The Museums Association of Saskatchewan

2008/2009 Annual Report

# Presidents & Executive Directors

| Presidents: | | Executive Directors: |
|---|---|---|
| Dr. C.R. Strother-Stewart | 1968-1969 | |
| Gordon Wilson | 1969-1971 | |
| W.H. Howes | 1971-1973 | |
| Austin Ellis | 1973-1974 | |
| Malcolm Wake | 1974-1976 | Wayne Mitchell 1976-1979 |
| Nancy Dillow | 1976-1978 | |
| Joan Mitchell | 1978-1980 | Virginia Hatch 1979-1985 |
| Bill Martodam | 1980-1982 | |
| Wayne Morgan | 1982-1985 | |
| Jane Turnbull Evans | 1985-1987 | Gayl Hipperson 1985-1998 |
| 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 | Lee Boyko 1998-1999 |
| Sheila Kelly | 1999-2001 | Joan Kanigan-Fairen 2000-2006 |
| Katherine Fitton | 2001-2003 | |
| Chad Debert | 2003-2004 | |
| Brenda Barry Byrne | 2004-2007 | Brenda Sherring 2006-2009 |
| Terry Graff | 2007-2008 | |
| Royce Pettyjohn | 2008-2009 | |

# 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 seven to 11 member board develops policy and staff members are responsible for programs and services that achieve the board's Ends (objectives) and priorities.

Membership in MAS is open to everyone. MAS provides educational 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.

## 2008-09 Membership

| | |
|---|---|
| **242** | **Institutional** |
| **8** | **Associates** |
| **197** | **Individuals** |

**447 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**
422 McDonald Street
Regina, Saskatchewan
Canada S4N 6E1
Telephone: (306) 780-9279
Fax: (306) 780-9463
Toll Free Number 1-866-568-7386
E-mail: mas@saskmuseums.org
Website: www.saskmuseums.org

# Messages

## President's Message

The world around us is changing. Demographics are changing. Public priorities are changing. The manner in which we communicate with each other is changing. In order to remain relevant, and subsequently sustainable, museums, in like manner, are looking to change.

We are looking at who our audiences have now become, given changes in demographics and changes in the geographic distribution of population across the province. We are looking at how we align with public priorities so that we can effectively advocate for the critical role that museums play in public life across Saskatchewan. We are looking at how we engage our audiences, what experiences we provide to them, and we are seeking from them guidance as to how they want and need to be engaged by their museums.

This is not an exercise for any one type or size of museum. Every museum, from the smallest community museum (such as the S.W. Sask. Oldtimers' Museum), through to the largest national institution (such as the Parks Canada Agency), are evaluating critically how they are relevant to the public they serve. They are also making the necessary changes to their operations to ensure ongoing public support, through the achievement of a special place in the hearts and minds of their stakeholders.

MAS, in like manner, is facing major changes in its world, changes to which MAS needs to be responsive in order to remain viable and relevant. MAS has faced in this past year changes to core funding. There have been changes in the expectations of how MAP funding can be used. There have been changes in the programming needs of our membership as they struggle to address issues with declining/stagnant visitation, declining/stagnant funding, declining/stagnant community awareness, challenges in attracting new volunteers, challenges in reaching their new audiences through new media such as the internet, etc.

MAS has therefore significant challenges before it. In many ways, we will need to reinvent ourselves as an organization in order to rise to meet these challenges. Conversely, in many ways, we will also need to preserve and/or reinforce the basics upon which this organization was founded.

I have every confidence that the Saskatchewan museum community is up to the challenge. I look forward to the strong, vibrant and sustainable community of heritage institutions this process will achieve.

Sincerely,

Royce E. W. Pettyjohn
President - Board of Directors

**Royce Pettyjohn**       **Brenda Sherring**

## Former Executive Director's Message

Dear Members and Funders,

This past fiscal year, 2008-2009, has been one of change and reflection. The changes that MAS has had to make are largely in response to changes made by its financial supporters. These resulted in impacting the programs and services that MAS offers to its members.

There are three funding sources that have changed and impact what MAS does on an ongoing, regular basis:

1) Operational Funding from SaskLotteries Trust administered by SaskCulture - MAS received another increase of $10,000. SaskCulture recognizes that MAS is embarking on a new direction and has supported the organization on that basis; it has asked to see this new direction emphasized in MAS' 2009 application for funding for the 2010/11 fiscal year.

2) The Museums Assistance Program (MAP) administered by Canadian Heritage - The next applications to MAP must clearly define what programs and services MAS will offer on a regular ongoing basis and what activities are strictly identified as projects. MAP will only fund projects and the staff associated with projects. Prior to this year, MAS was using MAP to fund regular staff positions.

3) The Museum Grant Program is now administered by SaskCulture. All funding programs in the province that were given to organizations such as MAS to administer have been returned to SaskCulture. MAS members will benefit from this change. Application forms will be redesigned to be easier to fill out and more in line with grant applications of other provincial funding agencies.

MAS has had to redefine its programs and services as a result. We reflected on what the membership has been asking for since the Future Search Conference in 2001, compared to the requests and suggestions made just this past year, and all the years in between. We have spent the past year taking in all the advice and concerns that have been put forward by both the members and the funders of the Museums Association.

It has been a challenging year, to say the least. I feel confident that the years to come will see museums and heritage in Saskatchewan grow forever stronger.

Sincerely,

Brenda Sherring

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 2008-09, the board met regularly in person and by telephone. It also maintained regular contact with the membership through meetings and a new regular publication, *MAS En Masse*. *MAS En Masse* is mailed to all members and posted on the MAS website.

In addition, board members spent considerable time participating in a number of consultation processes throughout the year.

The 2009-10 fiscal year will be a time of renewal for the board, as it welcomes many new members and develops a new strategic plan. The board is diligent about governing with an emphasis on outward vision.

## Board Members as of March 31, 2009



**President**
**Royce Pettyjohn**
*SW Saskatchewan Oldtimers' Museum*



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



**Past President**
**Brenda Barry Byrne**
*Art Gallery of Prince Albert*

**Directors**



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



**Crystal Craig**
*Ancient Echoes Interpretive Centre*, Herschel



**Susan McKenzie**
*Batoche National Historic Site*



**Gordon Steele**
*Vintage Power Machines*, Prince Albert

***MAS and the board also thank the following members for their service on the board during 2008/09:***

**Lorne Carrier**
**Justin Freitag**
**Rebecca Gibbons**
**Lyndon Tootoosis**

Governance

# Advocacy & Communications

## Advocacy Activities

### Participation in Provincial Consultations

MAS board and staff were consulted on and participated in a number of dialogues surrounding the province's new cultural policy in 2008-09.

Board President Royce Pettyjohn participated in the Ministry of Tourism, Parks, Culture & Sport's "Community Dialogue" related to the Ministry's development of the province's new cultural policy in Swift Current in February.

He provided these messages on MAS' behalf:

- As museums tend to be the only cultural facilities in many of the rural areas of Saskatchewan, with support, museums can serve as rallying points within Saskatchewan communities for the achievement of TPCS' five strategic objectives.

- Programs that assist Saskatchewan museums to build capacity in the areas of facilities and on-going operations will be the most effective way of realizing the government's objectives related to improving the state of arts, culture and heritage across Saskatchewan.

- Heritage is being lost in Saskatchewan as a result of limited support for the preservation of built heritage and the failure of the province to recognize "Cultural Landscapes" as a cultural resource in need of protection.

- More work needs to be done to help communities identify how built heritage and cultural landscapes can be preserved. This should include ease of access to technical support and expertise (heritage architects/ archaeologists/historians), meaningful opportunities to access funding, and legislation which encourages or ensures protection of built heritage and cultural landscapes.

- Given that the government has required that all municipalities in Saskatchewan have an official Community Plan, the province should ensure/ mandate that each new official Community Plan include a section related to art, culture & heritage.

- The value and benefits of arts, culture and heritage need to be brought to the attention of the people of Saskatchewan in a meaningful way through an extensive public awareness campaign.

Board and staff also participated in the SaskCulture Heritage Forum in Regina in February. The focus of the forum was discussion and feedback on SaskCulture's Heritage Community of Interest's creation of a new umbrella heritage organization known as "Heritage Saskatchewan."

The new organization will help coordinate strategic cooperation among the various heritage organizations in Saskatchewan, and strengthen the position of heritage by facilitating the heritage sector's ability to speak with a collective voice.

MAS' Board President recommended to SaskCulture's Heritage Community of Interest that "Heritage Saskatchewan" should remain singularly focused on its coordination and advocacy role, so as not to duplicate the efforts of the existing heritage organizations.

Royce Pettyjohn also recommended that "Heritage Saskatchewan" should serve as a portal that links the public to the services of the existing heritage organizations, similar to the Service Canada model.

### Partnerships

MAS' partnerships with First People and Métis communities were strengthened during 2008/09. The First People's and Saskatchewan Museums Committee was successfully re-established during the year, with 10 members. In addition, a special pipe ceremony and feast were held in January at the First Nations University of Canada Regina campus, to bless the Aboriginal initiatives MAS has undertaken.

MAS continued to participate on Tourism Saskatchewan's Board of Directors, building partnerships with the tourism industry in our province and enhancing the profile of museums in the province.

A number of MAS members participated in a touring exhibit to celebrate SaskTel's Centennial. SaskTel's partnership in this initiative helped MAS provide this boost to museums' profiles in their communities through advertising in community newspapers.

## Member Communication

### Core Communication Tools

Member communication was improved during 2008/ 09 in two important ways.

Beginning in October, *The Megaphone*, a weekly information update on MAS and its members, was published each week on MAS' website and mailed to members regularly. *MAS En Masse*, a new publication updating members on board and MAS activities, was also published twice during 2008/09.

In addition, *Ephemera*, MAS' twice-monthly e-newsletter, was distributed regularly to the MAS e-mail list throughout the year, and the MAS website regularly posted member events and news throughout the year.

### Meeting and Conference

MAS held its 2008 Annual General Meeting and Conference in Maple Creek May 29 and 30, 2008. The conference, "Communicating with the Community", included a wide variety of presentations and events to attend, along with keynote speaker, Doug Worts, speaking on "Museums in the Winds of Change: Making Connections Between Culture & Sustainability".

**Network Knowledge Exchange**

The Network Knowledge Exchange is a new 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 online 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 2008-2009, 160 participants took part in the Network Knowledge Exchange session – *Introduction to MAS Website & Storyline Development Learning Module* held in all 11 networks. MAS focused on introducing and developing a sense of comfort in accessing and using the MAS website and using online learning resources. At their meeting in May 2008 the Network Representatives decided that the topic for the 2009-2010 Network Knowledge Exchange Session would be *Telling Community Stories in Your Museum,* to be offered at the Spring 2009 Network meetings.

**First Nations and Métis Initiatives**

Through the support of the Museums Assistance Program from Canadian Heritage, MAS is able to contribute to the development of First Nations and Métis heritage. The goals of this initiative are:

1. To explore new forms of museums (i.e. cultural centres, keeping houses, etc.) and ways of providing services; and to provide a forum for museums and members of the Aboriginal community to engage in dialogue.
2. To support First Nations and Métis communities in museum initiatives.
3. To facilitate First Nations and Métis involvement and partnerships in non-Aboriginal institutions that have First Nations and Métis collections.
4. To support the work of the First People's and Saskatchewan Museums Committee.

The work of this initiative is guided by the First People's and Saskatchewan Museums Committee, which advises and recommends programs to the MAS board, and develops strategies for programs and services. This committee was successfully re-established in 2008-09. The mandate of the committee is to develop a framework for cultivating mutual respect between the Saskatchewan museum communities.

In keeping with the goals of the initiative, consultation indicated that Repatriation Procedures and Guidelines be developed. The committee saw that a policy would not be appropriate and that the Repatriation Procedures and Guidelines would instead be a living document that would change as needed. Repatriation is a sensitive subject both for First People and museums; therefore, it becomes important to facilitate this with the guidelines.

MAS staff, under the direction of the committee, have been in the process of compiling a list of First Nations and Métis cultural contacts which will appear on the MAS website. A Traditional Knowledge Resource List will be made available upon personal request.

Museum Development

## 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 the 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.

**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. These workshops are delivered by Community Trainers - Gwen Zweifel, Lorraine Waskowic, Audrey Tate, and Crystal Craig – who 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 2008-2009 *An Introduction to Standards* was delivered in March 2009 in North Battleford to 11 participants. *Standards for Boards* workshops were delivered to the boards and volunteers of three different museums for 22 participants.

**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 hygrothermographs, data-loggers, and light meters, are also available for loan through the Resource Library. The Resource Library is accessed, on average, once a month.

**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 2008-09, MAS hired a consultant to revise *Exhibit Design and Planning* and create a two-day integrative course focusing on interpretive planning and design, which will be piloted in 2009. In 2008-2009, 40 registrants participated in two courses – *Museums and Education* in Moose Jaw and *Research* in Melfort.

**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 remains constant.

**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 2008, 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

2008-2009, 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. A supper meeting was held on May 29th in Maple Creek prior to the MAS 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 2009-2010, which will be *Telling Community Stories in Your Museum.* At their fall meeting, November 28th, Audrey Dreaver, former Director of Aboriginal Cultural Heritage gave a presentation on the Aboriginal Initiatives, and they then met, in-camera, with members of the MAS Board of Directors.

**Special Interest Groups (SIGs)** are groups of individuals working in particular museological areas. SIGs facilitate individual and organizational development of the museum community by acting in partnership with the MAS board and staff in advocacy, education and communications.

In 2008-2009 there were 10 SIG groups: Interpreters; Conservation; Education & Public Programs; Collections Management/Virtual Collections; Directors/Managers; Exhibitions; Family of Sites; First People; Research; and Marketing & Communications.

The SIG Representatives met three times over the past year. MAS and the SIG members are reviewing possible new directions for the program; at the November meeting, six SIG Representatives stepped down. In addition there were discussions relating to planning professional development for 2009/2010.

**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 2008-2009, 10 individuals participated in a two-day specialized session conservation workshop, *A Practical Guide to Adhesives for Conservators* which replaced the *How to Integrate Podcasts into Exhibitions and Programs* workshop. Four Discussion Groups were also offered and attended by 39 participants.

**The Learning Coalition** is an alliance of four provincial museum associations: Alberta; Saskatchewan; Nova Scotia; and Ontario, for joint action in individual and organizational development. In 2008-2009, the coalition offered an online workshop over an eight-week period entitled *How To Lead Online Discussions* led by Maureen Matthew. There were 14 participants. Staff attended one coalition meeting in August 2008, at which time it was recommended that the coalition be suspended due to insufficient numbers of individuals able to participate from the four provincial associations.

As a member of the Learning Coalition, MAS offers the **Inter-Provincial Peer Exchange** program, which enables museum staff to participate in exchanges with colleagues across four provinces. The program requires participants to complete a learning plan in advance and an evaluation after the exchange. It also requires managers or supervisors to be involved in the process. One Inter-provincial Peer Exchange was begun between the Saskatchewan Sports Hall of Fame and Canada's Sports Hall of Fame which will be completed in 2009-2010.

The **Coaching Program** offers museum professionals the services of a coach to provide on-site guidance and expertise in a specific area of need. No institutions accessed the program in 2008-2009.

**Museum Grant Program (MGP)**
In 2008, SaskCulture, the cultural partner in the Saskatchewan Lotteries Trust, completed a comprehensive funding review which recommended they take back the administration of all third-party funding, including the MGP. As a result, the Museums Association of Saskatchewan is no longer administering the Museum Grant Program, which it had done through a contractual arrangement with SaskCulture.

While no longer directly involved in the administration of the MGP, MAS will work with SaskCulture to ensure the program supports operational excellence within the Saskatchewan museum community.



*Photo provided from the Western Development Museum Collection*

# For the Record

## 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, 2009

*Brenda Herman*

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Brenda Herman, Director of Finance & Administration

## Auditors' Report

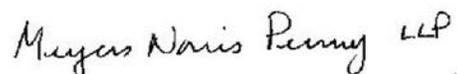To the Members of Museums Association of Saskatchewan:

The accompanying summarized balance sheet, and summarized statements of revenues, expenditures and deficiency, 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, 2009 and for the year then ended on which we expressed an opinion without reservation in our report dated April 24, 2009. 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, 2009

*Meyers Norris Penny LLP*

**MEYERS NORRIS PENNY LLP**

# Museums Association of Saskatchewan
## Summarized Balance Sheet
*As at March 31, 2009*

|  | 2009 | 2008 |
|---|---|---|
| **Assets** | | |
| Cash and short-term investments | 269,046 | 249,470 |
| Accounts receivable | 52,249 | 71,577 |
| Prepaid expenses and deposits | 3,075 | 2,575 |
|  | 324,370 | 323,622 |
| Investments | 104,116 | 104,359 |
| Capital assets | 11,030 | 12,964 |
|  | 439,516 | 440,945 |
| **Liabilities** | | |
| Bank indebtedness | - | 1,988 |
| Accounts payable and accrued liabilities | 27,419 | 21,284 |
| Grants received in advance | 189,000 | 184,000 |
|  | 216,419 | 207,272 |
| **Net Assets** | | |
| General reserve | 90,732 | 90,732 |
| Investment in capital assets | 11,030 | 12,964 |
| Surplus | 121,335 | 129,977 |
|  | 223,097 | 233,673 |
|  | 439,516 | 440,945 |

## Summarized Statement of Revenues, Expenditures and (Deficiency)
*For the year ended March 31, 2009*

|  | 2009 | 2008 |
|---|---|---|
| **Revenue** | | |
| Grants from Saskatchewan Lotteries Trust | 378,000 | 408,217 |
| Other grants/partnerships | 126,229 | 146,792 |
| Self-generated | 30,643 | 33,848 |
| **Total revenues** | 534,872 | 588,857 |
| **Expenditures**   *(Schedule 1)* | 545,448 | 529,173 |
| **(Deficiency) excess of revenues over expenditures for the period** | (10,576) | 59,684 |

## Summarized Statement of Changes in Net Assets
*For the year ended March 31, 2009*

|  | Surplus | Invested in Capital Assets | General Reserve | 2009 | 2008 |
|---|---|---|---|---|---|
| Net assets, beginning of year | 129,977 | 12,964 | 90,732 | 233,673 | 173,989 |
| (Deficiency) excess of revenues over expenditures | (10,576) | - | - | (10,576) | 59,684 |
| Purchase of Capital Assets | (6,362) | 6,362 | - | - | - |
| Amortization of Capital Assets | 8,296 | (8,296) | - | - | - |
| Net assets, end of year | 121,335 | 11,030 | 90,732 | 223,097 | 233,673 |

Detailed financial statements are available on request.

|  | 2009 | 2008 |
|---|---:|---:|
| **Governance** | **36,486** | 44,588 |
| **Administrative Services** | **139,655** | 100,892 |
| **Contracts** | **-** | 60,596 |
| **Advocacy** | | |
| Professional/Government relations | **7,186** | 3,059 |
| Awards | **-** | 374 |
| Salaries/benefits | **19,025** | 17,503 |
| **Total Advocacy** | **26,211** | 20,936 |
| **Communications** | | |
| Membership Relations | **16,239** | 39,427 |
| Public Relations | **4,537** | 4,435 |
| Salaries/benefits | **49,351** | 54,693 |
| Overhead | **5,524** | 3,774 |
| **Total Communications** | **75,651** | 102,329 |
| **Museum Development** | | |
| Education | **55,571** | 45,157 |
| Resource library and materials | **505** | 296 |
| First People's Initiative | **19,571** | 32,147 |
| Member funding | **5,523** | 5,500 |
| Salaries/benefits | **169,237** | 101,473 |
| Overhead | **17,038** | 15,259 |
| **Total Museum Development** | **267,445** | 199,832 |
| **Total expenditures by division** | **545,448** | 529,173 |

Detailed financial statements are available on request.

# Acknowledgements

**Sask**C**ulture**

Canadian    Patrimonoine
Heritage    canadien

*Saskatchewan*
**LOTTERIES**  LOTTERY TICKET CENTRE