



MUSEUMS  
ASSOCIATION OF  
SASKATCHEWAN

*Annual  
Report*

*2011/2012*

# 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-present

## Executive Directors:

Wayne Mitchell 1976-1979

Virginia Hatch 1979-1985

Gayl Hipperson 1985-1998

Lee Boyko 1998-1999

Joan Kanigan-Fairen 2000-2006

Brenda Sherring 2006-2009

Brenda Herman & Wendy Fitch 2009-2012

Wendy Fitch 2012-present

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

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

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

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

## 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.

### 2011-2012 Membership

242 Institutional

10 Associates

197 Individuals

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449 Total

### Museums Association of Saskatchewan

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**“Our goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other route to success.”**

-- Stephen A. Brennan, Basketball Coach

Building on the good work of last year's MAS Board of Directors, your 2011 Board has been focused on building a solid foundation to help our organization to move forward.

We have had some significant accomplishments over the past year:

a) **Finalization of our Strategic Plan** – the draft of MAS' Strategic Plan was presented at the 2011 AGM for feedback from our members. This was taken back and the document refined as the first major building block. The Strategic Plan has acted as the catalyst for ongoing discussion throughout the year as we establish realistic, achievable and positive goals moving forward.

b) **Hiring of an Executive Director** – a significant amount of time was spent reviewing the requirements of this position in light of our new Strategic Plan. An Executive Search Committee was struck, an open competition held and we were delighted to hire Ms. Wendy Fitch as MAS' Executive Director effective March 1, 2012.

c) **Development of Organizational ENDS** – The Board has developed and adopted a new ENDS Policy related to our Strategic Plan. These ENDS (or organizational goals) correspond to what our membership had indicated are priorities through the 2011 community input process. From here, the Board will now begin to identify its own contribution as your governing body and its support of staff initiatives through operations. The aim is to mutually evolve in the development of MAS's long term vitality and relevance for the benefit of our membership.

The Board has been very committed to complimenting the traditional governance role of fiduciary (legal oversight) stewardship and has been concentrating on strategic platforms to set a solid foundation for governance.

While this needs to be an ongoing part of the Board's work, we have developed a sound process and have a firm footing. We have undertaken a series of workshops to better understand our roles individually and collectively as a Board. We have asked ourselves how to better serve our membership as your Board and how to strengthen the Board's support of the work already being done by MAS staff. This work has all been done through a series of Board subcommittees, board development workshops and discussions not to mention a sincere interest by all members on this year's Board in strengthening our organization.



**Rhonda Lamb**  
President of the  
Board of Directors

Looking forward, the next step is now to look adding another level to the Board's role, that of generative governance. This will enhance our work as a Board to look at innovation where new, meaningful ideas can surface and assume a strong leadership role for our organization and membership.

I would like to acknowledge the 2011 Board for their hard work, commitment to the process we have undergone this year and willingness to put in long hours working to help MAS move forward. I would also like to acknowledge the sincere dedication and efforts of the Co-Managers, Ms. Wendy Fitch and Ms. Brenda Herman who were instrumental to the organization over the past several years during this transition period. I would also like to thank our funders, Saskatchewan Lotteries Trust through SaskCulture and the Department of Canadian Heritage through the Museums Assistance Program for their continued support of MAS and our programs.

Finally, I would like to thank the membership. It is your continued support of the Museums Association of Saskatchewan and your work in your communities that continues to bring the relevance of the heritage sector to a greater public awareness. Continue to share your stories. Continue to share our story.

As we look ahead to the upcoming year, I hope that we can take a moment to reflect on 2011. It was a year in which the Board can take pride in the foundation it has laid. The future will undoubtedly bring both opportunities and challenges for our sector as a whole. I am confident that we have laid down a solid footing for MAS to meet these and to move ahead with innovation. On behalf of the Board of Directors, I thank you all.

Rhonda Lamb  
President

## Manager's Message

2011-12 has been a year of moving forward for MAS. The completed strategic plan is providing clear, concise direction from the members and Board as to what our priorities are to be - enabling us to achieve our mandate: To serve museums in Saskatchewan and work for their advancement.

The strategic plan articulates five goals instead of the previous plan's nineteen which will ensure that our human and financial resources are directed at those areas that will best serve the Saskatchewan museum community. The strategic goals are:

**Community Leadership:** Take the initiative to develop the communities of Saskatchewan by promoting and enhancing the presentation and conservation of our heritage.

**Capacity Development:** Develop the capacity of Saskatchewan's museums to preserve the tangible and intangible heritage of Saskatchewan for future generations.

**Public Engagement:** Create greater public awareness and understanding of the past, present and future impact of Saskatchewan's heritage through the collective efforts of our museums and galleries.

**Advocacy:** Present and promote the positive public benefits of the heritage goods and services of museums.

**Operational Capacity:** Continuously improve and manage the operations of the organization in support of the development and implementation of its goals and objectives.

You will find, as you read this annual report, evidence of how our activities during the past year are moving us toward each of these goals. For example, this year saw MAS offer a series of webinars for the first time which provided members with another learning opportunity beyond the more traditional face to face workshop option. As well, MAS participated in the SUMA Tradeshow and WDM Heritage Fairs, again for the first time. These events enabled the Association to reach both municipal decision makers and the general public in far greater numbers than we had been able to in the past.

In addition to new initiatives MAS continues to provide a wide range of programs and services, described elsewhere in this report, which together move us toward achieving our strategic goals.



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



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

Again this year the office has seen a staff change. Jessica Leavens our Professional Development Coordinator decided to pursue other career options. We wish her well in her new field. As a result of this departure we welcomed a new member to the team – Dan Holbrow.

We would like to take this opportunity to thank all of the Association's volunteers for their dedication over the past year. Whether as committee members, Special Interest Group Representatives, Networkers or Board members, your hard work and commitment truly make a difference in the ultimate success of MAS. We have enjoyed working with the Board of Directors and appreciate all the time and energy they have given to ensuring the Association continues to move forward. We would also like to recognize and thank our wonderful staff, Jessica, Brittany, Ele, and Dan, for all their hard work and enthusiasm.

Finally, we would like to thank SaskCulture for their support and the annual funding we receive through SaskLotteries Trust. We would especially like to thank the SaskCulture Board and staff for their assistance with the Association's strategic planning project completed this year. MAS would also like to thank the Museums Assistance Program of the Department of Canadian Heritage for their financial support for many of our professional development projects.

Over the coming year staff will be developing a three-year operational plan which will enable us to ensure our activities are all focused on achieving the goals laid out in the strategic plan and, ultimately, ensure we continue to serve Saskatchewan's museums and work for their advancement.

Wendy Fitch & Brenda Herman  
Co-Managers

# Message from the Management



## Board Members as of March 31, 2012

### Directors



**Heather LeGars**  
Western Development  
Museum Curatorial Centre  
*Saskatoon*

### President

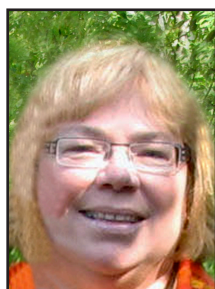


**Rhonda Lamb**  
RCMP Historical Collections  
Unit — "Depot" Division  
*Regina*

### Vice President



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



**Janette Hamilton**  
Parks Service Division -  
Tourism, Parks, Culture  
and Sport  
*Regina*



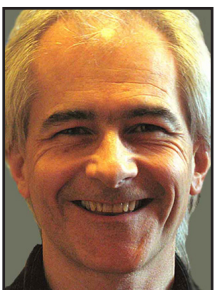
**Carol Peterson**  
Deep South  
Pioneer Museum  
*Ogema*



**Flo Miller**  
Motherwell Homestead  
*Abernethy*



**Joan Searle**  
Mortlach Museum and  
Drop in Centre  
*Mortlach*



**Donald Stein**  
Godfrey Dean Art Gallery  
*Yorkton*



**Stephanie Kaduck**  
Swift Current Museum  
*Swift Current*

The MAS Board of Directors governs the Association through the continual review and revision of the Association's governance policies. These policies fall into four main areas:

- **Ends** policies address why MAS exists and what the Board's direction for the organization will be.
- **Governance Process** policies specify how the Board conceives, carries out and monitors its own roles and responsibilities.
- **Board-Executive Director Relationship** policies define how authority is delegated and monitored.
- **Executive Limitations** policies establish prudent and ethical boundaries for all management activity and decisions.

In 2011-2012 MAS continued to support two forms of member groups, regional networks and discipline specific special interest groups, both of which were established to facilitate member interaction.

### Networks

Networks are regionally self-determined MAS member groups; each 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 2011, the number of active networks was steady at 11. The number of MAS members participating in the network program last year was 125 or approximately 50% 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 2011-2012, these 16 volunteers gave an average of 32 hours each 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 once in the past year. The spring meeting was held on May 25th in Regina prior to the MAS mini-Conference and annual general meeting. Members of the MAS Board of Directors met with the Network Representatives over lunch.

## Special Interest Groups

The Special Interest Program is primarily designed for mid-level to advanced museum professionals, but is open to all interested MAS members. It is comprised of Special Interest Groups, each of which focuses on a particular interest or area of practice.

Special Interest Groups provide opportunities for individual and organizational development and professional exchange. The groups include Collections Management; Conservation; Exhibits; Family of National Historic Sites; First Nations, Métis, and Inuit; Managers and Directors; and Programmers.

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

*Programmers:* This SIG focuses on contemporary practices and theory in developing and delivering education and programming for diverse audiences. The programming encompasses a range of approaches including more formal activities for school groups, families and professionals, and informal self-directed learning opportunities for all ages.

*Managers and Directors:* The Museum Managers/Directors group is composed of executive directors, director/curators, business managers and human resource managers from institutions with a minimum of one paid staff person. Included in this group are managers/directors of organizations affiliated with museums, such as Friends groups.

*Family of National Historic Sites:* The Family of National Historic Sites of Canada (NHSC) are special places designated by the Historic Sites and Monument Board of Canada (HSMBC) to be of national significance and are part of the system of National Historic Sites. Those sites not owned or operated by Parks Canada are commonly referred to as the extended Family of NHSC or "the Family".

*Collections Management:* The members of this SIG are dedicated to the accurate documentation, standardization, and overall management, of permanent collections; members consist of registrars, collections managers, museum volunteers or staff with broader responsibilities, who want to be involved in the issues and concerns relating to the preservation of collections through research and documentation. A key topic of discussion has been the ongoing advancements of computerized collection management systems and ways in which to keep abreast of new technologies.

*First Nations, Metis and Inuit:* This SIG is a group specifically designed for First Nations, Métis and Inuit individuals interested in and/or working in the arts, culture and heritage field. It includes organizations, individuals, and those working at a grassroots level. The SIG serves as a liaison between the Museums Association of Saskatchewan and First Nations, Métis, and Inuit communities/organizations. It supports established heritage sites, communities that want to develop heritage sites, and those concerned and active in cultural heritage issues.

*Conservators:* The members of this SIG are dedicated to the safe preservation of collections either as

- a) professional conservators,
- b) other museum personnel (involved in collection preservation) interested in increasing their level of knowledge and standards for care.

To best care for collections, it is vital for involved museum personnel to have access to conservation professionals who can guide decisions using current scientific research and best proven practises. Thus, the Conservation SIG aims to meet two levels of need:

- 1) To provide ongoing professional development support to conservators (qualified through their experience and training) to help them remain current and increase their level of expertise in their fields.
- 2) To provide a network and resource for conservators and for other museum personnel actively involved in collection care, through which information can be exchanged and expert opinion and information can be accessed.

*Exhibits:* This SIG group is for museum professionals in exhibit planning, design, and fabrication. It also includes museum volunteers and staff interested in improving their knowledge and practices related to exhibits. Topics of interest include all exhibit-related aspects of museum operations, including (but not limited to) design and fabrication, accessibility, visitor engagement, and interactivity.

In keeping with the direction laid out in the strategic plan to create greater public awareness and understanding of the past, present, and future impact of Saskatchewan's heritage MAS has undertaken a variety of activities directed at multiple audiences.

On September 30th MAS participated in a Culture Days event sponsored by the Saskatchewan Archaeological Society at the University of Saskatchewan's Anthropology and Archaeology Department. Participation in this event enabled MAS to connect with a younger demographic group.

For the first time MAS participated in the Saskatchewan Western Development Museum's Heritage Fairs in Saskatoon and Moose Jaw February 5th and 11th respectively. Having a booth at these events enabled MAS to raise the profile of both the Association and our members with a broad cross-section of the general public.

Following an introductory meeting between the seven Sport, Culture and Recreation Districts and the Provincial Cultural Organizations in 2011 organized by SaskCulture, MAS was invited to participate in three cultural agency District meetings. Presentations were made in the Rivers West (St. Walberg), Northern (Prince Albert) and Parkland (Yorkton) S,C,R Districts. These sessions provided MAS with an excellent opportunity to explain who we are and what we do to a wide variety of cultural agencies in the Districts. The Northern District's event was of particular importance as it provided a chance for MAS to introduce itself to cultural workers from northern communities where the Association currently has little profile.

## Website Stats

**April 1, 2011 – March 31, 2012**

17,429 visits (up 2,547 from last year)

57.88% new visits (up .64% from last year)

Top 3 Countries: Canada, United States, United Kingdom

## Core Communication Tools

MAS maintained the publication of *The Megaphone*, which features member and MAS activities, and is published on MAS' website and emailed to members on a monthly basis. Archived copies of Megaphone are also located on our website.

Topics included:

- Engaging Activities for Visitors – Bengough & District Museum's Scavenger Hunt and Government House's "Geocaching in the Garden"
- Developing a Museum in a Suitcase
- Culture Days
- Saskatchewan African Heritage Museum - Their virtual museum and new public art piece "The Honouring Tree"
- The Willow Bunch Museum – Édouard J. Beupré, The Willow Bunch Giant
- Funding Opportunities – artsVest, Community Initiatives Fund, Saskatchewan Heritage Foundation's Grant Programs
- Evening Programs and Performances – The MacKenzie Art Gallery's Thursday Night Live! and Estevan Art Gallery & Museum's EAGM After Dark
- Scotty is on the Move – T.rex Discovery Centre

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

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

*MAS website*, [www.saskmuseums.org](http://www.saskmuseums.org), was updated on a weekly basis. The E-Phemera, Megaphone and Education Calendar were all posted to the website regularly. An online registration form was created in March and can be found under the Education & Professional Development section: <http://www.saskmuseums.org/includes/edu-reg-form.php>



## Communications Highlights

### MailChimp

Early in the new year we decided to go forward with using a new email client called MailChimp. MailChimp makes it easier for staff to organize email lists, prepare more professional looking emails and receive feedback and reports. Members had the opportunity to fill out a form and subscribe to the new email list. We will no longer be using the old list so if you would like to continue receiving MAS email communications please fill out the form located at <http://eepurl.com/juaRT>

### Queen's Printers

In October and November of 2011 various MAS staff members met with the employees of Queen's Printers to set up a section, dedicated to MAS, on the Government of Saskatchewan's Publications Centre website. This website enables us to provide a secure option for our members and the public to purchase MAS publications and merchandise. So far we've seen a few members take advantage of the site but we hope to see more in the future. Visit our Publications Centre homepage at: <http://www.publications.gov.sk.ca/mas>

### Rollup Display Banners

In the fall of 2011 MAS had new roll up display banners printed. These new portable displays will be used at both our own events and at tradeshow.

## MAS Conference and Annual General Meeting

MAS held its 2011 Mini-Conference and AGM at the RCMP Heritage Centre in Regina on May 26th, 2011. The conference included a very informative presentation on Saskatchewan's Cultural Policy: Pride of Saskatchewan from Lisa-Dale Burnett, Senior Heritage Analyst with the Ministry of Tourism, Parks, Culture and Sport. As well we received a presentation from Dean Kush, Program Manager of SaskCulture on how SaskCulture supports Saskatchewan museums. It was during this presentation where an announcement was made about the Museum Culture Days Grant available for MAS members. Ken Alecxe of Alecxe Business Consulting presented his findings for the Strategic Plan consultation process and members were given the opportunity to go through a draft of the plan and ask questions. Finally, following the Mini-Conference and AGM members had the opportunity to have a guided tour of the RCMP Heritage Centre.



*MAS Conference and AGM, May 26, 2011, RCMP Heritage Centre, Regina*

Wendy Fitch, Executive Director (left) and Brittany Knudsen, Communications Coordinator (right) at the SUMA Convention, January 30 & 31, 2012, Regina



Based on the direction established in the new strategic plan advocacy activities in 2011-2012 continued to be an area of emphasis for the Association. MAS believes that advocacy is, fundamentally, about building positive relationships with decision makers in order to achieve desired goals. Given this focus on relationship building the process requires long term commitment and patience in order to see results.

## Advocacy Activities

- Representatives of MAS Board and staff participated in the SaskCulture Gathering and AGM, October 28th and 29th; Tourism Saskatchewan AGM, December 7th; Heritage Saskatchewan Forum and AGM, February 24th and 25th; and Tourism Saskatchewan's Spring Business Meeting, March 22nd.
- MAS continues as a member of Heritage Saskatchewan ensuring the Association's contribution on issues relevant to the Saskatchewan museum sector.
- MAS members were provided with an information package intended to encourage a dialogue with candidates during the provincial election, fall, 2011.
- MAS booth at the SUMA Convention, January 30th and 31st.
- MAS Board member & Executive Director attended the TPCS Municipal Heritage Forum Feb 24th.
- MAS Executive Director participated in the Canadian Heritage Information Network sponsored meeting of provincial and territorial museums associations, June 6th to 9th in Ottawa.

## Cultural Tourism Partnership

Beginning with a meeting September 20, 2011 between Tourism SK President's Cultural Tourism Task Team and representatives of Saskatchewan cultural organizations, the Cultural Tourism Partnership was formed in February, 2012. Through participation in this group a better understanding of the breadth and depth of culture in this province is recognized by those involved. The common thread for the group is cultural tourism with initial discussions taking place concerning the need to explore ways of working together to enhance the way cultural tourism is viewed in Saskatchewan and increase opportunities for the sector to grow.

## Partnerships

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

Project	Partner(s)	Timeframe
National History Education Network	The History Education Network/Histoire et Éducation en Réseau (THEN/HiER)	On-going
Family of National Historic Sites SIG	Parks Canada	On-going
Saskatchewan Best Practices/Standards for Visual Arts & Crafts Sector	CARFAC Sask, Saskatchewan Arts Alliance, Saskatchewan Arts Board, SaskCulture, Saskatchewan Professional Art Galleries Association, Saskatchewan Craft Council, OSAC, CARFAC National, National Association for the Visual Arts – Australia	On-going
Creative Collaborations Symposium	Common Weal Community Arts, Inc., Community Research Unit (University of Regina), Multicultural Council of Saskatchewan, Wanuskewin Heritage Park	September 2010 - June 2011



It's been a busy year in museum development. We've broken new ground with programs like our webinar series and online course development. We've also updated existing programs, like the Collections Management course in our Certificate Program in Community Museum Studies.

However, one thing hasn't changed: our museum development programs came from member's suggestions and concerns, including last fall's professional development survey. Member input allows us to plan programming that our members find useful and engaging—and based on the feedback we've received, we're on track. Moving forward, we'll continue to strive for member-driven programming that serves the needs of Saskatchewan's museum community.

## Standards: Tools for Good Governance

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

That's why we offer *Standards: Tools for Good Governance*, a workshop that introduces museum boards to the standards and demonstrates how standards can help museums work better. This year, four museum boards participated in the program, and had community trainers come to their community to deliver the one-day workshop.

We also developed and offered a short introduction to standards at a number of museum network

meetings, as part of the Network Knowledge Exchange program. Networks who were unable to participate can arrange to have the two-hour session offered at their fall meeting.

## Creative Collaborations Symposium

On May 3 and 4, 2011 the *Creative Collaborations Symposium* was held at Wanuskewin Heritage Park. The event consisted of an evening gathering on May 3rd which included creative introductions and a dynamic keynote address by Dr. Candace Matelic, entitled "From Chaos to Community Relevance - Tools for Creative Collaborations."

On the following day concurrent sessions were held. Participants chose two sessions, one in the morning and one in the afternoon on topics of community engagement, intercultural connections, partnership basics and organizational transformation. Our facilitators were Dr. Candace Matelic and Flo Frank - two leading cultural practitioners.

The planning of the symposium was a collaborative process and was presented by Common Weal Community Arts, Inc., Community Research Unit at the University of Regina, Multicultural Council of Saskatchewan, Museums Association of Saskatchewan and Wanuskewin Heritage Park.

A Symposium Summary was created which contains information from each session, ideas and quotes from the day, partnership case studies as well as helpful resources. The summary is available on the MAS website: <http://www.saskmuseums.org/online-resources>

We would like to thank everyone who helped make the symposium a success.



*Creative Collaborations Symposium, May 3 & 4, 2011, Wanuskewin Heritage Park*

## 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. You can find more details in our newly updated Program Guide, which outlines the goals and content of the Certificate Program and each of its courses.

This year, we revised and updated the Collections Management course, and held pilot courses in Prince Albert and Yorkton, instructed by Daniel Stewart of the Western Development Museum. We also offered Museums 101, Organization and Management (both taught by Carrie Allen at Wanuskewin Heritage Park), and Exhibit Design (taught in Melfort by John Snell of the Royal Saskatchewan Museum).

We have also adapted Museums 101 as an online course, which will be offered in the spring. We're excited to be able to offer learning opportunities online, as a low-cost way to make our programs more accessible.

### Advanced Workshops

In 2011-12, we were able to offer a wide variety of workshops aimed at mid- to advanced-level museum professionals. We're pleased with the high number of registrations (91 total) and the overwhelmingly positive feedback we received,

## Resource Library

Our library is a great source of information and resources for all kinds of museum work. It contains over 1600 volumes, including many new resources added this year, and is full of best practices, case studies, and knowledge that can benefit your museum.

We also have environmental monitoring equipment available for loan, including hygrothermographs, data-loggers, and light meters. With all this to offer, our resource library remains an important source of up-to-date tools and reference material for our members.

which suggest that these programs met the needs of many of our members.

Linda Norris of Riverhill Consulting presented *From Idea to Exhibit and Beyond: Exploring collaborative exhibit and program development* at the Swift Current Museum. This fast-paced workshop explored how curators, exhibit developers, and museum educators can work together to create exhibits and programs that engage visitors.

In *Active Prolonged Engagement: The APE Approach*, researcher and science educator Sue Allen presented the findings in visitor experience research from San Francisco's Exploratorium. The workshop provided all kinds of insights into how to get visitors to interact longer and more thoughtfully with exhibits.

We also held *Curatorial Practices: Indigenous Voices*, in which Michelle LaVallee of the MacKenzie Art Gallery, David Garneau of the University of Regina, and Carmen Robertson, also of the U of R, gathered Saskatchewan curators, aspiring curators, and other interested people to explore developments in Indigenous curatorial practice. A circle of First Nations and Métis curators convened and discussed their professional practices, followed by a round-table discussion in which they discussed with participants the future of aboriginal curation in Saskatchewan.

Finally, we were pleased to present the Canadian Conservation Institute's course on Mount-Making in Humboldt. This valuable course introduced participants to best practices in building mounts for museum objects, and gave them the opportunity to practice their new skills by building mounts.



## Webinar Series

We also offered our first-ever webinar series, *Engaging Technologies: High-tech, Low budget tools your museum can use*. This series allowed participants from Saskatchewan and beyond to develop the skills and knowledge to make the most of new technology.

In the *Social Media and Museums* webinar, Alec Couros, professor of educational technology and media at the U of R, showed how your museum can make the best use of social media like Facebook and Twitter.

Interactive whiteboards are useful educational tools, but their high cost can put them out of reach of many museums. In *Build Your Own Interactive Whiteboard on a Budget*, Katrina Urban showed participants how to build an interactive whiteboard for under \$100.

In *Augment Your Reality: Computing and Interactive Exhibits*, Ryan Hill of Talking Dog Studios discussed the potential for augmented reality (AR) technology for museum exhibits, programming and outreach.

David Gerhard, U of R computer science professor, showed us how easy it is to build your own low-cost electronics in *Do-It-Yourself Electronics with Arduino*. (David will follow up with a hands-on Arduino workshop in June; call MAS for details.)

Overall, the webinar series was a successful experiment in providing online workshops. Look for more online learning opportunities in the coming year.

## Museums and Sustainability Initiative

Sustainability—whether environmental, social, economic, or cultural—is one of the most significant issues facing us today. We're doing our best to promote discussion of sustainability, raise awareness about best practices in sustainability, and recognize our members' efforts toward greater sustainability through the Museums and Sustainability Initiative.

This year, our efforts have focused on two key areas: our *Museums and Sustainability: The Environment* publication, and looking at economic sustainability through our *Art of Grant-Writing* workshop.

*Museums and Sustainability: The Environment* showcases the Saskatchewan museums community's efforts toward a greener, more environmentally conscious society. It features stories from a range of museums and related groups around the province. Full of useful resources and great photos—many of them entries to our Environment in Focus photo contest—this is a publication you won't want to miss.

*The Art of Grant-Writing* is a one-day workshop designed to help museums improve their financial sustainability by helping them write better funding applications. Don Stein of the Godfrey Dean Art Gallery instructed this course twice this year: in Swift Current in the fall, and in Prince Albert this spring.

# Capacity Development



*From Idea to Exhibit and Beyond*, instructed by Linda Norris, March 6, 2012, Swift Current Museum

## Special Interest Group Representatives

*As of March 31, 2012*

### **Conservation**

Brenda Smith,  
*MacKenzie Art Gallery*

Alyssa Becker-Burns  
*Royal Saskatchewan Museum*

### **Collections Management**

Diane Lara,  
*Moose Jaw Museum & Art Gallery*

Daniel Stewart,  
*Western Development Museum*

### **Exhibits**

Marlon Janzen,  
*Royal Saskatchewan Museum*

John Snell,  
*Royal Saskatchewan Museum*

### **Programmers**

Stephanie Kaduck,  
*Swift Current Museum*

### **First Nations, Metis and Inuit:**

Delbert Pasqua,  
*Pasqua First Nations Interpretive Centre*

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

Janette Hamilton,  
*Saskatchewan Provincial Parks*

Jennifer Hoesgen,  
*Humboldt & District Museum & Gallery*

### **Managers and Directors**

*(No representative)*

### **Staff**

Dan Holbrow,  
*Museums Association of Saskatchewan*

## Network Representatives

*As of March 31, 2012*

### **Quill Plains Museums Network**

Belinda Riehl-Fitzsimmons,  
*Allen Community Museum*

### **North East Museums Network**

Gailmarie Anderson,  
*Melfort & District Museum*

Max Meier,  
*Star City Heritage Museum*

### **North West Museums Network**

Gwen Zweifel,  
*Frenchman Butte Museum*

Dorothy Schwartz,  
*Maidstone & District Museum*

### **Prairie Trails Museums Network**

Heather Wilson,  
*Morse Museum & Cultural Centre*

Rachel Wormsbecher,  
*Swift Current Museum*

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

Linda Kort,  
*Indian Head Museum Society*

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

Brian Clough,  
*Ft. Pelly Livingston Museum*

### **South Central Museums Network**

Colleen Raes,  
*Wood Mountain Rodeo/Ranch Museum*

Terri Topola,  
*Assiniboia & District Museum*

### **South East Museums Network**

John Nolan,  
*Tommy Douglas Centre*

Karly Millions,  
*Estevan Art Gallery & Museum*

### **West Central Museums Network**

Norman Wiggins,  
*Kindersley & District Museum*

### **Heritage Heartland Museums Network**

Joan Maier,  
*Moose Jaw Museum & Art Gallery*

### **Parkland Museums Network**

Anthony Jordon,  
*Moosomin Regional Museum*

### **Staff**

Dan Holbrow,  
*Museums Association of Saskatchewan*

Wendy Fitch,  
*Museums Association of Saskatchewan*

## Museums and Sustainability Committee

*As of March 31, 2012*

Gailmarie Anderson,  
*Melfort & District Museum / City of Melfort*

Heather LeGars,  
*Western Development Museum, Saskatoon*

Dr. Glenn Sutter,  
*Royal Saskatchewan Museum*

**Staff**  
Dan Holbrow,  
*Museums Association of Saskatchewan*

## Audit Committee

*As of March 31, 2012*

Robert Hubick  
Rhonda Lamb  
Allen Lefebvre  
Carol Peterson (Chair)

**Staff**  
Brenda Herman,  
*Museums Association of Saskatchewan*

## Staff

*As of March 31, 2012*

Brenda Herman  
*Director of Finance*

Wendy Fitch  
*Executive Director*

Brittany Knudsen  
*Communications Coordinator*

Daniel Holbrow  
*Professional Development Coordinator*  
(September, 2011 to present)

Ele Radbourne  
*Administrative Assistant*

*MAS thanks the following staff member for her contributions during 2011-12:*

Jessica Leavens  
(to June, 2011)



*Museums 101  
March 9, 2012,  
Wanuskewin  
Heritage Park*



## Management's Responsibility

To the Members of Museums Association of Saskatchewan:

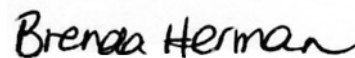
Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian generally accepted accounting principles. This responsibility includes selecting appropriate 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.

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

May 14, 2012



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Brenda Herman, Director of Finance

## Auditor's Report

To the Members of Museums Association of Saskatchewan:

The accompanying summary financial statements, which comprise the summary balance sheet as at March 31, 2012 and the summary statement of revenues and expenditures, and related notes, are derived from the audited financial statements of Museums Association of Saskatchewan for the year ended March 31, 2012. We expressed an unmodified audit opinion on those financial statements in our report dated May 8, 2012. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by the Association under Canadian generally accepted accounting principles in the preparation of the audited financial statements of Museums Association of Saskatchewan. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of the Association.

### *Management's Responsibility for the Summary Financial Statements*

Management is responsible for the preparation of a summary of the audited financial statements in accordance with Canadian generally accepted accounting principles.

### *Auditors' Responsibility*

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

### *Opinion*

In our opinion, the summary financial statements derived from the audited financial statements of Museums Association of Saskatchewan for the year ended March 31, 2012 are a fair summary of those financial statements, in accordance with Canadian generally accepted accounting principles.

Regina, Saskatchewan  
May 14, 2012



Chartered Accountants



# Museums Association of Saskatchewan

## Summarized Balance Sheet

*As at March 31, 2012*

	2012	2011
<b>Assets</b>		
Cash and short-term investments	253,524	195,309
Accounts receivable	8,366	11,997
Prepaid expenses and deposits	4,970	2,575
	<b>266,860</b>	209,881
<b>Investments</b>	<b>103,289</b>	103,296
<b>Capital assets</b>	<b>2,727</b>	3,582
	<b>372,876</b>	316,759
<b>Liabilities</b>		
Accounts payable and accrued liabilities	37,398	21,327
Vacation Payable	27,437	18,040
	<b>64,835</b>	39,367
<b>Net Assets</b>		
<b>General reserve</b>	<b>110,732</b>	110,732
<b>Investment in capital assets</b>	<b>2,727</b>	3,582
<b>Surplus</b>	<b>194,582</b>	163,078
	<b>308,041</b>	277,392
	<b>372,876</b>	316,759

## Summarized Statement of Revenues, Expenditures and Surplus

*For the year ended March 31, 2012*

	2012	2011
<b>Revenue</b>		
Grants from Saskatchewan Lotteries Trust	441,444	386,463
Other grants/partnerships	80,559	103,177
Self generated	38,420	36,178
<b>Total revenues</b>	<b>560,423</b>	525,818
<b>Expenditures (Schedule 1)</b>	<b>529,774</b>	488,127
<b>Excess of revenues over expenditures for the period</b>	<b>30,649</b>	37,691

Detailed financial statements are available on request.

**Museums Association of Saskatchewan**  
**Summarized Schedule 1 – Expenditures by Division**  
*For the year ended March 31, 2012*

	<b>2012</b>	<b>2011</b>
<b>Governance</b>	<b>39,799</b>	70,903
<b>Administrative Services</b>	<b>113,324</b>	104,370
<b>Advocacy</b>		
Professional/Government relations	<b>5,397</b>	3,397
Salaries/benefits	<b>17,287</b>	17,340
<b>Total Advocacy</b>	<b>22,684</b>	20,737
<b>Communications</b>		
Membership Relations	<b>24,081</b>	17,747
Public Relations	<b>14,313</b>	6,427
Salaries/benefits	<b>41,825</b>	33,907
Overhead	<b>8,262</b>	6,842
<b>Total Communications</b>	<b>88,481</b>	64,923
<b>Museum Development</b>		
Education	<b>94,080</b>	66,852
Museums and Sustainability	<b>12,785</b>	11,380
Resource library and materials	<b>3,030</b>	1,854
Member funding	<b>4,500</b>	4,500
Salaries/benefits	<b>130,377</b>	126,548
Overhead	<b>20,714</b>	16,060
<b>Total Museum Development</b>	<b>265,486</b>	227,194
<b>Total Expenditures by Division</b>	<b>529,774</b>	488,127

Detailed financial statements are available on request.

# Acknowledgements

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

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

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

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

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

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

We thank all organizations, businesses and individuals for contributing to the success of our activities in 2011-12.



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