



MUSEUMS
ASSOCIATION OF
SASKATCHEWAN



ANNUAL REPORT
2025/2026

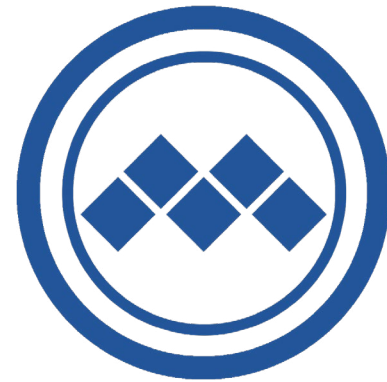
PRESIDENTS

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
Tracene Harvey 2022 - 2023
Helanna Gessner 2023 - 2025
Vincent Houghtaling - 2025 - 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 - 2022
Emma Morris 2022 - Present



Museums Association of Saskatchewan

424 McDonald Street
Regina, Saskatchewan S4N 6E1

Telephone: (306) 780-9279

Email: mas@saskmuseums.org

Website: www.saskmuseums.org

2025-2026 MEMBERSHIP

256 Institutional
12 Associates
188 Individuals

— 456 TOTAL

MUSEUMS ASSOCIATION OF SASKATCHEWAN

“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 and a total membership of over 400, including individuals and associates. The Association is governed by a member-elected Board of Directors, representative of the museum community. MAS staff oversee the organization’s budget, membership, programming, and communications.

The Museums Association of Saskatchewan supports Saskatchewan museums through a variety of education, advisory, resource, and networking programs.

MAS was founded in 1968, and has been committed to supporting the advancement of museums in Saskatchewan for over 50 years.

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 storytelling 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 & 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 the Department of Canadian Heritage.

Front Cover image: Sawyer Morris, 2025

PRESIDENT'S MESSAGE

This has been another successful year for MAS. In the face of new and developing challenges of all kinds, MAS and its members have found ways to push forward and see both successes and clear paths for the future.

In times of broad uncertainty, it becomes more important than ever to advocate for the value of your work, to avoid getting lost in the shuffle. MAS has been working very hard on this. Through their partnership with Heritage Saskatchewan, they have been working on advocacy on multiple levels. The Keys to Cultural Heritage initiative will continue to promote the heritage sector to the public. The study on the economic impact of heritage will appeal to funders and governments alike. The work of Frank Finley, the shared Government and Public Relations Advisor, will inform the work of both organizations moving forward.

The work of Repatriation and Community Liaison Gabriel Essauce Lamarche has been remarkably successful. From the Finders Keepers film, to the coffee chats and meetings with museums and Indigenous communities, the work he does has been paying off. Museums are more comfortable with the concept, they feel empowered to do the work of building relationships and returning these objects and stories to their rightful homes. And in actively doing this work rather than waiting for some external guidance, Gabriel has made MAS a leader in this area. Museums around the country are looking to MAS for guidance, and MAS has been involved even in international repatriation efforts.

MAS members have been afforded many opportunities for professional development this year. The Fall Gathering hosted Frank Finley, who spoke about advocacy for museums and the work of the heritage sector. The Certificate Program courses are all online now, and rotating on a two year cycle to facilitate completion of the certificate in a timely manner.

Executive Director Emma Morris has been working tirelessly to strengthen MAS' partnerships in the sector. This includes the aforementioned work with Heritage Saskatchewan, interactions and collaboration with CMA and the other provincial and territorial museum associations, advocacy with SaskCulture, as well as the provincial and federal government, increased connection with the universities to help shape the future of the museum sector, and the general effort to find paths forward for MAS, and for museums and heritage.

I'd like to thank the rest of the MAS Board of Directors - Vice President Cat Woloschuk, Past President Helanna Gessner, as well as Ally Forand, Jennifer Fitzpatrick, Nathaniel Day, Chad Debert, Joanne

Gregoire, and Joan Kanigan. We have had some valuable discussions across our meetings, and I appreciate all of your commitment to museums in Saskatchewan. I also enjoyed the Thriving Nonprofits course that we were able to take as a board professional development opportunity this year. Learning together as a board is an important part of organizational growth.

Thank you to MAS' funders - The Saskatchewan Lotteries Trust Fund through SaskCulture, and the Department of Canadian Heritage. I would also like to thank the Government of Saskatchewan and the Ministry of Parks, Culture, and Sport for their continuing support of museums in Saskatchewan through programs like the Museum Improvement Micro Grant for Community Museums.

I'd like to thank the staff - Emma Morris, Brenda Herman, Sarah Durham, Amber Hanover, Gabriel Essauce Lamarche, and Terri Morris. Your thorough and effective work is appreciated.

Thank you to all the MAS members. The work you do is very important. The stories we keep and share will strengthen the future if we let them, but the act of keeping them is hard work. It is very exciting to see the ways that museums continue to learn and develop, and all that they continue to achieve, but that all comes back to the effort of the many people involved. That effort is seen and highly appreciated.



My time on the MAS Board has seen a lot of change and challenges, and it has been both highly educational and inspiring to see how both MAS and its members have been able to navigate and grow. The opportunity to meet and work with so many caring and interested people has been truly valuable. I have enjoyed the opportunity, I am proud to say I've been a part of it, and I look forward to continuing to champion this sector and seeing what happens next.

A handwritten signature in black ink that reads "Vincent Houghtaling". The signature is written in a cursive, slightly slanted style.

Vincent Houghtaling (he/him)

President, MAS Board of Directors

EXECUTIVE DIRECTOR'S MESSAGE

Greetings from the Museums Association of Saskatchewan! 2025 was an exciting year for the Museums Association of Saskatchewan, with new partnerships, learning, and lots of big ideas. Our engagement continued to improve, with Coffee Chats with Gabriel, our Repatriation and Community Liaison, a Fall Speaker event with Frank Finley about the power and necessity of advocacy, Freshie Weeks, and our Certificate Program in Community Museum Studies.

We heard from our members that they were facing challenges around repatriation, such as how to do it, who to talk to, and why it matters. In response to this need, we created the film, *Finders Keepers*, that featured knowledge, stories, and perspectives from Elders, museum leaders, and Rights Holders to guide Saskatchewan Museums through the process of repatriation. We had a launch event at the MacKenzie Art Gallery in May, as well as several screenings throughout the province and online to ensure everyone had access to the film. Thanks to a generous MAP grant from the Department of Canadian Heritage, we were able to further respond to some of the challenges our members are facing regarding repatriation, with the creation of our new Repatriation Portal. It will put Indigenous Rights Holders in touch with the institutions caring for their ancestors and cultural belongings. We continue to build capacity through our SaskCollections online database and portal.

Another need identified by our members is the need to shift how we do things, as we are all feeling the pinch for resources, both human and financial. To support this, we have partnered with Heritage Saskatchewan to strengthen the cultural heritage sector in Saskatchewan, and we believe we can go further together. Through this partnership, we assembled data from research that was launched in 2024 to measure the economic impact of cultural heritage in our province. We all know we are major contributors, and now we have some data and numbers to prove it - (see page 15 for details).

In order to promote the diversity of our members and the value of cultural heritage, we also launched the Keys to Cultural Heritage initiative in partnership with Heritage Saskatchewan. In its inaugural year, it was meant to encourage people to, "Get Up, Get Out, and Explore Saskatchewan," for a chance to win great prizes and to share their stories through the Saskatchewan platform, Memory KPR.

In recognition of merit within our membership, we were proud to award the Climax Community Museum with the Lieutenant Governor's Heritage Award for Excellence in Museums in June. We also launched the Stickers of Excellence recognition program to recognize those members who are strongly aligning with the Standards for Saskatchewan Museums and leading the sector in their work.

These new initiatives and ideas are a strategic approach to changing the dialogue around our sector. As our research illustrates, we are significant contributors to the health of our province, both through economic impacts and community wellbeing. In recognition of this, we commit to continue to advocate for fair pay, healthy funding, and professional development for our members and the sector more broadly. I am so grateful for the enthusiastic support of this new direction from the MAS Staff and Board, and each has made a special contribution to keeping our organization relevant and thriving. As we continue to strengthen and elevate museums in Saskatchewan, your support and engagement are critical. Thank you for being the dedicated stewards of our province's stories and for sharing your passion with us!



A handwritten signature in black ink, which appears to read "Emma Morris". The signature is stylized and cursive.

Emma Morris, Executive Director
Museums Association of Saskatchewan

COMMUNITY LEADERSHIP

BOARD OF DIRECTORS

MAS is a member-driven organization governed by an elected 9-member Board of Directors, which governs according to the principles of policy governance. During 2025-2026, the Board met several times in person and via Zoom, and was diligent in ensuring it provided strategic guidance and leadership to MAS.

The Board continued to follow a strategy based on self-assessment to ensure critical areas are addressed. The Board has continued to focus on governance and the relationship between itself and the membership during 2025-2026.

BOARD MEMBERS AS OF MARCH 31, 2026

President

Vincent Houghtaling - Moose Jaw
Museum & Art Gallery

Past President

Helanna Gessner – Diefenbaker Canada
Centre

Vice President

Caitlin (Cat) M. Woloschuk - National
Doukhobor Heritage Village

Directors

Ally Forand - Wanuskewin Heritage Park

Jennifer Fitzpatrick - Humboldt and
District Museum and Gallery

Nathanial Day

Chad Debert - Government House Museum,
Heritage Property and Edwardian Gardens

Joanne Gregoire - Grand Coteau Heritage
and Cultural Centre

Joan Kanigan - Western Development
Museum, Saskatoon



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 encourages 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 Space Guidelines can be found in full, including acknowledgements and resources, on the [MAS website](https://saskmuseums.org/): (<https://saskmuseums.org/>).

CAPACITY DEVELOPMENT

Using the lessons we have learned over the past several years, MAS has continued to move forward in the area of capacity development to better meet the needs of our members. We have also focused on how we can serve our members and the cultural heritage sector more broadly through outreach, engagement, resource development, and program delivery.

As outlined in my message, much of our work this last year focused on building capacity and understanding with our members around repatriation and taking the steps to ensure sustainability into the future. During this time of funding cuts, increased need, and ageing volunteers and infrastructure, we see a pressing need to shift direction. Museums in Saskatchewan are understandably concerned about their future. So, beyond developing and promoting resources, educational opportunities, and direct support, MAS has ramped up our partnership with Heritage Saskatchewan to ensure a healthy future for Cultural Heritage in our province.

We also heard that our members need more direct support to initiate repatriation actions, as is their role in accordance with UNDRIP and the CMA's Moved to Action Report. In response, we created the Finders Keepers film, a repatriation policy guide, and built the Repatriation Portal to connect members directly with Rights Holders. We know the future is bright, and MAS remains committed to supporting our members as they work towards their goals for the future.

CERTIFICATE PROGRAM IN COMMUNITY MUSEUM STUDIES PROGRAM

The Certificate Program in Community Museum Studies offered by the Museums Association of Saskatchewan provides individuals with the basic skills and knowledge to be able to work within a cultural or heritage setting, regardless of its size. Reflecting the diversity of the individuals who work within a public museum setting, the courses that make up this program are designed to be easily accessible to individuals with a wide range of backgrounds, including museum employees, volunteers, and early career professionals. Consisting of ten courses in total to obtain the final certificate, individuals can take as few or as many courses they need in order to meet their professional needs and that of their institutions.

In 2025/26, we offered:

Museums 101, May 10, 2025 online. This was delivered by Tomas Jonsson, U of R.

Museums and Community, May 24 and 31, 2025, online. This was delivered by Kaiti Hannah, WDM.

Care of Collections, June 7-8, 2025, online. This was delivered by Robin Canham, Canham Conservation.

Exhibit Design and Planning, September 26-27, 2025, online. This was delivered by Diana Savage, Manager, Programming and Exhibits, Director of Exhibits, WDM Corporate Office.

Research, October 18, online. This was delivered by Ally Forand, Development and Fundraising Manager.

We were pleased to release a complete course calendar for the Certificate Program in Community Museum Studies for both the Fall 2025 and Spring 2026 sessions. In order to make our programming more available to students both within the province and beyond, we have committed to offering all ten courses virtually over the course of two years. Additionally, we are happy to offer in-person courses with a minimum attendance and the provision of a physical space.

Through the renewed Certificate Program, we will support the established and emerging professionals to uphold global best practices and standards throughout the province.

TECHNOLOGY MICRO GRANT FOR COMMUNITY MUSEUMS

MAS was grateful to receive \$47,000.00 from the Government of Saskatchewan's Department of Parks, Culture, and Sport to administer to Saskatchewan museums. This was a \$2,000.00 increase from previous years, which allowed full funding of an additional project. As in previous years, there was significant uptake in the program. We received 54 applications with a total financial ask of \$102,056.08. Through the adjudication process, we were able to fund 25 of those applications, with 23 receiving their full request, and 2 that were partially funded to support their exciting projects in our province. This funding addressed a variety of needs and opportunities to explore exciting programming opportunities within our membership.

MAS would like to thank the Government of Saskatchewan and PCS for this ongoing financial support for museums in Saskatchewan. The impacts for our members are significant, and MAS is grateful for the Government of Saskatchewan's recognition of this need and investment in our communities through museums.



Image: Flags in Whitewood. Photo courtesy of Katherine Gilks.

ADVISORY SERVICES

Based upon MAS's Standards for Saskatchewan Museums, the Advisory Services exists to support MAS Institutional Members in their commitment to best practices. Advisory consultations are confidential, and may be carried out via email, phone, online, referral, and/or site visit.

In 2025-2026, the Advisory Services had 303 submitted requests, with the majority of those requests (69%) coming from institutional members, with 28% of all submissions 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. Many of these resources, like the Tip Sheets, Bulletins, Workbooks, and the sixth edition of Standards for Saskatchewan Museums are fully accessible online in the Resources section of the MAS website under Online Resources as PDFs. Templates of Collections Documentation Forms are also available on our website as direct download Word Documents. Physical copies of Standards are still available for purchase from MAS while supplies last.

REPATRIATION AND COMMUNITY LIAISON

The liaison assists and supports our member organizations in activating the principles of the United Nations Declaration on the Rights of Indigenous People, and the National Truth and Reconciliation Commission, in particular the mandate to return control over items of Indigenous cultural patrimony to the families and communities from which they were taken.

This support includes offering guidance for identifying artefacts, and prioritizing items for repatriation, so that the most pressing cases, e.g. sacred or sensitive belongings, are given appropriate attention, as well as connecting with appropriate rights-holders and knowledge-keepers, out-reach and trust building activities, and developing formal policy and procedures for repatriation, so that our member organizations can make confident strides in the direction of truth and reconciliation, and their duties to the broader communities they serve.

Engaging in repatriation benefits our membership by uplifting both the reputation and trustworthiness of the museums, and builds meaningful relationships with Indigenous communities, which can allow for further partnerships and invites opportunities for further collaborative projects to be shared in the museum space and the common public arena. Repatriation isn't the end of a conversation for museums, it's neither a terminal surrender nor the last solution to all the wrinkles and creases of history; rather it's the beginning of more equitable and respectful dialogue about the duties of stewarding history, and the respective roles and responsibilities that museums, and partner communities, ought to fulfill in that stewardship.

RESOURCE LIBRARY AND EQUIPMENT LOANS

The MAS library service has been discontinued. In the past the library, comprising over 1,000 volumes of works and resources covering all aspects of museum work, was available to members through both in-office use and on a short-term loan basis. With the closure of the library, MAS hosted several open office days to encourage members to drop by and collect library material to help build their own reference library.

MAS maintains an assortment of equipment that is made available to loan to member organizations to assist in protecting, preserving, and documenting their diverse collections. Kits available include environmental monitoring equipment, scanners, audio and video recorders, and microphones. This past year has been spent updating and completing an assortment of these kits. Equipment loans are available on a short-term loan basis (ranging from 2 to 4-week periods).

A complete list of kits is available to members on the MAS website (<https://saskmuseums.org/resources/equipment-loans/>). Requests for equipment loans can be made online through the submission form on our website or by e-mailing MAS.

Kits are designed to be easily used, containing all necessary component parts and resources to assist users with completing their projects. MAS has plans to continue to develop the equipment loan program to ensure that it supports members in their preservation and promotion of Saskatchewan arts and heritage. Any questions about the Equipment Loans may be directed to the Museums Advisor at advisor@saskmuseums.org.



Image: Dog Days of Summer. Photo courtesy of Cat Woloschuk

MUSEUMS ASSOCIATION OF SASKATCHEWAN PRESENTS:

FINDERS KEEPERS

IN THE SPIRIT OF REPATRIATION

PREMIERE SCREENING IN PARTNERSHIP
WITH THE MACKENZIE ART GALLERY OF REGINA

MAY 15 2025

6:30 PM MACKENZIE ART GALLERY, 3475 ALBERT ST, REGINA, SK
LIGHT REFRESHMENTS PROVIDED

PLEASE RSVP TO: EX.DIRECTOR@SASKMUSEUMS.ORG

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 is eligible to apply to SaskCollections. As of March 31st, 2026, there are a total of 43 Institutional Members participating in the SaskCollections initiative with individual institutional collections databases. Across all SaskCollections systems, there are a total of 236,811 objects catalogued.

The SaskCollections Research Portal (<https://saskcollections.org/>), allows participating SaskCollections members to contribute their institution's collections to a publicly accessible website. Visitors may 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.

There are currently 11 contributors to the SaskCollections Research Portal: Avonlea Heritage Museum, Diefenbaker Canada Centre, Estevan Art Gallery & Museum, F. T. Hill Museum, Gordon Snelgrove Gallery, Grand Coteau Heritage & Cultural Centre, Melfort & District Museum, Prairie Wind & Silver Sage, Swift Current Museum, University of Saskatchewan Art Galleries, and the Whitewood Tourism and Heritage Association.

COLLECTIVE VOICE

MAS ANNUAL GENERAL MEETING

MAS held a virtual AGM on June 11, 2025. The membership voted to re-elect Jennifer Fitzpatrick, Cat Woloschuk, Ally Forand, and Nate Day to two-year terms, and welcomed Joan Kanigan, Chad Debert and Joanne Gregoire to the Board for two-year terms. Delta Fay Cruickshank, Courtney Tuck-Goetz, and Dr. Barbara McNeil were all thanked for their service on the Board. Delta Fay completed the maximum of three two-year terms, Courtney chose not to undertake another term, and Barb resigned from her term in November.

At the Board meeting immediately after the AGM, Vincent Houghtaling was elected as President, Helanna Gessner moved into the position of Past-President, and Cat Woloschuk was elected as Vice-President.

CORE COMMUNICATION TOOLS

E-Phemera, MAS's e-newsletter, is sent out every two weeks to a mailing list. It features MAS news/opportunities, member and community news, events, job postings, professional development opportunities and more. In 2025-2026, the E-Phemera mailing list has 954 subscribers.

The purpose of MAS's website, <https://saskmuseums.org/>, is to provide accessible and searchable information to our members, museum professionals, volunteers, and the public. All of MAS staff have continued to work diligently on reviewing and updating all of the website content, ensuring member information, news and events, along with MAS events and courses are made available as quickly as possible. The MAS website had 70,037 users in 2025-2026, for a total of over 320,374 sessions (2024-2025 had 74,450 sessions).

The MAS Facebook, 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. There was a 1% growth rate in both Facebook (1,669) and Instagram followers (1,341), and our YouTube channel has 45 subscribers, with a total of 916 views, amounting to a total of 128 hours of watch time.

MAS SPEAKER SERIES

Frank Finley, Government and Public Relations Advisor for MAS and Heritage Saskatchewan presented on the role and power of advocacy on October 11, 2025. He shared how museums and cultural heritage organizations can construct a better future for their sector and the public through advocacy. Over the past decade, shifting economic, political, and social conditions have reshaped traditional approaches to lobbying and public relations. Yet, even in times of uncertainty, organizations can still develop their capacity to become highly effective advocates. In this presentation, we explored practical strategies for advancing organizational interests. Effective advocacy does not demand vast resources or success at the expense of others; it requires creativity, charisma, humour, and unapologetic communication to demonstrate the societal value of museums and cultural heritage. This session was well received by our members, though given road conditions, we elected to make it accessible online, and the location was not conducive to this. This is something we will consider for future events. The session was followed by an informal networking session.

Heritage Builds a Stronger Saskatchewan!

Heritage Builds a Stronger Economy

- Investing in heritage means **keeping investment in Saskatchewan**, whether that be in **engineering, academia, the arts, or tourism**.
- In 2024, Saskatchewan's cultural heritage sector **contributed \$73.4 million to GDP**, and sparked over **\$2.8 billion in visitor spending**.¹
- Heritage-attributable visitor spending reached **\$106.8 million** in 2024.²
- In 2022, total direct GDP from archives, libraries, heritage sites, and architecture was **\$43.3 million**.³
- Every dollar invested in **galleries, libraries, archives, and museums (GLAMs)** yields **\$4–\$6** in **societal benefits**.⁴

Heritage Creates Good Jobs

- Safeguarding heritage means supporting **thousands of meaningful jobs** across Saskatchewan, in **conservation work, education, and tourism**.
- The heritage sector directly supported **866 jobs** in 2024.⁵
- More broadly, the heritage sector supports **53,000+ jobs** in **tourism** and **hospitality** across the province.⁶

Heritage Brings Us Together

- Scientific **opinion polling shows 80%** of Saskatchewan residents are in **favour of public investment** in **cultural heritage** to promote economic growth and employment.⁷
- Heritage **supports community identity** and **unites people** around **shared histories, stories, and values**.
- Support is especially strong among **youth (85% for ages 18–34), women (83%), and Indigenous respondents (83%)**.⁸

¹ Heritage Saskatchewan (2025). *Saskatchewan Cultural Heritage Business Case*. ABC Consulting & Glyph Strategies.

² Heritage Saskatchewan. *Cultural Heritage Business Case*.

³ Heritage Saskatchewan. *Cultural Heritage Business Case*.

⁴ Heritage Saskatchewan. *Cultural Heritage Business Case*.

⁵ Heritage Saskatchewan. *Cultural Heritage Business Case*.

⁶ Heritage Saskatchewan. *Cultural Heritage Business Case*.

⁷ Insightrix Heritage Saskatchewan Omnibus Survey. Insightrix, 2025.

⁸ Insightrix Survey.

FOR THE RECORD

The Sixth Edition of *Standards for Saskatchewan Museums* is available for free viewing and download here: <https://saskmuseums.org/wp-content/uploads/2025/03/Standards-for-Saskatchewan-Museums-2022-Sixth-Edition.pdf>

MAS publishes a variety of resources, toolkits, and tip sheets for our members. They are available for viewing and download here: <https://saskmuseums.org/members/online-resources>

The *Moved to Action* Report is the Canadian Museums Association's response to the Truth and Reconciliation Commission's Call to Action #67. It is available for viewing and download here:

https://museums.ca/uploaded/web/TRC_2022/Report-CMA-MovedToAction.pdf

For all questions and support regarding museum standards and best practices, please contact Sarah Durham, Museums Advisor at advisor@saskmuseums.org.

For all questions and support regarding repatriation, please contact Gabriel Essauce Lamarche, Repatriation and Community Liaison at repatriation@saskmuseums.org.

NEW: MAS REPATRIATION PORTAL

MAS is committed to upholding the spirit of Truth and Reconciliation and the articles of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). To this end, MAS received a two-year Museums Assistance Program (MAP) grant to build a public database to help facilitate museum repatriation and reconciliation efforts. The MAS Repatriation Portal is this public database.

This project serves a dual purpose;

1. To help Indigenous Nations, Communities, Families, and Rights Holders in Saskatchewan in locating their cultural heritage belongings held in museums;
2. Provide museums with a centralised platform to share Indigenous cultural heritage belongings, to help connect Indigenous peoples with these belongings, and ultimately help museums-led repatriation.

As part of the database construction, current and future SaskCollections database systems will be able to be synched with the repatriation database to facilitate easy export of flagged data directly to the Repatriation Portal. For non-SaskCollections users, data can be shared by registration on the front-end, where users may upload data using system designed ingest forms. Data submissions will be moderated by MAS Staff.

This is an on-going project, meaning belongings and information recorded on the Repatriation Portal will continue to grow and change. Any museum may contribute to this database.

MAS is still finalising the Repatriation Portal, but keep an eye out for the announcement when it goes officially live!

Any questions about the MAS Repatriation Portal can be directed to the Museums Advisor at advisor@saskmuseums.org.

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 (As of March 31, 2026)

Executive Director
Emma Morris

Director of Finance
Brenda Herman

Administrative Assistant
Terri Morris

Government and Public Relations Advisor
(shared with Heritage Saskatchewan)

Frank Finley

Community Engagement Lead
Amber Hanover

Museums Advisor
Sarah Durham

Repatriation and Community Liaison
Gabriel Essauce Lamarche

FINANCIALS

AUDIT COMMITTEE

As of March 31, 2026

Ally Forand (Chair)
Helanna Gessner
Joan Kanigan

Staff
Brenda Herman



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

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, 2026, 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, 2026.

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 14, 2026.

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 14, 2026



Chartered Professional Accountants

Museums Association of Saskatchewan
Summarized Statement of Financial Position

As at March 31, 2026

	2026	2025
Assets		
Cash	9,567	33,882
Accounts receivable	3,336	3,417
Short-term investments	561,296	837,131
	574,199	874,430
Capital assets	5,442	3,980
Investments	106,422	105,102
Prepaid expenses and deposits	2,575	5,067
	688,638	988,579
Liabilities		
Accounts payable and accruals	44,378	54,938
Unearned revenue	52,525	358,500
	96,903	413,438
Net Assets		
Surplus	322,293	400,161
Investment in Capital Assets	5,442	3,980
General Reserve	264,000	171,000
	591,735	575,141
	688,638	988,579

Museums Association of Saskatchewan
Summarized Statement of Operations

For the year ended March 31, 2026

	2026	2025
Revenue		
Sask Lotteries Trust Fund for Sport, Culture and Recreation	618,000	618,000
Ministry of Parks, Culture and Sports - technology microgrants	49,500	47,500
Canadian Heritage - Museums Assistance Program	48,375	50,000
SaskCulture - repatriation and community liaison	20,000	-
Self-generated	68,612	73,901
Total revenues	804,487	789,401
Expenditures (Schedule 1)	787,893	842,245
Excess of revenues over expenditures for the period	16,594	(52,844)

Detailed financial statements are available on request.

Museums Association of Saskatchewan Inc.
Summarized Schedule 1 – Expenditures by Division
For the year ended March 31, 2026

	2026	2025
Governance	15,862	19,119
Management	176,531	165,862
Advocacy		
Salaries/Benefits	34,763	33,963
Professional/Government Relations	27,993	4,881
Total Advocacy	62,756	38,844
Communications		
Salaries/Benefits	111,688	112,457
Public Relations	21,141	26,274
Overhead	12,023	13,482
Member Relations	3,582	7,279
Total Communications	148,434	159,492
Museums Development		
Salaries/Benefits	255,535	249,883
Member Funding	47,000	47,657
SaskCollections	38,098	91,825
Overhead	27,835	30,914
Training Services	9,602	33,381
Advisory Services	5,069	2,215
Resource Materials	1,171	3,053
Total Museum Development	384,310	458,928
Total expenditures by division	787,893	842,245

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 contributing funding to the MAS Small Project Grant/Museums Improvement Micro Grant for Community Museums.

Thank you to SaskCulture for their continued support.

MAS 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 2025-2026.

We gratefully acknowledge the support of our funders:

