Vision:
The CMA will be an inclusive and national forum for the Canadian museum community that works to ensure the natural and cultural heritage of Canada is publicly valued, sustained and communicated.

Mission:
The CMA is committed to:

- Creating and delivering services.
- Engaging all Canadians.
- Effectively advocating on behalf of Canadian museums.
- Shaping public policy to benefit the sector.

Values:
The CMA will be guided in all its actions by the following values:

- Accessibility: The board and the staff of the CMA strive to be consistently accessible and helpful to our members.
- Accountability: We answer to our government and museum partners for the results we achieve as responsible stewards of the funds and resources entrusted to us.
- Cooperation: We work in concert with our partners to achieve separate but complementary goals in the museum sector.
- Diversity: We respect the diversity of Canadian values as revealed through collections of natural and cultural heritage, and encourage its expression through an inclusive approach to the development and delivery of our programs and services.
- Innovation: We challenge ourselves constantly to find fresh approaches to best address the needs and concerns of our members and partners.
- Integrity: We embrace and promote the highest ethical standards in all our activities.
- Lifelong learning: We support the key role of museums in fostering opportunities for lifelong learning.
- Pride: We bring pride, passion, and professionalism to our work on behalf of Canadian museums and their publics.
- Respect: We value our partners and stakeholders and earn their confidence and respect by carrying out our responsibilities with exemplary diligence, and respect for our shared values.

Strategic Priorities and Objectives

<table>
<thead>
<tr>
<th>Strategic Priority 1</th>
<th>Strategic Priority 2</th>
<th>Strategic Priority 3</th>
<th>Strategic Priority 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure the relevancy of the association</td>
<td>Shape public policy and advocate for the museum sector</td>
<td>Build collaborative partnerships that benefit the sector</td>
<td>Ensure organizational sustainability</td>
</tr>
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</table>

On the road to a new future

This past year, we have witnessed more changes for both the Association and the museum community.

On the funding side, the Association is pleased to continue receiving federal assistance, albeit at a reduced and more focused level. While we no longer receive core operating support, we have been successful in obtaining multi-year funding which provides more stability and reinsurance. To make up for this gap, we have reduced operating costs and have undertaken successful fundraising and sponsorship efforts.

We also laid the groundwork for the future. In order to ensure we create a better new strategic plan, we held a number of consultation meetings with stakeholders and surveyed members. As a result, we received great feedback that will be taken into consideration. In addition, we are planning a new symposium for museum directors, and several partnerships on youth engagement.

As you are reading this, the 2014 National Conference will be upon us and many of you will be joining us in Toronto to celebrate the theme "Intention, Innovation, Invention" Planning for our 2015 Conference, which will be held in a beautiful and exciting location, is also well underway.

As your new president and your long-standing executive director, we work closely with your elected Board of Directors to ensure the CMA stays relevant to your needs. We are proud of the success of the Association and the credibility it earned from you, our valued members. Thank you so much for your support of our role.

Nancy Noble
President

John G. McAvity
Executive Director & CEO
Strategic Priority 1
Ensure the Relevancy of the Association

CMA Awards
The Awards of Outstanding Achievement
It is with pride and honour that every year the CMA celebrates outstanding achievements in the museum sector by recognizing projects and museum professionals of exceptional caliber within different categories. These recognitions could not be made without the help of benevolent museum professionals who generously volunteer their time and knowledge to evaluate the nominations as part of a jury committee. The selected recipients receive the awards during the annual CMA National Conference.

The Awards of Outstanding Achievement were announced Thursday, May 30 in Whitehorse, Yukon at the Yukon Beringia Interpretive Centre during CMA’s 66th Annual Conference. The following 12 awards were distributed.

Conservation
Conservation of the Regimental Colour of the 104th Regiment of Foot, New Brunswick Museum, NB

Education
La parole est à nous!, Écomusée du fier monde, QC
Honourable mention: MOCCA App, Museum of Contemporary Canadian Art, ON

Exhibition
1812, Canadian War Museum, ON
Traffic: Conceptual Art in Canada 1965–1980, Art Gallery of Alberta (AB), Justina M. Barnicke Gallery (ON), Vancouver Art Gallery (BC), Halifax INK (NS), and Leonard & Bina Ellen Art Gallery (QC)
Honourable mention: Repositionnement de l’offre du Musée du Fjord, Musée du Fjord, QC

Management
NovaMuse.ca, Association of Nova Scotia Museums, NS

Facility Development and Design
The new Claire and Marc Bourgie Pavilion of Quebec and Canadian Art, Montreal Museum of Fine Arts, QC

Marketing
2012 Marketing plan, Museum of Vancouver, BC

Publications
IAIN BAXTER&: Works 1958-2011, Goose Lane Editions (NB) and Art Gallery of Ontario (ON)
GHNC: Piece by Piece, Goose Lane Editions, NB

Research
L’évaluation muséale : savoirs et savoir-faire, Lucie Daignault, Musée de la civilisation à Québec, QC

Fellows of the CMA
The Fellows award is the highest form of recognition bestowed by the CMA to those who show exemplary and significant impact regionally, nationally or internationally within the museum sector. In 2013, four Fellows were appointed:

René Binette, Director, Écomusée du fier monde, QC
Patricia Bovey, President, Patricia Bovey Inc., MB
Dr. Philippe Mailhot, Director, Le Musée de Saint-Boniface, MB
Dr. J. Lynne Teather, Professor Emerita, Museum Studies Masters Program, University of Toronto, ON

The Museum Volunteer Award, presented in partnership with the Canadian Federation of Friends of Museums, stands to celebrate those who have dedicated their valuable time and services to the museum community at an organization or institution of their choice. In 2013, the award celebrated Michael Hasley whose contribution to the Art Gallery of Ontario exceeded current standards of practice. An honourable mention was presented to Delton Becker for his tireless volunteerism and dedication to the Grey Roots Museum & Archives in Georgian Bluffs, Ontario.

The Award of Distinguished Service recognizes remarkable careers by museum professionals who have contributed to the advancement of the Canadian museum community. In 2013, the award went to:

Elizabeth McCrea, Canadian Museum of Nature, ON

The International Achievement Award pays tribute to a museum professional that has played a significant role in museology on the Canadian and international stage and has fostered partnerships between the two. Dr. Robert J. Janes, editor-in-chief of the Journal of Museum Management and Curatorship in Canmore, Alberta, received the 2013 ICOM Canada International Achievement Award for his demonstration and promotion of excellence in Canadian Museology.

The Award of Outstanding Achievement in Education (honourable mention)

The Award of Outstanding Achievement in Marketing

The Award of Outstanding Achievement in Publications

The Award of Outstanding Achievement in Research

The Award of Outstanding Achievement in Facility Development and Design

The Award of Outstanding Achievement in Conservation

The Award of Outstanding Achievement in Management

The Award of Outstanding Achievement in Exhibition

The Award of Outstanding Achievement in Education

Strategic Priority 1
Ensure the Relevancy of the Association

The Award of Outstanding Achievement in Marketing

The award went to:

Elizabeth McCrea, Canadian Museum of Nature, ON

The award went to:

William McLennan, UBC Museum of Anthropology, BC

The award went to:

Michel Perron, Société des musées québécois, QC

The award went to:

Joan Seidl, Museum of Vancouver, BC

The award went to:

Elaine Tolmatch, Montreal Museum of Fine Arts, QC

The award went to:

Michael Hasley

The award went to:

Delton Becker

The Award of Outstanding Achievement in Conservation

The Award of Outstanding Achievement in Management

The Award of Outstanding Achievement in Exhibition

The Award of Outstanding Achievement in Education

The Award of Outstanding Achievement in Marketing

The Award of Outstanding Achievement in Publications

The Award of Outstanding Achievement in Research

The Award of Outstanding Achievement in Facility Development and Design
Dr. Shirley L. Thomson Young Curators Award

The Dr. Shirley L. Thomson Young Curators Award was successfully launched in early summer 2013. During the inaugural submission period, the CMA received 17 nominations from art galleries throughout Canada. The jury, composed of seven members from the Canadian arts and museum community, met by conference call in September and unanimously selected the Montreal Museum of Fine Arts (MMFA) as the 2013 recipient. Thanks to the Award, Anne Cotignola will be collaborating on a 32-week European art internship project, during which she will gain an understanding of the inner workings of the MMFA and be initiated to the responsibilities of curatorship.

The CMA and the Museums Foundation of Canada proudly announced the recipient and host organization on November 26, 2013, at a special ceremony hosted by the Speaker of the House of Commons in honour of the fifth annual Canadian Museums Day on Parliament Hill.

This curatorial internship opportunity has been made possible thanks to the generous support of artists, collectors and other donors, some of whom benefited from Dr. Thomson’s support. Funds are being raised on an ongoing basis by the Museums Foundation of Canada.

Governor General’s History Award for Excellence in Museums: History Alive!

The CMA continued its successful partnership with Canada’s History Society and presented the third annual History Alive! Award to the Écomusée du fier monde (Montreal, Quebec) for their community-based exhibition Citoyens — Hier, aujourd’hui, demain. The exhibition demonstrated that museums can not only expand our historical knowledge and understanding, but they can also be effective community builders and creators of the public memory.

Honourable mentions were also presented to the Humboldt and District Museum and Gallery (Humboldt, Saskatchewan) for its Original Humboldt Project, and to the McCord Museum (Montreal, Quebec) for its exhibition Wearing our Identity: The First Peoples Collection. The recipient and finalists attended the awards ceremony at Rideau Hall on November 19, 2013 in the company of the Governor General, His Excellency the Right Honourable David Johnston.

This Award, honouring significant achievements in the presentation, preservation and interpretation of history in museums, was generously supported by Ecclesiastical Insurance Office plc.

CMA Bursary Program

The CMA Bursary Program, made possible thanks to the Department of Canadian Heritage, offers financial support to Canadian museum professionals who wish to attend professional development activities. The program was entirely updated in November 2013 to better reflect the growing needs of Canada’s museum community, including students and volunteers. The following three new bursary types replaced those used previously:

- Conference Professional Development Bursary
- Emerging Professional Development Bursary
- Mid-Career Professional Development Bursary

From April 1, 2012 to March 31, 2013, a total of 122 bursaries were distributed to museum professionals and volunteers.

The CMA thanks the Department of Canadian Heritage for supporting the professional development of the museum community.

Young Canada Works

Young Canada Works in Heritage Organizations continues to offer summer and short-term work experiences for students wishing to learn about Canada’s cultural heritage, while earning money to return to school. With $5.6 million in funding in 2013, the CMA was able to create 1,318 positions at more than 750 museums and heritage organizations across Canada.

Through Young Canada Works at Building Careers in Heritage, recent post-secondary graduates launched their careers in the heritage field. Fifteen Canadian internships were hosted at the following organizations:

- Canadian Filmmakers Distribution Centre, ON
- Cape Breton University Art Gallery, NS
- Corporation du moulin Légaré, QC
- Diefenbunker, Canada’s Cold War Museum, ON
- Foreman Art Gallery of Bishop’s University, QC
- Glengarry Historical Society (Nor’Westers and Loyalist Museum), ON
- Justina M. Barnicke Gallery, ON
- McCord Museum, QC
- New Brunswick Museum, NB
- Old Sydney Society, NS
- Pembina Hills Arts Council Inc., MB
- Penticton Art Gallery, BC
- Struts Gallery Inc., NB
- The Weir Foundation (RiverBrink Art Museum), ON
- York Region District School Board Heritage Schoolhouse Museum and Archives, ON

One international internship was also sponsored through the Commonwealth Association of Museums and was hosted at the Glasgow Museums, United Kingdom.

The CMA gratefully acknowledges the financial support from the Department of Canadian Heritage for this youth employment program.
Strategic Priority 1
Ensure the Relevancy of the Association

Professional Development Activities

Annual National Conference

“Cultural Collaborations” was the theme of the 2013 CMA National Conference held in Whitehorse, Yukon, May 27 to June 1, 2013. Collaboration was evident in the territory, from the efforts by the museum community in the Yukon in planning the conference, through to the great deal of content provided to delegates. Training sessions and workshops throughout the Yukon allowed delegates to see first-hand how collaboration plays an important, ongoing role in the North. Keynote speakers Ken Coates, Janet Carding, Tomson Highway, Rhonda Paku and Ed Schultz were both entertaining and educational. In all, more than 260 people participated in the 2013 Conference.

The CMA collaborated with more than 30 external consultants, institutions and museum professionals from all parts of the country to plan and implement the Conference program.

A sample of delegate feedback:

“Great professional ideas and best practices information.”

“Would have been nice to have more sessions available and spread over a larger time span to allow people to attend more sessions.”

Other evaluation results (average for all sessions combined):

<table>
<thead>
<tr>
<th>Category</th>
<th>Rating</th>
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<tbody>
<tr>
<td>Pertinence of program to job</td>
<td>74% Very Often</td>
</tr>
<tr>
<td>Learning acquired through program</td>
<td>22% Excellent</td>
</tr>
<tr>
<td></td>
<td>40% Very Good</td>
</tr>
<tr>
<td></td>
<td>27% Good</td>
</tr>
<tr>
<td>Top 2 words used to describe program</td>
<td>91% Friendly</td>
</tr>
<tr>
<td></td>
<td>78% Professional</td>
</tr>
</tbody>
</table>

The Overall Satisfaction Level Evaluation results indicate a very high satisfaction with the Conference’s program and activities.

2012: 91% “Very Satisfied” 8% “Satisfied”
2013: 92% “Very Satisfied” 8% “Satisfied”
Strategic Priority 1
Ensure the Relevancy of the Association

Museum Retail & Visitor Services Symposium (MR&VS)

The 2013 MR&VS Symposium was held in Toronto, Ontario from January 24 to 26, 2013. The theme — “Mission Impossible: Doing More with Less” — was very timely and in keeping with our current economic environment. Sessions covered visitor services and retail for museum shops, and opportunities were provided for attendees to share their experiences with others. A mobile workshop to the Royal Ontario Museum (ROM) gave delegates a chance to visit the ROM gift shop in conjunction with a presentation by ROM staff.

There were 77 participants overall, 49% of which were attending for the first time. Evaluation results show that the average satisfaction level was rated at 83%, and 85% of respondents indicated the sessions were pertinent to their job and the knowledge gained was going to be applied to their own work.

Thinking Canada Internship

The CMA had the privilege of hosting an international intern as part of the European Union-Canada "Thinking Canada" Study Programme. Chloé Schonkert, a learning and communication master’s student at the University of Luxembourg, worked with the CMA for two months (October-November) on a research project concerning the state of collections in Canadian museums. As part of her research, Chloé met with the heads of collections of museums and art galleries in the National Capital Region and in Montreal, Quebec. She also initiated a national survey to learn more about museums and art galleries’ collections infrastructures, staff organization and major challenges. Survey results, based on responses from the 120 organizations that participated, will be published in a special CMA report in early 2014.

Strategic Priority 2
Shape Public Policy and Advocating for the Museum Sector

Policy Development

The CMA’s advocacy work on behalf of Canadian museums is one of the Association’s most important responsibilities and we value every opportunity to meet with our country’s federal representatives from all parties to discuss the importance of museums to society. After submitting a series of recommendations for the March 2013 federal budget, the CMA was pleased to see a relatively stable budget for heritage programs. Following a major Cabinet shuffle in July, the CMA welcomed and met with the new Minister of Canadian Heritage, Shelly Glover. The CMA was also invited to appear as witness in the study of Bill C-49 (later Bill C-7, the Act to amend the Museums Act) at the House of Commons’ Standing Committee on Canadian Heritage and the Senate’s Standing Committee on Social Affairs, Science and Technology.

The CMA also continued advancing other key policy recommendations, including: the development of the Canadians Supporting Their Museums Fund, a matching donation program to encourage the long-term public and private sustainability of museums; building on the success of the youth employment strategies by creating new employment opportunities in museums and expanding the oversubscribed Young Canada Works program for the heritage sector, as well as participating in the consultation process for the Proposed Revisions to the Canadian Artists and Producers Professional Relations Tribunal Procedural Regulations.

The Road to 2017

Canada’s museums feature very significantly in the plans to celebrate the 150th anniversary of Confederation in 2017. In a follow-up to the focus groups and consultations initiated in 2012, the CMA has actively pursued the Road to 2017 file in 2013. Although the government’s Speech from the Throne in October identified major milestones in the road to the 2017 celebrations, no funding structure or opportunities have been confirmed as of yet. The CMA has organized several meetings with key officials from the Minister’s Office and the Department of Canadian Heritage throughout the year to discuss the role of museums and has included it as a key discussion point in the Canadian Museums Day messages to Members of Parliament.
Canadian Museums Day 2013

The 5th edition of Canadian Museums Day on Parliament Hill brought museum professionals, volunteers, trustees and friends to the National Capital Region to discuss the economic and societal value of Canada’s museums with government officials. The CMA was happy to welcome the Canadian Art Museum Directors’ Organization (CAMDO) and the Canadian Association for Conservation as partners in this year’s event. More than 55 museum delegates participated in meetings on Tuesday, November 26 with 37 Members of Parliament, Senators and senior government officials — a 48% increase in meetings from last year. The event included a special professional development workshop with guest speaker Salvatore Badali, and a reception hosted by the Speaker of the House of Commons, the Honourable Andrew Scheer, which included an exhibition of artefacts and archival material from the Library and Archives Canada collections.

RBC Museum Internship for Emerging Professionals

The Yukon Arts Centre Public Art Gallery and the Yukon Historical and Museums Association (YHMA) each hosted an intern as part of the RBC Museum Internship for Emerging Professionals program, an experience program designed to provide quality, mentored internships and enhanced learning for emerging museum professionals.

CMA Insurance Program

The CMA Insurance Committee is chaired by Dr. Sonja Tanner-Kaplash. This committee works to develop new benefits, as well as monitor current benefit programs. The under broker for the CMA Insurance Program is Marsh Canada, with benefits being administered through both Ecclesiastical Insurance and XL Insurance Company Ltd. The program provides coverage tailored to museums and takes advantage of the power of group buying.

As a result of a request for proposals posted in late 2012, the CMA transitioned its health care insurance program to GroupHealth Global Benefits System, along with Marty Coulas Insurance Agency Limited in late 2013.

Existing member participants benefited from enhanced benefits, greater flexibility and lower premiums.

Cultural Access Pass

We are pleased to report that the Cultural Access Pass (CAP) program has continued to grow in 2013, thanks to the incredible work of the Institute for Canadian Citizenship (ICC). The pass, which provides new Canadian citizens access to many of Canada’s cultural institutions, has been enjoyed by more than 76,000 members since its inception in 2009. A recent program survey undertaken by the ICC showed that 90% of CAP members felt that visiting cultural attractions helped them learn more about Canada.

TakingITGlobal Explore150

After a successful partnership in 2011-2012, TakingITGlobal and the CMA have renewed their commitment to youth engagement in museums and heritage sites by partnering on the new Explore150 interactive project. Explore150 is an interactive app and website that encourages youth to visit museums, heritage sites and cultural attractions helped them learn more about Canada.
participants in the World Intellectual Property Organization’s negotiations on copyright policy.

The CMA participated in three provincial museum associations’ annual conferences as keynote speakers (Association of Nova Scotia Museums in September) and participants (Société des musées québécois in October; Ontario Museum Association in November). The CMA also organised two national meetings (Whitehorse, Yukon in May; Ottawa, Ontario in November) to discuss major trends and issues facing the Canadian museum sector.

Visit of Museum Delegation from China

The CMA welcomed 4 delegates from the Henan Museum and Henan Provincial Museums Association in China, on October 9. The delegation visited Toronto and Ottawa to participate in an educational visit of some of Canada’s cultural institutions, as a follow-up to the June 2012 Canada-China Cultural Dialogue in Beijing, China.

Youth Engagement Symposium

The first Youth Engagement Symposium (YES) was held in Toronto, Ontario on October 9, 2013. It brought together representatives from over 40 organizations with a common interest in connecting youth to nature and history, including Parks Canada, Historica Canada, the Royal Canadian Geographical Society and Canada’s History Society. The CMA participated in the special symposium, which served as a first step to establish a collective movement for participating organizations to share resources and reach more youth.

Advanced Leadership in Museums

The CMA has been collaborating with two esteemed partners from the academic field on the development of advanced leadership programs for senior museum professionals in Canada. Professional development being a key priority in the CMA’s Strategic Plan, we are proud to partner with the University of Toronto (Ontario) and the Banff Centre (Alberta) to deliver quality senior museum professionals in Canada. These programs are expected to be launched in 2014.

Travelling Exhibitions Program

Building on progress made by the informal working group of travelling exhibitions professionals from across Canada in 2012, the CMA continued in 2013 to work on the development of the travelling exhibitions program, including establishing a professional development workshop and tools. These initiatives are meant to raise awareness and promote travelling exhibitions and collections program in Canada’s heritage institutions, as well as generate new opportunities for the exchange of collections and exhibitions between Canadian museums, art galleries and related institutions. With the confirmation of a major partner, the CMA plans to make a public announcement on these initiatives in early 2014.

Wholesale Consortium Program

The Museum Retail Consortium Program provides an opportunity for museum gift shops to benefit from group purchasing and to use custom products to increase the visibility of their museum. Several years ago, the program began offering customized environmentally friendly bags which can now be found in museum gift shops across the country. Since the beginning, the CMA has continued to source and develop new products based on requests by gift shop staff.

Museums Foundation of Canada

The CMA established the Museums Foundation of Canada (MFC) in 1994 as a registered charity. The MFC is empowered to receive donations or bequests for the purposes of supporting eligible projects dedicated to advancing museums in Canada through direct support to individual museums, or through awards, education, research and other programs. Recently, the MFC has been active in receiving donations directed to the Dr. Shirley Thomson Young Curators Award and in providing the necessary funds to administer the award. The MFC also continues to support the Barbara Tyler Award and the Fellows Lecture at the National Conference.

International

The CMA supports the role of the International Council of Museums (ICOM), our international body, through various means. In addition to providing administrative assistance to the ICOM Canada national committee, the CMA’s director of programs and public affairs is currently sitting as a member of the committee’s Board of Directors. The CMA’s executive director is also very active in ICOM as the Chair of The Standing Committee on Legal Affairs. He has participated in ICOM’s annual general meeting, has been an invited guest of the Public Policies Toward Museums in Times of Crisis conference in Lisbon, Portugal (April) and attended the World Intellectual Property Organization’s negotiations on copyright policy in December.

The CMA – Annual Report 2013
CMA Governance

The CMA Board of Directors met throughout 2013 to govern the affairs of the CMA, and to begin the process of reviewing and updating CMA’s strategic direction for the coming years. Bill Greenlaw, the CMA’s past-president, chaired meetings in March in Bourget, Ontario and in April in Whitehorse, Yukon. Following Nancy Noble’s election as president in April of 2013, she chaired Board meetings in July via conference call, as well as an in-person meeting in November.

Board of Directors 2013-14
- Nancy Noble, President (Vancouver, BC)
- Kristin Ewenden, Vice-President (Calgary, AB)
- Benoît Légaré, Vice-President (Montreal, QC)
- Bill Greenlaw, Past-President (Halifax, NS)
- Karen Bachmann (Timmins, ON)
- Manon Blanchette (Montreal, QC)
- Stephen Borys (Winnipeg, MB)
- Janet Carding (Toronto, ON)
- Gerry Osmond (St. John’s, NL)
- Bill Greenlaw, Past-President (Montreal, QC)
- Benoît Légaré, Vice-President (Calgary, AB)
- Kirstin Evenden, Director (Bourget, ON)
- Stephen Borys, Director (Winnipeg, MB)
- Janet Carding, Director (Toronto, ON)
- Nancy Noble, Director (Vancouver, BC)
- Marya Koomar, Director (Swift Current, SK)
- Claire Blanchette, Director (Pointe-à-Callière, Montréal, QC)

Nominations Committee
Jon Tupper, past-president, chaired the CMA’s nominations committee determining a slate for the Board starting in 2013. An open-call was made for suggestions to fill vacancies on the Board and lead to the final slate which was communicated to the membership in accordance with the CMA’s by-law requirements.

The CMA is governed by a nine member elected Board of Directors from across Canada. In 2013, the following Board members were elected during the Association’s Annual General Meeting held in Whitehorse, Yukon:
- Manon Blanchette, as director of the CMA, for three years period.
- Janet Carding, as director of the CMA, for a three year period.

Membership
The CMA membership continues to maintain strong revenues and saw a slight increase above the membership numbers reported in 2012. CMA membership reached 1,816 by year end; a total that includes individual, institutional, student and other memberships. The membership department also welcomed a high number of new members, with a total of 201 members joining the CMA in 2013.

Our dedicated membership base is a strong indication that our members recognize the value of investing in an annual CMA membership. Our membership department continued to focus its efforts towards member recruitment, retention, participation and satisfaction in 2013.

Finances
In 2013, the CMA continued to adjust to the new Museums Assistance Program (MAP) project funding, learning midway through the year that funding for our Awards program was no longer eligible. In the face of a further 11 per cent decrease in funding, we were able to complete the 2013 fiscal year with a small deficit.

Audit Liaison
In May of 2013, the CMA Board struck a Compliance and Risk Management Committee which will encompass the role of audit liaison. The initial committee includes our current audit liaison. The role of the liaison is to participate in meetings with the auditor, both pre- and post-audit; review the CMA audit, the management letter and recommendations; and, review various policies and risks. The Compliance and Risk Management Committee undertook this role in 2013.

CMA Gives Back
CMA staff are proud to continue supporting the Ottawa Food Bank. A number of CMA staff volunteered at the Food Bank in December 2013 and the office collected and donated over 100 kilograms of food over the course of the holiday food drive. New ways to support the Food Bank are under consideration for 2014, such as a “by donation” snack basket.

Communications
In 2013, the CMA released 17 communiqués covering issues related to the museum sector. A concerted effort was made to inform members in a timely manner about matters that impact them directly, such as program launches, services updates, the 2013 federal budget and the Throne Speech. Likewise, the CMA issued 33 e-newsletters (electronic newsletters) which provided members with useful information on a regular basis. These e-newsletters are designed to be bi-weekly, however a number of time-sensitive special announcements were also distributed. For example, special Conference e-newsletters were sent every other week in the two months prior to the 2013 National Conference in Whitehorse, Yukon.

Clippings
The daily news clipping service, which is distributed by email thanks to a partnership with MultiView Inc., continues to be greatly appreciated by CMA members. The CMA regularly receives requests from new subscribers that wish to receive the service.

Social Media
In 2013, a conscious effort was made to be more proactive in growing the CMA’s social media presence. Using these platforms, CMA activities and services were communicated more frequently; new connections with provincial museum associations and partners were made to better cross-promote and support other initiatives; and, the CMA Blog featured more regular postings. As shown in the graphic below, Facebook and Twitter audiences have grown significantly. Notably, the CMA twitter account (@musecdn) reached 1000 followers during the summer.

The call to action for most social media activity is the CMA website. An analysis of the website is currently underway to study the best course of action to improve its usability and design.

Promotions and other initiatives included sending out news releases to Canadian and international media, both pre- and post-audit; reviewing the CMA audit, the management letter and recommendations; and, reviewing various policies and risks. The Compliance and Risk Management Committee undertook this role in 2013.

CMA 2013 Membership at a glance

Total Membership 1816
New Members 201

CMA – Annual Report 2013
A sample of reader feedback received in 2013:

"This is the kind of thoughtful article [Does Artistic Expression Translate to Public Understanding] that we have been waiting for. It is great to see velvart get some serious examination." — Caren Anderson and Carl Baldwin

Muse September/October 2013

A note to congratulate you on the latest issue of Muse. The new issue distinctly raises the bar for professional quality and interesting content.

Christine Lockett
Principal, Christine Lockett Associates
Cultural Intelligence

Muse September/October 2013

Muse Board 2013-2014

Nancy Noble, President (Vancouver, BC)
Kirstin Eremend, Vice-President (Calgary, AB)
Renée Légaré, Past-President (Montreal, QC)
Bill Greenlaw, President (Halifax, NS)
Karen Bachmann (Timmins, ON)
Manon Blanchette (Montreal, QC)
Stephen Boyce (Winnipeg, MB)
Janet Carding (Toronto, ON)
Gerry Odom (St. John’s, NL)

CMA Staff

John G. McAvity, CAE (Chair), Executive Director
Richard Archibald, Information Services
Laura Bélanger, Program Officer, Young Canada Works in Heritage Organizations
Addie Brouiez-Jerley, Administrative Officer, Bursaries and Awards
Erin Caley, Manager, Membership Development
Isabelle Carrier, Program Coordinator, Young Canada Works in Heritage Organizations
Pamela Cook, Manager, Young Canada Works in Cultural Intelligence

CMA Board Nominations

Bill Greenlaw (Chair), Halifax, NS
Karen Bachmann, Timmins, ON
George Harris, Prince George, BC
Philippe Maillot, FCMA, Winnipeg, MB
John G. McAvity, Canadian Museums Association, Ottawa, ON
Sue Lamothe (Secretary, non-voting), Ottawa, ON

CMA Legal Advisor

David Law, Partner, Gowlings Employment and Labour Law Group, Ottawa, ON

CMA Compliance and Risk Management Committee

Bill Greenlaw (Co-Chair), Halifax, NS
Colin C. Eades, Ottawa, ON (2012)
Daniel T. Gallacher, Okotoks, ON (2011)
Thomas Hill, Okotoks, ON (1997)
Nancy L. Huskinson, Barrie, ON (1988)
Robin Inglis, Surrey, BC (2000)
Helene Lamerace, Lachine, QC (2001)
Johanne Landry, Montreal, QC (2004)
Jan Lamond, Fredericton, NB (2010)
Margaret S. MacNeill, Toronto, ON (1978)
Philippe Maillot, Winnipeg, MB (2013)
Eric J. Buff, Yarmouth, NS (2001)
Martin Segger, Victoria, BC (1999)
Candace Stevenson, Halifax, NS (2001)
Nathan Stobow, Williamsburg, VA (1978)
J. Lynne Teather, Richmond Hill, ON (2013)
Jean Trudeau, Montreal, QC (1995)
Calvin J. White, Aurora, ON (2012)
William J. Withrow, Toronto, ON (1983)

CMA Board 2013

Nancy Noble, President (Vancouver, BC)
Kirstin Eremend, Vice-President (Calgary, AB)
Renée Légaré, Past-President (Montreal, QC)
Bill Greenlaw, President (Halifax, NS)
Karen Bachmann (Timmins, ON)
Manon Blanchette (Montreal, QC)
Stephen Boyce (Winnipeg, MB)
Janet Carding (Toronto, ON)
Gerry Odom (St. John’s, NL)

CMA Staff

John G. McAvity, CAE (Chair), Executive Director
Richard Archibald, Information Services
Laura Bélanger, Program Officer, Young Canada Works in Heritage Organizations
Addie Brouiez-Jerley, Administrative Officer, Bursaries and Awards
Erin Caley, Manager, Membership Development
Isabelle Carrier, Program Coordinator, Young Canada Works in Heritage Organizations
Pamela Cook, Manager, Young Canada Works in Cultural Intelligence

CMA Board Nominations

Bill Greenlaw (Chair), Halifax, NS
Karen Bachmann, Timmins, ON
George Harris, Prince George, BC
Philippe Maillot, FCMA, Winnipeg, MB
John G. McAvity, Canadian Museums Association, Ottawa, ON
Sue Lamothe (Secretary, non-voting), Ottawa, ON

CMA Legal Advisor

David Law, Partner, Gowlings Employment and Labour Law Group, Ottawa, ON

CMA Compliance and Risk Management Committee

Bill Greenlaw (Co-Chair), Halifax, NS
Colin C. Eades, Ottawa, ON (2012)
Daniel T. Gallacher, Okotoks, ON (2011)
Thomas Hill, Okotoks, ON (1997)
Nancy L. Huskinson, Barrie, ON (1988)
Robin Inglis, Surrey, BC (2000)
Helene Lamerace, Lachine, QC (2001)
Johanne Landry, Montreal, QC (2004)
Jan Lamond, Fredericton, NB (2010)
Margaret S. MacNeill, Toronto, ON (1978)
Philippe Maillot, Winnipeg, MB (2013)
Eric J. Buff, Yarmouth, NS (2001)
Martin Segger, Victoria, BC (1999)
Candace Stevenson, Halifax, NS (2001)
Nathan Stobow, Williamsburg, VA (1978)
J. Lynne Teather, Richmond Hill, ON (2013)
Jean Trudeau, Montreal, QC (1995)
Calvin J. White, Aurora, ON (2012)
William J. Withrow, Toronto, ON (1983)
2013 Museum Research and Visitor Services Symposium
Chantal Demers, Canadian Museum of Civilization, Gatineau, QC
Cindy Druker, Artis, Banff Centre for Performing Arts, Banff, AB
Sherrill El, Royal Botanical Gardens, Hamilton, ON
Deanne Fisher, The Rooms Corporation, St. John’s, NL
Susan Rees, Vancouver Art Gallery, Vancouver, BC
David Fourney, Vancouver Art Gallery, Vancouver, BC
George Harland, Rural Museums of Canada, Winnipeg, MB
Rhona Wenger, Grimsby Public Art Gallery, Grimsby, ON
Karen VandenBrink, City of Waterloo Museum, Waterloo, ON
Ann Ramsden, Arts and Heritage Foundation - Collections - Legacy Art Gallery, Victoria, BC
Natalie Wood, The Delta Mill Society, Delta, BC

2014 Museum Retail and Visitor Services Symposium
Chantal Demers, Canadian Museum of Civilization, Gatineau, QC
Cindy Druker, Artis, Banff Centre for Performing Arts, Banff, AB
Sherrill El, Royal Botanical Gardens, Hamilton, ON
Deanne Fisher, The Rooms Corporation, St. John’s, NL
Susan Rees, Vancouver Art Gallery, Vancouver, BC
David Fourney, Vancouver Art Gallery, Vancouver, BC
George Harland, Rural Museums of Canada, Winnipeg, MB
Rhona Wenger, Grimsby Public Art Gallery, Grimsby, ON
Karen VandenBrink, City of Waterloo Museum, Waterloo, ON
Ann Ramsden, Arts and Heritage Foundation - Collections - Legacy Art Gallery, Victoria, BC
Natalie Wood, The Delta Mill Society, Delta, BC

CMA Awards of Outstanding Achievement 2013-2014

2013 CABC Internship for Emerging Professionals Committee

2013 RBC Museum Internship for Emerging Professionals Committee

Young Canada Works in Heritage Organizations Peer Review Committee 2013-2014

Young Canada Works in Heritage Organizations Peer Review Committee 2013-2014

Young Canada Works in Heritage Organizations Peer Review Committee 2013-2014

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Young Canada Works in Heritage Organizations Peer Review Committee 2013-2014
Corporate/Organizations
All Through the House
American Museum of Natural History
ADN Consulting
Amstrong & Blacksby
Amstrong Fine Art Services Ltd.
Art Dealers Association of Canada
Audain Foundation for the Visual Arts
Canada’s History Society
Canadian Conservation Institute
Canadian Heritage Information Network
Canum Software Labs, Inc.
Carr McNean
Charlotte McKenzie Co. Inc.
Click Netherfield Ltd.
CMA – Annual Report 2013
CMA Corporate Members

Financial Statement

Revenue
Sustaining support/Bursary contribution
Young Canada Work — Heritage
Young Canada Works — Careers
Young Canada Works - Administration / Student *
Membership dues
Total

Expenses
Communications
Govt. relations and public policy
Membership services and administration
Conferences
Museum shops initiatives
Young Canada Work — Heritage
Young Canada Works — Careers
Young Canada Works - Administration / Student *
Bursary Program
Total

Excess of expenses over revenue
revenue over expenses
Balance of fund, beginning of year
Balance of fund, end of year

* Reclassified by Department of Canadian Heritage, effective 2013-14 YCW