



MUSEUMS  
ASSOCIATION OF  
SASKATCHEWAN  
MUSEUMS ARE MORE...



# ANNUAL REPORT 2022/2023

## 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 - 2022  
Dr. Tracene Harvey 2022 - 2023

## 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 - 2022  
Emma Morris 2022 - Present

## 2022-2023 MEMBERSHIP

254 Institutional  
10 Associates  
201 Individuals

— 465 TOTAL



Museums Association of  
Saskatchewan

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# MUSEUMS ASSOCIATION OF SASKATCHEWAN

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**MAS strengthens Saskatchewan museums through community leadership, building capacity, and acting as the collective voice for our members.**

The Museums Association of Saskatchewan (MAS) is a non-profit, collective organization of over 250 member museums, with a total of over 450 members, including individuals and associates.

Founded in 1968, MAS has been committed to supporting the advancement of museums in the province for over 50 years.

It is governed by a member-elected Board of Directors, that is representative of the museum community.

MAS supports Saskatchewan museums through a variety of education, advisory, resources, and network programming. MAS staff oversee the organization's budget, membership, programming, and communications.

## VISION

Museums are safe spaces for everyone to engage in learning about our past, present, and future.

MAS is known as a partner in creating sustainable futures for museums.

## VALUES

Truthful: We expect honest story-telling to represent diverse heritages.

Inclusive: We champion safer spaces that are accessible, free from prejudice, and embrace diversity.

Innovative: We act with curiosity and courage to question methodologies; and, introduce new ideas and ways to engage.

## LAND ACKNOWLEDGEMENT

MAS's work and support reaches lands covered by Treaties 2, 4, 5, 6, 8, and 10 currently known as the Province of Saskatchewan, comprised of the territories of the Nêhiyawak, Anihšīnāpēk, Dene, Dakota, Lakota, Michif/Métis, and Nakota nations.

We are committed to focus on repairing the relationships between immigrant Canadians who have settled here over centuries and the First Nations people who have walked these lands since time immemorial.

MAS recognizes the roles of museums in perpetuating colonial practices in Canada both directly and indirectly through collection and display practices, policy, and harmful rhetoric.

We acknowledge the role of museums in colonial practices in Canada and commit to explore our roles in nurturing meaningful relationships and building understanding. We dedicate our efforts to working together in a spirit of collaboration and reconciliation. We are all treaty people.

MAS is funded by SaskCulture, The Saskatchewan Lotteries Trust Fund, and Canadian Heritage.

Front Cover image: Ruins of the old Metis settlement at Batoche, Saskatchewan. East Village. By Jeff Whyte



# PRESIDENT'S MESSAGE

Over the past year, museums in Saskatchewan continue to recover from the COVID-19 pandemic, yet face many challenges given the current economic climate. The province's museums have been able to resume pre-pandemic programming, and some have even been able to increase educational and outreach programs in their communities, which is a testament to the enthusiasm and determination of museum staff and volunteers. Many museums' attendance numbers are still recovering, but there is great optimism that this summer will see museums increase attendance numbers to pre-pandemic levels and higher.

More and more museums across the province are taking part in Truth and Reconciliation initiatives, including having conversations about how they can support TRC in their communities and serve as a resource towards fulfilling TRC goals. MAS continues to play a key role in assisting Saskatchewan museums in their TRC work through resources available through the MAS website, through the ongoing online Community Chats, various courses, as well as providing support at network meetings. In addition to TRC initiatives, MAS has been working towards providing supports for museums to further their diversity, equity, and inclusivity goals.

MAS held its first in-person/hybrid AGM and conference in Estevan last June. This hybrid conference allowed MAS members and conference presenters to participate and learn either virtually or in-person, but the opportunity to be able to gather in-person was very much appreciated. Sessions at the AGM and conference touched on cultivating respectful partnerships with ethnocultural communities, the CMA's 'Reconsidering Museums' initiative, and co-curating with communities. This year, MAS' AGM and Mini-Conference will be taking place at Wanuskewin Heritage Park in Saskatoon, and we anticipate to see more people gathering in person at this event. MAS Staff and Board of Directors very much look forward to seeing everyone there.

The MAS Board met mostly in-person throughout the year with some members participating in meetings remotely via Zoom. The MAS Board continues to work hard on various projects including governance and policy, board procedures, and ongoing strategic planning, which included participating in a strategic planning workshop offered by Praxis. The 2022-2023 MAS Board members include myself President Dr. Tracene Harvey (Museum of Antiquities, Saskatoon), Vice-President Helanna Gessner (Diefenbaker Canada Center, Saskatoon), Past-President Merissa Scarlett (Estevan), Delta Fay Cruikshank (Biggar Museum and Gallery), Vincent Houghtaling (Moose Jaw Museum and Art Gallery), Dr. Angelina Weenie (First Nations University of Canada, Regina), Dr. Barbara McNeil (University of Regina), Valerie Mulholland (Regina), Andrew Whiting (Saskatoon), and Joanna Munholland (Strasbourg). I want to extend my sincere gratitude to the MAS Board for their hard work over the past year, but especially to the Vice-President and Past President for their support and advice during my time as President.

In August 2022, Emma Morris stepped into her role as the new MAS Executive Director. In the short time Emma has been with MAS, she has demonstrated effective leadership and advocacy both provincially and nationally on behalf of MAS. Emma has been meeting regularly with provincial and territorial museums associations regarding the 'Reconsidering Museums' initiative, as well as the potential offering of professional development opportunities for museum professionals and volunteers nation-wide. She has also been invited by Canadian Heritage to participate in the initial information session on the renewal of the Canadian Museum Policy. Most importantly, Emma has been able to attend and meet many members at Network meetings over the past year, and she is looking into ways that the Networks can be supported as a key resource for members. Emma and MAS staff have been working hard on strategic planning for the organization, which will not only

support members, but also help to ensure the work done by MAS supports TRC, equity, diversity and inclusivity, as well as museums policy and standards. The Board would like to congratulate the MAS team for publishing and distributing to members the sixth edition of the Standards for Saskatchewan Museums. The MAS Board of Directors looks forward to the exciting work and achievements made by MAS under Emma's leadership.

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

Lastly, I want to thank all of our members for their enthusiasm and hard work over the past year. The future of Saskatchewan museums looks bright under your leadership, and I look forward to celebrating your many achievements in the coming year. I wish you all a wonderful summer.

Thank you,

Dr. Tracene Harvey



Image: St. Victor Petroglyphs Displays & Provincial Historic Park Tours  
Provided by The Friends of St. Victor Petroglyphs

# EXECUTIVE DIRECTOR'S MESSAGE

I began this position in September of 2022, and during the past 8 or so months, I have found it really exciting and meaningful. This is mostly thanks to the incredible support from the staff, Board, and membership. What an amazing group of people! Whether paid or volunteer, seasonal or year-round, Saskatchewan's museums and the stories they hold are really one of our province's biggest resources for culture, inspiration, and learning.

While I was not here for a large portion of the 2022-2023 year, I know that MAS continued to work with both internal and external stakeholders to strengthen the sector. Maintaining positive relationships with stakeholders is foundational to MAS's leadership role with museums 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, Organization of Saskatchewan Arts Council (OSAC), Gabriel Dumont Institute, Saskatchewan Multitype Library Board, Saskatchewan Library Association, University of Regina'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, the National Trust for Canada, the Department of Canadian Heritage, the Canadian Conservation Institute/Canadian Heritage Information Network, and Digital Museums Canada. MAS also works with the other ten provincial and territorial museum associations (PTMAs) to share resources and come together to strengthen the sector on a national level.

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

With some new staff members and significant shifts within the sector, MAS chose to work with a consultant in the winter of 2022 to build a new strategic plan. This has provided us with direction for our work and priorities over the next few months. I am so thankful for the enthusiasm and thoughtfulness with which the staff and Board approached this undertaking. Their insight and experience was invaluable throughout the process.

Finally, MAS was a contributing partner in the national project, Reconsidering Museums, launched by the Alberta Museums Association. Reconsidering Museums, a three-year national project, set out to examine what museums mean to Canadians. Through a rearticulation of the value of museums and a rebrand of the sector, the project supports museums with the tools and language necessary to better connect with and serve their communities, deepening their relationship, and therefore their relevance, to the Canadian public. We are thankful for the opportunity to collaborate on this project, and are hopeful that the report and toolkits will have a positive impact on Saskatchewan's museum sector.



- Emma Morris, Executive Director, MAS

# COMMUNITY LEADERSHIP

## 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 2022-2023, the Board met several times via Zoom and in person, and was diligent in ensuring it provided strategic guidance and leadership to the Association through the pandemic. Additionally, the Board participated in a review and update of the organization's Risk Assessment Registry which informed their work on the renewed Strategic Plan.

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 2022-2023. Board members attended the fall Network meetings, which provided them with feedback from members on various topics including current challenges and opportunities facing the Saskatchewan museum sector. Regular communications of Board activities through the Quarterly Reports continued during the year.

I want to thank Dr. Tracene Harvey for her incredible contributions to the organization through her work as a Board member and her leadership in the role of Board President.

## BOARD MEMBERS AS OF MARCH 31 2023

### President

Dr. Tracene Harvey  
Museum of Antiquities, Saskatoon

### Vice President

Helanna Gessner  
Diefenbaker Canada Centre, Saskatoon

### Past President

Merissa Scarlett  
Estevan

### Directors

Delta Fay Cruickshank  
Biggar Museum & Gallery, Biggar

Vincent Houghtaling  
Moose Jaw Museum & Art Gallery

Dr. Barbara McNeil  
SK African Canadian Heritage Museum  
& University of Regina, Regina

Valerie Mulholland - Regina

Dr. Angelina Weenie  
First Nations University of Canada,  
Regina

Andrew Whiting  
Saskatoon

Joanna Munholland  
Strasbourg

“ When in a museum,  
walk slowly  
but keep walking. ”  
- Gertrude Stein



## SAFER SPACE GUIDELINES

The Museums Association of Saskatchewan (MAS) is dedicated to providing a safer space for everyone, regardless of gender, gender identity and expression, sexual orientation, disability, physical appearance, age, language, body size, race, ethnicity, nationality, religion, socioeconomic standing, or otherwise. This applies to all MAS spaces and programs, including workplace, in-person and online events, in-person online synchronous and online asynchronous programming, as well as all online platforms, emails, and any other spaces that MAS hosts.

MAS does not tolerate any form of discrimination, harassment, or any inappropriate conduct. This includes but is not limited to: racism, white supremacy, sexism, heterosexism/homophobia, cissexism/transphobia, sizeism, ableism and ageism, sexualized violence, and harassment. Anyone who acts in any type of behaviour that is considered harmful, violent or aggressive may be prohibited, expelled, or banned from these spaces.

MAS acknowledges that the work of creating safe, welcoming, and inclusive spaces and experiences for everyone is an active process.

As we work together as a sector towards inclusion, MAS expects and encourage our members, participants, and users to:

- Respect others' physical and emotional boundaries;
- Respect others' identities and backgrounds, including pronouns and names;
- Do not assume or make judgments on anyone's gender identity, sexual preference, survivor status, health status, economic status, religion, background, beliefs, opinions or otherwise;
- Report any inappropriate behaviour to MAS staff;
- Care for yourself and others.

What is a safer space?

A safer space is a supportive, non-threatening environment, intended to be free of bias, conflict, criticism, or potentially threatening actions, ideas, or conversations. We use the word safer to acknowledge that safety is relative: not everyone feels safe under the same conditions. By acknowledging the experiences of each person, we hope to create as safe an environment as possible. Using the term safer space also reflects the fact that discrimination and harassment can and do occur even in spaces where norms, policies, and procedures have been put in place to prevent such behaviour, and that the work of increasing safety is an active process that should never be considered done.



Our Safer Spaces Guidelines can be found in full, including acknowledgements and resources at <https://www.saskmuseums.org/about/safer-space-guidelines/>



## NETWORKS

Click on the map below to explore the [Network Map](#) on Google Maps!



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 MAS Board, staff, and Network members. Each Network's activities are coordinated by a volunteer Networker and are often assisted by a Co-Networker.

There were ten active Networks in 2022-2023. The number of MAS institutional members participating in the Network is currently over 115 participants.

In 2022-2023 an estimated 430 volunteer hours were spent on various Network projects and administration, an increase of roughly 19% more volunteer hours than the previous year. These increases can be attributed to the discontinuation of health restrictions and the return of in-person meetings and programming that took place. The Networks met in person as well as virtually as individual groups, with MAS staff in attendance for their spring meetings in April and May 2022, as well as their fall meeting with a MAS board member in attendance in October 2022.

MAS has circulated a survey to members to gather feedback on the Museum Networks. Broadly this survey is looking at Network functionality, where MAS can possibly provide more support in the coordination, networking, programming and easing chair roles within the network as needed.

The survey is still open and can be completed online: <https://forms.gle/nwyNhuWXqYoaxJWz9>

Please e-mail Amber Hanover, Community Engagement Lead, [community@saskmusuems.org](mailto:community@saskmusuems.org) if you have any questions, comments, or suggestions for network development.

Thank you everyone for all your hard work and most importantly all your time.

# CAPACITY DEVELOPMENT

As society as a whole has begun to emerge from pandemic conditions, MAS has maintained its commitment to providing members and the public with educational opportunities while complying with public health recommendations for public gatherings. This past year has seen a return of in-person courses and events, in addition to the online offerings that have become the norm over the past several years due to health concerns. Our use of distance education platforms, such as Moodle and Zoom, has proven to be popular with our membership, as it allows for individuals to participate in our courses without being restricted by travel times or budgetary concerns. Individuals who have participated in our online programs have encouraged our continued use of these platforms, as it allows them to easily access our programming and to complete our Certificate Program in Community Museum Studies more rapidly. To further the skills development of community museum staff throughout the province and reduce the costs and travel times for participants the MAS is working to expand our virtual course delivery program for all educational content. Initiated in early 2023, this assessment and redesign will examine the best delivery platforms for live online lectures on both Certificate Program courses and special topics. This assesment will also examine the possibility of offering content within an on-demand online independent study format, where students will be able to commence an educational program on a date of their choosing. This expansion of our online educational capacity will develop over the course of the 2023-24 fiscal year.

## CERTIFICATE IN COMMUNITY MUSEUM STUDIES PROGRAM

[The Certificate Program in Community Museum Studies](#) provides the staff of 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.

Despite the continuing public health concerns surrounding public gatherings over the 2022-2023 year MAS was able to successfully deliver six of our Certificate Program courses in both in-person and online formats: Research, Museums 101, Care of Collections, Museums and the Community, Collections Management, and Exhibit Design and Planning. For the latter half of 2022 and 2023 the focus has been assisting participants in completing their Certificates by offering courses which have previously not been scheduled since before the pandemic. In the coming year this practice will continue, along with the formalization of our calendar which will see courses being offered on a regular rotation, allowing students to complete their Certificate in a maximum of three years.

## GOVERNANCE PROGRAM

MAS continued to offer our governance support program in 2022-2023, which provides on-demand education modules to heritage and gallery boards across the province that outline the ethical, professional, and operational aspects of successful non-profit governance. This year has seen the continued use of online platforms to deliver these materials in a distance education format, allowing members to easily access MAS resources and experience to enable successful and continued operation of heritage and cultural organizations across the province. This past year has seen a continued interest in this program, with tailored sessions being delivered on topics including the organization of board elections, membership organization, and the drafting of bylaws and management policies.

## SPECIAL TOPICS COURSES

To enhance the course offerings in our Certificate program MAS also offers special topics courses to museum professionals and the general public. These workshops offer participants the opportunity to expand their knowledge and skillsets beyond the materials within our Certificate Program. In 2022-2023 MAS offered three workshops aimed at mid to advanced-level museum professionals. In partnership with the Canadian Conservation Institute we facilitated their Digital Preservation seminar in Saskatchewan, where participants were trained in how to digitally scan and preserve photos, images, and other documents within their collections. With the Canadian Museum of Immigration at Pier 21 we provided a virtual question and answer seminar with oral historian Dr. Emily Burton, where participants were able to obtain guidance and advice on how to obtain and utilize oral histories within a museum setting. Finally, in cooperation with the Multicultural Council of Saskatchewan we hosted a workshop on how to better engage and include traditionally underrepresented communities within museum interpretation and programming.

## RESOURCE LIBRARY AND EQUIPMENT LOANS

The MAS library is a significant source of information and resources for all aspects of museum work. Comprised of over 1800 volumes, it is available to MAS members through both in-office use and on a short-term loan basis. This collection is continually updated to provide members with the most current information and scholarship in such areas as conservation, museum operations, and Indigenous engagement and the decolonization of museum environments.

To further enhance the capacity of our member organizations and to assist them in protecting and preserving their diverse collections MAS also continues to provide a large array of equipment on a short-term loan basis. Currently we have available environmental and UV monitors, digital preservation equipment (flatbed and book scanners, audio recorders, and digital cameras) as well as oral history recording equipment to facilitate the preservation of intangible community history. Included with all of this equipment are all of the resources users require to complete their projects, including manuals and instructions. Within the coming year MAS will be increasing our promotion of both the [Resource Library](#) and [Equipment Loan Program](#) to increase their usage and to inform both new and old members of the supports that we can provide to support every aspect of their organization's mandates to preserve and promote Saskatchewan arts and heritage.



Images: Fort Qu'Appelle Heritage Museum, Exhibits. By MAS Staff



## TECHNOLOGY MICRO GRANT FOR COMMUNITY MUSEUMS

MAS was proud to receive \$45,000.00 from the Government of Saskatchewan's Department of Parks, Culture, and Sport to administer to Saskatchewan museums with the goal of improving technology and access. There was a significant uptake in the program with 71 museums applying for the grant. This funding addressed a need that became more evident due to pandemic closures and major decreases to tourism and other income channels.

MAS would like to thank the Government of Saskatchewan and PCS for this financial commitment to museums in Saskatchewan. The impacts were wide-ranging and extremely tangible. Many of these museums were able to better manage their operations with new technology, some integrated virtual components into their programs, and others were able to create new programs based on the technology that they purchased as a direct result of the grant. Technology is one aspect that has been consistently challenging for many of our member museums, and this contribution has given everyone the opportunity to catch up and make their museums work better for everyone. This grant aligns strongly with MAS's commitment to increase access to education and innovative methodologies for storytelling and collections management in museums. The positive effects of these simple purchases cannot be understated, and MAS is grateful for the Government of Saskatchewan's recognition of this need and investment in our communities through museums. Though each museum received less than \$1,000.00, the funding has breathed new life into the volunteers, who continue to energize their museums' content and programs and ensure that the stories of Saskatchewan are shared.

## ADVISORY SERVICES

The Advisory Services are primarily intended to support MAS Institutional Members in achieving their goals and is based upon the Standards for Saskatchewan Museums. Advisory consultations are confidential. Consultations may be done via email, phone, online, referral, and/or site visit.

In 2022-2023, the Advisory Services fielded 269 requests, with the majority of those requests (66%) coming from institutional members. 25% of all submissions were made by members of the general public.

To help our members realise their institutional goals, the Advisory Services has produced many resources over the years; all Tip Sheets and Workbooks are fully accessible online in the Resources section of the MAS website under Online Resources. In December MAS released the sixth edition of Standards for Saskatchewan Museums. Standards is available for purchase from the MAS store or available for free online as a PDF alongside our other online resources.



Images: The Regina Ecomuseum (RFEM) Exhibit located in Lakeview, Regina. By MAS Staff



## SASKCOLLECTIONS

[SaskCollections](#) is a cloud-based collections database using the CollectiveAccess platform to address the needs of small to medium-sized institutions and is hosted by MAS. It is intended to serve the needs of our members in two ways:

1. Collections Management – by providing a collections database for each participating institutional member;
2. Public Access – by providing a centralised publicly accessible webpage where participating institutions can share their collections with the wider public online.

Any MAS Institutional Voting Member can be eligible to join SaskCollections. As of March 31st, 2023, there is a total of 35 Institutional Members participating in the SaskCollection initiative with individual institutional collections databases. There are a total of 227,139 objects catalogued across all SaskCollections, with 13,560 new objects catalogued this fiscal year (6% annual increase).

In the Summer of 2022 with funding Canadian Heritage's Museum Assistance Program - Digital Access to Heritage, MAS embarked on the next stage of the SaskCollections initiative: building the [SaskCollections Research Portal](#).

Where previously SaskCollections participants were given the option to create a standalone publicly accessible webpage, the SaskCollections Research Portal is replacing this with a centralised publicly accessible website, to which all participating SaskCollections members have the option to contribute, where they can share their institution's collections.

As a publicly accessible website, the SaskCollections Research Portal allows visitors to browse collections from all current participating MAS members, showcasing the artistic and cultural heritage of Saskatchewan. Visitors can also browse the collection of specific participating institutions.

10 SaskCollections participants have individual public pages, 6 of which are sharing their collections on the Research Portal. The Research Portal is intended to replace those standalone pages and was launched March 31st, 2023. It can be found online at <https://saskcollections.org>.

## COMMUNITY CHAT

In 2022-2023 MAS committed to continue to present our Community Chats, a public online presentation, via Zoom, where museum folks from across the province connect for an online personal development opportunity, a chance to network with other museums, to chat, ask questions, and seek advice. The following Community Chats were presented:

- CARFAC with Wendy Nelson;
- Conflict Resolution and De-escalation Tactics with Erin Folk;
- Autism-Friendly Museums & Hiring Practices with Alicia Schick & Diandra Nicholson;
- CNIB - Visual Impairment Considerations for Accessibility in Museums with Ashley Nemeth;
- Saskatchewan Deaf and Hard of Hearing Services with Rae Mairi Richardson and Barb Froese (ASL interpreter).

You can view a [YouTube playlist](#) of our previously recorded Community Chats online, and you can also find more information on upcoming Community Chats on our website <https://www.saskmuseums.org/services/community-chat/>

## MAS ANNUAL GENERAL MEETING AND CONFERENCE

MAS held an in-person conference in Estevan on June 9th to 11th, 2022, which included presentations, panel discussions, the MAS Annual General Meeting, the annual Member Forum, and the MAS Banquet and Awards.

The conference theme for 2022 was “Community Co-Creation: Carrying On”, focusing on socially-engaged museum practice as a critical area of discussion. We heard from colleagues about how museums can be more inclusive of the diverse members of the community and in the process become more equitable and accessible.

The Keynote speaker was Dr. Sharanjit Kaur Sandhra, Coordinator of the South Asian Studies Institute at the University of the Fraser Valley, co-curator of exhibits at the Sikh Heritage Museum, located in the National Historic Site Gur Sikh Temple in Abbotsford, BC, and a sessional faculty in the Department of History at UFV. Her presentation “Co-Curation as Co-Conspirator Work: Decolonizing the Museum” highlighted the work of the Sikh Heritage Museum and provided a framework on how to make co-curation an ongoing and needed practice in the museum sector as a movement towards anti-racism and meaningful equity, diversity, and inclusion.

The Multicultural Council of Saskatchewan (MCoS) presented on cultural awareness, community engagement, and relationship-building. It served as an introduction to an interactive virtual workshop for museum and gallery staff and volunteers later in the year. Michael Afenfia from the Saskatoon Open Door Society moderated a panel discussion on “Curating Diversity: 50 years of Immigration in Canada”, the Canadian Museums Association (CMA) along with the Western Development Museum (WDM) spoke on their work and the “Call to Action #67 in Practice”, and the Reconsidering Museums Project presented an overview of their reporting and statistics, “Articulating the Value of Museums to our Communities”.

On June 11, 2022, MAS held its first face-to-face AGM since 2019 at the Days Inn in Estevan. Val Mulholland was re-elected for a one-year term on the Board and Vincent Houghtaling was re-elected for a two year term. We welcomed one new Board Member, Joanna Munholland to a two year term.

At the Board meeting immediately after the AGM, Tracene Harvey was elected as President and Helanna Gessner elected as Vice-President. Merissa Scarlett is now in the role of Past-President.



# 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 2022-2023, MAS maintained its investment in select, multiplatform, paid advertisements such as ads in the Municipalities of Saskatchewan magazine Urban Voice, and Prairies North Magazine. In addition, MAS has continued to focus and invest more resources in social media advertising to better address demographics changes.

MAS has continued the Community Chats, which were launched during the pandemic. We found them to be a valuable tool and that they continue to address opportunities within our membership to learn and engage with each other.

MAS has also increased our focus on advocacy at the provincial and federal levels to ensure that momentum around sector discussions is maintained and that we are not missing opportunities to speak to the current challenges and opportunities with government agencies, funders, and other non-profits.

## CORE COMMUNICATION TOOLS

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 2022 and January 2023 and was sent electronically to members; it was also posted to the MAS website <https://www.saskmuseums.org/about/reports/>. This Annual Report comprises the fourth quarterly report for the fiscal year.

E-Phemera, MAS's e-newsletter, is sent out to a mailing list of over 1,520 subscribers. It features MAS news, opportunities, member and community news, events, job postings, professional development opportunities, and more. In 2022-2023, the E-Phemera mailing list grew by 81 people.

The purpose of MAS's website, <https://www.saskmuseums.org/>, is to provide accessible and searchable information to our members, museum professionals, volunteers, and the public. We are proud to have launched the new MAS website on March 28th 2023, with a focus on the accessibility of important and relevant material. All of MAS staff worked diligently on reviewing and updating all of the website content. It continues to be updated regularly, ensuring member information, news and events, along with MAS events are made available as quickly as possible. We thank everyone for their patience as we continue to develop some of these updates.

The MAS website had 6,800 users in 2022-2023, for a total of over 4,900 sessions. Users spent an average of 00:01:10 on the site.

The MAS [Facebook](#), [Twitter](#), Instagram, and YouTube accounts are maintained as a way for MAS to share MAS news, events and programming, as well as interesting heritage and museum-related information more widely.

One of the areas of growth for MAS on social media was Facebook, seeing an outstanding growth in the number of page reaches, an increase of 90% (29,101). There was a 34% growth rate in Facebook followers (1,505). Published posts on Facebook was up by 40%, a total of 341 posts made throughout the year. The MAS Facebook page had over 1,050 visits. Instagram also saw growth in the number of followers, an increase of 20% (1,078). Twitter currently has 1,797 followers, and MAS' YouTube channel had a total of 1,400 views, amounting to a total of 234 hours of watch time.

## 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.

### PTMAs, National Museum Policy

MAS continues to participate in collaborative activities with the Canadian Museums Association (CMA) and the other ten Provincial/Territorial Museums Associations (PTMAs), including advising on the revision of the National Museum Policy. This policy was created in 1972 with the most recent revision happening in 1990. This revision is significant, as 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.

### National Trust for Canada

MAS participated in the National Trust for Canada teleconferences during 2022-2023. These are regular sessions the National Trust conducts which enable MAS to engage the broad heritage sector on advocacy activities, including developing a strategy for reaching new audiences for heritage.

### SaskCulture

MAS attended SaskCulture's Eligible Cultural Organization meetings at the provincial level, and has been involved in the Museums Assistance Program administered by SaskCulture on behalf of the Saskatchewan Lotteries Trust Fund.

### University of Regina (U of R)

Work is moving ahead with the new vocational museums course for U of R history students this upcoming fall that will include the course Museums 101. From this developed partnership with the University of Regina, MAS was able to sponsor the attendance of five history students at the CMA conference, and one of them secured a job this summer at the Canadian War Museum through those connections. We are hoping that this will also increase interest in professional placements in member museums. MAS is working on accessing development funding for making our renewed courses virtual as a next step to bring it all online and increase accessibility.

Emma Morris, MAS Executive Director, was asked to participate in a review for the History department at the University of Regina. The review committee was interested in the community engagement and vocational opportunities that the department has been pursuing, so Emma voiced the benefits for our membership and building capacity for the future of museums in Saskatchewan through these kinds of opportunities.

## UNESCO Living Heritage and Sustainable Livelihoods Project

MAS has partnered on the UNESCO Living Heritage and Sustainable Livelihoods project entitled "Strengthening Living Heritage: the Safeguarding, Protection, and Transmission of Intangible Cultural Heritage and Sustainable Livelihoods." The co-chairs have applied for a SSHRC grant for the project which is national in scope and will take place over the next 5-7 years. They have launched a website with more information: <https://www.livingheritage.ca/>, and there is a new report out, Safeguarding ICH in Canada – Summary Report, available to view online [here](#).

## Reconsidering Museums Consortium

Led by the Alberta Museums Association (AMA), and in partnership with the Canadian Museums Association (CMA), MAS, and a consortium of provincial and territorial museums associations, Reconsidering Museums sets out to better understand what museums mean to Canadians and to support our sector with the tools and language necessary to advocate for the value of museums.

The resources developed through this project provides adaptable values-based messaging that bridges the gap between museums and their publics, substantiates the value of museums with data-driven insights, and helps shape public dialogue around the vital role of museums in our society.

The project and toolkits have rolled out and MAS has been promoting the content. One of the major promotions was the Community Chat on April 27th, which was fairly well-attended. Emma Morris wrote letters outlining the research findings and the data that explained the expectations of museums and their roles for the public to all of our MPs, the premier, leader of the opposition, and relevant ministers.

Find the website and toolkit at <http://reconsideringmuseums.ca/>.

## CMA Moved to Action

CMA's Moved to Action document, which supports the UNDRIP and TRC Call to Action #67, calls for support for Indigenous-led organizations, initiatives, and self-determination at every level of museum operations and within all museum positions across the country.

In addition to broad promotion, MAS circulated printed copies and mailed them to each of our institutional members to ensure access to the document.

You can read the CMA's Report along with resources here: <https://www.museums.ca/site/movedtoaction>.



## MAS AWARDS

In 2018, as a way of marking the MAS 50th Anniversary, the MAS Board developed an Awards program. Categories include the Award of Merit for Institutions, Award of Merit for Individuals, the Young Professional Award, and the Honorary Lifetime Achievement Award.

As part of the 2022 MAS Annual Conference and AGM on Friday June 10th 2022, MAS held an in person Banquet and Awards Ceremony recognizing excellence in Saskatchewan Museums.

Thank you to all of those in the Saskatchewan Museum Community for your hard work and dedication. Thank you to the nominators for bringing these efforts to light to be recognized by MAS and their peers across Saskatchewan. It is an honour each year to review the applications highlighting the great work that is being done.

### Award of Merit - Institution

#### Saskatchewan Sports Hall of Fame “Never Give Up”, virtual program



“Never Give Up” is an education program for students in Grades 4-8 focusing on answering the question: what makes a person a “hero”? In exploring the concept of a hero, the Saskatchewan Sports Hall of Fame (SSHF) invites their inductees to share their personal stories of triumph and how they have overcome obstacles and hardships in order to achieve their own personal goals in sport and life. This allows the students to understand that “heroes” can be different for everyone and can often be found as positive role models in their own community.

Originally launched in 2011 as an in-person outreach presentation, bringing materials to schools for hands-on-activities, “Never Give Up” was adapted in 2021 for virtual delivery. Where previously the cost of travel was a major hurdle in bringing this program to schools, as an online program “Never Give Up” had the capacity to reach the entire province. Over the course of 24 sessions, “Never Give Up” reached 35 different communities and had a total of 2,047 participants.

Through these inspirational stories, students learn to appreciate how perseverance in the face of challenges have shaped the lives and identities of the SSHF inductees. These presentations encourage students to reflect on their own identities and experiences, consider the kinds of obstacles they may encounter as they move towards their dreams and goals, and reflect upon the cultural and societal influences of the presenters.

Saskatchewan’s history, its growth, its hardships, its faults, its achievements – they are all mirrored in the lives and stories of the SSHF inductees.

## Award of Merit - Institution

### Moose Jaw Museum & Art Gallery

#### "A Prairie Vernacular: Folk & Contemporary Art Narratives of Life on the Canadian Prairies", exhibition



"Prairie Vernacular: Folk & Contemporary Art Narratives of Life on the Canadian Prairies" was an exhibition organised and circulated by the Moose Jaw Museum & Art Gallery (MJM&AG) and the Esplanade Arts & Heritage Centre (Medicine Hat, Alberta), in partnership with the Art Gallery of Swift Current, the Buhler Gallery (Winnipeg, Manitoba), the Art Gallery of Southwestern Manitoba (Brandon, Manitoba), and the Red Deer Museum & Art Gallery. Funded by the Government of Canada, Department of Canadian Heritage through the Museums Assistance Program, this exhibition featured nearly 200 works of art by 75 Canadian artists from 35 public and private collections across the prairies. "Prairie Vernacular" opened in Moose Jaw in the Summer of 2019 and travelled throughout the Canadian Prairies, from 2020 to the end of 2021.

The scope of the content in the exhibition allowed it to explore significant art genres of the Prairies. It examined historic and contemporary representations of the vernacular in artistic practice on the Canadian Prairies, and considered the relationship of folk art to contemporary art produced in Alberta, Saskatchewan, and Manitoba.

This exhibition included historic and contemporary Indigenous artists. By deliberately including Indigenous representation it was redressing the traditionally overlooked Indigenous contribution to this genre. The inclusion of Indigenous artists' work in the exhibition, and the writings of Indigenous art historian and curator, Dr. Carmen Robertson, provided greater context for these works, allowing for alternate representations of the Prairie experience and histories that diversify and build upon the previously accepted concepts of vernacular art.

The exhibition was a success despite the limitations of COVID-19, being seen by over 16,400 people, it also had 27 tours involving 435 students, and opening and closing receptions at various partner institutions with 552 attendees altogether. Currently, the MJM&AG is working on a digital version of the exhibition for Digital Museums Canada. As a virtual exhibition, this version will replicate all the elements of the original and will permit the extension of its content into new areas for the continued discussion of the "prairie vernacular".

## Award of Merit – Individual

### Stephanie Kaduck, Education & Public Programs Officer, Swift Current Museum



Stephanie Kaduck has worked at the Swift Current Museum for over 20 years. In that time, she has become one the most knowledgeable experts on the history of Swift Current and on the human and natural history of Southwest Saskatchewan. She is known affectionately as the 'museum lady', or to natural history fans - the 'bug lady'.

Over the past two decades with the Swift Current Museum, Stephanie has provided outstanding education and public programming on human and natural history and the curation of numerous exhibitions.

Notable exhibition examples include: "Health Region #1" which told the history of Swift Current in relation to the development of Canadian universal healthcare; "Modesty and Respect: Religious Headdressing" exploring the cultural and religious practices of head dressing. This exhibition also quietly fought prejudice and racism, and would travel to other museums in Saskatchewan; and "Pandemic Pastimes" which addressed the common experiences of living through a pandemic.

With each exhibition Stephanie produced she also provided a guided tour and often a related activity or craft. This includes programming related to the permanent exhibitions at Swift Current Museum. Some of the more memorable programs Stephanie developed included "Atlatl Hunting," "Sod Hut Building", "Walking Tours of the downtown core", a Driving Tour highlighting historical locations throughout the city, an annual Heritage Fair and the "Coffee Row" program, where seniors are invited to share their stories over coffee. Stephanie also manages the Facebook pages for the Swift Current Museum and Vintage Swift Current.

Stephanie Kaduck is retired as of the end of August 2022.



# FOR THE RECORD

## STANDARDS FOR SASKATCHEWAN MUSEUMS

Sixth Edition (December 2022)

Standards for Saskatchewan Museums intends to serve the needs of the diverse museum community throughout Saskatchewan. While what is put forth here in the ensuing pages is meant for the benefit of Saskatchewan-based museums, the Standards outlined in this document do not necessarily differ from the established best practices for museums elsewhere in Canada or the world.

The Sixth Edition of Standards for Saskatchewan Museums is available for free viewing and download here:

[Standards for Saskatchewan Museums - Sixth Edition \(December 2022\)](#)

This Sixth Edition of Standards for Saskatchewan Museums was produced under the guidance of the Museums Advisor. Research and revisions were conducted by Joan Kanigan, Jane Dalley, Jessica Kelly, and John Snell. This edition was critiqued and reviewed prior to publication by an Indigenous Review Panel with Dr Evelyn Siegfried, Dr Sherry Farrell-Racette, Audrey Dreaver, and Barb Parchman, and a Peer Review Panel with Dana Murray, Delta Fay Cruickshank, Kaiti Hannah, and Michelle Loi, with input from the Canadian Heritage Information Network.

If you cannot find what you are looking for in Standards, please contact the Museums Association of Saskatchewan office or the Museums Advisor directly.

[mas@saskmuseums.org](mailto:mas@saskmuseums.org)

[advisor@saskmuseums.org](mailto:advisor@saskmuseums.org)

<https://saskmuseums.org/members/online-resources>

The Museums Association of Saskatchewan would like to acknowledge funding support for this project from SaskCulture and the Museums Assistance Program from the Department of Canadian Heritage.

## STAFF

### **Executive Director**

Wendy Fitch (to September, 2022)  
Emma Morris (from September, 2022)

### **Director of Finance**

Brenda Herman

### **Learning Program Lead**

Dan Holbrow (to June, 2022)  
Tim Panas (from October, 2022)

### **Community Engagement Lead**

Amber Hanover

### **Museums Advisor**

Sarah Durham

### **Administrative Assistant**

Terri Morris

## NETWORK REPRESENTATIVES

### Heritage Heartland Museums Network

Jennifer McRorie, Moose Jaw Museum & Art Gallery

### North East Museums Network

Gary Provencher, Waskesiu Heritage Museum

### Prairie Trails Museums Network

Norine Leibel, Prairie Wind & Silver Sage

### Qu'Appelle Valley Museums Network

John Kort, Indian Head Museum

### Quill Plains Museums Network

Paula Letkeman, Watrous-Manitou Beach Heritage Centre

### River Valley Museums Network

Heather Silcox-Penner, Borden & District Historical Museum

### South Central Museums Network

Sally Svenson, Assiniboia & District Museum

### West Central Museums Network

Ron Joorisity, Harris and District Museum

### Staff

Amber Hanover, Sarah Durham, Tim Panas

## AUDIT COMMITTEE

As of March 31, 2023

### Chair

Val Mulholland

Andrew Whiting

Barbara McNeil

Joanna Munholland

### Staff

Brenda Herman



<https://www.saskmuseums.org/>



Image: Child at the Royal Saskatchewan Museum (RSM). By MAS Staff

## **Management's Responsibility**

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To the Members of Museums Association of Saskatchewan Inc.:

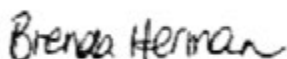
Management is responsible for the preparation and presentation of the accompanying summarized financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for not-for-profit organizations. This responsibility includes 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 29, 2023



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Brenda Herman, Director of Finance

## Report of the Independent Auditor on the Summary Financial Statements

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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, 2023, and the summary statements 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, 2023.

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 29, 2023.

### 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 29, 2023

*MNP* LLP

Chartered Professional Accountants

MNP LLP

Suite 900, Royal Bank Building, 2010 - 11th Avenue, Regina SK, S4P 0J3

1.877.500.0780 T: 306.790.7900 F: 306.790.7990



MNP.ca



**Museums Association of Saskatchewan**  
**Summarized Statement of Financial Position**

*As at March 31, 2023*

	2023	2022
<b>Assets</b>		
Cash	58,213	64,508
Accounts receivable	3,711	3,718
Short-term investments	784,011	795,216
	<b>845,935</b>	<b>863,442</b>
<b>Capital assets</b>	<b>7,411</b>	<b>10,045</b>
<b>Investments</b>	<b>103,351</b>	<b>102,388</b>
<b>Prepaid expenses and deposits</b>	<b>5,438</b>	<b>2,575</b>
	<b>962,135</b>	<b>978,450</b>
<b>Liabilities</b>		
Accounts payable and accruals	52,576	66,990
Unearned revenue	294,988	341,625
	<b>347,564</b>	<b>408,615</b>
<b>Net Assets</b>		
Surplus	436,160	388,790
Investment in Capital Assets	7,411	10,045
General Reserve	171,000	171,000
	<b>614,571</b>	<b>569,835</b>
	<b>962,135</b>	<b>978,450</b>

**Museums Association of Saskatchewan**  
**Summarized Statement of Operations**

*For the year ended March 31, 2023*

	2023	2022
<b>Revenue</b>		
Grants from Saskatchewan Lotteries Trust Fund	589,000	589,000
Other grants/partnerships	150,396	21,935
Self-generated	53,268	40,808
<b>Total revenues</b>	<b>792,664</b>	<b>651,743</b>
<b>Expenditures (Schedule 1)</b>	<b>747,928</b>	<b>632,384</b>
<b>Excess of revenues over expenditures for the period</b>	<b>44,736</b>	<b>19,359</b>

Detailed financial statements are available on request.

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

*For the year ended March 31, 2023*

	2023	2022
<b>Governance</b>	<b>29,717</b>	<b>8,567</b>
<b>Management</b>	<b>169,927</b>	<b>169,466</b>
<b>Advocacy</b>		
Salaries/Benefits	25,429	34,588
Professional/Government Relations	2,893	1,286
<b>Total Advocacy</b>	<b>28,322</b>	<b>35,874</b>
<b>Communications</b>		
Salaries/Benefits	87,561	86,492
Overhead	10,704	10,431
Public Relations	14,471	4,257
Member Relations	11,616	3,603
<b>Total Communications</b>	<b>124,352</b>	<b>104,783</b>
<b>Museum Development</b>		
Salaries/Benefits	194,544	215,347
Overhead	27,049	27,878
Training Services	15,013	27,303
SaskCollections	92,251	17,998
Museums & Sustainability	-	6,750
Member Funding	50,400	6,000
Resource Materials	12,566	5,046
Diversity/Inclusion Strategy	-	3,090
Standards	3,249	2,050
Knowledge Exchange	228	2,000
Advisory	310	232
<b>Total Museum Development</b>	<b>395,610</b>	<b>313,694</b>
<b>Total expenditures by division</b>	<b>747,928</b>	<b>632,384</b>

## 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.

MAS would like to thank the Government of Saskatchewan and the Department of Parks, Culture, and Sport for the financial commitment to museums in Saskatchewan by providing the funding for our Technology Micro Grant for Community Museums.

Thank you to SaskCulture for their continued support.

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 2022-2023.

We gratefully acknowledge the support of our funders:





MUSEUMS  
ASSOCIATION OF  
SASKATCHEWAN

MUSEUMS ARE MORE...