustments become necessary they are reported in earnings in the periods in which they become known.

Income Taxes

The Association is exempt from income taxes under Section 149 (1)(1).

3. Short-term investments and long-term investments

Short-term investments is comprised primarily of a business interest savings account with interest rates ranging from 0% to 2.3% depending on the account balance and a GIC with an interest rate of 3.625% and maturity date of May 11, 2006 (2005 -3.75% and May 11, 2005).

Long-term investments are recorded at the lower of cost and market, with interest rates ranging from 3.30% to 4.15% and maturity dates ranging from May 19, 2008 to November 17, 2010. The market value of these investments is \$76,128 (2005 - \$73,435).

4. Capital assets

	Cost	Accumulated amortization	2006 Net book value	2005 Net book value
Equipment	36,875	33,923	2,952	4,810

5. Commitments

The Association is committed to operating lease payments for rent, an automobile, and various office equipment. Future minimum lease payments for the next three years:

2007	22,446
2008	22,446
2009	22,446

6. Financial instruments

The Association's recognized financial statements consist of cash, short-term investments, accounts receivable, accounts payables and accrued liabilities and vacation payable. The fair value of the cash, short-term investments, accounts receivable, accounts payable and accrued liabilities and vacation payable approximate their carrying amounts due to the short-term maturities of these instruments. The fair value of the investments is disclosed in Note 3.

7. Pension

Employees of the Museums Association of Saskatchewan are eligible to participate in Sask Sport Inc., Sask Culture Inc., and Saskatchewan Parks and Recreation Association Inc.'s Group Registered Pension Plan. These plans are administered by Sask Sport Inc. and are defined contribution plans. Contributions are made to the plans in accordance with the respective collective agreements in place as well as the employee benefit plans offered to out of scope employees. Total costs recognized for the plan during the year were \$17,800 (2005 -\$18,297). The Museums Association of Saskatchewan has no unfunded liabilities with respect to the plan.

8. Learning Coalition trust

During the year, the Association entered into a partnership agreement which formed the Learning Coalition. The Learning Coalition is an alliance of the staff responsible for training and development in each of the partner organizations for the purpose of joint action in individual and organizational development. The partners in the agreement are the Association, the Alberta Museums Association, the Association of Manitoba Museums, the Ontario Museum Association, and the Federation of Nova Scotian Heritage.

As part of the agreement the Association administers the Learning Coalition bank account on behalf of the partners. All funds held in the Learning Coalition bank account will be used solely for the operation and projects of the Learning Coalition and the staff participating in the Learning Coalition will make all decisions jointly concerning the use and distribution of the funds. The Learning Coalition funds are held in trust by the Association. The cash and revenue and expenses of the Learning Coalition have not been included in the Association's financial statements. The balance in the account at year-end is \$3,791 (2005 - \$nil).

9. Comparative figures

Certain comparative figures have been reclassified to conform with current year presentation.

Museums Association of Saskatchewan
Schedule 1 - Schedule of Expenditures
For the year ended February 28, 2006

	<i>2006</i>	<i>2005</i>
Amortization	2,770	5,045
Automobile	5,976	6,066
Computer expenses	4,586	3,445
Equipment, supplies and materials	7,797	16,019
Hosting	1,702	4,952
Insurance	1,319	1,299
Membership	1,644	1,806
Miscellaneous	8,895	3,995
Printing, postage and stationary	44,827	29,065
Professional development	-	2,998
Professional fees	77,303	52,209
Publicity	994	5,331
Registration fees	195	625
Rent	24,732	26,425
Repairs and maintenance	2,143	2,542
Resource materials	1,255	767
Salaries and benefits	294,173	312,804
Subsidies	15,768	17,257
Telephone	6,426	7,905
Travel	57,359	48,030
Utilities	4,587	4,616
	564,451	553,201

Museums Association of Saskatchewan
Schedule 2 - Expenditures by Division
For the year ended February 28, 2006

	<i>2006</i>	<i>2005</i>
Governance	33,184	21,572
Administrative services	121,804	145,864
Special Services		
Museum Grant Administration	41,922	54,599
Advocacy		
Professional/Government relations	2,257	2,220
Salaries and benefits	7,356	8,007
	9,613	10,227
Communications		
Membership Relations		
Membership maintenance and reports	2,518	2,785
Bulletin	7,299	8,035
Market Study	35,344	14,662
Member events/visits	12,413	18,271
Public Relations		
Promotions	2,909	11,311
Salaries and benefits	52,465	54,854
Overhead	4,715	4,867
	117,663	114,785
Museum development		
Education		
Seminars and workshops	22,366	21,470
Committees and projects	34,638	22,919
	57,004	44,389
Advisory		
Services	2,385	7,802
Resource Library and materials	3,610	3,368
	5,995	11,170
Museum Programming Project Grant	-	600
Learning Coalition	738	1,217
HR Study	27,859	-
Networks		
Grants	8,542	4,955
Network meetings	5,840	7,655
	14,382	12,610
Standards	2,246	7,665
Salaries and benefits	114,932	114,137
Overhead	17,109	14,366
	240,265	206,154
Total expenditures by division	564,451	553,201