

Annual Report

2010/2011

Education & Professional Development

Membership

Advocacy

Communications



MUSEUMS ASSOCIATION OF SASKATCHEWAN

Presidents & Executive Directors

Presidents:

Dr. C.R. Strother-Stewart 1968-1969

Gordon Wilson 1969-1971

W.H. Howes 1971-1973

Austin Ellis 1973-1974

Malcolm Wake 1974-1976

Nancy Dillow 1976-1978

Joan Mitchell 1978-1980

Bill Martodam 1980-1982

Wayne Morgan 1982-1985

Jane Turnbull Evans 1985-1987

David Klatt 1987-1989

Richard Moldenhauer 1989-1991

Mary Mahon-Jones 1991-1992

Ingrid Cazakoff 1992-1996

Frances Westlund 1996-1997

Geri Jacques 1997-1999

Sheila Kelly 1999-2001

Katherine Fitton 2001-2003

Chad Debert 2003-2004

Brenda Barry Byrne 2004-2007

Terry Graff 2007-2008

Royce Pettyjohn 2008-2009

Céline Perillat 2009-2011

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 2009-2011

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

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

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

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

Purpose

To serve museums in Saskatchewan and work for their advancement.

Vision

Saskatchewan's cultural and natural heritage will be preserved, understood and celebrated through a strong, vibrant museum community, valued and supported by society.

Statement of Philosophy

Heritage is our social and natural inheritance: the objects, ideas, places, and traditions of intrinsic value which have shaped our present and will guide our future.

We believe our collective inheritance is an asset that must be preserved, understood, and built upon by each generation.

We believe that museums, in service to society, provide stewardship for the material evidence of our human and natural inheritance and contribute to the understanding of the world and our place in it - our past, our present, and our future.

2010-2011 Membership

235 Institutional

10 Associates

197 Individuals

441 Total

Museums Association of Saskatchewan

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President's Message

Well, we knew the groundwork we were putting in place in 2009 as we reviewed and revised our Board governance policies and procedures, would set the stage for our work this year and we were right! By doing the review and addressing issues as they were identified we had in place a solid foundation upon which we could begin to build our strategic plan.

With the much appreciated financial assistance of SaskCulture we were able to hire Ken Alecxe of Alecxe Business Consultants to facilitate the development of a new, realistic, focused, strategic plan for MAS. The process has included sessions with the Board and staff as well as extensive member and stakeholder consultations. Strategic planning has allowed us to re-establish the Advisory Council meeting. Board, staff, Network and Special Interest Group Representatives, flagship directors and stakeholders were invited to a session at Manitou Beach to offer their insights on the strategic direction for MAS. We hope to be able to hold an Advisory Council meeting every other year to bring together members and stakeholders to discuss issues affecting the provincial museum sector. A series of member consultation meetings took place across the province, as well as, consultation meetings with key stakeholders. Based on the key findings from the consultations the consultant presented the Board with a final report which included an initial strategic plan. We held a two day meeting to fine tune the goals and objectives which will be the core of the strategic plan we present at the 2011 Mini-Conference.

At our June, 2010 meeting we decided after careful discussion to withdraw its application to the Virtual Museum of Canada for the GPS Heritage Tour pilot project. This wasn't an easy decision because of all the work done on the project to that point however, there were a number of factors which lead to the decision. Timing, fundamental changes to the project and the inability to envision long term funding all lead the Board to decide that the GPS Heritage Tour, while a wonderful project, did not fall within the current mandate of the Museums Association of Saskatchewan.

In early October Vice-President Wayne Fennig, Co-Manager Wendy Fitch and I were invited to meet with the Honourable Bill Hutchinson Minister of Tourism, Parks, Culture and Sport. We provided the Minister with an overview of MAS – who we serve and what we do. We also took the opportunity to raise the issue of the Saskatchewan Heritage Foundation with the Minister. We noted that the Foundation was woefully underfunded and needed to look at how it could best address the



Céline Perillat
President of the
Board of Directors

needs of the heritage sector, including museums, in Saskatchewan. We suggested that addressing the needs of the Heritage Foundation would be an excellent way for the Ministry to begin to implement the new provincial cultural policy *Pride of Saskatchewan*. We were, therefore, very pleased to see that a good first step was taken by the government in their March budget with the increase in funding to the Heritage Foundation of 74%. We hope that this is the beginning of a productive working relationship with the Ministry.

I would like to take this opportunity to thank all of you who have volunteered your time and expertise to MAS whether as a Committee Member, Special Interest Group Representative or Networker. You are the people who have given countless hours of your time because you believe in what MAS stands for and we couldn't do it without you.

Thank you too to Wendy, Brenda and all the staff for all of your expertise and for your commitment to MAS and its members.

Thank you to the Board of Directors for your patience, knowledge, support and sense of humour. It has been a pleasure to work with you, learn from you, laugh with you.

And finally, my most sincere thanks to you, the members for your support over the two years I have had the honour to serve as your President. Yes there have been challenges but there have also been successes...in other words we continue to grow and change. I have every confidence that together we can continue to create a vibrant, relevant museum community for Saskatchewan.

Céline Perillat
President

Manager's Message

It's often said that the only constant in life is change. This has certainly been true for MAS – not just this year but throughout its 43 year history. Some changes are small while others are big; some changes happen quickly while others seem to go at a glacial pace. Change, regardless the size or pace indicates movement and that MAS is, seemingly, in a constant state of change is a really good thing because it's a sign that we are continually striving to be better at addressing the needs of museums in Saskatchewan.

In 2010 – 2011 MAS published the 4th edition of *Standards for Saskatchewan Museums*; the *Advocacy Guide: Tools & Tips* and the last publication from The Learning Coalition *Building Responsive Museums*. Changes have been taking place within both professional development and communications as you will see as you read this annual report. All of which are tools we hope will help museums address the changing environment within which you operate.

In the past year our advocacy activities have definitely increased. We have established a working relationship with Heritage Saskatchewan, the new advocacy organization for all of heritage in the province. We continued to advocate on behalf of the Saskatchewan Heritage Foundation – requesting that the funding be substantially increased in order for the Foundation to be able to fulfil its mandate to provide heritage project funding. We referred to the new provincial cultural policy *Pride of Saskatchewan* as part of our advocacy message pointing out that addressing the needs of the SHF would be one way for the province to implement it's policy and provide a tangible benefit to museums across the province. As a result of our meetings with the Minister and his Ministry staff we are able to report that the province has taken a good first step toward providing adequate funding for the Foundation. In the March, 2011 provincial budget the Foundation's core funding went from \$289,000 to \$504,000 - a 74% increase.

As part of the strategic planning process in 2010 MAS staff participated in the Advisory Council meeting and in all of the regional consultation meetings around the province. These sessions provided a tremendous opportunity to listen to members' concerns and suggestions regarding MAS. Our consultant Ken Alecxe met individually with stakeholders and used the key findings from all of the consultation and research to determine the direction MAS should take into the future. The Board's final, three year, rolling, strategic plan will be presented to the members at the Mini-Conference in May, 2011. Once the Board has given final approval to the strategic plan it will be posted on the MAS website and the staff will begin the process of creating and implementing a matching operational plan.



Wendy Fitch
Co-Manager and
Director of Museum
Development



Brenda Herman
Co-Manager and
Director of Finance

The office has seen some changes as well. Lisa Thomson our Communications person decided not to return to MAS in September so she could take a full time position. We also said good bye to Tammy Blanchard our Administrative Assistant in September. We wish them both well. As a result of these departures we have been able to welcome two new members to the team. Brittany Knudsen joins as Communications Coordinator and Ele Radbourne is our new Administrative Assistant.

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

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

As you can see change has, indeed, been a constant at MAS this year. We aren't changing just for change's sake. We strive to continually transform ourselves to meet the needs of the those we serve. The goal is to manage change and make it work for us not against us.

Wendy Fitch & Brenda Herman
Co-Managers

Board Members as of March 31, 2011

Directors



Crystal Craig
Ancient Echoes
Interpretive Centre
Herschel



Heather LeGars
Western Development
Museum Curatorial Centre
Saskatoon

President



Céline Perillat
Duck Lake Regional
Interpretive Centre
Duck Lake

Vice President



Wayne Fennig
Western Development
Museum
North Battleford



Janette Hamilton
Parks Service Division —
Tourism, Parks, Culture
and Sport
Regina



Gordon Steele
Vintage Power
Machines
Prince Albert



Rhonda Lamb
RCMP Historical Collections
Unit — “Depot” Division
Regina



Gary Young
Gordon Snelgrove
Gallery
Saskatoon

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

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

During 2010-11, the Board met seven times. It also maintained communication with the membership through the regular publication of Board/Member Communications and *MAS Board & Staff Quarterly Reports*. The Board/Member Communications, which summarize Board meetings, are posted on the MAS website after each Board meeting and quarterly reports are distributed both by mail and electronically.

In addition, Board members consulted with members and stakeholders at an Advisory Council Meeting in October.

The Board will continue the work it began in 2010-11 to complete the development of a new strategic plan for the Association to guide it into the future. The Board is diligent about governing with an emphasis on outward vision.

Advocacy

MAS' advocacy efforts continued to grow during 2010-11, and included one Call for Advocacy Action, as well as supporting the creation of Heritage Saskatchewan, developing the *Advocacy Guide – Tools and Tips* and taking advantage of other opportunities to speak on behalf of Saskatchewan's museums.

Advocacy Activities

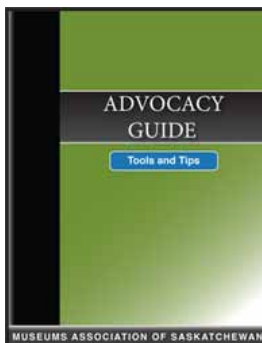
- Three meetings with Tourism, Parks, Culture & Sport Minister – Honourable Bill Hutchinson
- MAS Board and staff participated in the SaskCulture Gathering and Annual General Meeting, October 2010 in Saskatoon.
- Develop working relationship with Heritage Saskatchewan on issues relevant to the Saskatchewan museum sector.
- December, 2010 staff attended Tourism Sask AGM in Regina
- MAS Board & staff invited to attend the TPCS Municipal Heritage Forum February 2011 in Regina
- MAS Board and staff participated in the Heritage Saskatchewan Forum and AGM February, 2011 in Regina.
- *Advocacy Guide – Tools and Tips* published
- March, 2011 Provincial budget includes 74% increase in funding to the Saskatchewan Heritage Foundation. Unfortunately, the Ministry of Tourism, Parks, Culture and Sport, including those institutions receiving direct funding do not fair as well receiving at best a 1.5% increase.

Advocacy Update – Saskatchewan Heritage Foundation

MAS issued an Advocacy Update regarding the Saskatchewan Heritage Foundation (SHF) in response to March, 2011 provincial budget. The update noted the 74% increase in funding for SHF was a step in the right direction but is still far below what is needed by the museum sector. It was also noted that the Ministry will be piloting a Main Street program beginning in current (2011/12) fiscal year and will be providing financial support to support the collection of Saskatchewan's military history.

Advocacy Guide – Tools and Tips

MAS staff worked with Dr. Gloria DeSantis from the University of Regina, Department of Justice Studies, in the development of the document – *Advocacy Guide – Tools and Tips*. The development of the Advocacy Guide was a response to member requests for MAS to become a more active advocate on their behalf. In order for MAS to more effectively advocate for museums, its members have to become better advocates themselves. The Guide was used as the basis for Network Knowledge Exchange programming in all MAS Networks at their spring meetings.



The *Advocacy Guide – Tools and Tips* has been printed and is available through the MAS office. It reflects the Museums Association of Saskatchewan's commitment to its members to promote a museum community that is adaptable and responsive to a changing social climate, and encourages a strong, collective voice involved in advocacy.

Partnerships

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

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

Member Communication

Core Communication Tools

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

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

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

The MAS website has undergone some changes to make it easier to read and navigate through. The website continues to be updated on a weekly basis. Main pages that are regularly updated include: News, Member Events, Member Museums, Job Postings, Funding Opportunities, Education and Professional Development and Links and Online Resources. The E-Phemera, Megaphone, Education Calendar, and all course

registration forms were also posted to the website regularly.

Research is currently being conducted regarding the members-only section of the website. We anticipate that as a result we will be able to update our systems to make the members only section function properly. This project is a work in progress but we expect to move forward with it in a timely manner with the new section available to our members as soon as possible.

MAS Conference and Annual General Meeting

MAS held its 2010 Conference including the Annual General Meeting in Saskatoon on May 26 - 28, 2010. The conference theme was Community Engagement. To celebrate the Year of the Métis MAS partnered with the Gabriel Dumont Institute in hosting the conference which included session presentations from the Grand Coteau Centre and Dizaines for Batoche Development Cooperative along with an introductory strategic planning session with the consultant hired to facilitate the process. As well, Métis author Maria Campbell spoke at the conference banquet. Finally, conference attendees enjoyed a tour of the Duck Lake Interpretive Centre and the Batoche National Historic Site.



MAS Conference and AGM 2010

Communications Highlights

New Promotional Material

Two new MAS brochures were created with a new design and updated information. The first brochure is a membership brochure and offers specific information regarding membership. The second brochure is a general information brochure and is designed in a unique way to fold out into a poster. Promotional pens, Post-it notes, notebooks, and folios were also ordered. These items are currently available through the MAS office.

Publications

To move forward in giving MAS an updated look, MAS publications were given a new look. The updated publications are: How to Train Your Museum Staff and the Evaluation Workbook. The new designs give the publications a fresh and updated feel and match the look of the Advocacy Guide: Tools and Tips and the Standards For Saskatchewan Museums publications. All of these publications are available through the MAS office, more information is available on our website: <http://saskmuseums.org/publications>.

Sustainable Resources

Keeping in mind the Museums and Sustainability Initiative MAS has committed to using recycled and/or sustainable-sourced paper when ordering print materials in the future. This type of paper is guaranteed to come from healthy forests and strong communities. In doing so we hope to encourage other companies to act in a sustainable manner and use paper from responsible sources.

GPS Heritage Tour Pilot Project

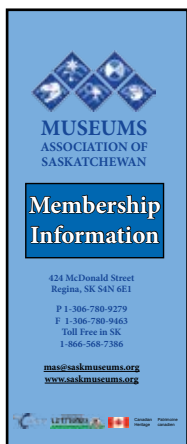
The Board of Directors decided, by unanimous vote, to withdraw the Virtual Museums of Canada application for the GPS Heritage Tour pilot project – effectively ending the project in June 2010. The Board regretted having to make this decision because they did feel it was a worthwhile project with the potential to provide museums, as part of the greater heritage community with a new way of marketing themselves to new audiences with cutting-edge technologies. However, the Board no longer believed that this was a project for MAS to undertake for several reasons:

First, the timing was no longer compatible with MAS organizational priorities. Had the original, much smaller project, to develop and test new mobile GPS technologies as a means of marketing/promoting heritage resources, taken place when it was first discussed, the MAS Board of Directors would have happily supported it. However, the six month start delay placed it in direct conflict with an extensive strategic planning process MAS had undertaken which required significant allocation of already limited financial and staff resources.

Second, the extensive expansion of the project, in order to meet Virtual Museum of Canada funding criteria, moved it further beyond the mandate for MAS than the Board was comfortable with. The changes also create the possibility of significant fiscal risks to the Association. The addition of a number of extensive web-based educational resources and the doubling of the time commitment from one to two years was problematic for the Board.

Third, the Board was as concerned with the potential risks once the pilot was completed as they are for the pilot phase itself. They fully believed the pilot would be successfully completed however they feared that the resources would not be forthcoming to either properly maintain or to expand the GPS Heritage Tour throughout the rest of the province.

Finally in making their decision, the Board returned to their strong belief that the GPS Heritage Tour, while a wonderful project, did not fall within the current mandate of the Museums Association of Saskatchewan.



Membership Brochure



General/Poster Brochure

Museums and Sustainability Initiative

The Museums and Sustainability Initiative is a set of projects focused on the museum's role and responsibility to sustainability. MAS has chosen a model, developed by Douglas Worts, that is holistic – it encourages us to think, plan and act in ways that foster ecosystem health, economic development, cultural vitality and social justice.

The Initiative is designed to be participatory, action-based, and consultative and includes committees/working groups, resource development, and learning opportunities. The Initiative reflects the MAS Board's strategic direction of Community Relevance; sustainability is the concept through which MAS puts in place programs and services to achieve the Board's direction.

Environmental Sustainability

Greening the Museum

A digital discussion group focused on environmental sustainability within museums. At this point, the group is only open to MAS members. This is an on-going project.

Economic Sustainability

The Art of Grant Writing

In order to ensure economic sustainability, museums must acquire the skills and knowledge necessary to apply for and administer excellent grants. MAS worked with Donald Stein, Executive Director of the Godfrey Dean Art Gallery, to develop a six-hour workshop entitled *The Art of Grant Writing*. The session was offered once in 2010-11.

Cultural Vitality

Creative Collaborations Symposium

The Symposium will be held in May 2011 and focuses on intercultural connections, community engagement, organizational transformation and partnership basics. The Symposium Planning Committee consists of representatives from Common Weal Community Arts, Inc., Community Research Unit (University of Regina), Multicultural Council of Saskatchewan, and Wanuskewin Heritage Park. The planning committee met twice in 2010-11.

First Nations and Métis Initiatives

Until the strategic and operational planning processes are completed, and a final decision is made regarding how MAS will move forward with the First Nations and Métis initiatives, they will be incorporated into the other program areas. No specific activities in 2010-11.

Museums and Sustainability publication

The publication is a 'quick-start' guide to museums and sustainability and focuses on Saskatchewan communities, museums, and museum practitioners. We spoke with museum practitioners throughout the province who are engaged in innovative initiatives, ideas, and practices related to sustainability.

Four in-depth features showcase four communities and their museums. Each story shows a different way the museum has engaged with community and focused on sustainability issues such as intercultural sharing, health and wellness, education, and community conversations about history and place.

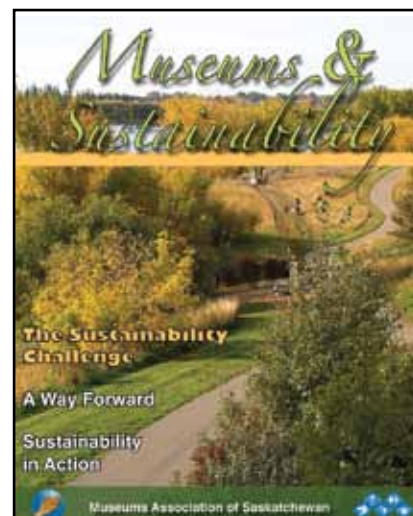
Other features include practical tips, examples, and quotes from museum practitioners, a glossary, list of resources, and funding sources.

We include the Critical Assessment Framework - an easy-to-use evaluative framework to guide the planning and evaluation processes.

MAS would like to thank the Museum and Sustainability Committee (see full list in *For the Record*) for their expertise, guidance and commitment to the project. The Committee met twice in 2010-11.

Editor, Dale Worobec, Worobec Communications, and researcher, Daniel Holbrow, were the consultants on the project.

The publication was completed in March 2011. It is intended to be a digital resource available on the MAS website, however, printed copies will be made available.



Standards for Saskatchewan Museums

The Museums Association of Saskatchewan first undertook the development of standards in 1987 in response to a directive from its membership. A system of standards was developed by MAS (Saskatchewan Museums Association at the time) for the Saskatchewan museum community in all its diversity. The original document was ratified in principle by the Museums Association of Saskatchewan's membership at its Annual General Meeting on May 6, 1988. Three revisions have taken place with the most recent (4th) produced in 2010.

Standards, as articulated in the document *Standards for Saskatchewan Museums – 2010*, acknowledge the public accountability of museums and their responsibility to make collections available and meaningful to that public and to do so in an honest, unbiased manner.

The Museums Association of Saskatchewan defines standards as models of achievable excellence, covering all aspects of museum operations and relevant to the diverse institutions in the provincial museum community. Additionally, MAS describes standards as a consistent set of operational goals, and a comprehensive set of operational guidelines. In articulating a comprehensive set of operational standards based on these principles, the presumption is not that all standards are relevant to every institution. Rather, the assumption is that museums will find relevant, useful, practical information within this document which will help them to be the best they can be, given their resources and goals.

The new edition of the standards document have follows the principles outlined above. In addition it has been reorganized to better reflect the way museums operate. It will be noticed that new material has been added mainly in the Management section of the document which reflects the enhanced emphasis on these activities within the broad museum sector.

MAS would like to thank Sandra Massey for her invaluable assistance in reviewing and revising the standards document and continuing to ensure that the museum field's most current compilation of best practices relevant to Saskatchewan's museums have been included.

Training Sessions

In 2010-11, the *Standards for Boards* course was offered to two museums. In response to the new Standards document, *Standards for Boards* was re-designed to target more specifically a museum board of director's roles and responsibilities.

Consultant Carrie Brooks-Joiner re-developed the curriculum with feedback from Lorraine Waskowic and Crystal Craig. The course, now entitled *Standards: Tools for Good Governance*, increases knowledge of the purpose and content of the *Standards for Saskatchewan Museums – 2010*, the responsibilities of good governance, and how to use the Standards as a tool to improve governance and museum practice. The newly developed workshop was offered to one museum in 2010-11.

Community Trainers deliver the standards workshop to participants throughout the province. MAS would like to thank Audrey Tate for her years of service as a Community Trainer. Audrey resigned from her position in the fall of 2010. Gwen Zweifel, Lorraine Waskowic, and Crystal Craig continue to share their knowledge and experience with museum standards. Carrie Allen, Deborah Ridley, Wendy Thienes, and John Spyglass joined the Community Trainer program. All Trainers participated in two separate professional development sessions. In June of 2010, Jan Rodda of Saskatchewan Tourism Education Council offered a session focusing on learning styles, audience needs, co-facilitation skills. In March 2011, Community Trainers participated in training session with the curriculum developer, Carrie Brooks-Joiner, to ensure comfort with new content and instructional strategies.

Introduction to Saskatchewan Standards has been replaced by a new course, *Museums 101* and integrated into the *Certificate in Community Museum Studies*.

Certificate in Community Museum Studies

The Certificate in Community Museum Studies is a program of ten courses: *Museums 101*; *Organization and Management*; *Museums and the Community*; *Collections Management*; *Care of Collections*; *Exhibit Design and Planning*; *Museums and Education*; *Marketing the Museum*; *Volunteer Management*; and *Research*.

These courses provide entry-level training in museum studies, creating an understanding and recognition of the scope of knowledge, skills and standards of excellence required to operate a successful public museum.

Museums 101 replaces the *Introduction to Saskatchewan Standards* course and is now integrated into the Certificate program. It remains the foundational course of the Certificate program, however, the focus has broadened to include the history of museums and the role of museums today, as stewards of our legacy and in service to the public. Mission, mandate, and policies are examined as they provide support, meaning,



and guidance for successful museums and for organizational decision-making. *The Standards for Saskatchewan Museums* (2010) are used to further understand the key museum functions and how standards apply to our daily work in museums. *Museums 101* was developed by Cathy Blackburn, previous Professional Development Program Manager at the Ontario Museums Association.

Care of Collections was redeveloped. The resulting course is engaging, interactive, and draws on contemporary theory and practice in the area of care of collections. The course, taught by Alyssa Becker-Burns and Brenda Smith, was offered once at the Biggar Museum & Art Gallery in Biggar in March 2011. It will be offered once more in the spring and revised if necessary. Consultants on the project were: Stephanie Middagh, independent consultant, Alyssa Becker-Burns, Conservator, Royal Saskatchewan Museum and Brenda Smith, Conservator, MacKenzie Art Gallery.

Museums and the Community was taught by Carrie Allen and offered twice (once in Humboldt and once at the Moose Jaw Museum and Art Gallery) to a total of twenty-one participants. It was reviewed and revised to reflect participant feedback, staff observation, and redevelopment of *Museums 101*.

Volunteer Management was taught by Sheila Fahlman at the North Battleford Western Development Museum in November 2010 to eleven participants.

Certificate in First Peoples Museum Studies

This program is on hold until the strategic plan has been completed.

Networks

Networks are regionally, self-determined MAS member groups; each determines its own agendas and meeting styles and sets its own goals and priorities. Networks usually meet twice a year – spring and fall - and provide their members with opportunities to: share information, ideas

and concerns; work together, cooperatively; and acquire new skills and knowledge. Networks facilitate communications between museums within their own network; between networks within Saskatchewan; and between the MAS Board and staff and network members.

In 2010, the number of active networks was steady at 11. The number of MAS members participating in the network program last year was 130 or approximately 62% of MAS institutional members.

Each network's activities are co-ordinated by a volunteer Network Representative, often with the assistance of a Co-Network Representative. In 2010-2011, these 17 volunteers gave an average of 110 hours each (in excess of 1,800 hours all together) in carrying out their dual role as local coordinators and liaison for their network's activities with MAS.

The Network Representatives and Co-Network Representatives met as a group once in the past year. The spring meeting was held on May 26th in Saskatoon prior to the MAS Conference and annual general meeting. The main purpose of this meeting was for the Network Representatives to provide feedback to the consultant hired to review and revise the MAS document *Standards for Saskatchewan Museums*. As well, members of the MAS Board of Directors met with the Network Representatives over lunch. Instead of a fall meeting this year the Network Representatives were invited to participate in the October Advisory Council Meeting which launched the consultation process for the new strategic plan to be presented to the membership at the 2011 Mini-Conference.

Network Knowledge Exchange

The Network Knowledge Exchange provides collective training based on priorities set by the Network Representatives in each network.

This training program is intended to develop knowledge and skills in using the tools, job aids and manuals that will be available to members; introduce new resources that support core museum functions; introduce and create comfort with on-line learning resources; and assist museums in developing action plans to respond to critical issues that affect public museums. As a result, community museums will have the capacity to access and implement the resources needed to operate more effectively as public museums.

In 2010-11, over 200 participants took part in the Network Knowledge Exchange session – *Introduction to the Advocacy Guide – Tools and Tips*. The session provided participants with an opportunity to gain familiarity with the new advocacy publication developed by MAS and in the process become more comfortable with the process of advocacy.

The Special Interest Program

The *Special Interest Program*, primarily designed for mid-to-advanced career professionals, but open to all interested MAS member, focuses on professional development in particular areas of practice, interest or field. A variety of learning opportunities are offered to museum staff and volunteers on subjects chosen by the *Special Interest Groups*. Individual and organizational development as well as collegial and professional exchange are emphasized.

Special Interest Groups (SIGs) are member groups that are an integral part of MAS' professional development program. In consultation with MAS, each group develops its own Statement of Purpose to guide its purpose, direction, and activities. Each *Group* chooses Representatives who liaise with MAS staff and group members to plan activities, encourage communication and networking, and attend SIG Representative meetings to discuss issues related to all *Groups*.

There are currently seven active groups:

Collections Management: The group created an on-line discussion group and did not meet face-to-face in 2010-11.

Conservation: The group did not meet in 2010-11, however, the *Group* was instrumental in bringing a specialized workshop to Saskatchewan (see description below).

Exhibits: The group consistently met each month in Regina. Highlights include exhibit tours of local museums and sharing resources and design tips.

Family of National Historic Sites: This group is a partnership between Parks Canada and MAS. The group's meeting was postponed until fall 2011.

First Nations, Métis, and Inuit: The group is scheduled to meet in spring 2011.

Managers/Directors: The group met in March 2011 in Saskatoon and Regina with video-conferencing between the two locations. Janet Baker, Senior Culture Analyst Cultural Planning and Development Branch, Ministry of Tourism, Parks, Culture and Sport Government of Saskatchewan, and Harold Bryant, Director, Royal Saskatchewan Museum, presented a discussion of the Cultural Policy and the role museums can play. Wendy Thienes, Director, Grand Coteau Heritage and Cultural Centre, facilitated an interactive session based on her experience at the Community of Leaders Program at the Banff Centre sponsored by Cenovus & Encana.

Programmers: A workshop entitled: *Inquiry-based Learning* was offered in January 2011. Brent Toles, Social Sciences Consultant, Ministry of Education, presented on the new curriculum for K-5. Wendy Winter, Gallery Programmer,

MacKenzie Art Gallery, facilitated an interactive session on integrating inquiry-based approaches to learning into museum programming.

Special Interest Group Representatives

MAS would like to express appreciation to the Representatives of each group who help to organize activities, attend SIG Rep meetings, communicate between members and with MAS staff – these volunteers help to make the Special Interest Groups viable and active.

The SIG Representatives met twice in 2010-11. In the spring meeting in May, Representatives provided updates from each group, discussed the SIG structure and provided feedback for the revision of the *Standards for Saskatchewan Museums (2010)*. In the fall meeting, current and future programming were discussed.

Special Topic Workshops

In consultation with the Conservation Special Interest Group, the Canadian Conservation Institute's two-day workshop, Products Used for Display, Storage, and Transportation, was facilitated by Jean Tetreault, and offered at the MacKenzie Art Gallery in October 2011.

Museum Mentor Directory

The initial stages of a self-service, searchable directory to be available on the MAS website were undertaken.

The Coaching Program was discontinued in summer 2010. The program offered museum professionals the services of a coach to provide on-site guidance and expertise in a specific area of need. In 2010-11, Jane Dalley provided coaching the North Battleford and Saskatoon Western Development Museum in the area of mould remediation and Audrey Dreaver provided coaching to Wanuskewin Heritage Park in the area of curatorship.

Consultation and Reference Services

Consultation and Reference Services provides member museums with access to information and assistance on all aspects of museum operations and is based on standards, as articulated in *Standards for Saskatchewan Museums – 2010*. Services are available by telephone and email. Network members are also able to obtain personal assistance from MAS staff at network meetings.

Resource Library

The Resource Library holds more than 1,400 titles which are available for loan to members. Materials include books, periodicals, and audio-visual materials on all aspects of museum operations. Environmental monitoring equipment, including hygrothermographs, data-loggers, and light meters, are also available for loan through the Resource Library. The Resource Library is accessed, on average, once a month.

Staff

As of March 31, 2011

Brenda Herman
Co-Manager, Director of Finance

Wendy Fitch
Co-Manager, Director of Museum Development

Brittany Knudsen
Communications Coordinator
(October, 2010 to present)

Jessica Leavens
Professional Development Coordinator

Ele Radbourne
Administrative Assistant
(December, 2010 to present)

MAS thanks the following staff members for their contributions during 2010-11:

Jennifer Bellefleur (casual)
Lisa Thomson (to June, 2010)
Tammy Blancher (to September 2010)

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

Special Interest Group Representatives

As of March 31, 2011

Conservation
Brenda Smith, *MacKenzie Art Gallery*

Collections Management
Anne Livingston, *Biggar Museum and Gallery*
(May 2010 – October 2010)

Exhibits
Marlon Janzen, *Royal Saskatchewan Museum*

John Snell, *Royal Saskatchewan Museum*

Family of National Historic Sites
Janette Hamilton, *Saskatchewan Provincial Parks*

Jennifer Hoesgen, *Humboldt & District Museum & Gallery*

Parks Canada Representative:
Audra Norek, *A/Cultural Resource Management Advisor, South Saskatchewan Field Unit*

First Nations, Métis, and Inuit
Iris O'Watch, *Formerly with Ministry of Education/First Nations, Métis, and Community Education Branch*
(May 2010 – October 2010)

Delbert Pasqua, *Pasqua First Nations Interpretive Centre*
(May 2010 – October 2010)

Managers/Directors
Robert Hubick, *Royal Saskatchewan Museum Associates*

Programmers
Stephanie Kaduck, *Swift Current Museum*

Staff
Jessica Leavens, *Museums Association of Saskatchewan*

Network Representatives

As of March 31, 2011

Heritage Heartland Museums Network
Joan Maier, *Moose Jaw Museum & Art Gallery*

North East Museums Network
Gailmarie Anderson, *Melfort & District Museum*
Max Meier, *Star City Heritage Museum*

North West Museums Network
Gwen Zweifel, *Meadow Lake Museum*
Dorothy Schwartz, *Maidstone & District Museum*

Parkland Museums Network
Marilyn Sparrowhawk, *Esterhazy Community Museum*
Anthony Jordon, *Moosomin Regional Museum*

Prairie Trails Museums Network
Heather Wilson, *Morse Museum & Cultural Centre*
Joan Searle, *Mortlach Museum & Drop In Centre*

Qu'Appelle Valley Museums Network
Joan Velestuk, *Grenfell Museum*

Quill Plains Museums Network
Ruby J. Lindsay, *Naicam Museum*

Seneca Root Regional Museums Network
Lorraine Sept-Drayer, *Sturgis Station House Museum*

South Central Museums Network
Colleen Raes, *Wood Mountain Rodeo/Ranch Museum*
Terri Topola, *Assiniboia & District Museum*

South East Museums Network
Cheryl Andrist, *Estevan Art Gallery & Museum*
Karly Millions, *Estevan Art Gallery & Museum*

West Central Museums Network
Erla Berquist, *Outlook and District Museum and Gallery*

Staff
Wendy Fitch, *Museums Association of Saskatchewan*

Creative Collaborations Symposium Planning Committee

As of March 31, 2011

Dana Soonias,
Wanuskewin Heritage Park

Gerry Ruecker,
Common Weal Community Arts, Inc.

Rhonda Rosenberg,
Multicultural Council of Saskatchewan

Yolanda Hansen,
*Community Research Unit
(University of Regina)*

Staff

Jessica Leavens,
Museums Association of Saskatchewan

Museums and Sustainability Committee

As of March 31, 2011

Gailmarie Anderson,
Melfort & District Museum

Dr. Glenn Sutter,
Royal Saskatchewan Museum

Wendy Winter,
MacKenzie Art Gallery

Staff

Jessica Leavens,
Museums Association of Saskatchewan

Audit Committee

As of March 31, 2011

Crystal Craig (Chair)
Allen Lefebvre
Rhonda Lamb

Staff

Brenda Herman,
Museums Association of Saskatchewan

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

Abernethy Nature Heritage Museum
Allen Sapp Gallery
Assiniboia & District Museum
Biggar Museum & Art Gallery
Community Research Unit –
University of Regina
Cudworth Museum
Ft. Pelly Livingston Museum
Godfrey Dean Art Gallery
Hudson Bay & District Cultural Centre
Humboldt & District Museum
Lashburn Centennial Museum
MacKenzie Art Gallery
Melfort & District Museum

Moose Jaw Museum & Art Gallery
Moosomin Regional Museum
Mortlach Museum
Nipawin Living Forestry Museum
Rosetown & District Museum
Saskatchewan Science Centre
Star City Museum
Sturgis Station House Museum
Turtleford & District Museum
Ukrainian Heritage Museum – Canora
Wanuskewin Heritage Park
Western Development Museum – Moose Jaw
Western Development Museum – North Battleford

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

Alyssa Becker-Burns, *Royal Saskatchewan Museum*
Brenda Smith
Crystal Craig
Lorraine Waskowic

Any omissions are unintentional.

Management's Responsibility

To the Members of Museums Association of Saskatchewan:

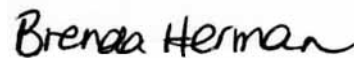
Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian generally accepted accounting principles. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors and Audit Committee are composed of Directors who are neither management nor employees of the Association. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Audit Committee has the responsibility of meeting with management and external auditors to discuss the internal controls over the financial reporting process, auditing matters and financial reporting issues. The Committee is also responsible for recommending the appointment of the Association's external auditors.

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

May 12, 2011



Brenda Herman, Director of Finance / Co-Manager

Auditors' Report

To the Members of Museums Association of Saskatchewan:

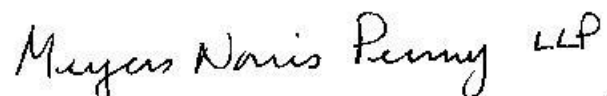
The accompanying summarized balance sheet, and summarized statements of revenues, expenditures and surplus, including supporting schedules, and summarized statement of changes in net assets are derived from the complete financial statements of Museums Association of Saskatchewan as at March 31, 2011 and for the year then ended on which we expressed an opinion without reservation in our report dated May 12, 2011. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the Corporation's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

Regina, Saskatchewan

May 12, 2011



Chartered Accountants

Museums Association of Saskatchewan Summarized Balance Sheet

As at March 31, 2011

	2011	2010
Assets		
Cash and short-term investments	195,309	304,986
Accounts receivable	11,997	49,688
Prepaid expenses and deposits	2,575	2,575
	209,881	357,249
Investments	103,296	104,779
Capital assets	3,582	3,148
	316,759	465,176
Liabilities		
Accounts payable and accrued liabilities	21,327	31,243
Grants received in advance	18,040	194,232
	39,367	225,475
Net Assets		
General reserve	110,732	110,732
Investment in capital assets	3,582	3,148
Surplus	163,078	125,821
	277,392	239,701
	316,759	465,176

Summarized Statement of Revenues, Expenditures and Surplus

For the year ended March 31, 2011

	2011	2010
Revenue		
Grants from Saskatchewan Lotteries Trust	386,463	378,000
Other grants/partnerships	103,177	109,599
Self generated	36,178	31,437
Total revenues	525,818	519,036
Expenditures (Schedule 1)	488,127	502,432
Excess of revenues over expenditures for the period	37,691	16,604

Summarized Statement of Changes in Net Assets

For the year ended March 31, 2011

	Surplus	Invested in Capital Assets	General Reserve	2010	2010
Net assets, beginning of year	125,821	3,148	110,732	239,701	223,097
Excess of revenues over expenditures	37,691			37,691	16,604
Purchase of capital assets	(4,566)	4,566		-	-
Amortization of capital assets	4,132	(4,132)		-	-
Net assets, end of year	163,078	3,582	110,732	277,392	239,701

Detailed financial statements are available on request.

Museums Association of Saskatchewan

Summarized Schedule 1 – Expenditures by Division

For the year ended March 31, 2011

	2011	2010
Governance	70,903	29,169
Administrative Services	104,370	113,053
Advocacy		
Professional/Government relations	3,397	3,212
Salaries/benefits	17,340	22,625
Total Advocacy	20,737	25,837
Communications		
Membership Relations	17,747	16,951
Public Relations	6,427	9,605
Salaries/benefits	33,907	40,087
Overhead	6,842	7,806
Total Communications	64,923	74,449
Museum Development		
Education	66,852	72,268
Resource library and materials	1,854	1,062
First People's Initiative	-	9,139
Member funding	4,500	4,919
Museums and Sustainability	11,380	5,408
Salaries/benefits	126,548	145,153
Overhead	16,060	21,975
Total Museum Development	227,194	259,924
Total Expenditures by Division	488,127	502,432

Detailed financial statements are available on request.

Acknowledgements

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

MAS thanks the Ministry of Tourism, Parks, Culture and Sport for its funding and support for Stage One of the GPS Heritage Tour Pilot Project. MAS also thanks its GPS Heritage Tour partners, which are listed in the Communications section of this report, and MAS members who participated in the tour's presentations and application process.

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

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

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

We thank all organizations, businesses and individuals for contributing to the success of our activities in 2010-11.



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