



MUSEUMS ASSOCIATION OF SASKATCHEWAN

*Annual Report
2013-2014*

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 2009-2011

Rhonda Lamb 2011-2013

Crystal Craig 2013-2014

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 2009-2012

Wendy Fitch 2012-present

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 ten 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/priorities.

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

The Association raises public awareness of museums and fosters communication among members of the museum sector. MAS represents the interests and concerns of the museum sector to all levels of government and with other relevant agencies.

2013-2014 Membership

251 Institutional

8 Associates

200 Individuals

459 Total

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.

Museums Association of Saskatchewan

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Toll Free Number: 1-866-568-7386

Email: mas@saskmuseums.org • Website: www.saskmuseums.org

President's Message

“Keep your head and your heart going in the right direction and you will not have to worry about your feet.”

— Unknown

My personal decision to sit on the MAS board came from my desire to see a positive and productive organization at work for the members. So the head and heart came first, direction second and the path became clearer and easier to follow with each step.

Our past year has been full of many steps towards making this a productive board. A lot of “mapping” has already been done and is in place as a tool for future boards to use.

This has taken form as a Strategic Plan for the Board’s own work, the key areas that we wanted to focus on for the year. We now have this as a standing item on our agenda so that we can review how much progress we are making towards the goals that we set. Some items have been completed while others are in the middle of development. The following points outline what we’ve been focused on and what we’ve accomplished so far.

A formal process of ongoing communication between the Chair and the Executive Director (E.D.) has been developed. Our Board Strategic Plan is shared with the E.D. so that everyone is familiar and supportive of ongoing interests. This also allows the E.D. to give input on priorities. An example would be the inclusion of a Risk Management Policy and a standing committee to ensure that it is reviewed at each meeting once it is developed. We also have an annual review schedule for looking at the ENDS and MAS Strategic plan with the E.D.

We continue to assess our skills through a survey and workshop and it is interesting to see how things are progressing. Reviewing our skills allows us to understand the gaps in competency areas and try to recruit new board members that have those skills. We have incorporated the Board Buddy mentorship program so there is a system for knowledge transfer and sharing after the orientation session. We also had a session relating to Advocacy so that we could better understand our role within that goal.

We have developed a policy around the Board – Stakeholders and Member relations. We have committed to attend at least one meeting per year with the Networks and other member groups. As requested 6 years ago, we continue to provide the membership with board activities by sharing a summary of our board meetings and with our Quarterly reports. The development of the Members Only portion of the MAS website is expected to encourage more communication. The MAS Strategic plan developed with both board and staff input and the operational plan the staff developed, mirror each other in working towards the ENDS. The E.D. monitoring reports are designed to meet the ENDS and has made everything much easier to follow. We are in the process of developing a Board Procedural Manual to support the policies and committee work. By looking closely at Advocacy as our top priority, we realized that our Global ENDS Policy needed to be changed. As a result of our review, we have revised our Global ENDS Policy to more clearly indicate what we see MAS being for members. A new END entitled “Collective Voice” has been created incorporating the two previous ENDS of Advocacy and Public Engagement. We are looking into how to ensure we advocate on your behalf within the new framework.



Crystal Craig
President of the
Board of Directors

Committee work is reviewed at each meeting and Nominations is a standing agenda item. A nominations package has been developed so that an individual who is interested in serving on the board has a clear picture of what kind of work the board does. Succession planning includes identifying candidate(s) for President from within the Board, well ahead of the AGM so that individuals can be included on agenda setting for meetings and annual calendar details. There is no official Past President position but we have requested that the person who most recently held the position of President assist in the capacity of an advisor to the new President. I was very fortunate to have Rhonda Lamb still on the board so that I could ask her questions. Thank you Rhonda!

It has been our goal to fine tune the business portion of the meetings so that we can spend more time discussing topics of concern for members and to be forward thinking. We have managed to do this and now have at least 40% of our meetings dedicated to a specific topic or session. Makes a person want to stay on the board!

As you can see there have been lots of “steps” to get us to where we are today. I would like to thank the 2013-14 Board members for their dedication and hard work over the past year. I would like to acknowledge the work of Heather Englebert, Vice President, who is going on a leave of absence from the Western Development curatorial staff. While Heather was the youngest person on the board, she loved policy work and contributed greatly to the board. It was very much appreciated.

I would also like to thank Wendy Fitch, our Executive Director and her staff as they continue to work towards the goals of the association and the members. MAS leads by example and we should all be proud of the work that has been accomplished.

Our thanks to our funders, Saskatchewan Lotteries Trust through SaskCulture and the Department of Canadian Heritage through the Museum Assistance Program for their continued support of MAS and its programs.

Thank you to the membership. Your continued support of MAS and the work you do in preserving and promoting heritage in your communities ensures that we will remain relevant. With the changing population in our province we will have to look closely at how to continue to tell our stories and yet be inclusive of everyone in our communities.

On behalf of the Board, I thank you all and although the scenery may change, the path and direction will remain. Keep moving towards your goals.

Crystal Craig
President

Executive Director's Message

“Continuity gives us roots; change gives us branches, letting us stretch and grow and reach new heights.”

— *Pauline R. Kezer*

The Museums Association of Saskatchewan's roots are deep. They've been strong enough to help us weather the occasional storm and also flexible enough to support new growth. Some of the branches are thick and strong like Standards, the Certificate Program and Advisory Services and some are small and new like on-line services, the Museums & Sustainability Initiatives and the collections management project. Along with the Board the MAS staff work hard to keep this tree healthy – sustaining the roots to encourage new growth of branches.

Working together is always the best way to accomplish our goals and during the past year we continued to work with our stakeholders on both policy and program levels. Whether it be co-hosting a conservation workshop with the Saskatchewan Council of Archives and Archivists, meeting with SaskCulture staff to discuss the Museum Grant Program, or participating in the Canadian Museums Association's 'Museum Day on the Hill', staff continually work to advance Saskatchewan's museums.

In 2013-14, we added the fourth publication in the Museums & Sustainability series. This time the focus was on social sustainability. Plans have begun on the fifth publication which will be focused on culture. As well, we have produced a new Collections Documentation Manual for Saskatchewan Museums. This will form the basis for subsequent phases in the collections management project.

An unanticipated challenge we faced was a full Canadian Revenue Agency Charity Compliance Audit in the fall of 2013. However, instead of seeing it only as a threat we chose to see it as a learning opportunity. Some of the things we learned were: ensure records are maintained as completely as possible; ensure the organization doesn't stray from its mission; and know the rules and follow them. Over the coming year we will be developing an Enterprise Risk Management system which will be built upon, amongst other things, the lessons we learned during the audit.

As you read this annual report you will find additional evidence of how our activities, both ongoing programs and services and new initiatives, during the past year are moving us toward our strategic goals and organizational ends.

I would like to take this opportunity to thank all of MAS's volunteers for their dedication over the past year. Whether as committee members, Networkers or Learning Collective Reps your hard work and commitment truly make a difference in the ultimate success of the Association. I would especially like to thank the Board of Directors for their hard work and support over the past year. I have enjoyed working with all of you, and truly appreciate all the time and energy you have given to ensure the Association continues to move forward.

I would also like to take this opportunity to recognize and thank my wonderful team: Brenda, May-Lin, Ele and Dan. I truly appreciate your hard work, enthusiasm, willingness to try new things and senses of humour. You make it so much easier to do my job. Thank you.



Wendy Fitch
Executive Director

We say farewell to Brittany who has decided to leave MAS to pursue new entrepreneurial opportunities – best of luck Brittany!

Finally, we would like to thank SaskCulture for their ongoing support and the annual funding we receive through them from SaskLotteries Trust. We would also like to thank the Museums Assistance Program of the Department of Canadian Heritage for their financial support for many of our professional development projects.

The future beckons with a multitude of opportunities to explore along with the occasional challenge to face. Together we can be open to and embrace the inevitable changes coming to our sector - willing to challenge how we think about museums and what we do, always seeking to grow as individuals and as an organization.

Wendy Fitch
Executive Director



Back row: Dan Holbrow, Brittany Knudsen, May-Lin Polk, Ele Radbourne
Front row: Brenda Herman, Wendy Fitch

Message from the Executive Director

Board Members as of March 31, 2014

Directors



Chad Debert
Government House
Regina



Yvonne Hotzak
Ft. Pelly
Livingstone Museum
Norquay



Rhonda Lamb
RCMP Historical
Collections Unit
Regina



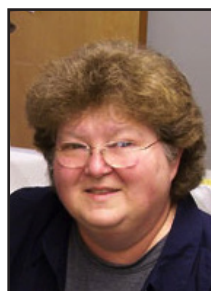
Joan Searle
Mortlach Museum
and Drop In Centre
Mortlach



Stephanie Kaduck
Swift Current
Museum
Swift Current



Carol Peterson
Deep South
Pioneer Museum
Ogema



Evelyn Siegfried
Royal Saskatchewan
Museum
Regina

President



Crystal Craig
Ancient Echoes
Interpretive Centre
Herschel

Vice Presidents



Heather Englebert
Western Development
Museum Curatorial
Centre
Saskatoon



Robert Hubick
Regina

During 2013-14, MAS continued to work with both internal and external stakeholders. Strong, positive relationships with stakeholders are seen as the foundation for being recognized as the strong collective voice for museums in Saskatchewan.

The key provincial organizations MAS works with are: SaskCulture, Heritage Saskatchewan, Saskatchewan Archives Board, Saskatchewan Council of Archives and Archivists (SCAA), Saskatchewan Heritage Foundation, Saskatchewan Arts Alliance (SAA), and the Multitype Library Board. The working relationship MAS has with each and its value to the Association enhances our ability to speak on behalf of the museum sector in Saskatchewan. Federally, MAS works with the Canadian Museums Association, Canadian Heritage Information Network, and the Canadian Conservation Institute. MAS also works with the 12 other provincial/territorial museums associations on matters of common interest.

MAS staff were also able to participate in a number of stakeholder events including: the 125 Anniversary Celebration of the Wishart Stone Church, Saskatchewan Heritage Rivers informational evening, Lt. Governor's Art Awards, Tourism Saskatchewan Awards, Lt. Governor's Multiculturalism Awards, Soo Line Museum "James Eadie Mural" opening, and the Regina Regional Youth Heritage Fair.

Board of Directors

MAS is a member driven organization governed by an elected 10 member Board of Directors which governs according to the principles of policy governance. During 2013-2014, the Board met six times and has been diligent in ensuring it provided strategic guidance and leadership to the Association

through the development and monitoring of the Global ENDS policy and the MAS strategic plan. As well, the Board continued to develop a strategy based on its self-assessment to ensure key areas are addressed. The Board has focused on the relationship between itself and the membership during 2013-14. The Member Forum at the MAS conference as well as attendance at member group meetings enabled the Board to obtain feedback on a variety of topics with members. Regular communications of Board activities through the Quarterly Reports and Board meeting summaries continued during the year.

Member Groups

Member groups enable members to come together to share ideas, concerns and solutions. They are a mechanism for members to develop a stronger sense of ownership in their Association.

In 2013-14, MAS continued to support two forms of member groups, regional networks and discipline specific special interest groups, both of which were established to facilitate member interaction.

Networks

Networks are regionally, self-determined MAS member groups. Each Network determines its own agendas as well as its own goals and priorities. Meeting twice a year – spring and fall – Networks provide members with opportunities to: share information, ideas, and concerns; work together; and acquire new skills and knowledge. Networks facilitate communications between museums within their own Network; between Networks within Saskatchewan; and between the MAS Board, staff, and Network members. Each Network's activities are co-ordinated by a volunteer Networker, often with the assistance of a Co-Networker.

In 2013-14, the number of active Networks increased to 11 with the opening of a new Network, the River Valley Network. The number of MAS members participating in the network program last year was 125, approximately 50% of MAS institutional members.

In 2013-2014, 17 Network volunteers gave their time. The Networkers and Co-Networkers met as a group once in the past year. The spring meeting was held on May 22nd in Saskatoon prior to the Symposium, MAS Conference and Annual General meeting.

Learning Collectives

The Learning Collective program (formerly Special Interest Groups) were primarily designed for mid-to-advanced level museum professionals, but open to all interested MAS members. They were comprised of groups of members with a shared interest in a particular area of museum practice. The groups included Collections Management; Conservation; Exhibits; Family of National Historic Sites; First Nations, Métis, and Inuit; Managers and Directors; and Programmers.

While mid-to-advanced level workshop attendance levels remained high, and member feedback indicated an ongoing need for support for the professional development of museum professionals in the province, the Learning Collectives program has seen diminishing participation levels. This has led us to explore new models for supporting the networking and career development needs of our professional members.

These groups also propose subjects and facilitators for professional development opportunities. This year we offered four advanced level workshops, online and in communities around the province. The workshops covered a wide range of topics, and featured expert instructors, both local and international.

In November, at the MacKenzie Art Gallery in Regina, we piloted a new program: the Peer Exchange. This was a professional forum, similar in format to an academic conference, in which museum professionals were invited to make presentations and engage one another in discussion about their projects, challenges, and accomplishments in their institutions.

The Peer Exchange pilot was a great success, with a full day of outstanding presentations from a diverse range of museum disciplines, and we plan to make the Peer Exchange a regular fall offering. We also continue to look for new avenues to support the career development of Saskatchewan's museum professionals.



*MAS Board of Directors
2013/14*
Back row: Yvonne Hotzak, Heather Englebert, Carol Peterson, Robert Hubick, Chad Debert, Evelyn Siegfried
Front row: Crystal Craig, Joan Searle, Stephanie Kaduck
Missing: Rhonda Lamb

This year, we've continued to offer a range of courses and workshops, and have expanded our development of print and online training resources, such as tip sheets and our newly-revised Collections Documentation Manual and forms for Saskatchewan Museums.

As always, our programming is based on the input we receive from our members. This allows us to plan programming that they can use. Moving forward, we'll continue to strive for member-driven programming that serves the needs of Saskatchewan's museum community.

Certificate in Community Museum Studies Program



"I felt that the class was excellent - not only did it force us to take a look at some of the Standards but the discussions were great. The facilitators jumped right in and added valuable knowledge to help our small town museums."

The Certificate Program in Community Museum Studies provides Saskatchewan's museums with affordable training in basic museum operations. It consists of ten courses, each designed to equip learners with the knowledge, skills, and standards of excellence needed to operate a successful public museum.

The courses include Museums 101, 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. Details are available in the newly updated Program Guide, which outlines the goals and content of the Certificate Program and each of its courses.

This year, we offered a number of courses online, including our newly-developed online version of Museums and Education, as well as Museums & Community and Museums 101.

We continue to offer in-person workshops as well. In the 2013-14 year, we offered Museums 101 and Collections Management, and will offer Volunteer Management in Biggar in early 2014.

Standards: Tools for Good Governance

Standards for Saskatchewan Museums are more than a book of museum guidelines. The standards provide a model for achievable excellence in all aspects of museum operations, and a set of operational goals and guidelines. They're designed to be relevant in all of our member institutions, and to provide relevant, useful, and practical information to enable museums to be the best they can be.

Demand for this course has outstripped our ability to offer it, and past participants have suggested that governance training and standards support would both be better achieved if we were to develop two distinct training programs, one for each. Staff is examining the feasibility of doing so. We will continue to offer support to our member museums in both areas.

Advanced Workshops

In 2013-14, we were able to offer a variety of workshops aimed at mid-to-advanced level museum professionals. We're pleased with the number of registrations and the overwhelmingly positive feedback we received, which suggest that these programs met the needs of many of our members.

The Royal Saskatchewan Museum's John Snell instructed a course in Temporary and Travelling exhibits. The workshop equipped the participants to create more engaging, high-quality temporary and travelling exhibits, as well as familiarizing them with the requirements for hosting other institutions' travelling exhibits.

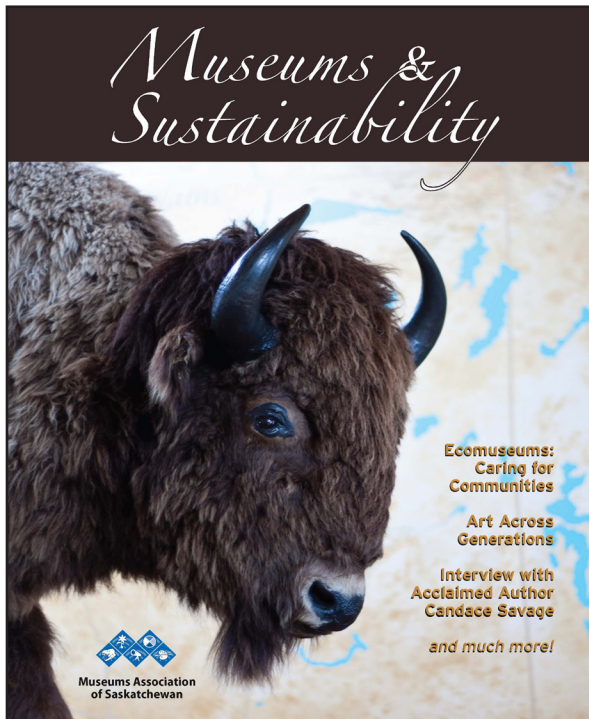
We also held a Youth Engagement workshop. In this course, Tracey Mitchell of the Next Up Youth Leadership Program led participants in a series of reflections and exercises to assist them

in engaging young people more effectively. We learned about the obstacles to participation that youth face, highlighting some of the economic and cultural factors that affect youth engagement, with particular emphasis on increasing diversity and creating an environment conducive to the participation of individuals from marginalized groups.

We were also pleased to present the Canadian Conservation Institute's course on Modern Information Carriers. This valuable course introduced participants to best practices in identifying and preserving a broad range of modern information carriers, teaching them about mechanisms of deterioration and techniques for storing and handling these media.

A workshop on inquiry-based learning will follow in the spring of 2014.

Museums and Sustainability Initiative



Sustainability — whether environmental, social, economic, or cultural — is one of the most significant issues facing us today. MAS is promoting discussion of sustainability, raising awareness about best practices in sustainability, and recognizing our members' efforts toward greater sustainability through the Museums and Sustainability Initiative.

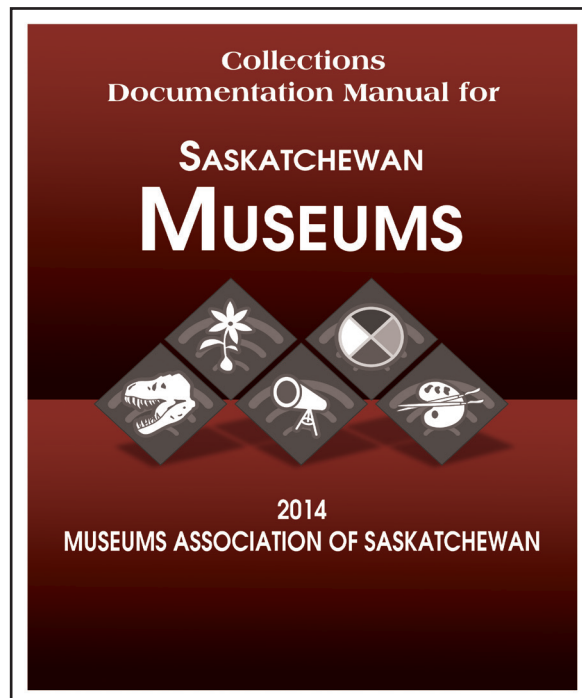
This year, our efforts have focused on our Museums and Sustainability: Social Sustainability publication. This publication showcases the Saskatchewan museums community's efforts

toward social sustainability—in particular, the engagement of diverse stakeholders in the community. It features stories from a range of museums and related groups around the province. These stories demonstrate some of the many ways our Saskatchewan institutions are helping build communities with innovative, holistic approaches to community social development.

Advisory Services

Based on Standards for Saskatchewan Museums, Advisory Services assists MAS institutional members with achieving their goals. Advisory consultations can be in the form of telephone calls, emails, referrals, and/or site visits. All consultations are confidential.

In 2013-2014, Advisory Services fielded 142 advisory requests, including 10 site visits. To ensure that members are getting information through various avenues concerning numerous topics, the Advisor has been a contributor to the MAS Blog as well as the MAS Facebook page. Both Social Media avenues allow Advisory Services to be visible with the members as well as provide timely information. Advisory Services also included Tip-Sheet publications; published this year was Mission Based Collecting. MAS also published the Collections Documentation Manual for Saskatchewan Museums, which provides forms and steps for museums to properly document their collections from the moment they enter their doors to when they may need to start a deaccessioning process.





Collections Management workshop in North Battleford, Nov. 1, 2013

Resource Library

The MAS library is a great source of information and resources for all aspects of museum work. Containing over 1700 items, it is full of best practices, case studies, and practical knowledge that can benefit member museums. Current categories in the Resource Library range from Accreditation to Technology. Many new items were purchased this year, including Community Oral History Toolkit and Manual of Strategic Planning for Museums.

Revitalized in 2012, the Environmental Monitoring Equipment Loan Program was utilized 3 times by members in 2013-14. The environmental monitoring equipment is borrowed for 3 months at a time to record the data and then sent back to MAS to be analyzed. There are two types of equipment that can be borrowed depending on the member's need. The HOBO U14 monitors and records relative humidity and temperatures while the Elsec 765C monitors and records UV, visible light, relative humidity, and temperature. An accompanying manual for equipment operation was also created. The Museums Advisor serves as the focal point of this program as the equipment needs to be set-up before sending to borrowing institutions, making it a relatively simple procedure for members to use once received.

Core Communication Tools

MAS continues to provide The Megaphone, which features member and MAS activities, and is published on MAS' website and emailed to members on a regular basis. Archived copies of Megaphone are also located on our website.

E-Phemera, MAS' e-newsletter, features time-sensitive events and opportunities which are highlights of our website. It is produced weekly and is distributed widely via email and is published on MAS' website. Archived copies of E-Phemera are also located on our website.

The MAS Board & Staff Quarterly Report, a publication requested by members to inform them of Board and MAS activities, was published and mailed to members as well as posted to the MAS website. This annual report comprises the fourth quarterly report for the current fiscal year.

MAS website, www.saskmuseums.org, was updated regularly on a weekly basis. The E-Phemera, Megaphone and Education Calendar were all posted to the website regularly.

MAS Blog was created as an avenue for the membership to learn more about specific museum topics, as well as, the goings on of the association in general. The blog has been kept up to date with regularly scheduled posts. To date, over 50 posts have been added in its first year of existence.

Topics included:

- Agents of Deterioration - Pollutants
- Board Member experiences series
- Intangible Cultural Heritage Symposium
- Winter Preparation for your Site
- Eco-Museums: A Sense of Place

MAS Facebook account was created as a promotional tool for members to share their events as well as a place to share heritage and museum-related articles and helpful information. The page is monitored daily during the work week.

MAS Twitter account <https://twitter.com/museumsassocsk> was launched in May 2013 in time for the Mini-conference and AGM.

In order to create greater public awareness and understanding of the past, present, and future impact of Saskatchewan's heritage, within the resources available, MAS undertakes a variety of actions directed at different audiences.

During 2013-2014, MAS maintained its investment in multiplatform, paid advertisements; this includes ads in: Prairies North magazine & website, Urban Voice, Leader Post/Star Phoenix (Culture Days, Heritage Week & Volunteer Week), and Saskatchewan History Journal. The MAS leased car continues to wear its 'vehicle wrap' where the Association name, logo, website address, and tag line "Treasures for the Mind" create a traveling ad. This is expected to provide considerable exposure over the course of the lease agreement as the car travels throughout the province.

MAS also hosted a booth at the SUMA tradeshow, Saskatoon Heritage Fair held at the WDM, which drew over 3000 visitors, and the Heritage Saskatchewan Forum. Having a booth at these events enabled MAS to raise the profile of both the Association and our members with a broad cross-section of audiences.

MAS continues to provide an increased on-line presence. This is necessary in order to adapt to the changing way in which people look for information. MAS continues to provide its online presence in such a way that those members who are unable to access electronic communications are not left behind while at the same time meeting the needs of those who have embraced the new modes of communication. MAS also remains mindful of the fact that many members live in rural areas where high-speed internet access does not exist. MAS continues to provide key documents by mail such as the Annual Report, Education Calendar, as well as, other occasional publications.

Website Stats

April 1, 2013 – March 31, 2014

22,450 visits (down 269 from last year)

62.5% new visits (up 4.37% from last year)

Top 3 Countries: Canada, United States, United Kingdom



MAS Conference session in Saskatoon, May 2013



MAS AGM, Saskatoon, May 2013

MAS Mini-Conference and Annual General Meeting

MAS held its 2013 Mini-Conference and AGM at the Saskatoon Inn and Conference Centre May 24th. The Mini-conference followed the *Educating for Sustainability Symposium* held May 23rd at the same location.

In addition to the AGM, the Board hosted the Member Forum to discuss the ways they could better serve the membership. Dean Kush, SaskCulture's Assistant Manager gave a presentation on the *Changing Face of Saskatchewan – Looking in the Mirror* and Dr. Glenn Sutter, Human Ecology Curator for the Royal Saskatchewan Museum spoke on the topic – *Growing Eco-Museums in Saskatchewan*.

In order to affect positive change on behalf of the museum sector in Saskatchewan MAS undertakes a variety of advocacy activities. For MAS, advocacy is fundamentally about building positive relationships with decision makers in order to achieve desired goals. This process has begun with several categories of stakeholders including: funders, governments, provincial non-profits and federal non-profits. In some cases this has been done because the stakeholder group is the decision maker (governments and funders) and in other cases because the stakeholder group is a potential partner in advocacy, public engagement or capacity development. The other way that MAS is laying the groundwork for future targeted advocacy activities is through a variety of activities all focused on increasing public awareness of the role and value of museums.

Advocacy Activities

- Representatives of MAS Board and staff participated in the Canadian Museums Association Conference, SaskCulture AGM and Gathering and Heritage Saskatchewan Forum and AGM.
- MAS continues as a member of Heritage Saskatchewan ensuring the Association's contribution on issues relevant to the Saskatchewan museum sector. This included participating in a Municipal Engagement session and a Provincial Engagement.
- MAS was represented by the Executive Director at the annual Multitype Library Board meeting.
- MAS hosted a booth at the Saskatchewan Urban Municipalities Association Convention tradeshow.
- MAS Executive Director participated in the Canadian Museums Association's 'Canadian Museums Day' on Parliament Hill meeting with two Saskatchewan Members of Parliament to discuss youth employment in museums, the road to Canada's 150th and funding stability.
- MAS Executive Director participated in the Canadian Heritage Information Network (CHIN) sponsored meeting of provincial and territorial museums associations

in Ottawa. The Canadian Museums Association also hosted a meeting with representatives of provincial and territorial museums associations at this time. Participating in the CHIN meeting were representatives from the Minister of Canadian Heritage's office, Canadian Conservation Institute and the Museums Assistance Program.

Partnerships

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

| Project | Partner (s) | Timeframe |
|--|---|-----------|
| National History Education Network | The History Education Network/Histoire et Éducation en Réseau (THEN/HiER) | On-going |
| Family of National Historic Sites Learning Collective | Parks Canada | On-going |
| Eco-Museums Project | Royal Saskatchewan Museum, SaskCulture, Heritage Saskatchewan, Heritage Canada – The National Trust | On-going |
| Saskatchewan Best Practices/ Standards for Visual Arts & Crafts Sector | CARFAC Saskatchewan, 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 |
| Conservation workshops | Saskatchewan Council of Archives and Archivists | On-going |
| ArchaeoCaravan Project | Saskatchewan Archaeology Society | On-going |



May-Lin Polk at the Heritage Festival of Saskatoon at the WDM in February 2014

Audit Committee

As of March 31, 2014

Robert Hubick (Chair)
Carol Peterson

Staff

Brenda Herman
Museums Association of Saskatchewan

Learning Collective Representatives

As of March 31, 2014

Conservation

Brenda Smith
MacKenzie Art Gallery

Alyssa Becker-Burns
Royal Saskatchewan Museum

Collections Management/Virtual Collections

Diane Lara
Moose Jaw Museum & Art Gallery

Daniel Stewart
Western Development Museum

Education & Public Programs

Stephanie Kaduck
Swift Current Museum

Exhibitions

Marlon Janzen
Royal Saskatchewan Museum

John Snell
Royal Saskatchewan Museum

Saskatchewan First Peoples

Delbert Pasqua
Pasqua First Nations Interpretive Centre

Family of National Historic Sites

Janette Hamilton
Saskatchewan Provincial Parks

Jennifer Hoesgen
Humboldt & District Museum & Gallery

Staff

As of March 31, 2014

Executive Director
Wendy Fitch

Director of Finance
Brenda Herman

Communications Coordinator
Brittany Knudsen

Professional Development Coordinator
Dan Holbrow

Museums Advisor
May-Lin Polk

Administrative Assistant
Ele Radbourne

Museums & Sustainability Committee

As of March 31, 2014

Gailmarie Anderson
Melfort & District Museum / City of Melfort

Heather Englebert
Western Development Museum Saskatoon

Dr. Glenn Sutter
Royal Saskatchewan Museum

Staff

Dan Holbrow
Museums Association of Saskatchewan

Network Representatives

As of March 31, 2014

Quill Plains Museums Network

Fern Swinburnson
Wynyard and District Museum

North East Museums Network

Max Meier
Star City Heritage Museum

Michelle Taylor
Prince Albert Historical Museum

North West Museums Network

Gwen Zweifel
Meadow Lake Museum

Dorothy Schwartz
Maidstone & District Museum

Prairie Trails Museums Network

Rachel Wormsbecher
Swift Current Museum

Kelly Attrell
Grand Coteau Heritage and Cultural Centre

Qu'Appelle Valley Museums Network

Linda Kort
Indian Head Museum Society

Seneca Root Regional Museums Network

Yvonne Hotzak
Ft. Pelly Livingstone Museum

South Central Museums Network

Terri Topola
Assiniboia & District Museum

River Valley Museum Network

Doreen Nickel
Langham & District Heritage Village & Museum

Heather Silcox
Borden & District Historical Museum

West Central Museums Network

Verna Thompson
Prairie West Historical Centre

MaryAnn Peters
Great Sandhills Museum

Moose Jaw Museums Network

Marge Cleave
Briercrest Museum

Parkland Museums Network

Anthony Jordon
Moosomin Regional Museum

Staff

May-Lin Polk
Museums Association of Saskatchewan

Management Responsibility statement

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 accounting standards for not-for-profit organizations. 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.

MNP 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.

May 12, 2014



Brenda Herman, Director of Finance



Auditors' Report

To the Members of Museums Association of Saskatchewan Inc.:

The accompanying summary financial statements, which comprise the summary statement of financial position as at March 31, 2014, and summary statement of revenues, expenditures and surplus for the year then ended, are derived from the complete financial statements of Museums Association of Saskatchewan Inc. as at and for the year ended March 31, 2014. We expressed an unmodified opinion on those financial statements in our audit report dated May 12, 2014.

These summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of the Museums Association of Saskatchewan Inc.

Management's Responsibility for the Summary Financial Statements

The fair summarization of the complete financial statements is the responsibility of management.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standards (CAS 810), "Engagements to Report on Summary Financial Statements."

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of Museums Association of Saskatchewan Inc. as at and for the year ended March 31, 2014 are a fair summary of those financial statements, in accordance with Canadian accounting standards for not-for-profit organizations.

Regina, Saskatchewan
May 12, 2014



Chartered Accountants

Museums Association of Saskatchewan
Summarized Statement of Financial Position
As at March 31, 2014

| | 2014 | 2013 |
|--|----------------|-------------|
| Assets | | |
| Cash and short-term investments | 512,736 | 495,368 |
| Accounts receivable | 7,589 | 7,937 |
| Prepaid expenses and deposits | 6,105 | 5,924 |
| | 526,430 | 509,229 |
| Investments | 103,765 | 104,655 |
| Capital assets | 2,810 | 3,288 |
| | 633,005 | 617,172 |
| Liabilities | | |
| Accounts payable and accrued liabilities | 11,343 | 9,331 |
| Vacation Payable | 20,172 | 26,036 |
| Unearned revenue | 246,850 | 239,662 |
| | 278,365 | 275,029 |
| Net Assets | | |
| General reserve | 110,732 | 110,732 |
| Investment in capital assets | 2,810 | 3,288 |
| Surplus | 241,098 | 228,122 |
| | 354,640 | 342,143 |
| | 633,005 | 617,172 |

Summarized Statement of Revenues, Expenditures and Surplus
For the year ended March 31, 2014

| | 2014 | 2013 |
|--|----------------|-------------|
| Revenue | | |
| Grants from Saskatchewan Lotteries Trust | 479,323 | 465,363 |
| Other grants/partnerships | 59,348 | 58,755 |
| Self generated | 36,729 | 36,878 |
| Total revenues | 575,400 | 560,996 |
| Expenditures (Schedule 1) | 562,903 | 526,894 |
| Excess of revenues over expenditures for the period | 12,497 | 34,102 |

Detailed financial statements are available on request.

Museums Association of Saskatchewan
Summarized Schedule 1 – Expenditures by Division
For the year ended March 31, 2014

| | 2014 | 2013 |
|---------------------------------------|----------------|-------------|
| Governance | 41,153 | 27,336 |
| Administrative Services | 125,939 | 126,068 |
| Advocacy | | |
| Professional/Government relations | 6,197 | 7,135 |
| Salaries/benefits | 23,753 | 33,248 |
| Total Advocacy | 29,950 | 40,383 |
| Communications | | |
| Membership Relations | 7,626 | 17,844 |
| Public Relations | 13,458 | 15,953 |
| Salaries/benefits | 64,458 | 58,929 |
| Overhead | 8,952 | 8,304 |
| Total Communications | 94,494 | 101,030 |
| Museum Development | | |
| Education | 35,403 | 53,658 |
| Museums and Sustainability | 32,604 | 10,135 |
| Resource library and materials | 9,541 | 3,969 |
| Advisory Services | 5,615 | 3,055 |
| Member funding | 5,700 | 5,553 |
| Salaries/benefits | 158,988 | 133,968 |
| Overhead | 23,516 | 21,739 |
| Total Museum Development | 271,367 | 232,078 |
| Total Expenditures by Division | 562,903 | 526,895 |

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.

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

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

Thank you to those who provided in-kind donations of time and expertise for professional development projects.

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, businesses and individuals for contributing to the success of our activities in 2013-14.



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