



MUSEUMS
ASSOCIATION OF
SASKATCHEWAN

MUSEUMS ARE MORE...



ANNUAL REPORT
2021/2022

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
Robert Hubick 2014-2016
Yvonne Hotzak – 2016 – 2018
Teresa Carlson – 2018 - 2019
Corinne Daelick - 2019 - 2020
Merissa Scarlett - 2020 - Present

2021 - 2022 Membership

254	Institutional
11	Associates
199	Individuals

464	TOTAL
-----	-------



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

Museums Association of Saskatchewan

424 McDonald Street
Regina, Saskatchewan
Canada S4N 6E1

Telephone: (306) 780-9279

Fax: (306) 780-9463

Toll Free Number: 1-866-568-7386 (in SK)

Email: mas@saskmuseums.org

Website: www.saskmuseums.org

Front Cover Credit: Saskatchewan Indigenous Cultural Centre

THE MUSEUMS ASSOCIATION OF SASKATCHEWAN

MAS acknowledges that our office is located in Regina, on Treaty 4 Territory. MAS's work and support reaches lands covered by Treaties 2, 4, 5, 6, 8 & 10, the past, present and future homelands of Anishinabek, Dakota, Lakota, Michif/Métis, Nakoda, and Nehiyawak communities.

Our recognition of this land is an act of reconciliation and an expression of our gratitude to those whose territory we reside on, or are visiting. We respect and honour the Treaties that were made on all territories, we acknowledge the harms and mistakes of the past, and we are committed to moving forward in partnership with Indigenous Nations in the spirit of reconciliation and collaboration.

The Museums Association of Saskatchewan is a non-profit, charitable 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. At the same time, 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 - both volunteer and paid, and their governing bodies. 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 decision-makers, including funders and governments.

PURPOSE

To serve Saskatchewan people by advancing museums.

VISION

MAS will be the leader in transitioning Saskatchewan museums through diversity and inclusion, creating a sustainable future for the sector.

STATEMENT OF PHILOSOPHY

Heritage is our social and natural inheritance: it is 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. They contribute to the understanding of the world and our place in it - our past, our present, and our future.

VALUES

The Board and the staff of the Museums Association of Saskatchewan values:

- Commitment to the role of museums in the preservation and interpretation of heritage and culture
- Commitment to continuous learning
- Common purpose within diversity: culturally, socially, demographically
- Effective, efficient and accountable use of resources
- Flexibility, forward-thinking and creativity
- Spirit of sharing and collaboration
- Accessibility: physical, social, and cultural

MAS will also use the Truth and Reconciliation Commission's principles of reconciliation to guide its activities.

PRESIDENT'S MESSAGE



"Museums are more..." has been such a fitting slogan over the past year. As the world emerges from the Covid-19 pandemic, our members, Board, and staff of MAS have continued to show how they are "more". Whether getting a collection digitized, learning how to do something new, or adapting to the changing state of Covid-19, we have all shown how we are "more". As we all come together again, our sector is proving to be even more important for the collection of stories through the pandemic, and where our society is moving forward.

With the awareness of Truth and Reconciliation reaching more people than ever this past year, with the continuous announcements of unmarked graves being discovered at residential schools, our sector will be able to showcase ways to move forward together. Canadians are thirsting for more knowledge and our members will be able to help many people come together to learn, discover, and acknowledge our collective past. MAS put on a virtual symposium in November with Heritage Saskatchewan, entitled "Getting Real About Reconciliation" where I learned about efforts made by some of our members and others in the Heritage sector about the steps made to move forward in Truth and Reconciliation. Our sector and members are full of great stories that showcase that they are all "more" in taking steps of Reconciliation.

The MAS Board met virtually throughout the year,

however, we had our first in-person Board Meeting in Regina on May 7th, 2022. It has been a great year of working together, with technology allowing us to meet virtually for our committee work throughout the year.

MAS held its second virtual AGM last June, and we were able to incorporate our Member's Forum with the use of Breakout Rooms. We all really enjoyed the opportunity to connect with our members, albeit virtually, and learned of many successes seen from members in the virtual era. Virtual fundraisers, connecting with new audiences via social media, and cleaning up collections were all reported on. We also heard challenges about funding, succession plans, and the hybridization of programs to being both in-person and virtual.

During the virtual AGM, we had an election due to the amount of interest we received from people wanting to be on our Board! We thanked and acknowledged departing Board Members Karen Grenier (Hudson Bay Museum, Hudson Bay) and Kaiti Hannah (WDM Corporate Office, Saskatoon) for their time served and dedication to the Board. We had 6 spots to be elected on the Board, with the members electing Dr. Tracene Harvey (Museum of Antiquities, Saskatoon) for her third term to the Board, Andrew Whiting (Saskatoon), Helanna Gessner (Diefenbaker Canada Centre, Saskatoon), Delta Fay Cruickshank (Biggar Museum & Gallery, Biggar), Dr. Barbara McNeil (Saskatchewan African Canadian Heritage Museum, Regina), and Dr. Angelina Weenie (First Nations University, Regina). After the elections, the Board thanked Katrina Howick (Moose Jaw) for her time served and dedication to the Board.

I thank every Board Member for all their hard work over the past year. It has been another difficult year moving forward through the pandemic and all of you continued to dedicate time and show enthusiasm at all Board and Committee Meetings. Alongside Tracene, Andrew, Helanna, Delta Fay, Barbara, and Angelina, the Board consists of Valerie Mulholland (Regina), Corinne Daelick (WDM Corporate Office, Saskatoon), and Vincent Houghtaling (Moose Jaw Museum & Art Gallery). I

also want to acknowledge the support I received from both Past-President Corinne Daelick, and the Vice-President, Tracene Harvey. They continued to be a source of wisdom and advice as the Board continued their work over the past year.

We held our annual orientation Board Meeting in August, to review our role as a governance board, and to set the priorities for the upcoming year. With Covid-19, the Board has been looking internally at our procedures, digging into risk management, and keeping ownership linkage at the forefront throughout the year. We attended Fall Network meetings virtually, along with participating at various Community Chats. Thank you all for jumping into meeting virtually, providing feedback to MAS in various surveys, and for being so innovative in the face of a challenging year.

In October, we received Wendy Fitch's wish to retire at the end of March 2022. While the Board accepted Wendy's resignation, it was bittersweet, in that Wendy deserves to retire after a 36 year career with MAS, but the Board will miss her knowledge and presence greatly. Wendy has been a great leader for MAS over the past 10 years, and she is going to be missed deeply at our Board Meetings, and by all of our members at your events, the MAS annual conference, Community Chats, and Network Meetings.

The Board contracted an outside Human Resources Consultant to guide us in hiring a new Executive Director. We received many talented applicants, and after a very thorough recruitment process, the Board is welcoming Emma Morris as the new Executive Director beginning August 29, 2022. Emma is an experienced heritage professional, coming with a wealth of knowledge about museums, art collections, and heritage. Many of you will be familiar with Emma, as she worked for MAS from 2016-2017 as the Community Engagement Coordinator. In this role, she coordinated and facilitated Network meetings and worked with our members on engagement. She has great knowledge of policy governance, as she currently is President of the Board of Directors of Heritage Saskatchewan.

Emma comes to MAS recently from the City of Regina, where some of her achievements included developing a Civic Art and Cultural Collections Policy (CACCP), and an annual Indigenous Artist in Residence program. Her familiarity with government processes allows her to be a strong advocate for our sector and museums within the province. Our Board believes that Emma's strong work and volunteer experience in heritage and culture, along with her passion and commitment to the field, qualifies her for success in carrying MAS forward into the future.

For the period of April 1st to August 28th, Wendy Fitch has agreed to continue as Interim Executive Director, meaning she will be joining us at the upcoming MAS conference and AGM. The Board would like to thank Wendy for agreeing to continue throughout the spring and summer, and for her guidance throughout her transition into retirement.

In this transition year, a huge thank you goes to Wendy for all of her advice through the hiring process of Executive Director. Alongside that important task, Wendy continued to guide and lead the organization through the ups and downs of the pandemic and moving forward. The Community Chats continued, a virtual symposium was held in the Fall with Heritage Saskatchewan, workshops were offered, and knowledge continuously shared. Thank you to Wendy, and all the MAS Staff for their continued efforts to support our members.

On behalf of the Board, I want to sincerely thank our funders: SaskCulture and Saskatchewan Lotteries, as well as the Department of the Canadian Heritage, and the Museums Assistance Program.

Thank you to all our members. Thank you for the willingness to connect, your enthusiasm for Saskatchewan heritage and culture, and your passion. From the volunteers to the Executive Directors to the summer staff, all of you make the sector so vibrant. All of you are "more" than what appears and it shows when you stop in for a visit at any of our member organizations. Thank you for allowing us to represent you! I wish you a great summer, filled with successful events and fantastic visitor experiences.

Thank you,

Merissa Scarlett

EXECUTIVE DIRECTOR'S MESSAGE



The staff of the Museums Association of Saskatchewan is committed to achieving the Board's ENDS as embodied in our vision: *MAS will be the leader in transitioning Saskatchewan museums through diversity and inclusion, creating a sustainable future for the sector.* We try new things while continuing with the things we know we do well - providing leadership, capacity development and a collective voice to Saskatchewan's museum sector.

This second pandemic year has, again, provided both challenges and opportunities for MAS. The main challenge has been figuring out how to continue to provide as many of our programs and services as possible to as many members as possible when it's not been possible to meet in person.

The Association staff worked to change this challenge into an opportunity by continuing to incorporate as many virtual options into our programs and services as possible. For example, staff have continued to provide online versions of the Certificate Program courses for both the spring and fall sessions this year. As well, we were able to offer more Special Topic workshops in 2021 because instructors could present remotely which reduced the costs considerably.

We have also continued to offer regular Community Chats. Initially, these were held

“The only way to make sense out of change is to plunge into it, move with it, and join the dance.”
- Alan Watts

weekly as a quick way to share pandemic-related information with the members. However, this year they became bi-weekly and transformed into the venue for the presentation of timely sessions on topics such as: the SK African Canadian Heritage Museum's traveling exhibit project; Ecomuseums; WDM Moose Jaw's programming with the Senior Centre without Walls; Fundraising Adaptation for Challenging Times; and our own Awards Presentation ceremony to name just a few.

The final example I would like to share is our continuing advocacy activities relating to the pandemic. When the pandemic struck in February, 2020, MAS members were forced to close down completely. No school tours, no visitors, no fundraisers – it looked bleak indeed. While members were able to open to the public in 2021 it was in a much more restricted fashion with mask mandates, capacity limitations and proof of vaccination rules. We continued to work collaboratively with the Canadian Museums Association and the other Provincial/Territorial Museums Associations to advocate for continuation of emergency funding for the museum sector. As a result of these efforts, museums were able to access the Reopening Fund for Heritage Organizations which provided financial assistance for ongoing operational costs related to the pandemic for institutions as they

began to reopen and welcome back in-person visitors.

I would like to take this opportunity to thank our funders - Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation, from whom we receive our core operational funding. This unique funding model ensures that sport, culture and recreation non-profit organizations in Saskatchewan have a stable, reliable funding source without which our communities could not be the vibrant dynamic places they are. I would also like to thank the Department of Canadian Heritage - Museums Assistance Program for their financial support for our Inclusion, Equity & Diversity activities this year where we worked with the Multicultural Council of SK and the Canadian Museum of Immigration at Pier 21 to develop tools museums can use to engage with diverse ethnocultural groups within their communities.

I would like to take this opportunity to thank all of MAS's volunteers for their dedication over the past year. 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 during this 2nd pandemic year. I have enjoyed working with all of you, and genuinely appreciate all the time and energy you have given to ensure

Image: Souris Valley Museum for the National Day for Truth and Reconciliation - Anastasiia Bykhovskaia
Estevan Mercury



the Association continues to move forward. I would especially like to take this opportunity to recognize and thank my amazing team: Brenda, Dan, Terri, Sarah and Amber (who chose to join us in November 2021). I am in awe of your willingness to work hard, share your enthusiasm, try new ways of doing things, and for your senses of humour as we've worked together while still being apart during this pandemic year. As you read this annual report, you will find additional evidence of how our activities, both ongoing programs and services and new initiatives, continue to move us toward our strategic goals and organizational ends, even in another pandemic year.

Finally, as this is my final annual report before I retire from 36 years with MAS, I want to thank the members of MAS for your commitment to safeguarding and sharing the amazing stories of your communities. Your enthusiasm for the work you do buoyed me up when I was down, reminding me why I came to MAS in the first place. I will remember the hospitality I experienced at every museum I visited and the willingness to work together to make all of our museums the best they can be.

With many wonderful memories I am respectfully,

Wendy Fitch

Interim Executive Director

COMMUNITY LEADERSHIP

During 2021-2022 - despite the pandemic, MAS continued to work with both internal and external stakeholders. Maintaining positive relationships with stakeholders is foundational to MAS's leadership role in the museum sector in Saskatchewan.

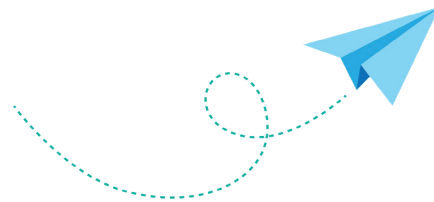
The key provincial organizations MAS works with continue to be: SaskCulture, Heritage Saskatchewan, Saskatchewan History & Folklore Society, Saskatchewan Council of Archives and Archivists (SCAA), Saskatchewan Archaeological Society, Multicultural Council of Saskatchewan (MCoS), Saskatchewan Arts Alliance, Provincial Archives of Saskatchewan, Saskatchewan Heritage Foundation, Sport, Culture & Recreation Districts, Ministry of Parks, Culture & Sport, Saskatchewan Indigenous Cultural Centre, Office of the Treaty Commissioner, Gabriel Dumont Institute, Saskatchewan Multitype Library Board, Saskatchewan Library Association, U of R's Community Engagement & Research Centre and the Saskatchewan Non-Profit Partnership. The working relationship MAS has established with each is valued by the Association and enhances the ability of MAS to be a leader in the museum sector in Saskatchewan.

Federally, MAS works with the Canadian Museums Association, National Trust for Canada, Department of Canadian Heritage, Canadian Conservation Institute/Canadian Heritage Information Network, and Digital Museums Canada. MAS also works with the other ten provincial and territorial museum associations on matters of common interest.

MAS staff were also able to participate in several stakeholder events, including the CMA virtual Annual General Meeting and regular CMA/PTMA virtual meetings, National Trust for Canada virtual annual conference, SaskCulture virtual annual meeting and Eligible Cultural Organization meetings, Saskatchewan Multitype Library Board meeting, as well as numerous informational webinars, both provincial and national.

Finally, MAS has taken an active role in two

multi-year national projects which will impact the Saskatchewan museum sector. First, MAS is a contributing partner in Reconsidering Museums a pan-Canadian project - spearheaded by the Alberta Museums Association, which sets out to better understand what museums mean to Canadians and to ultimately, support the sector with the tools and language necessary to better advocate for the value of museums. Second, MAS has become a non-contributing partner in the National Trust for Canada's project which is looking to realign the heritage places movement to be more useful and meaningful to the broader public.



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 2021-2022, the Board met seven times via Zoom, and was diligent in ensuring it provided strategic guidance and leadership to the Association through the pandemic.

The Board continued to follow a strategy based on self-assessment to ensure critical areas are addressed. The Board has continued to focus on the relationship between itself and the membership during 2021-2022. Board members attended the regular virtual Chats and the virtual Network meetings, which provided them with feedback from members on various topics and the impact the pandemic has had on the Saskatchewan museum sector. Regular communications of Board activities through the Quarterly Reports and Board meeting summaries – posted on the MAS website, continued during the year.

BOARD MEMBERS AS OF MARCH 31, 2022

President

Merissa Scarlett
Regina

Vice-President

Tracene Harvey
Museum of Antiquities, Saskatoon

Past-President

Corinne Daelick
WDM Corporate Office, Saskatoon

Directors:

Delta Fay Cruickshank
Biggar Museum & Gallery, Biggar

Angelina Weenie
First Nations University, Regina

Directors Cont.

Vincent Houghtaling
Moose Jaw Museum & Art Gallery, Moose Jaw

Valerie Mulholland
Regina

Helanna Gessner
Diefenbaker Canada Centre, Saskatoon

Barbara McNeil
SK African Canadian Heritage Museum, Regina

Andrew Whiting
Saskatoon



NETWORKS

Networks are regional, self-determined MAS member groups. Each Network determines its 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 on projects; and acquire new skills and knowledge. Networks facilitate communications between museums within their Network, between Networks within Saskatchewan, and between the MAS Board, staff, and Network members. Each Network's activities are coordinated by a volunteer Networker and are often assisted by a Co-Networker.

Kristine Flynn, the Volunteer and Programs Administrator at the Western Development Museum (WDM) in Saskatoon developed the 2022 Spring Network Knowledge Exchange (NKE) presentation.

From the WDM Corporate Office, Kristine supports and collaborates with programming staff to create and deliver creative education programs that build historical awareness, unveil crucial context behind contemporary issues, and develop participants' critical thinking skills. She also manages and supports the work of the volunteers who generously give their time at the Corporate Office.

The NKE featured a video presentation about "Volunteer Recruitment", sharing a brief overview of volunteer motivations and barriers as well as the steps to creating a volunteer recruitment strategy and promoting volunteer opportunities.

There were ten active Networks in 2021-2022. The number of institutional members participating in the Network program was 136, nearly 49% of institutional members.

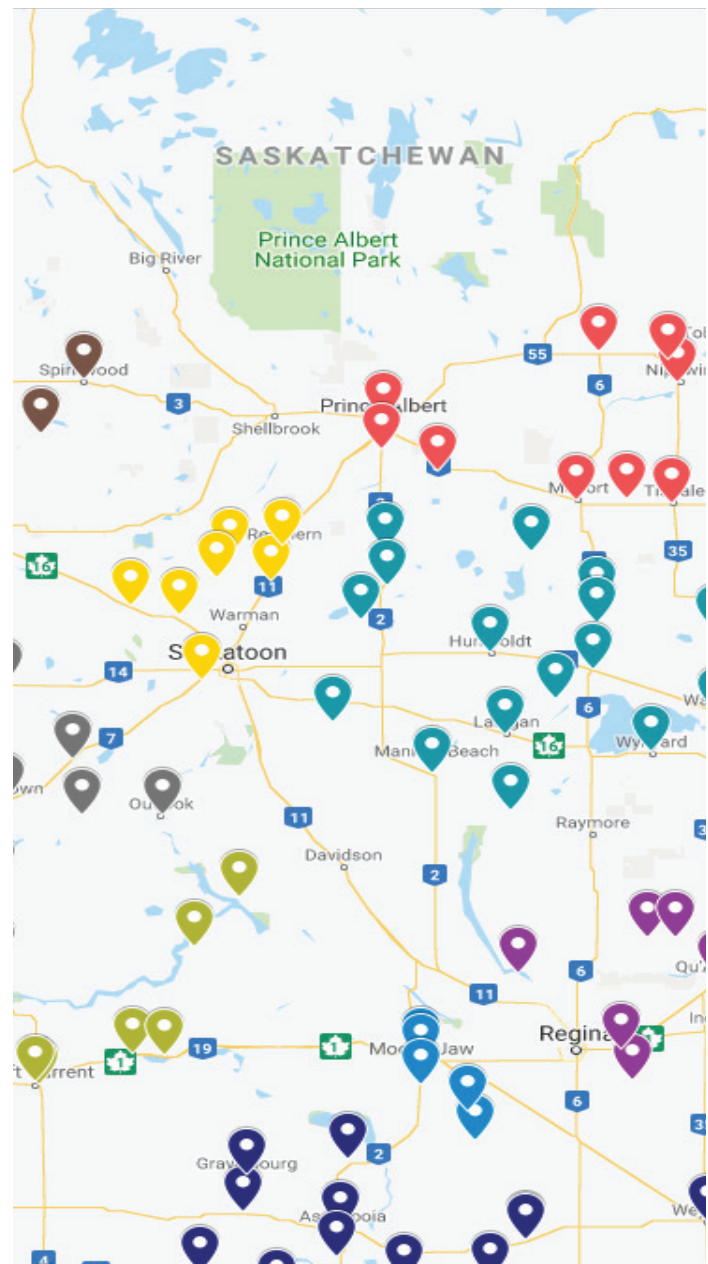
In 2021-2022 an estimated 360 volunteer hours were spent on various Network projects and administration, a decrease of roughly 38% fewer volunteer hours than the previous year. The Networkers and Co-Networkers met virtually as individual groups, with MAS staff in attendance

for their spring meetings in April, May 2021, as well as their fall meeting with a MAS Board member in attendance in October 2021.

We would like to recognize the Networkers and Networks for their continuation of their hard work in what was still a difficult year. As we move forward toward our organizations' reopening and our plans for what hopefully is a successful season, MAS is looking forward to seeing everyone in person at some point in the coming year.

Thank you for your resilience, and see you soon!

Click on the map below to explore the Network Map on Google Maps!



CAPACITY DEVELOPMENT

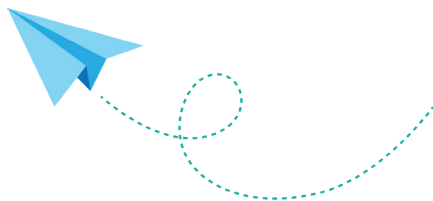
This year we continued holding our training events online to comply with public health recommendations, and we continued to offer a range of high-quality courses and workshops.

Program topics are based on the input received from members. This feedback helps ensure that MAS programming is relevant and timely. Moving forward, MAS will continue to strive for member-driven programming that serves the needs of Saskatchewan's museum community.

CERTIFICATE IN COMMUNITY MUSEUM STUDIES PROGRAM

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 Program Guide, which outlines the goals and content of the Certificate Program and each of its courses. This year, we offered Marketing the Museum, Museums and the Community, and Volunteer Management.



SPECIAL TOPIC WORKSHOPS

In 2021-2022, MAS offered three workshops aimed at mid to advanced-level museum professionals. The number of registrations and the positive feedback received suggest that these programs met the needs of many of our members. The Special Topic Workshops offered this year include Introduction to Digitization, Copyright Basics, and Museum Activism.

COURSES IN ART GALLERY FUNDAMENTALS

We continue to maintain our program tailored to the needs of new art gallery employees. This year we were able once again to offer our Introduction to Art Handling and Storage course, a one-day workshop designed to familiarize gallery workers with the principles and practices of handling and storing artworks. In addition, we've developed a new course: Introduction to Installing and Curating Art Exhibitions. These courses will help MAS better serve the art museums and galleries among its members, providing a useful resource for galleries as they train staff and volunteers.

ADVISORY SERVICES

Based on the *Standards for Saskatchewan Museums*, the Advisory Services assists MAS's institutional members in achieving their goals. Advisory consultations are confidential. Consultations may be by email, phone, online, referral, and/or site visit.

In 2021-2022, the Advisory Services fielded 267 requests. Due to the ongoing pandemic, site visits were not regularly carried out, only one was conducted this past year, but zoom has been an accommodating alternative. To ensure that members are getting information through various avenues concerning numerous topics, the Museums Advisor wrote various Blog Posts, which can be found on the MAS website and social media channels, and presentations are available to view on the SaskMuseums YouTube Channel. Advisory Services has produced many resources over the years; all Tip Sheets and Workbooks are fully accessible online in the Members Area of the MAS website under Online Resources.

GOVERNANCE PROGRAM

MAS continues to offer our governance support program, which uses independent modules on governance-related topics, allowing for governance support in the areas most relevant to each museum board's needs. Each module takes roughly two hours to deliver, making them more practical when volunteer board members' availability is limited. For the first time this year, we have offered this program online via zoom. The modules have been given to several community museums, and positive feedback has been received.

RESOURCE LIBRARY

The MAS library is a significant source of information and resources for all aspects of museum work. Containing approximately 1800 titles, it is full of scholarship, case studies, and skills development tools that can benefit any museum. Library and equipment usage continued to be low due in part to pandemic health measures.

The Environmental Monitoring Equipment Loan Program, consisting of Elsec 765C and HOBO U14 monitors, were not used in 2021-2022. The HOBO U14 monitors and records relative humidity and temperatures, while the Elsec 765C monitors and records UV, visible light, relative humidity, and temperature.



Image: Elder Hazel Dixon at the Indigenous Storytelling Month exhibit at the Royal Saskatchewan Museum
Stefanie Davis - CTV REGINA

The Museums Advisor serves as the contact person of the Environmental Monitoring Equipment Loan Program. The equipment needs to be set up before sending to borrowing institutions, making it a relatively simple procedure for them to use once received.

The Oral History Recording Equipment Loan Program consists of both audio kits, including a portable audio recorder, all the accessories and instructions needed to operate it, and video kits that include a video camera, accessories and instructions.

We also offer a range of other equipment for loan, including flatbed scanners, a document camera, and additional audio equipment. These will be available for loan in the new fiscal year and will provide members with additional capacity to create high-quality records of documents and oral history interviews.

SASKCOLLECTIONS

SaskCollections is a cloud-based collections management system that MAS has developed using the CollectiveAccess platform, tailoring the database to meet the specific needs of Saskatchewan's small to medium-sized cultural institutions. SaskCollections is easy-to-navigate, user-friendly, and an online system. Participating institutions will have the opportunity to create a publicly accessible, searchable, dedicated collections webpage.

MAS offers various support mechanisms for the system, including access to comprehensive support services via online resources and in-person/virtual meetings with the Museums Advisor. MAS annually offers a SaskCollections Symposium open to all participating members. This meeting was conducted entirely over zoom in 2021.

There were seven new participants to SaskCollections in 2021-2022, bringing the total number of participating cultural institutions in this initiative to 35. The next round of intake for SaskCollections will open in Fall of 2022.

COLLECTIVE VOICE

MAS undertakes various activities directed at different audiences to create greater public awareness and understanding of the past, present, and future impact of Saskatchewan's heritage.

During 2021-2022, MAS maintained its investment in select, multiplatform, paid advertisements such as ads in the Municipalities of Saskatchewan magazine - Urban Voice and the vehicle wrap on the MAS lease car. In addition, MAS has invested more resources in social media advertising to better address demographics changes.

MAS significantly increased its focus on its online presence primarily to adapt to the realities of pandemic restrictions. Immediately after the initial lockdown in March 2020, MAS launched the Community Chats as a vehicle for providing members with a regular networking and learning opportunity with many sessions posted to the MAS YouTube channel.

The pandemic also necessitated a greater focus on advocacy at the federal level to ensure museums were included in government emergency funding programs.

CORE COMMUNICATION TOOLS

E-Phemera, MAS's e-newsletter, is sent out every two weeks to a mailing list of over 1,439 subscribers. It features MAS news/opportunities, member and community news, events, job postings, professional development opportunities and more. In 2021-2022, the *E-Phemera* mailing list grew by 75 people.

The MAS website, www.saskmuseums.org, was updated regularly, ensuring member information, news and events, along with MAS events were made available as quickly as possible. MAS has recently implemented an accessibility widget on our website where you can click to format the website to suit your needs. By making our website accessible, we are ensuring that all of our potential users, including people with disabilities, have a decent user experience and are able to easily access our information. By implementing accessibility best practices, we are also improving the usability of the site for all users. MAS's website main page has also been updated to include a calendar view of upcoming events. You can submit any of your upcoming events using our online submit form <https://saskmuseums.org/events/submit> directly on the website.

The MAS website had 55,000 users in 2021-2022, for a total of 69,000 sessions. Users spent an average of 00:01:10 on the site.

The *MAS Board & Staff Quarterly Report* is a publication requested by members to inform them of Board and MAS activities. It was published in July and October 2021 and January 2022 and was sent electronically to members; it was also [posted to the MAS website](#). This Annual Report comprises the fourth quarterly report for the fiscal year.

The MAS [Facebook](#), [Twitter](#), [Instagram](#) and [YouTube](#) accounts are maintained as a way for MAS to share interesting heritage and museum-related information more widely. One of the areas of growth for MAS on social media continued to be Instagram, where followers increased by almost 26% from 712 to 894 over the year. Facebook also saw growth in the number of page reaches, an increase of 17% (15,265) page reaches. There was a 6% growth rate in Facebook followers (1062 to 1123). Twitter has the greatest number of followers and saw a 1.3% increase from 1812 to 1836. An average of 13 tweets were sent monthly, with a result of over 460 average monthly profile visits. YouTube saw the highest amount of growth ever this year due to the continued increase in the amount of video content being produced and shared online. In 2021 - 2022, MAS almost doubled our number of YouTube subscribers from 16 to 31, and the channel had an increase of over 41% of views (from 748 to 1060) with views amounting to a total of 152.5 hours of watch time.

COMMUNITY CHAT

In the 2021 - 2022 year, there were over 17 Community Chats held featuring many talented, passionate presenters ranging in topics from Copyright Basics, Email Marketing, and our own MAS Technology Microgrant. There were important and informative partnership presentations from the Organization of Saskatchewan Arts Council (OSAC) and the Heritage Conservation Branch. With a striving focus on accessibility there were chats including Creative Approaches to Curation During a Pandemic, WDM Moose Jaw's programming with Seniors' Centre Without Walls, and the Alzheimer Society of Saskatchewan's Dementia Friendly Initiatives & Museums. As we were all still dealing with the ongoing pandemic, the information shared in Fundraising Adaptation for Challenging Times and Creative Approaches to Curation During a Pandemic started a larger discussion on how we can all move forward.

You can view a [YouTube playlist of our previously recorded Community Chats online](#), and you can also find more information on our [website](#).

ANNUAL GENERAL MEETING & CONFERENCE

Due to the pandemic, MAS did not hold the mini-conference as would have normally taken place in this year. However, again this year MAS held a virtual AGM via Zoom. In addition, a virtual

Member Forum took place immediately prior to the AGM.

At the Member Forum two questions were posed: How had funding changed in the past year for your museum; and are you connecting with your current audience? Board members hosted breakout rooms where member museums were engaged in discussing the above questions. Most acknowledged that self-generated funding was down considerably because of restrictions. However, special pandemic funding from the federal government had been very helpful as was the extension of the Museum Grant Program for a third year. It was noted that only some attempted online fundraisers mainly due to a lack of expertise with the technology.

The pandemic caused a significant increase in the number of museums using social media to connect with their communities. However, there was also a great deal of concern about what the future will look like. Generally speaking the consensus was that in-person visitations would be lower than pre-pandemic levels for the foreseeable future until such time as the public feels more comfortable in public spaces. As well, museums reliant on volunteers for their survival were very concerned that the people who had been regular volunteers pre-pandemic would not be returning.

Image: The Indigenous Peoples and Archaeology Building
Melfort and District Museum
Angie Rolheiser - northeastNOW Staff



On June 4, 2021, MAS held its second virtual AGM via Zoom. During the AGM, we thanked and acknowledged departing Board Members Karen Grenier, Katrina Howick, and Kaiti Hannah, who all stepped down this year.

We welcomed three new Board Members; Angelina Weenie (First Nations University, Regina), Delta Fay Cruickshank (Biggar Museum & Gallery), and Barbara McNeil (Saskatchewan African Canadian Heritage Museum).

Three Board Members were re-elected: Merissa Scarlett (Regina), Corinne Daelick (WDM-Corporate Office, Saskatoon), and Vincent Houghtaling (Moose Jaw Museum and Art Gallery, Moose Jaw). As well, Helanna Gessner (Diefenbaker Canada Centre, Saskatoon) and Andrew Whiting (Saskatoon), who had been appointed to fill Board vacancies very shortly after the previous AGM, were formally elected to the Board.

At the Board meeting immediately after the AGM, Merissa Scarlett was re-elected as President, and Tracene Harvey was re-elected the new Vice-President. Corinne Daelick continued in the role of Past-President.

During the AGM, three Bylaw changes were passed to make sure the Bylaws clearly articulate that the Association may hold the AGM either virtually or in-person and to remove nominations from the floor at the AGM, which provides the Nominations Committee with the time required to ensure all candidates are fully aware of their role and responsibilities as MAS Board members. Each change was presented to the membership in a table format, along with a presentation. The motions were passed to update the Bylaws as proposed by the Governance Committee.

ADVOCACY

To affect positive change on behalf of the museum sector in Saskatchewan, MAS undertakes various activities that fit into the broad definition of advocacy - viewed fundamentally as building positive relationships with decision-makers to achieve desired goals. This process takes place in

different ways with several stakeholders, including funders, governments, provincial and federal non-profits. By building positive relationships with stakeholders, MAS lays the groundwork for targeted advocacy activities on behalf of Saskatchewan's museum sector.

In 2021-2022 MAS's advocacy activities included:

MAS continued to participate in collaborative activities with the Canadian Museums Association (CMA) and the other ten Provincial/Territorial Museums Associations (PTMAs) including the development and distribution of material for the federal election (20/09/21). The election material provided to all parties laid out the Canadian museums' sector's main concern – the need to completely revise the existing National Museum Policy. This policy was created in 1972 with the most recent revision happening in 1990. That it needs to be reviewed and revised is an understatement given it is used as the foundation document for all federal museum support programs including the Museums Assistance Program and the Canadian Conservation Institute/Canadian Heritage Information Network.

Also in 2021-22 the CMA and PTMAs continued working with the Department of Canadian Heritage (PCH) to ensure: a) there was emergency funding available to museums; and b) that the funding program would be available to the broadest range of museums throughout the country. We were quite successful as the federal government again provided emergency funds for Canadian museums. The funding was distributed through the Museums Assistance Program (MAP) Emergency Fund. PCH/MAP staff met regularly with the CMA/PTMAs as the various aspects of the emergency funding program was developed and delivered. Saskatchewan museums again received funding through this program.

MAS participated in many National Trust for Canada teleconferences during 2021-2022. These are regular sessions the National Trust has used to enable MAS to engage the broad heritage sector on advocacy activities, including developing a strategy for reaching new audiences for heritage.

MAS AWARDS

At a virtual awards presentation on September 29, 2021, MAS presented several awards to deserving museums and individuals. You can see a [full video recording of the awards presentation on YouTube](#). MAS would like to congratulate all the award winners in the following categories:

Award of Merit – Institution (project/budget under \$50,000.00) - Indian Head Museum for their T-Shirt Fundraiser



In Winter 2021, the Indian Head Museum Merchandise Committee was looking for a way to help raise funds during COVID-19. The Museum did not open during the 2020 season, and the much-needed revenue generated from visitor donations was missing. The committee decided to focus on a t-shirt fundraiser including a historical business - Leo's Barber & Billiards, the Museum's home - The Fire Hall and our Métis Family - Métis Proud.

The results of the project exceeded expectations, not only raising funds, (with not one, but two t-shirt runs) but rekindling warm memories about a family-run business, appreciating the architecture of this historic building, and recognizing the community contributions of the Métis community.

The concept to have the t-shirt fundraiser came from the idea of having a safe way to hold a fundraiser during COVID-19. We had to think about designs that the community would really get excited about and support. It was hard to decide on just one idea so we decided to have three. The first would look at resurrecting a historical logo from a local business that left an impact in the community – Leo's Barber & Billiards. Leo and his wife Lena ran the business (Haircuts and Pool) in town for over 40 years.

They helped raise generations of kids in the community. Leo had passed away a few years ago. Lena was still alive and the museum made sure they had her permission before proceeding and when she learned it was a fundraiser for the museum, she supported the idea. In talking with Lena, it became a trip down memory lane for her and the museum had the opportunity to hear about her time running the pool hall with Leo. After hearing her stories, it was easy to understand why Leo's was so important to the community.

It seemed more important to feature this business as the pool hall was slated to be demolished sometime in 2021. The physical building was about to be erased from the community and the t-shirt was a way to honour the couple, their business and the connections and relationships they made with the local people.

The second t-shirt design was a replica blueprint from the historical fire hall. Indian Head has a long history of fire protection in the community with the building being constructed in 1907. By bringing the fire hall to t-shirt form, it initiated dialogue and stories about it.

The third t-shirt design is to recognize and acknowledge the contributions of its Métis members to Indian Head and surrounding area. The Museum has been actively changing its conversation to include the Indigenous community and bring representation through exhibits, collecting oral history and strive to have board members of Indigenous descent. The shirt design is the infinity sign representing Métis nation, strength, culture and pride.

The campaign was launched and within a week the Leo's t-shirts sold out. The community requested to have a second run and so we took pre-orders and in total sold over 100 t-shirts.

Order pick-up was at the Museum and some

of the people had not stepped through its doors in years. They were interested to see the renovations and most importantly they had stories to share about Leo's. It was by far the shirt that made the most impact on the community. When they talked about their time at Leo's, they became kids again. IHM brought a piece of their history back to life again. It was amazing to see how a t-shirt could create so much pride, renewed interest, and engagement in the

Award of Merit – Institution (project/budget over \$50,000.00) - Melfort & District Museum - Indigenous Peoples & Archaeology Building



Over the past 5 years, the Melfort & District Museum (MDM) has worked in the spirit of reconciliation to create an Indigenous exhibit that encompasses the plains history of the area. Through a strategic planning process and calls to action identified in the Truth and Reconciliation Commission, the museum board and staff set about initiating a significant resolve in matters related to Indigenous inclusivity. Through contact with the Saskatchewan Archaeological Society (SAS) and Dr. David Meyer, Professor Emeritus, University of Saskatchewan, the MDM became aware of a family collection of pre-contact and historical archaeological artifacts that had been collected years ago in the Melfort area. Through a Memorandum of Understanding (MOU) with the SAS/MDM, the family donated the collection of over 3000 artifacts, with the goal to identify, catalogue, record, interpret, curate, preserve and respectfully exhibit. Financial support from the Hrytzak Morgan family was matched by the MDM allowing for the repurposing of a self-contained building that became the Indigenous Peoples and Archaeology Building.

With interpretive leadership from professional archaeologists, this exciting exercise evolved with the assistance of interns, summer students and interested volunteers. Ongoing efforts to identify, inform and involve Indigenous people from our area continued in good faith with encouraging results. Through financial support from Northern Lights Community Development Corp., the MDM successfully engaged local Indigenous artists for artwork.

As the Hrytzak Morgan Collection matured, it caught the attention of another local avocational archaeologist who had as a young man on his farm, collected and documented an astonishingly significant collection of artifacts. At the age of 98, Tom Smith generously arranged for the MDM to acquire, catalogue and interpret his collection of 2000 artifacts for display within the new Indigenous Peoples and Archaeology Building.

The Indigenous Peoples and Archaeology Building has become a crowning exhibit within our museum grounds. It features Indigenous inclusivity with documented archaeological significance. The MDM provides visitors with a glimpse of life on the ancient plains, their culture, indigenous tool use, and the modern methods with which archaeologists uncover artifacts and seek to understand a way of life that cannot be easily encompassed within textbooks or schoolrooms.

Normally museums ask visitors not to touch the exhibits but the Indigenous Peoples and Archaeology Building goes against that golden rule by allowing visitors to touch and handle some of the artifacts via a "touchbox": a simulated archaeological excavation and an accessible replica Tipi. Thus, the MDM is attempting to preserve both the tangible and intangible culture of Indigenous people.

The inclusion of significant displays of Métis bead and leather artifacts, along with Indigenous artwork creates a comfortable environment in which anyone with a mind of wonder can consider striking examples of First Nations and Métis heritage.

On June 21, 2021 under a solstice sun, the MDM
MAS 2021 - 22 Annual Report

was proud to host a Bear Dancer and Drumming Circle from James Smith Cree Nation who respectfully smudged the new exhibit and led everyone in prayers of good spirit as we journey together on this path of consideration and reconciliation.

Award of Merit – Individual - Christy “Chris” Brayford Arnstead



As a lifelong, seasonal resident in Waskesiu, Chris Arnstead has extensive personal knowledge of the community and Prince Albert National Park which she shares through her volunteer work with various organizations. Currently the curator of the Waskesiu Heritage Museum (WHM), she creates the displays and handles the acquisitions and cataloguing. She conducts and records oral history interviews. She organizes events like the annual Heritage Days, the celebration of the 90th anniversary of Prince Albert National Park, events demonstrating intangible cultural heritage, and programming for target audiences. Although the WHM is a seasonal museum, Chris works year-round on museum matters. She developed the first website for the museum and has upgraded it since. She handles traditional advertising and social media channels and has a growing following of people on Facebook, Twitter and Instagram with whom she interacts. She created an audio guide with handheld devices to explain key artifacts in the displays for visitors. She applies for grants and this year, applied for and received a Tourism Saskatchewan grant to leverage technology and launch an online guide she created called Heritage Moments, featuring historic locations in Waskesiu.

Heritage Moments is a project Chris created to make an accessible, electronic guide to

historic locations in the townsite of Waskesiu. The content (stories, videos, audio files, archival photos and information) are housed on a website linked to the main museum website. People visiting Waskesiu can access the information appropriate to their exact location by using their smartphone's camera to scan the QR code on an eye-catching, round sign. Forty-one locations are featured in-depth and thirty-two signs were designed and are hung at locations with the approval of local businesses and organizations. She also designed a brochure containing an interpretive map which is available for free at multiple locations in town for those who want to do a walking tour. For those wishing to access Heritage Moments from home, all the information is available on a dedicated website called www.waskesiuheritemoments.org.

The main objective of Heritage Moments was to move history out of the Museum and offer it to people in small, entertaining amounts in locations where they are as they move around the townsite on their holidays.

Another objective of the project was to share with the public the rich collection of photographs from Parks Canada archives as well as the entertaining stories, information, oral history interviews and other media from the WHM collection. This project was planned to appeal to all ages and family groups as an outside activity during the pandemic, but its use and appeal is definitely not limited to pandemic times. Since the Museum buildings were closed to visitors for a period, it became a way to connect with visitors during the



Young Professional Award - Justin Williams - RCMP Heritage Centre



Justin Williams is a passionate individual who takes pride in pushing himself to innovate the educational experience within the culture sector. Originally from Ottawa and a graduate of both Acadia University and Algonquin College, Justin enjoys meeting people from all over Canada, hearing their stories, and being able to relate those stories to any subject matter. Allowing yourself to be a little silly also helps when talking with any age group just as long as you make their experience memorable. That is the real reason everyone is in this field.

Now Education and Public Programs Coordinator for the RCMP Heritage Centre, Justin has worn many hats in the museum field. Prior to moving to Saskatchewan to begin his career with the Heritage Centre in 2019, Justin served as Visitor Services Coordinator and Education Assistant for the Diefenbunker: Canada's Cold War Museum, and Educational Program Interpreter for the Canadian Museum of Nature. Outside of work he can often be found volunteering his time coaching children's sports teams, competing in rec leagues, or researching and recording for his own podcast, Sports Unite.

Experienced in both front and back-of-house operations, Justin has been a model supervisor and mentor to all members of his team over the years. Not only that, but he has been an absolute pleasure to work with on collaborative projects between organizations. Open to new ideas, thinking outside the box, and always one to lend a hand, Justin Williams has demonstrated a level of passion and integrity rarely seen in the

museum sector.

Joining the RCMP Heritage Centre in the fall of 2019, Justin has rejuvenated educational and family programming while also bringing a level of enthusiasm and creativity that is difficult to match. By demonstrating their relevance throughout the Covid-19 pandemic, Justin and his colleagues have captured the attention of audiences across Canada and internationally. Fully appreciating that a museum must demonstrate relevance, Justin has sought to inspire growth and change alongside their audience. Enabling social interaction and participative engagement in a time of isolation and quarantine, this was no easy task, but it was one that Justin met head-on and not only succeeded but thrived.

Museum workers understand that the organizations in which we work and volunteer have the ability to create unity, whether politically, socially, or locally, but they also hold the capacity to shape our society. This is a concept that is demonstrated in nearly every task Justin sets his mind to. Do not be fooled by his playful social media posts, dressed as Montee the Moose while on adventure with social media sensation Indi the Heritage Centre dog. Just because he believes in the power of the museum does not mean he is a stranger to fun!

During the past year and a half, Justin has endeavoured to develop and share his experience, knowledge, and skills by participating in MAS Community Chat's, while also reaching out to schools, community groups, and assisted living facilities. In fact, thanks to the initiative of Justin and his coworkers, the RCMP Heritage Centre saw over 7,000 virtual tour participants during the pandemic. A staggering amount given the limitations that the pandemic placed upon all institutions and communities. Not only that, but the virtual tours offered by Justin reached across the country and outside of Canada.



Award of Merit – Individual - John & Linda Kort - Indian Head Museum



John and Linda Kort are the dynamic duo that have been actively involved with the Museum since 2010. During their time at the Indian Head Museum, they have not only performed various roles, but have committed themselves to in-depth understanding by performing research, taking university classes, being actively involved in the Museums Association of Saskatchewan and the Saskatchewan Council for Archives and Archivists. They advocated change to include in the IHM Mandate, our local Indigenous (Métis and First Nations) family and bringing forth the idea of creating a functional local archive for research.

Through their meaningful commitment to the Museum, John and Linda have helped contribute to the community narrative by bringing important parts of its history to life. Their footprint will be appreciated by locals, researchers, and visitors for many years to come.

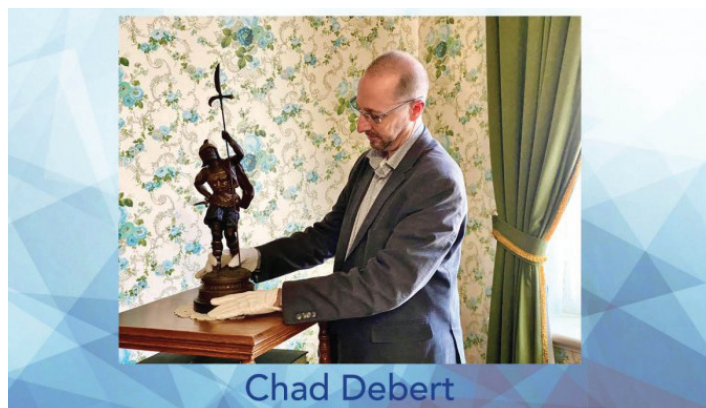
Linda Kort, a retired teacher, wore many hats over the years. She was secretary, program coordinator, wrote many grant applications, gave presentations, and helped with the general upkeep of the Museum. One of her most recent accomplishments was the Métis Oral History Project.

John, a retired biologist from Agriculture and Agri-Food Canada, jumped into the Museum volunteer work. He is truly a jack-of-all-trades as is Linda, wearing all kinds of hats at IHM. John was President for five years, grant writer, fundraiser and maintenance man. His passion shines through in researching and storytelling.

Both John and Linda officially retired from the Board in January 2021 but have stayed on in an advisory role helping mentor the new members, and continuing to help work on individual projects. These are just a few highlights of the work they have done over the years, but there is so much more that they would quietly do without hesitation or complaint.

John and Linda Kort are well known and respected in Museum circles for their commitment to Indian Head and the Museum. They truly are keepers of knowledge at the Museum, and the newer board members are so appreciative of their continued support after their retirement. They are amazing people and amazing volunteers.

Honorary Lifetime Achievement Award - Chad Debert



Chad has been involved in the museum field since the 1990s, becoming the Executive Director of the Biggar Museum & Gallery in 1999. His museum career evolved with a stint at the WDM – Moose Jaw as Museum Technician followed by time spent as the Preparator for the RCMP Historical Unit. For the past eight years, Chad has been the Assistant Manager – Exhibits & Collections at Government House.

Chad has always been an active participant in a wide range of MAS activities including the Networks, Special Interest Groups, Community Chats, and as an MGP Jury member in 2006 and 2007. Chad has also attended over 50 MAS Professional Development courses and workshops including nine Certificate Program courses. In addition, Chad has taught the Collections Management CP course twice in 2006 and 2007.

Chad began his involvement with Boards and Committees while in Biggar where he served on the Biggar & District Arts Council, the Majestic Theatre, the Bear Hills Economic Development Office, and the Biggar & District Community Foundation among others.

Chad has served on the MAS Board of Directors on two separate occasions. First, from 2000 to 2004. Eight years later in 2012, Chad was again elected to the MAS Board serving for two terms.

During his first stint on the Board, he served as President for one a one year term 2003-2004. As President, he represented MAS both nationally and provincially - most notably with the Canadian Museums Association's Provincial/Territorial meetings at the national level and as part of SaskCulture's Heritage Committee - the precursor to Heritage Saskatchewan.

Chad stepped down from the MAS Board in 2004 to take on the position of Interim Executive Director of MAS, when then ED Joan Kanigan went on a year-long sabbatical.

Chad continues his leadership in Saskatchewan's heritage sector as a member of the Heritage Saskatchewan Board of Directors where he is serving his second term.



Image: Wanuskewin Heritage Park (Tourism Saskatoon & Concepts Photography)



FOR THE RECORD STAFF

Executive Director

Wendy Fitch

Director of Finance

Brenda Herman

Program Director

Dan Holbrow

Community Engagement Lead

Em Ironstar (to September, 2021)

Amber Hanover (from November, 2021)

Museums Advisor

Sarah Durham

Administrative Assistant

Terri Morris

AUDIT COMMITTEE

As of March 31, 2022

Val Mulholland (Chair)

Helanna Gessner

Vincent Houghtaling

Angelina Weenie

Staff

Brenda Herman

NETWORK REPRESENTATIVES

As of March 31, 2022

Quill Plains Museums Network

Margret Asmuss, *Prud'homme Museum*

North East Museums Network

Gary Provencher, *Waskesiu Heritage Museum*

Prairie Trails Museums Network

Norine Leibel, *Prairie Wind & Silver Sage*

Kelly Attrell, *Grand Coteau Centre*

Qu'Appelle Valley Museums Network

Alan Hustak, *Fort Qu'Appelle Museum*

Seneca Root Regional Museums Network

Megan Holodniuk, *Kamsack Power House Museum*

South Central Museums Network

Sally Svenson, *Assiniboia & District Museum*

Lorne Kwasnicki, *St. Mary's Church Museum*

Louis Stringer, *Our Lady of the Assumption*

Cathedral

River Valley Museums Network

Cal Sexsmith, *Saskatchewan Railway Museum*

West Central Museums Network

Delta Fay Cruickshank, *Biggar Museum & Art Gallery*

Heritage Heartland Museums Network

Marge Cleave, *Briercrest Museum*

Jennifer McRorie, *Moose Jaw Museum & Art Gallery*

Parkland Museums Network

Jamie McLeod, *Rocanville Museum*

Pat Watson

Staff

Em Ironstar, Amber Hanover,

Museums Association of Saskatchewan

*Thank you to our volunteers who
provided many hours to help make
our programs a success!*

Management's Responsibility

To the Members of Museums Association of Saskatchewan Inc.:

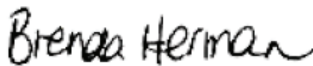
Management is responsible for the preparation and presentation of the accompanying summarized financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for not-for-profit organizations. This responsibility includes 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 summarized 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 summarized financial statements.

The Board of Directors and Audit Committee are composed entirely 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 Professional Accountants, is appointed by the members to audit the summarized 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 13, 2022



Brenda Herman, Director of Finance

Report of the Independent Auditor on the Summary Financial Statements



To the Members of Museums Association of Saskatchewan Inc.:

Opinion

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2022, and the summary statement of operations for the year then ended, are derived from the audited financial statements of Museums Association of Saskatchewan Inc. (the "Organization") for the year ended March 31, 2022.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, in accordance with Canadian accounting standards for not-for-profit organizations.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by the Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated May 13, 2022.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of the summary financial statements in accordance with Canadian accounting standards for not-for-profit organizations.

Auditor's Responsibility

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

Regina, Saskatchewan

May 13, 2022

MNP **LLP**
Chartered Professional Accountants



ACCOUNTING › CONSULTING › TAX
SUITE 900, ROYAL BANK BUILDING, 2010 - 11TH AVENUE, REGINA SK, S4P 0J3
1.877.500.0780 TEL: 306.790.7900 FAX: 306.790.7990 **MNP.ca**

Museums Association of Saskatchewan
Summarized Statement of Financial Position

As at March 31, 2022

	2022	2021
Assets		
Cash	64,508	40,907
Accounts receivable	3,718	4,424
Short-term investments	795,216	735,060
	863,442	780,391
Capital assets	10,045	14,816
Investments	102,388	90,346
Prepaid expenses and deposits	2,575	2,575
	978,450	888,128
Liabilities		
Accounts payable and accruals	66,990	43,152
Unearned revenue	341,625	294,500
	408,615	337,652
Net Assets		
Surplus	388,790	364,660
Investment in Capital Assets	10,045	14,816
General Reserve	171,000	171,000
	569,835	550,476
	978,450	888,128

Museums Association of Saskatchewan
Summarized Statement of Operations

For the year ended March 31, 2022

	2022	2021
Revenue		
Grants from Saskatchewan Lotteries Trust Fund	589,000	583,167
Other grants/partnerships	21,935	58,465
Self-generated	40,808	45,397
Total revenues	651,743	687,029
Expenditures (Schedule 1)	632,384	630,051
Excess of revenues over expenditures for the period	19,359	56,978

Detailed financial statements are available on request.

Museums Association of Saskatchewan Inc.
Summarized Schedule 1 – Expenditures by Division

For the year ended March 31, 2022

	2022	2021
Governance	8,567	11,630
Administrative Services	169,466	171,188
Advocacy		
Salaries/Benefits	34,588	31,075
Professional/Government relations	1,286	1,199
Total Advocacy	35,874	32,274
Communications		
Salaries/benefits	86,492	98,076
Overhead	10,431	11,454
Public Relations	4,257	4,067
Member Relations	3,603	3,206
Total Communications	104,783	116,803
Museum Development		
Salaries/Benefits	215,347	204,149
Overhead	27,878	28,681
Training Services	27,303	20,913
SaskCollections Database	17,998	16,351
Sustainability	6,750	-
Member Funding	6,000	6,000
Resource Materials	5,046	12,527
Diversity/Cultural Strategy	3,090	-
Standards	2,050	8,035
Network Knowledge Exchange	2,000	1,500
Advisory	232	-
Total Museum Development	313,694	298,156
Total expenditures by division	632,384	630,051

Acknowledgements

MAS gratefully acknowledges its major funding agencies for their financial support: The Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation, and the Department of Canadian Heritage's Museums Assistance Program.

Thank you to SaskCulture for their leadership and support especially valued throughout this challenging pandemic year.

The Association also thanks the governing bodies, organizations, agencies, companies, and individuals who have worked so hard to help the Museums Association of Saskatchewan assist museums in achieving their mandates and being the best they can be.

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

We thank all organizations, businesses and individuals for contributing to the success of our activities in 2021-2022.

We gratefully acknowledge the support of our funders:



