



# Museums Association of Saskatchewan



2009/2010  
**Annual Report**



# Presidents & Executive Directors



## Presidents:

Dr. C.R. Strother-Stewart	1968-1969
Gordon Wilson	1969-1971
W.H. Howes	1971-1973
Austin Ellis	1973-1974
Malcolm Wake	1974-1976
Nancy Dillow	1976-1978
Joan Mitchell	1978-1980
Bill Martodam	1980-1982
Wayne Morgan	1982-1985
Jane Turnbull Evans	1985-1987
David Klatt	1987-1989
Richard Moldenhauer	1989-1991
Mary Mahon-Jones	1991-1992
Ingrid Cazakoff	1992-1996
Frances Westlund	1996-1997
Geri Jacques	1997-1999
Sheila Kelly	1999-2001
Katherine Fitton	2001-2003
Chad Debert	2003-2004
Brenda Barry Byrne	2004-2007
Terry Graff	2007-2008
Royce Pettyjohn	2008-2009
Céline Perillat	2009-2010

## Executive Directors:

Wayne Mitchell	1976-1979
Virginia Hatch	1979-1985
Gayl Hipperson	1985-1998
Lee Boyko	1998-1999
Joan Kanigan-Fairen	2000-2006
Brenda Sherring	2006-2009
Brenda Herman & Wendy Fitch	2009-2010







# The Museums Association of Saskatchewan

The Museums Association of Saskatchewan is a non-profit, collective organization. The Association is governed by a member-elected Board of Directors representative of the museum community.

The nine-member Board of Directors sets the direction (Ends) and priorities for the Association, while staff members are responsible for developing and implementing the programs and services to achieve the Board's Ends.

Membership in MAS is open to everyone. MAS provides learning opportunities for museums, personnel and their governing bodies. MAS is responsible for establishing the first *Standards for Museums* that now guides museum development across the country.

The Association raises public awareness of museums and fosters communication among members of the museum community. MAS represents the interests and concerns of the museum community to governments and other agencies.

## Purpose

To serve museums in Saskatchewan and work for their advancement.

## 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.

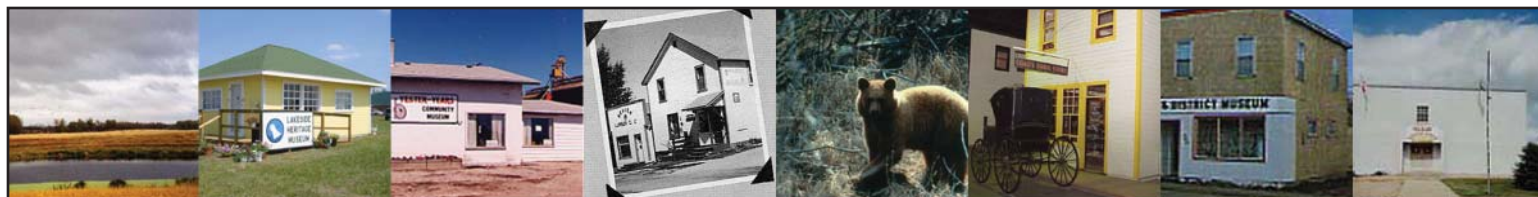
We believe that museums, in service to society, provide stewardship for the material evidence of our human and natural inheritance and contribute to the understanding of the world and our place in it - our past, our present, and our future.

## 2009-10 Membership

239	<b>Institutional</b>
8	<b>Associates</b>
197	<b>Individuals</b>
<hr/>	
444	<b>TOTAL</b>

## Museums Association of Saskatchewan

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# Message from the President & Management



**Céline Perillat**  
President of the  
Board of Directors



**Wendy Fitch**  
Co-Manager and  
Director of Museum  
Development



**Brenda Herman**  
Co-Manager and  
Director of Finance

2009-10 can best be described as a year of challenges for the Museums Association of Saskatchewan. The Board of Directors began the year by acknowledging its role in the difficulties of the past, and in pledging to make the changes necessary to ensure the same situation does not happen again.

The Board's first challenge was to ensure that the Association's day-to-day operations continued with as little disruption as possible. To accomplish this, it appointed the two senior staff members as interim co-managers. The Board acknowledged that this left MAS short-staffed, which strained its ability to provide the same level of programs and services to members as had been the case in the past. However, the Board felt that this was the least disruptive solution. The co-managers will continue in this capacity until a clear direction for MAS is established with the completion of a new strategic plan.

The Board then began what was to be its major challenge for the year – the systematic analysis of current Board policies and procedures. The main reason for this internal review was to determine where there were gaps or weaknesses. The Board has identified the need for several policy changes and the development of new procedures to ensure its policies are followed. The Board has begun to make the policy changes identified, and will complete the task in 2010, recognizing that one of the key procedures to be implemented is to have a regularly-scheduled policy review process in place.

It identified the need to put in place a robust Board orientation and training process, so that all Board members are aware of their roles and responsibilities on a policy board. As well, the Board has already begun to put in place a number of procedures to ensure it works as effectively as possible. For example, it has implemented a regular self-evaluation process, which will enable it to monitor many of its governance process policies on an on-going basis.

The Board also began to review the way it monitors its own policies and procedures, as well as the activities of the co-managers. The major challenge with respect to the way it monitors activities lies in the need to clearly define what needs to be included in monitoring reports, so that the Board receives the right information to make informed decisions. The Board and co-managers continue to work together on improving the monitoring report formats.

Concurrent to its internal reviews, the Board was also addressing a number of other issues - first, the challenge of reconnecting with MAS members. Members had called for regular communications from the Board and staff of MAS at the 2008 Annual General Meeting. In response, a new communications vehicle was created – *MAS En Masse*. In 2009-10, *MAS En Masse* became the *MAS Board & Staff Quarterly Report*, which is distributed to all members. Summaries of each Board meeting are also posted on the MAS website after each meeting.







Through these tools, members can see what the Board is doing on a regular basis. In addition, members of the Board have met with the Network and Special Interest Group Representatives.

The decision to move forward as expeditiously as possible with the development of a new strategic plan for MAS was a major outcome of the Board's internal review process. It had been anticipated that this would be accomplished during the 2009-10 fiscal year. Unfortunately, this was not the case, for a variety of reasons beyond the Board's control. However, a consultant will be hired and will begin the process at the 2010 annual meeting, and will present a final version of the new strategic plan at the 2011 AGM and Mini-Conference.

While the Board was conducting its review of the policies, processes, and procedures by which it governs and provides the Association with direction and sets priorities, the staff faced challenges as well. The first challenge was for the two senior staff members to integrate the new duties of co-managers with their existing workloads. Not surprisingly, this took some time to accomplish. It also led to the need to set new operational priorities, and to adjust the timeframe for some projects. It was also necessary to reduce the communications position to half-time, for financial reasons, which added to the staffing challenges being faced. On a positive note, the same individuals were retained in both contract positions – communications and professional development coordinator.

As with the Board, renewing the promise to ensure regular, meaningful communications with members was a priority for MAS staff in 2009-10. This took the form of a commitment to regular MAS website updates and the distribution of the e-newsletter *E-Phemera* on a bi-weekly basis. In alternate weeks, new editions of *The Megaphone* were distributed. In addition, MAS staff were in regular contact with member groups – Special Interest Groups and Networks. Adjustments to the new MAS website continue in order to ensure it provides services to both museums and the general public.

Advocacy was given a much higher profile in 2009-10 than had been the case previously. A municipal election kit was prepared and distributed in advance of the fall 2009 municipal elections, providing museums with background information, as well as sample questions to ask candidates.

In early 2010, a Call for Advocacy Action was issued on behalf of the Saskatchewan Heritage Foundation (SHF) asking museums to show their support for the SHF to the provincial government as it prepared its annual budget.

MAS developed the *Advocacy Guide – Tools and Tips* for those unfamiliar with the advocacy process, as it realized that MAS cannot be a successful advocate for museums if the museums are unable to participate in the process as well - MAS and museums must be partners in order to achieve the desired changes. Finally, MAS Board and staff members were involved in the successful launch of the new heritage umbrella organization Heritage Saskatchewan.

The Museums Assistance Program presented MAS staff with a major challenge when it declined to provide further funding for MAS' Aboriginal initiatives. Rather than abandon these important initiatives, it was decided to incorporate them into the existing Museums and Sustainability Initiative under the Cultural Diversity heading. This ensured that, while not at the previous level of activity, the Aboriginal initiatives would continue to be supported by MAS.

The Special Interest Groups (SIGs), with the assistance of MAS staff, began a major renewal process. It included determining the viability of the various SIGs in their existing forms. This was done in a collaborative way, asking former SIG members for their participation. As SIGs' memberships were established, staff would work with the various groups to identify their statements of purpose, membership criteria, representative selection process, etc. This process will continue until all SIGs are again providing an opportunity for museum practitioners to exchange ideas with colleagues.

As was stated earlier, this has been a challenging year for MAS – challenging in a good way. It has been a year of introspection for both Board and staff members, where they have been forced to look closely at themselves, to see where they made mistakes, and where they could begin to make things better. They are working to make things better, both in how the Board operates, and how MAS provides programs and services to its members.

Finally, the Board and staff would like to thank the members for their patience and understanding during the past year as MAS began its renewal process. They ask you to join MAS in moving forward into the future.





## Board Members as of March 31, 2010

### President



**Céline Perillat**  
Duck Lake Regional  
Interpretive Centre  
Duck Lake

### Vice President



**Lucille Bullerwell**  
Clayton McLain  
Memorial Museum  
Cut Knife

### Past President



**Royce Pettyjohn**  
SW Saskatchewan  
Oldtimers' Museum  
Maple Creek

### Directors



**Crystal Craig**  
Ancient Echoes  
Interpretive Centre  
Herschel



**Susan McKenzie**  
Prince Albert  
National Park  
Prince Albert



**Gordon Steele**  
Vintage Power  
Machines  
Prince Albert



**Ingrid Cazakoff**  
Grand Coteau  
Heritage and  
Cultural Centre  
Shaunavon



**Gary Young**  
Gordon Snelgrove  
Gallery  
Saskatoon



**Wayne Fennig**  
Western Development  
Museum  
North Battleford

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.
- Executive Limitations policies establish prudent and ethical boundaries for all executive activity and decisions.

During 2009-10, the Board met eight times, either in person or by conference call. It also maintained communication with the membership through meetings and the regular publication of Board summaries and *MAS Board & Staff Quarterly Reports*. The Board summaries are posted on the MAS website after each Board meeting and quarterly reports are distributed both by mail and electronically.

In addition, Board members consulted with members and stakeholders, formally and informally, throughout the year.

The Board will continue the work it began in 2009-10 in the coming year, to complete the thorough review and revision of its governance policies and procedures. It will also complete the development of a new strategic plan for the Association to guide it into the future. The Board is diligent about governing with an emphasis on outward vision.





# Advocacy



MAS' advocacy efforts grew during 2009-10, and included two Calls for Advocacy Action, as well as supporting the creation of Heritage Saskatchewan, developing the *Advocacy Guide – Tools and Tips* and taking advantage of other opportunities to speak on behalf of Saskatchewan's museums.

## Advocacy Activities

- MAS Board and staff participated in the Sask Culture Gathering and Annual General Meeting, October 23rd and 24th in Regina.
- MAS Board and staff participated in the inaugural Forum and AGM of the newly incorporated Heritage Saskatchewan Inc. MAS strongly supports the role and direction of Heritage Saskatchewan as the collective voice for all those interested in heritage in the province. A MAS Board member was part of the interim Heritage Saskatchewan Board and both MAS staff and Board members have participated on Heritage Saskatchewan committees. MAS has also become an institutional member of Heritage Saskatchewan.
- Two MAS staff members participated in Provincial and Territorial Museums Associations (PMA) meetings March 23-25 in Ottawa. These meetings are sponsored annually by the Canadian Heritage Information Network and the Canadian Conservation Institute. The meetings provided MAS staff with the opportunity to share information about the GPS Heritage Tour Pilot Project with PMA representatives from across the country, as well as gather information about their technology-related initiatives.

In addition, the Canadian Museums Association also took the opportunity to meet with the PMAs to bring them up to date with CMA's advocacy activities at the federal level.

## Advocacy Bulletin - 2009 Municipal Election Package

MAS staff prepared and distributed an Advocacy Bulletin – Municipal Election kit in advance of the fall 2009 municipal elections. This provided members

with basic information, including statistics and sample questions for use during the municipal election campaign on issues of importance to museums.

## Advocacy Bulletin - Call for Advocacy Action – Saskatchewan Heritage Foundation

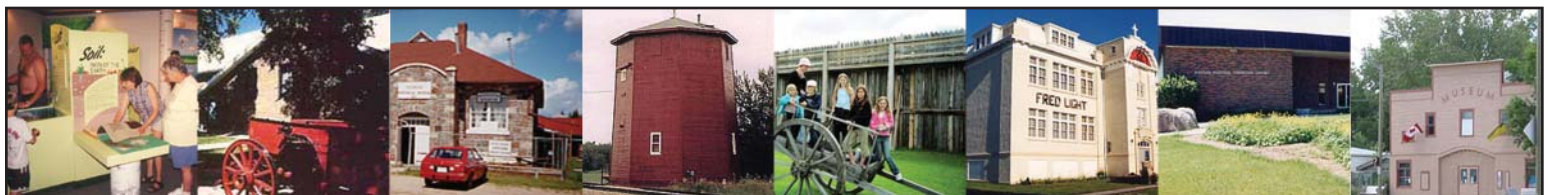
MAS issued a Call for Advocacy Action bulletin on behalf of the Saskatchewan Heritage Foundation (SHF) in response to a request received from Heritage Saskatchewan. The bulletin was prepared and distributed in January 2010. It asked members to make government decision-makers aware of the important role the SHF plays in sustaining and developing communities in Saskatchewan through its grants for heritage conservation, research, promotion and publications. Many museums have benefited from SHF support, which prompted MAS to also write to the Honourable Dustin Duncan, Minister of Tourism, Parks, Culture and Sport, supporting the SHF as his Ministry prepared for the March 2010 provincial budget.

## Advocacy Guide – Tools and Tips

MAS staff worked with Dr. Gloria DeSantis from the University of Regina, Department of Justice Studies, in the development of the document – *Advocacy Guide – Tools and Tips*. The development of this guide is, in part, a response to member requests for MAS to become a more active advocate on their behalf. In order for MAS to more effectively advocate for museums, its members have to become better advocates.

The guide is intended to encourage novice advocates to develop and maintain strong partnerships and improve museums' ability to design and implement effective advocacy processes to achieve their goals. It reflects the Museums Association of Saskatchewan's commitment to its members to promote a museum community that is adaptable and responsive to a changing social climate, and encourages a strong, collective voice involved in advocacy.

The guide was used as the course text for Dr. DeSantis' course at the University of Regina.





## Member Communication

### Core Communication Tools

MAS' staff and board worked diligently throughout 2009-10 to respond to members' desire for increased communication, despite the reduction of MAS' communications position to half-time. The results of a communications survey of members undertaken in May and June 2009 were key in determining communications priorities for the 2009-10 year.

Members' strong approval ratings resulted in the continuation of *The Megaphone*, which features member and MAS activities, and is published on MAS' website and emailed to members. Members also recommended changes to *E-Phemera*, MAS' e-newsletter, which was streamlined in content to feature highlights from the MAS website in 2009-10. In order to continue providing weekly information updates, despite more limited staffing, the publication schedules for these information items were changed to alternating weeks, which has provided a good mix of features and news updates for members on funding opportunities and other MAS events.

*MAS En Masse*, a publication updating members on Board and MAS activities, was introduced in 2008-09, and during 2009-10, was published once in spring 2009. Once members' comments on the publication were received from the communications survey, *MAS En Masse* was improved in its format, length and content during 2009-10. Renamed the *MAS Board & Staff Quarterly Report*, the new four-page format was published in the fall and winter of 2009-10, and distributed to members by email, posted to the MAS website, and distributed by post mail to members on request. This annual report comprises the fourth quarterly report for the 2009-10 fiscal year.

Members were also asked in the 2009 communications survey about their preferences for content of the new MAS website. Their feedback was incorporated in 2009-10 into a new design for the website, which includes a members-only section. This section will allow members to access more publications and

information, while also maintaining a public presence for the organization and member events and activities. MAS' web design firm is currently making the required structural changes to the site, so new content can be added.

In the meantime, in 2009-10, MAS introduced a "What's New" section on the website, and conducted weekly updates of key information pages, such as News, Member Events, Funding and Partnerships, and Job Postings. MAS' professional development coordinator also regularly updated the Education and Professional Development section of the website to ensure new educational opportunities, and the MAS education calendar and course registrations, were available in a timely manner to members.

### Annual General Meeting and Mini-Conference

MAS held its 2009 Annual General Meeting and Mini-Conference in Saskatoon on May 28, 2009. The mini-conference featured a new Member Forum, which was well-received, as well as a number of speakers and presenters on topics ranging from how to improve museums' use of social media and on-line tools, to First Peoples issues and school and museum partnerships. A feast and sweat lodge were also offered to members at Wanuskewin Heritage Park.

### GPS Heritage Tour Pilot Project

During 2009-10, MAS moved forward with Stage One of its GPS Heritage Tour Pilot Project in southwestern Saskatchewan. Funding for Stage One of the project was received from the provincial Ministry of Tourism, Parks, Culture and Sport (TPCS), and MAS' communications staff member served as project coordinator on a half-time basis during October, November and December 2009.

Stage One of the project was very successful and enthusiastically received by heritage sites and communities in the southwestern part of our province. As a result of the project's presentations to six meetings of heritage, tourism and community groups, it received 24 very strong applications from







heritage sites for the 10-12 spots available on the tour, providing an excellent representation of the wonderful heritage opportunities available in the southwest. These applications were supported by letters from municipalities, local businesses, and other community groups, showing extensive overall support from communities for this project.

During Stage One, MAS was also able to strengthen its partnerships with the agencies involved in the partner group, and obtain written letters of support from most of them for the future stages of the project. The agencies involved, aside from TPCS, MAS, and the Canadian Heritage Information Network (CHIN), now include: the provincial Ministry of Education; SaskTel; the Aboriginal Tourism Association of Saskatchewan (ATASI); Parks Canada; Natural Resources Canada; the Royal Saskatchewan Museum; the Architectural Heritage Society of Saskatchewan; the Saskatchewan Council for Archives and Archivists; Southwest Tourism; the South Central Enterprise Region; the RCMP Heritage Centre; and the Saskatchewan History and Folklore Society.

In addition, the project has formed a preliminary list of suppliers interested in participating, including Talking Dog Studios for technical support, the Institut Francais at the University of Regina for translation services, and another eight individuals and companies who have indicated they are interested in various aspects of the project.

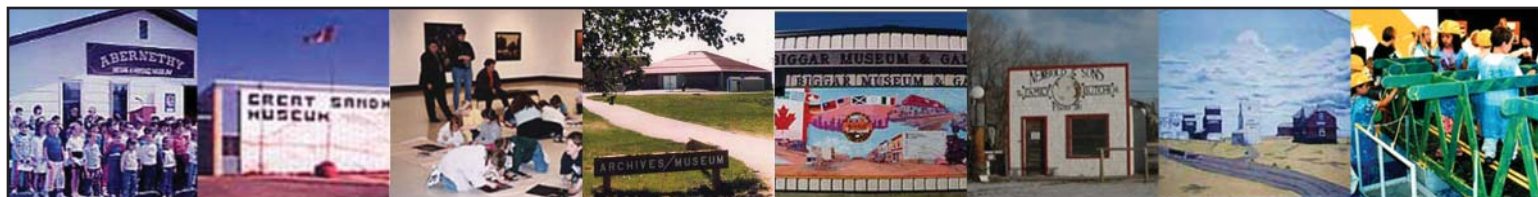
This success certainly compounded the disappointment when MAS learned in mid-December that funding for Stage Two of the project, from CHIN, would not be available in January as anticipated, but would be delayed until April and the new fiscal year. Nonetheless, much was achieved during Stage One of the project, and MAS is well positioned to move ahead as soon as federal funds are released. MAS' appreciates the patience of its members during this delay.

#### Partnerships

MAS is partnering on an increasing number of projects with other organizations, as indicated in the following chart.

Project	Partner (s)	Timeframe
Advocacy Guide (course text)	University of Regina – Dept. of Justice Studies	2009-10
National History Education Network	The History Education Network/Histoire et Éducation en Réseau (THEN/HIER)	On-going
Family of National Historic Sites SIG	Parks Canada	On-going
GPS Heritage Tour Pilot Project	Ministry of Tourism, Parks, Culture and Sport; Canadian Heritage Information Network (CHIN); Ministry of Education; SaskTel; Aboriginal Tourism Association of Saskatchewan (ATASI); Parks Canada; Natural Resources Canada; Royal Saskatchewan Museum; Architectural Heritage Society of Saskatchewan; Saskatchewan Council for Archives and Archivists; Southwest Tourism; South Central Enterprise Region; RCMP Heritage Centre; and Saskatchewan History and Folklore Society.	2009-10 – pilot phase
Saskatchewan Best Practices/Standards for Visual Arts & Crafts Sector	CARFAC Sask, Saskatchewan Arts Alliance, Saskatchewan Arts Board, SaskCulture, Saskatchewan Professional Art Galleries Association, Saskatchewan Craft Council, OSAC, CARFAC National, National Association for the Visual Arts – Australia	On-going





## Museums and Sustainability Initiative

The Museums and Sustainability Initiative is a multi-layered set of projects focused on the museum's role and responsibility to the community's social, ecological, economic, and cultural health and vitality. The initiative reflects the MAS Board's strategic direction of Community Relevance; sustainability is the concept through which MAS puts in place programs and services to achieve the Board's direction. The initiative is designed to be participatory, action-based, and consultative, and result in a multi-year set of member-driven projects consisting of working groups, developing tools and resources, and professional development opportunities.

### Environmental Sustainability

#### *Greening the Museum*

With a focus on environmental sustainability within museums, this project focuses on web content that will be accessed via the MAS website and shared with museums throughout the province. It also includes a working group, primarily consisting of MAS members - however, non-MAS members who represent organizations involved in environmental sustainability issues throughout Saskatchewan may also be invited to participate. This is an on-going project.

### Economic Sustainability

#### *The Art of Grant Writing*

In order to ensure economic sustainability, museums must acquire the skills and knowledge necessary to apply for and administer excellent grants. In response to requests from its members, MAS worked with Donald Stein, Executive Director of the Godfrey Dean Art Gallery, to develop a six-hour workshop entitled *The Art of Grant Writing*. It was designed for the novice grant-writer and guides participants through the granting process with a combination of lecture and group discussion. As part of the session, participants took on the role of a jury member and evaluated a case study museum grant in order to allocate funds and better understand the entire granting process.

### Cultural Diversity

#### *First Nations and Métis Initiatives*

The work of these initiatives is guided by the First Peoples and Saskatchewan Museums Committee. Its mandate is to develop a framework for cultivating mutual respect between the Saskatchewan museum communities.

The First Peoples and Saskatchewan Museums Committee assisted MAS staff in completing the *Elders Protocol*; this document is available on the MAS website. In addition, the committee assisted in revising the *Standards for the Care of First Nations and Métis Collections*, first developed by the committee

in 2001. Unfortunately the *Repatriation Guide*, which was begun in 2009, remains a draft because of a lack of resources – financial and human - to complete the project.

Unfortunately, funding was not received from the Museums Assistance Program, Department of Canadian Heritage for MAS' First Nations and Métis initiatives, which meant that MAS had to make significant changes to these initiatives in 2009-10. Until the strategic and operational planning processes are completed, and a final decision is made regarding how MAS will move forward with the First Nations and Métis initiatives, they will be incorporated into the Museums and Sustainability Initiative as part of the Cultural Diversity Initiative.

## Standards for Saskatchewan Museums

The Museums Association of Saskatchewan undertook the initial development of standards in 1987 in response to a directive from its membership. They were developed by MAS (Saskatchewan Museums Association at the time) for the Saskatchewan museum community in all its diversity. The original document was ratified in principle by the Museums Association of Saskatchewan's membership at its Annual General Meeting on May 6, 1988. Two revisions to the document have taken place in the intervening period - in 1991 and, most recently, in 2002.

Standards, as articulated in the document *Standards for Saskatchewan Museums – 2002*, acknowledge the public accountability of museums and their responsibility to make collections available and meaningful to that public and to do so in an honest, unbiased manner.

The Museums Association of Saskatchewan defines standards as models of achievable excellence, covering all aspects of museum operations and relevant to the diverse institutions in the provincial museum community. Additionally, MAS describes standards as a consistent set of operational goals, and a comprehensive set of operational guidelines. In articulating a comprehensive set of operational standards based on these principles, the presumption is not that all standards are relevant to every institution. Rather, the assumption is that museums will find relevant, useful, practical information within this document which will help them to be the best they can be, given their resources and goals.

In order to ensure that *Standards for Saskatchewan Museums* continues to provide a consistent, comprehensive set of operational goals and guidelines, a complete review began in 2009-10. The most recent revision of the document took place in 2002.







The review is expected to result in revisions being made to the document. These revisions will include the incorporation of the recently-revised *Standards for the Care of First Nations and Métis Collections* and will ensure that the standards document includes the museum field's most current compilation of best practices relevant to Saskatchewan's museums.

## Training Sessions

*Introduction to Saskatchewan Standards* and *Standards for Boards* are workshops designed to create a sense of comfort in the understanding and application of standards in museum operations and governance. In 2009-10, *Introduction to Saskatchewan Standards* was delivered to 11 participants in February at the Morse Museum and Cultural Centre. In 2009-10, the following seven museums participated in a *Standards for Boards* workshop: Barr Colony Heritage Cultural Centre; Biggar Museum and Gallery; Clayton McLain Memorial Museum; Fort Pelly Livingstone Museum; Kronau Bethlehem Heritage Society; Lumsden Historical Museum; and Melville Heritage Museum.

Community Trainers deliver the standards workshops to participants throughout the province. Trainers Gwen Zweifel, Lorraine Waskowic, Audrey Tate, and Crystal Craig have experience in community museums, come from different parts of the province, and have chosen to share their knowledge and experience with museum standards. In 2009-10, the Community Trainers met to revise the Standards for Boards curriculum in order to: create a more integrative and engaging session for participants; review the Community Trainer program; and participate in a session, delivered by Shelley Keyes, designed to build co-facilitation skills according to current adult education theory and practice. A plan to recruit new trainers was begun in 2009-10 and will be completed in 2010.

The *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 and Planning*; *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 2009-10, MAS offered three Certificate courses and worked with Museum Education Consultant Erin McDonald to revise *Museums and the Community*, which will be piloted in spring 2010.

The newly revised two-day course, *Exhibit Design and Planning*, was delivered twice to a total of 41 participants. The course took place at the Art Gallery of Swift Current and included a tour of the Swift Current Museum, in May 2009, and at the Barr Colony Heritage Cultural Centre in Lloydminster in March 2010. John Snell, Director

of Programming and Exhibits at the Saskatchewan Science Centre, facilitated both courses.

*Volunteer Management* was taught by Sheila Fahlman at the Moose Jaw Museum and Art Gallery in October 2009 to 18 participants and *Research* was taught by Frances Westlund at the Estevan Art Gallery and Museum to 15 participants in November 2009.

## Certificate in First Peoples Museum Studies

This program is designed to provide a structured, entry-level museum studies program from an Aboriginal perspective for museum personnel in institutions that have First Nations or Métis collections, and First Nations and Métis people who are interested in the field and/or planning and working toward heritage facilities in their communities.

In 2009-10, MAS worked with consultant Lori Whiteman to complete and deliver the course, *Rethinking Museums*, which was offered at Wanuskewin Heritage Park. It was piloted to a select group of 15 participants who took part in the course and provided a written peer review at the end of the class. Results from the peer review will provide direction for the program and remaining courses.

## Networks

Networks are regionally, self-determined MAS member groups; each determines its own agendas and meeting styles and sets its own goals and priorities. Networks usually meet twice a year – spring and fall – and provide their members with opportunities to: share information, ideas and concerns; work together, cooperatively; and acquire new skills and knowledge. Networks facilitate communications between museums within their own network; between networks within Saskatchewan; and between the MAS Board and staff and network members.

In 2009, the number of active networks fell to 11 when the Last Touch Museums Network became inactive due to an inability to find anyone willing to assume the role of Network Representative.

The number of MAS members participating in the network program last year was 133 or approximately 55% of MAS institutional members.

Each network's activities are co-ordinated by a volunteer Network Representative, often with the assistance of a Co-Network Representative. In 2009-2010, these 18 volunteers gave an average of 117 hours each (in excess of 2,000 hours all together) in carrying out their dual role as local coordinators and liaison for their network's activities with MAS.

The Network Representatives and Co-Network Representatives met as a group twice in the past year. The spring meeting was held on May 27th in Saskatoon prior to the MAS mini-conference and





annual meeting. The main purpose of this meeting was for the Network Representatives to determine the topic for the Network Knowledge Exchange training event for 2010-2011, which will be *An Introduction to the Advocacy Guide – Tools & Tips*. At their fall meeting, December 4th, the Network Representatives discussed trends they are seeing within their communities and the impacts these may have on museums in their networks. They were joined by a Board representative to discuss further the broad trends affecting museums in the province.

### Network Knowledge Exchange

The Network Knowledge Exchange is a program designed to bring together the museums that participate in the Network Program and provide collective training based on priorities determined by the Network Representatives.

This training program is intended to develop knowledge and skills in using the tools, job aids and manuals that will be available to members; introduce new resources that support core museum functions; introduce and create comfort with on-line learning resources; and assist museums in developing action plans to respond to critical issues that affect public museums. As a result, community museums will have the capacity to access and implement the resources needed to operate more effectively as public museums.

In 2009-10, 208 participants took part in the Network Knowledge Exchange session – *Telling Community Stories in Your Museum*. The session focused on the importance of the contextual information which surrounds an artefact and gives it meaning in the museum context.

At their May 2009 meeting, the Network Representatives determined that the topic for the 2010-11 Network Knowledge Exchange session would be *An Introduction to the Advocacy Guide – Tools and Tips* to be offered at the Spring 2010 Network meetings. This session was offered to three networks in March 2010: South East Museums Network; North East Museums Network; and West Central Museums Network.

**The 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 2009-10, two specialized sessions were held in Regina:

- In June 2009, MAS held its first *Arts, Culture, and Heritage Research Symposium* at the University of Regina, Language Institute. The *Symposium* consisted of four key sessions: (i) Arts and culture leader Kate Davis, former Executive Director of the

MacKenzie Art Gallery, provided the keynote address and concluding remarks, (ii) research and relevance – presentations about research projects relating to community engagement, (iii) research with First Peoples and Métis communities, and (iv) research and partnerships – a panel discussion on successes and challenges. Also included was a special presentation from The History Education Network/ Histoire et Éducation en Réseau, a collaborative research project based in British Columbia. Thirteen organizations contributed to the registration package, 45 institutions were represented at the *Symposium*, 46 participants were present, and 15 guest speakers shared knowledge and experience.

- In September 2009, in collaboration with the Royal Saskatchewan Museum, a day-long workshop entitled *The 8 Parameters of Visitor Experience* was held in Regina at the RCMP Heritage Centre. Sylvia Matiko, Principal and Co-Founder of A Different View, delivered an interactive session that explored the holistic nature of visitor experience and focused on developing action plans to a total of 56 participants.

### Special Interest Groups

Special Interest Groups (SIGs) are member groups that are an integral part of MAS' professional development program. A SIG is a group of people involved in a particular area of practice, interest, or a specific museological field. SIGs facilitate individual and organizational development of the museum community by engaging in professional development activities, collegial and professional exchange, and other priorities as identified by the group members, such as advocacy and communication. This program is designed primarily, but not exclusively, for paid museum professionals who are mid-to-advanced career and work in mid-to-large sized museums.

In 2009-2010, MAS renewed its commitment to the SIGs and initiated a membership renewal process to ensure community involvement and commitment to the Special Interest Groups. The process resulted in seven active groups: Collections Management/Virtual Collections; Conservation; Directors/Managers; Education & Public Programs; Exhibitions; Family of National Historic Sites; Saskatchewan First Peoples. All groups, with the exception of Exhibitions, met in 2009-10. Key to most meetings was the development of a Statement of Purpose, reviewing MAS' SIG Guidelines, and discussing future activities.

Interpreters, Research, and Marketing and Communications became inactive groups due to an insufficient number of members. However, if members indicate interest, these groups will become active again. Interest in beginning a Visitor Services SIG and a Curators SIG was expressed and this will be further pursued in 2010-11.

Conservation: The group met once and members gave presentations on past professional development workshops/training they had







attended, including a digital documentation workshop. The group discussed ideas for future professional development including a proposed Canadian Conservation Institute workshop.

**Collections Management/Virtual Collections:** The group met once and engaged in discussion around current collections management issues, with an emphasis on digital collections, and shared solutions to common problems.

**Directors/Managers:** The group met once and engaged in discussion around current activities, with particular interest paid to areas of sectoral and inter-sectoral collaboration, cultural change, and management best practices.

**Education and Public Programs:** This group met once and, in conjunction with the SIG discussion group, met with Brent Toles, Social Sciences Consultant, Saskatchewan Ministry of Education, to learn more about the connections between museum programs and the new curriculum.

**Family of National Historic Sites:** This group is a partnership between Parks Canada and MAS and met twice in 2009-10. In May, in conjunction with the SIG discussion group, this SIG heard a presentation from Allan Duddridge, Saskatchewan Board Member of the Historic Sites and Monuments Board of Canada (HSMBC). In September, in conjunction with the SIG discussion group, this SIG met with Sonya Oko, Program Officer with the National Historic Sites Cost Share program.

**Saskatchewan First Peoples:** In conjunction with the SIG discussion group, this SIG met with Jameson Brant, Coordinator of the Aboriginal Training Program in Museum Practices at the Canadian Museum of Civilization. The meeting was open to other members of the community. Topics such as training, repatriation, and cultural diversity/sensitivity were discussed.

### Special Interest Group Representatives

Each Special Interest Group chooses a volunteer Representative or Co-Representatives who are responsible for coordinating the group's activities and meeting with all Representatives to facilitate communication and collaboration between groups. In 2009-10, a membership renewal process took place and each SIG was responsible for choosing Representative(s) in a manner decided on by the group. This resulted in two groups having Representatives – this process is anticipated to be completed in 2010.

The SIG Representatives met once in 2009-10. Representatives discussed the first draft of the SIG Guidelines and the coming year's professional development programs and services.

**The Learning Coalition** was an alliance of four provincial museum associations: Alberta; Saskatchewan; Nova Scotia; and Ontario, for joint action in individual and organizational development.

The Learning Coalition came to an end in 2008-2009; however, a final draft of its last project, *Building Responsive Museums*, was submitted to MAS in 2009-10 and will be published as soon as resources become available.

As a member of the Learning Coalition, MAS offered the Inter-Provincial Peer Exchange program, which enabled museum staff to participate in exchanges with colleagues across four provinces. The program required participants to complete a learning plan in advance and an evaluation after the exchange. It also required managers or supervisors to be involved in the process.

In 2009-10, two Inter-provincial Peer Exchanges were completed. Janice Smith, Executive Director, Canada's Sports Hall of Fame, and Jacqueline Campbell, Saskatchewan Sports Hall of Fame and Museum, completed an exchange between August 2008 and May 2009 with a focus on Artefacts Canada and website development. Lori Williams, Saskatchewan Science Centre, and Ron Volk, Telus World of Science Calgary, completed an exchange between July 2009 and August 2009 with a focus on visitor services, programming, and bookings. This program will not be available in 2010-11.

**The Coaching Program** offers museum professionals the services of a coach to provide on-site guidance and expertise in a specific area of need. In 2009-10, one coaching placement was delivered to the MacKenzie Art Gallery. Marianna Adams, the President and Principal Evaluator of Audience Focus Inc. was contracted to help the museum develop tools and strategies in order to implement evaluative thinking into all areas of the museum.

**Consultation and Reference 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*. Services are available by telephone and email. Network members are also able to obtain personal assistance from MAS staff at network meetings. Requests for consultative services remain constant.

**The Resource Library** holds more than 1,400 titles which are available for loan to members. Materials include books, periodicals, and audio-visual materials on all aspects of museum operations. Environmental monitoring equipment, including hygrometers, data-loggers, and light meters, are also available for loan through the Resource Library. The Resource Library is accessed, on average, once a month.





## **STAFF**

**As of March 31, 2010**

Co-Manager, Director of Finance  
Brenda Herman

Co-Manager, Director of Museum Development  
Wendy Fitch

Communications  
Lisa Thomson

Professional Development Coordinator  
Jessica Leavens

Administrative Assistant  
Tammy Blancher

*MAS thanks the following staff member for her contributions during 2009-10:*

Director of Aboriginal Cultural Heritage  
Michelle McKay (to June 30, 2009)

## **SPECIAL INTEREST GROUP REPRESENTATIVES**

**As of March 31, 2010**

### **Conservation**

Brenda Smith, MacKenzie Art Gallery

### **Family of National Historic Sites**

Janette Hamilton, *Saskatchewan Provincial Parks*  
Jennifer Hoesgen, *Humboldt & District Museum & Gallery*  
Parks Canada Representative:  
Elaine Rohatensky - Term ended October 2009  
Audra Norek, A/Cultural Resource Management Advisor,  
South Saskatchewan Field Unit – from September 2009

*The following Special Interest Groups were active, but representatives were not selected in 2009-10:*

**Collections Management/Virtual Collections**  
**Directors/Managers**  
**Education & Public Programs**  
**Exhibitions**  
**Saskatchewan First Peoples**

## **NETWORK REPRESENTATIVES**

**As of March 31, 2010**

### **Quill Plains Museums Network**

Ruby J. Lindsay, *Naicam Museum*

### **North East Museums Network**

Gailmarie Anderson, *Melfort & District Museum*

Max Meier, *Star City Heritage Museum*

### **North West Museums Network**

Gwen Zweifel, *Frenchman Butte Museum*

Dorothy Schwartz, *Maidstone & District Museum*

### **Prairie Trails Museums Network**

Heather Wilson, *Morse Museum & Cultural Centre*

Joan Searle, *Mortlach Museum & Drop In Centre*

### **Qu'Appelle Valley Museums Network**

Joan Velestuk, *Grenfell Museum*

### **Seneca Root Regional Museums Network**

Lorraine Sept-Drayer, *Sturgis Station House Museum*

### **South Central Museums Network**

Colleen Raes, *Wood Mountain Rodeo/Ranch Museum*

Terri Topola, *Assiniboia & District Museum*

### **South East Museums Network**

Cheryl Andrist, *Estevan Art Gallery & Museum*

Karly Millions, *Estevan Art Gallery & Museum*

### **West Central Museums Network**

Erla Berquist, *Outlook and District Museum and Gallery*

### **Moose Jaw Museums Network**

Joan Maier, *Moose Jaw Museum & Art Gallery*

### **Parkland Museums Network**

Marilyn Sparrowhawk, *Esterhazy Community Museum*

Anthony Jordon, *Moosomin Regional Museum*

### **Staff**

Wendy Fitch, *Museums Association of Saskatchewan*







**FIRST PEOPLES AND SASKATCHEWAN  
MUSEUMS COMMITTEE  
As of March 31, 2010**

*The First Peoples and Saskatchewan Museums Committee was only active for the first quarter of the year. Members of this committee were drawn from the Aboriginal and museums communities. Under the Terms of Reference of this committee, they do not represent institutions but participate as individuals.*

Danny Musqua, *First Nations University of Canada;  
University of Saskatchewan*

Shawn Ahenakew, *Royal Saskatchewan Museum*

Garry Anaquod, *Saskatchewan Indian Cultural  
Centre*

Lorne Carrier, *Aboriginal Tourism Association of  
Saskatchewan Inc. (ATASI)*

Dawn Mentuck, *Student, Indian Teacher Education  
Program, University of Saskatchewan*

Ivan Morin, *Métis Freelance Writer*

David Rohatensky, *Parks Canada*

Calvin Racette, *Regina Public Schools Board of  
Education*

Evelyn Siegfried, *Royal Saskatchewan Museum*

Robert Whitehead, *Yellowquill First Nation*

**Staff**

Michelle McKay, *Museums Association of  
Saskatchewan (to June 30, 2009)*

**AUDIT COMMITTEE  
As of March 31, 2010**

Joanne Grant  
Allen Lefebvre  
Lucille Bullerwell (Chair)

**Staff**

Brenda Herman

*Thank you to all our hosting institutions for providing  
comfortable meeting space, hospitality, and  
assistance with local arrangements!*

Art Gallery of Swift Current  
Abernethy Nature-Heritage Museum  
Assiniboia & District Museum  
Barr Colony Heritage Cultural Centre  
Biggar Museum and Gallery  
Clayton McLain Memorial Museum  
Diefenbaker Canada Centre  
Elbow Museum  
Esterhazy Community Museum  
Estevan Art Gallery and Museum  
Fort Pelly Livingstone Museum  
Goodsoil Historical Museum  
Hudson Bay & District Cultural Society  
Kronau Bethlehem Heritage Society  
Lumsden Historical Museum  
MacKenzie Art Gallery  
Melville Heritage Museum  
Moose Jaw Museum and Art Gallery  
Morse Museum and Cultural Centre  
Radville CN Station/Firefighters Museum  
RCMP Heritage Centre  
Rosetown & District Museum  
Royal Saskatchewan Museum  
Saskatoon Zoo Society  
Signal Hill Arts Centre  
Swift Current Museum  
University of Regina – Language Institute  
Wadena & District Museum & Nature Centre  
Wanuskewin Heritage Park  
Western Development Museum - Saskatoon

Any omissions are unintentional.



## 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 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.

April 24, 2010



Brenda Herman, Director of Finance / Co-Manager

## Auditors' Report

To the Members of Museums Association of Saskatchewan:

The accompanying summarized balance sheet, and summarized statements of revenues, expenditures and surplus, including supporting schedules, and summarized statement of changes in net assets are derived from the complete financial statements of Museums Association of Saskatchewan as at March 31, 2010 and for the year then ended on which we expressed an opinion without reservation in our report dated April 24, 2010. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the Corporation's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.



Regina, Saskatchewan

April 24, 2010

**MEYERS NORRIS PENNY LLP**



# Museums Association of Saskatchewan

## Summarized Balance Sheet

*As at March 31, 2010*

	2010	2009
<b>Assets</b>		
Cash and short-term investments	304,986	269,046
Accounts receivable	49,688	52,249
Prepaid expenses and deposits	2,575	3,075
	357,249	324,370
<b>Investments</b>	104,779	104,116
<b>Capital assets</b>	3,148	11,030
	465,176	439,516
<b>Liabilities</b>		
Accounts payable and accrued liabilities	31,243	27,419
Grants received in advance	194,232	189,000
	225,475	216,419
<b>Net Assets</b>		
<b>General reserve</b>	110,732	90,732
<b>Investment in capital assets</b>	3,148	11,030
<b>Surplus</b>	125,821	121,335
	239,701	223,097
	465,176	439,516

## Summarized Statement of Revenues, Expenditures and Surplus

*For the year ended March 31, 2010*

	2010	2009
<b>Revenue</b>		
Grants from Saskatchewan Lotteries Trust	378,000	378,000
Other grants/partnerships	109,599	126,229
Self generated	31,437	30,643
<b>Total revenues</b>	519,036	534,872
<b>Expenditures</b> (Schedule 1)	502,432	545,448
<b>Excess (Deficiency) of revenues over expenditures for the period</b>	16,604	(10,576)

## Summarized Statement of Changes in Net Assets

*For the year ended March 31, 2010*

	<i>Surplus</i>	<i>Invested in Capital Assets</i>	<i>General Reserve</i>	2010	2009
<b>Net assets, beginning of year</b>	121,335	11,030	90,732	223,097	233,673
<b>Excess (deficiency) of revenues over expenditures</b>	16,604			16,604	(10,576)
<b>Purchase of capital assets</b>	(439)	439		-	-
<b>Amortization of capital assets</b>	8,321	(8,321)		-	-
<b>Inter-fund transfer</b>	(20,000)		20,000	-	-
<b>Net assets, end of year</b>	125,821	3,148	110,732	239,701	223,097

Detailed financial statements are available on request.

# Museums Association of Saskatchewan

## Summarized Schedule 1 – Expenditures by Division

*For the year ended March 31, 2010*

	2010	2009
<b>Governance</b>	<b>29,169</b>	36,486
<b>Administrative Services</b>	<b>113,053</b>	139,655
<b>Advocacy</b>		
Professional/Government relations	3,212	7,186
Salaries/benefits	22,625	19,025
<b>Total Advocacy</b>	<b>25,837</b>	26,211
<b>Communications</b>		
Membership Relations	16,951	16,239
Public Relations	9,605	4,537
Salaries/benefits	40,087	49,351
Overhead	7,806	5,524
<b>Total Communications</b>	<b>74,449</b>	75,651
<b>Museum Development</b>		
Education	72,268	55,571
Resource library and materials	1,062	505
First People's Initiative	9,139	19,571
Member funding	4,919	5,523
Museums and Sustainability	5,408	-
Salaries/benefits	145,153	169,237
Overhead	21,975	17,038
<b>Total Museum Development</b>	<b>259,924</b>	267,445
<b>Total Expenditures by Division</b>	<b>502,432</b>	545,448

Detailed financial statements are available on request.



# Acknowledgements



MAS gratefully acknowledges its major funding agencies for their financial support: The Saskatchewan Lotteries Trust Fund administered through SaskCulture; and The Museums Assistance Program through the Department of Canadian Heritage.

MAS thanks the Ministry of Tourism, Parks, Culture and Sport for its funding and support for Stage One of the GPS Heritage Tour Pilot Project. MAS also thanks its GPS Heritage Tour partners, which are listed in the Communications section of this report, and MAS members who participated in the tour's presentations and application process.

We recognize and thank all of the leaders of member groups, workshops and courses.

The Association also thanks the government bodies, organizations, agencies, companies and individuals that have worked so hard to help the Museums Association of Saskatchewan assist museums to achieve their mandates and to be the best that they can be.

MAS especially acknowledges the contributions of the many volunteers and staff who are dedicated to serving museums throughout Saskatchewan.

We thank all organizations and individuals for contributing to the success of our activities in 2009-10, including:

Beauchesne & Company  
 Architectural Heritage Society of Saskatchewan  
 Canada's Sports Hall of Fame  
 Canadian Heritage Information Network (CHIN)  
 Common Weal Community Arts Inc.  
 Community Research Unit, University of Regina  
 Gabriel Dumont Institute  
 RSM Associates, friends of the RSM  
 Saskatchewan Archaeological Society  
 Saskatchewan Archives  
 Saskatchewan Arts Alliance  
 Saskatchewan Arts Board  
 Saskatchewan Digital Alliance  
 Saskatchewan Genealogical Society  
 The History Education Network/Histoire et Éducation en Réseau (THEN/HiER)  
 Telus World of Science Calgary  
 Tourism Saskatchewan  
 Peter Abrametz

## About Our Photographs

The photograph borders throughout this document feature our member museums throughout the province. The images have been taken from photos submitted by members for the MAS website's Members pages. All member photos from our site have been used at least once in this report; they appear in random order.



Canadian  
Heritage

Patrimoine  
canadien



