VISION
Museums are valued public institutions that inspire understanding and encourage solutions for a better world.
Mission

The CMA exists to advance Canadian museums to ensure meaningful connections with their communities by providing leadership, fostering a national museum community and increasing the value of museums to society.
VALUES

LEADERSHIP: We value enhancing the leadership skills of museum professionals at all levels to further the goals of the CMA and the museum community.

INNOVATION: We support innovation for the Association and the community, and we seek different ideas and embrace new approaches to enhance the value of museums in society.

SOCIAL BENEFIT: We believe that museums exist to achieve public good.

INCLUSIVENESS: We embrace inclusion by respecting diversity and seeking different perspectives and opinions.

COLLABORATION: We believe in the benefits of partnerships and working together to bring greater strength to the community as a whole.

MEMBERSHIP: We value the participation of members, which strengthens our profession.
A Year of Reflection

The past year, 2014, has been a positive year for the CMA in many ways. Several partnerships have been expanded upon and member participation has increased. We have been busy advocating the best interests of museums and had another successful Canadian Museums Day on Parliament Hill, we continued delivering thriving programs such as Young Canada Works in more than 750 museums, we improved the bursary program to better serve museum professionals, volunteers and students, we revised our national Awards Program, and so much more.

One of the areas we focused on in 2014 was the Association’s own future. The Board, staff and volunteers have been immersed in developing a new Strategic Plan for the CMA. We undertook member surveys, focus groups and extensive consultations to find out your priorities. As a result, a new three-year plan, 2015 to 2018, will be unveiled at the National Conference in Banff in mid-April, 2015.

The upcoming celebrations for the 150th anniversary of Canadian Confederation feature prominently in our activities. We expect significant opportunities for museums at the local level as well as for pan-Canadian programs. We are also mindful that this important anniversary offers an opportunity to go beyond 2017 and we are searching for legacy projects that will help support the community long after the celebrations are over in 2017.

Nancy Noble  
President

John G. McAvity  
Executive Director
GOAL 1:

Museum professionals have the required information, tools and resources, and effective networks to connect with each other and the sector.

Focus on Professional Development Activities
National Conference 2014
Intention, Innovation, Invention – The Future of Museums

More than 450 museum professionals from across the country came together in Toronto, Ont., from April 7 to 11 for the 2014 CMA National Conference. The Conference offered over 50 different professional development activities with a variety of specialized workshops, study tours, educational sessions, and such inspiring keynote speakers as Jasper Visser, Stephen Lewis, Robert R. Janes, Eddie Friel and Piers Handling.

The CMA collaborated with more than 40 external consultants, institutions and museum professionals from all parts of the country to plan and implement the Conference program.

"The combination of sessions and networking makes for a valuable conference experience."

Other results show (average for all sessions combined):

<table>
<thead>
<tr>
<th>Pertinence of program to job</th>
<th>69% Very Often</th>
<th>30% Somewhat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning acquired through program</td>
<td>14% Excellent</td>
<td>42% Very Good</td>
</tr>
<tr>
<td>Top two words used to describe program</td>
<td>89% Professional</td>
<td>71% Friendly</td>
</tr>
</tbody>
</table>

"Conferences are great opportunities for professional development, a chance to recharge and become excited about the work we are doing. Hopefully a chance to gain some inspiration and think about the future of our field. I enjoyed and drew inspiration from the speakers."
Speakers

Jasper Visser
Eddie Friel
Stephen Lewis
Piers Handling
Robert R. Janes, FCMA

Study Tours

At the Markham Museum.

Education Sessions

At the Toronto Zoo.
Museum Retail and Visitor Services Symposium

The 22nd Museum Retail and Visitor Services Symposium (MR&VS) was held at the Hilton Toronto Hotel, Toronto, Ont., from Jan. 23 to 25, 2014. Museum professionals participated in interactive sessions and educational workshops aimed at addressing issues that are critical to professional development and continued success in challenging times. There were 51 participants overall, 51 per cent of which were attending for the first time. The average satisfaction level was rated at 87 per cent, and 88 per cent indicated the sessions were pertinent to their job and the knowledge gained was going to be applied to their own work.

Evening Events

At the Royal Ontario Museum.

At the TIFF Bell Lightbox.

Delegates at the Masquerade Closing Banquet.
Communications

The national office staff collaborated to develop and unveil a new website on August 28. The new CMA website has a thoroughly improved interface and a reliable online portal for membership administration. The website vastly enhanced the CMA’s online presence by fostering interactivity through integrated social media widgets and easily accessible information. The majority of the content from the old site has been transferred to the new website.

We continued to regularly produce and distribute communiqués, electronic newsletters and Muse magazine to inform our members in a timely manner regarding matters that impact them directly. Our electronic newsletters are by design issued bi-weekly, however special Conference issues were sent every other week in the two months leading up to the 2014 National Conference in Toronto, Ont.

Thank You for Following our Activities on Social Media!

This year, the CMA ramped up efforts to engage members and the general public on social media. In addition to frequently communicating the Association’s activities and services, the CMA also cross-promoted and supported provincial museum associations and other partners. The CMA blog continued to feature regular postings by a variety of contributors. Facebook and Twitter audiences have grown tremendously in 2014. Notably, the CMA Twitter account (@musecdn) almost doubled its number of followers (1,958) by the end of the year. The CMA Facebook account reached a 1,000 likes during the summer. The unique #CMAMC2014 hashtag provided a rallying point for public online conversations before and during the National Conference in Toronto, Ont.

Daily News Clipping Service

Members received daily news clippings throughout 2014 thanks to CMA’s partnership with MultiView Inc. Each issue of the news clippings contains popular and trending news items. This service remains wildly popular and the CMA regularly receives subscription requests from new members.

Special Museological Studies

CMA is increasing its research and publication capacity. Each year we publish special reports based on studies we undertake. For example in 2014 we undertook a study on municipal property taxes and implications to museums, Challenges and Opportunities for Travelling Programs, and Building a Heritage for Canada’s Museum Sector.
A Look at our Bursary Programs

The CMA bursary program, made possible thanks to the Department of Canadian Heritage, offers financial support to Canadian museum professionals, students and volunteers who wish to attend professional development activities. The CMA allocates three types of bursaries: the Conference Professional Development Bursary, the Emerging Professional Development Bursary and the Mid-Career Professional Development Bursary. From April 1st, 2013 to March 31st, 2014, a total of 109 bursaries were distributed to museum professionals and volunteers.

The CMA thanks the Department of Canadian Heritage for supporting the professional development of museum professionals across the country.
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.

Seventeen interns launched their careers in the heritage field through Young Canada Works at Building Careers in Heritage.

They were hosted at the following organizations:

- Corporation du moulin Légaré, Saint-Eustache, QC
- Dalhousie Art Gallery, Halifax, NS
- Evergreen Cultural Centre Society, Coquitlam, BC
- Guelph Museums, Guelph, ON
- Indian Head Museum, Indian Head, SK
- Justina M. Barnicke Gallery, Toronto, ON
- McMichael Canadian Art Collection, Kleinburg, ON
- Musée des beaux-arts de Mont-Saint-Hilaire, Mont-Saint-Hilaire, QC
- Museums and Collections Services, University of Alberta, Edmonton, AB
- Nova Scotia Museum, Halifax, NS
- SBC Gallery of Contemporary Art, Montreal, QC
- Smiths Falls Railway Museum Corporation (Railway Museum of Eastern Ontario), Smiths Falls, ON
- Struts Gallery Inc., Sackville, NB
- Surrey Art Gallery, Surrey, BC
- University of New Brunswick Art Centre, Fredericton, NB
- Uxbridge Historical Centre (Uxbridge-Scott Museum & Archives), Uxbridge, ON
- Yukon Historical & Museums Association, Whitehorse, YT

The CMA gratefully acknowledges the financial support from the Department of Canadian Heritage for this youth employment program.

Young Canada Works in the Spotlight

$5,600,000
Young Canada Works project funding.

1,331
Number of summer and short-term positions created across the country.

750
Number of museums and heritage organizations who partnered with the CMA to offer positions across Canada.
The CMA Insurance Committee is chaired by Dr. Sonja Tanner-Kaplash. This year, with the help of professional management services, the CMA continued to ensure that insurance program benefits remain up-to-date. The CMA monitors the current operating environment of museums to develop custom benefit programs. Group buying power and competitive rates enable the program to provide coverage tailored to the needs of museums. The broker for the CMA Insurance Program is Marsh Canada, with new home, auto and healthcare coverage for CMA members and employees being administered through Ecclesiastical Insurance Office plc., XL Insurance Company Ltd. and GroupHealth Solutions.

The Art Gallery of Mississauga (AGM) and the York Region District School Board (YRDSB) Museum & Archives each hosted an intern as part of the RBC Museum Internship for Emerging Professionals program, a program designed to provide quality, mentored internships and enhanced learning for emerging museum professionals.

The AGM intern was involved in three major projects: the AGM / Mississauga Central Library Exhibition; the development of the AGM Permanent Collection Research Files; and, the development of the Sahmat Exhibition Docent and Volunteer Training Manual.

The YRDSB Museum & Archives intern successfully completed an online exhibition about the Buttonville School, the template of which can be used by other YRDSB schools to develop future exhibitions. The CMA would like to thank the RBC Foundation for its continued support of this important internship program for youth.
GOAL 2:

Museums are integral public places.
Celebrating Excellence

Each year, the CMA proudly celebrates phenomenal projects and exceptional museum professionals with the presentation of a variety of award categories. Our enthusiastic volunteer jury committees select deserving recipients to be honoured during the annual CMA National Conference.

The 2014 CMA award recipients were announced at the CMA’s 67th National Conference on April 9, 2014 at the Royal Ontario Museum in Toronto, Ont. A total of 15 awards were presented.

Awards of Outstanding Achievement

Conservation
Conservation of Miller Brittain’s Saint John Tuberculosis Hospital Mural Cartoons, New Brunswick Museum (NB).

Education
Sex Talk in the City, Museum of Vancouver (BC)

Exhibitions
From This Place: Our Lives on Land and Sea and Here, We Made a Home, The Rooms (NL)

Facility Development and Design
Space for Life, Rio Tinto Alcan Planetarium (QC)

Marketing
100 Masters: Only in Canada, Winnipeg Art Gallery (MB)

Publications
Roger Vivier: Process to Perfection, Bata Shoe Museum (ON)

Research
Charles Edenshaw, Vancouver Art Gallery (BC)

Photos: Recipients from top to bottom: New Brunswick Museum (NB); Museum of Vancouver (BC); The Rooms (NL); Bata Shoe Museum (ON); Rio Tinto Alcan Planetarium (QC); Vancouver Art Gallery (BC); and Winnipeg Art Gallery (MB).
Barbara A. Tyler Award in Museum Leadership

René Binette, director of the Écomusée du fier monde (Montreal, Que.), was recognized for his leadership in taking the museum to a new level of contribution to Canadian society.

Museum Volunteer Award

Joan F. Ivory was recognized for her dedication to the growth of the Montreal Museum of Fine Arts (Montreal, Que.) since 1955, as well as the Wednesday Volunteers, a group of retirees that have been at the core of the Telephone Historical Centre (Edmonton, Alta.) for over 25 years. Presented in partnership with the Canadian Federation of Friends of Museums, the Museum Volunteer Award celebrates people who have dedicated their time and services to the museum community at an organization or institution of their choice.

ICOM Canada’s International Achievement Award

The award honours a museum professional who played a significant role in museology on the Canadian and international stage and has fostered partnerships between the two. Ann Davis, PhD, is the 2014 recipient for her contributions to international museology during her career in museums and universities in Canada and abroad.

Fellows of the CMA

Catherine C. Cole was appointed as a CMA Fellow, the highest form of recognition bestowed by the CMA, for her tireless dedication to the work of the Association and to museums.

Award of Distinguished Service

Betsy Thorsteinson, Francine Lelièvre and David Jensen were recognized as dedicated museum professionals in 2014. The Award of Distinguished Service recognizes remarkable careers by museum professionals who have contributed to the advancement of the Canadian museum community.

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

The fourth annual History Alive! Award was presented to the Musées de la Civilisation for its exhibition This is Our Story: First Nations and Inuit in the 21st Century. Its innovation, the diversified resources of its research and the originality of its presentation of history make this project a great and useful tool for understanding Canada’s history and heritage.

The Manitoba Museum received an honourable mention for its educational project Bridging Generations Educational Kit. The recipient and the finalist attended the awards ceremony at Rideau Hall on Nov. 3, 2014 in the company of Governor General His Excellency the Right Honourable David Johnston.

Presented in partnership with

Generously supported by
Museums and Climate Change

As a result of the Fellows Lecture by Robert R. Janes at the 2014 CMA National Conference, the CMA has swung into action to support the cause of museums and climate change. Several initiatives are planned, including a special meeting between the CMA and provincial museums associations in April 2015 and the launch of a special Discussion Forum on the CMA’s new website. Further initiatives will be considered in the future.

Partnerships

TakingITGlobal Explore150

The CMA continued its partnership with TakingITGlobal to increase youth engagement in museums and historical sites. More museums have signed up to participate in Explore150, an interactive mobile application and website that encourages youth to visit museums and heritage sites, and engages them in interactive quests on their mobile devices while there. The CMA is participating in this ongoing initiative by promoting museums’ participation, offering promotional support and incentives for top participants. Visit www.explore150.ca to learn more about the program.

Cultural Access Pass

We are pleased to report that the Cultural Access Pass (CAP) program has continued to grow in 2014, thanks to the incredible work of the Institute for Canadian Citizenship (ICC). The pass, which provides access to more than 1,200 cultural institutions for new Canadian citizens, has surpassed the 100,000 membership level in the past year.

Supporting Travelling Programs

The CMA was proud to partner with Library and Archives Canada (LAC) to facilitate a national professional forum for Canada’s museum community in Toronto, Ont., in April 2014. This forum helped raise awareness and promote travelling exhibitions and collections program in Canada’s heritage institutions, and generate new opportunities for the exchange of collections and exhibitions between Canadian museums, art galleries and related institutions.

Dr. Shirley L. Thomson Young Curators Award

The purpose of this legacy fund, named after an intrepid champion of the visual arts in Canada, is to provide high quality, enhanced learning experiences in art museums and galleries for young graduates to prepare them for curatorial careers in the visual arts. In 2014, the Dr. Shirley L. Thomson Young Curators Award funded its inaugural internship recipient, Anne Cotignola, to complete a 32-week European art project at the Montreal Museum of Fine Arts (MMFA). Ms. Cotignola was chosen for the internship after a seven-member jury unanimously selected the MMFA as the recipient institution. Under the supervision of Anne Grace, curator of modern art, Ms. Cotignola participated in the development of the temporary exhibition Expressionism in Germany and France: From Van Gogh to Kandinsky. Her entire experience was documented in the January-February 2015 issue of Muse magazine.

During the internship, Ms. Grace explained a curator’s role during each step of the exhibition process while encouraging Ms. Cotignola to participate in every activity surrounding the exhibition. These activities varied from locating archival documents, participating in meetings about the production of the exhibition and building an understanding of the curator’s role in both major exhibitions and daily tasks.

This opportunity marked Ms. Cotignola’s first professional experience in a museum after graduating from Queen’s University with a master’s degree in fine arts. She was subsequently hired by the MMFA in its archives department. “The curatorial internship at the Montreal Museum of Fine Arts proved to be an invaluable experience, which fostered existing skills and cultivated new ones that will undoubtedly serve me well in my future career,” she stated.

Ms. Cotignola attended the 2014 CMA National Conference in Toronto, Ont., during her internship to network with museum professionals from across Canada and attend lectures on such important topics as innovative programming implemented in museums.

This curatorial internship opportunity has been made possible thanks to the generous support of artists, collectors and other donors, some of whom benefitted from Dr. Thomson’s support. Funds are being raised on an ongoing basis by the Museum Foundation of Canada.
GOAL 3:

Museums have the financial resources and community support to do their work.
Advocacy and Policy Development

The membership surveys we have done indicate that our members highly value and respect the CMA’s advocacy role. Some members have requested greater opportunity to have input and this we welcome. Consequently, you will see new opportunities for consultation and engagement in the coming years.

Canadian Museums Day 2014

One of the most evident advocacy programs is our annual Hill Day, named Canadian Museums Day on Parliament Hill. Approximately 50 delegates from across the country took part in the sixth annual Canadian Museums Day on Parliament Hill on November 17 and 18 in Ottawa, Ont. We also hosted a panel of senior representatives from the major political parties. Several short video clips were posted on our website.

The event was capped off by a very successful reception hosted by the former Speaker of the Senate, the Honorable Noël A. Kinsella. Our key messages were effectively shared with over 40 members of Parliament and Senators.

Many delegates from our April special meeting of Trustees and Donors, held through the Museums Foundation of Canada, attended this year’s Hill Day. The Trustees initiative gathered many influential individuals who discussed museum funding issues. The CMA presented its advocacy goals at that time. This group holds much potential and we encourage them in advocacy for the sector as a whole.
Regular Liaison with Parliament

The CMA is a frequent participant before Parliamentary Committees and regularly meets with members of Parliament and the Minister of Canadian Heritage, and other officials. We are grateful for the good and open relationship we have with parliamentarians and with senior Government officials.

In 2014, we submitted our recommendations for the 2015 budget to the Standing Committee on Finance. Over the past few years, the Government of Canada has stabilized funding to museums, even increased it a bit. We are one of the few sectors not to have been cut. This is a major achievement in itself which we are proud of.

Key Issues:

We have focused mostly on the following key issues:

150th Anniversary of Confederation

Over three years, the CMA has been deliberately positioning museums to be at the front of the line for the 2017 celebrations, but also to secure some long-term legacy benefits from it. We have made many presentations to parliamentarians and to the Government. We are anticipating a major funding announcement in early 2015 and further announcements in 2016 which will support both local and pan-Canadian projects.

Youth Engagement

There continues to be a major issue over youth unemployment in Canada. Our Young Canada Works programs are seriously over-subscribed and we have to turn down far too many deserving opportunities. Our YCW Internship program is turning down close to 90 per cent of all applications. We have asked for a $5 million increase in this program.

Review of Existing Federal Programs

We feel it is time for a review of the existing federal programs for our sector. Times have changed, and needs have changed. Programs have also changed. We are in discussions with all federal parties over this as we face a federal election.

Increasing Private Giving to Museums

The CMA has proposed a special matching donations program to encourage greater philanthropy to museums. A special fund of $50 million per year has been proposed. The CMA has done studies which indicate that Canadians will give significantly more if there was an incentive program in place. This is a major opportunity for our sector.
Firearms Legislation
The existing legislation is onerous on museums. We are hoping to see relief from this legislation for bona fide museums which do have collections. We are expecting to see some progress on this file.

Canada Council for the Arts
There are suggestions of changes in the way the Council does its business, including a possible new structure. The CMA is monitoring this and will ensure the views of our sector in the contemporary arts are addressed.

Copyright Policy
The CMA is very active on intellectual policy issues, both in Canada and internationally. Thanks to the CMA, the World Intellectual Property Organization (WIPO) is actively studying the implications of copyright on museums worldwide. A major report is expected in late 2015.

Federal Election 2015
While the CMA is non partisan and must remain so, we do work with all political parties to promote the importance of museums. We have commenced work to influence the various platforms for the 2015 federal election. We have had considerable interest and support from all political parties. However, we need a robust community to speak up in a coherent and coordinated fashion, carrying the same message consistently. We invite our members and supporters to become engaged in this policy campaign in 2015. A special session will be held at the CMA National Conference in Banff before the election.
GOAL 4:

The CMA is the respected, valued and trusted national leader in the museum community.
A New Strategic Vision
The CMA developed a new strategic plan that outlines priorities and activities aimed at guiding the Association over the next few years. The open and inclusive process of developing a new strategic vision was initiated in 2012 and involved a series of consultations with the CMA’s staff, Board of Directors, members and other stakeholders. We will be presenting the 2015-2018 Strategic Plan at the CMA National Conference in April 2015. The CMA is proud to have a new blueprint to increase the value of museums to Canadian society.

Wholesale Consortium Program
The Museum Retail Consortium Program continued to grow in 2014, with increased participation from institutions across the country. The range of products includes environmentally friendly bags, umbrellas, tea towels, aprons, playing cards, bone china mugs, jewellery, paperweights, bottle stoppers and key chains. The development and expansion of the product offering provides member institutions the opportunity to increase their profit margin and visibility within their communities.

Marketing
The CMA offers an advertising platform for museums to reach the right audience and create the kind of marketing opportunities that capture attention and drive results. The CMA’s conferences and symposiums also provide opportunities for advertising and sponsorship. There has been an expansion of the marketing vehicles available to partners, suppliers and corporate members in 2014. In addition to traditional advertising in Muse magazine and in the Museums Resource Guide, a trusted reference tool for museum professionals, the CMA provided the opportunity for banner ad placements on the revamped website which gets an average of 21,500 monthly impressions. The CMA also offered ad placement opportunities in its bi-weekly electronic newsletter, sent to more than 2,600 members.

Museums Foundation of Canada
The Museums Foundation of Canada (MFC) was established in 1994 as a registered charity. Over the years, the MFC has advanced the Canadian museum sector through direct support to museums, education, awards, research and other programs. Recently, the MFC has received donations directed to administering the Dr. Shirley L. Thomson Young Curators Award. The MFC also supports the Barbara A. Tyler Award and the Fellows Lecture at the National Conference. The Foundation continues to receive donations or bequests to support eligible projects.

Deaccessioning Symposium
The CMA successfully convened a sold-out Deaccessioning Symposium in November 2014. During the CMA business meeting at the Symposium, a motion was made to initiate a sub-committee to develop content and structure a new plan to address the issue of deaccessioning, and identify key speakers from around the world to discuss the issue.

Expo 2014
The CMA tradeshow showcased the latest in exhibition design, technology, lighting, transportation services and numerous other products and services. The 2014 Expo was held in Toronto, Ont., in conjunction with the CMA National Conference. Over 35 exhibitors provided museum professionals with cost effective solutions and cutting edge technologies.

Provincial and Territorial Museum Associations
The CMA’s ongoing dialogue and collaboration with the provincial and territorial museum associations continues to be a key factor in the growth of Canada’s museum sector. The CMA organised two national meetings (Toronto, Ont., in April, and Ottawa, Ont., in November) and participated in some of the provincial associations’ conferences to discuss major trends and issues facing the sector.

International Committees
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. He attended the October meeting of ICOM’s Legal Affairs Committee in London, U.K., and brought his term (2007-2014) as the Chair of the international Legal Affairs Committee to a successful end. During his tenure, ICOM initiated a new mediation program for cultural property disputes with a study on copyright issues being undertaken by the World Intellectual Property Organization (WIPO).

In October, the CMA executive director presented the Canadian funding model and discussed international copyright issues, free trade regulations in cultural property and the proposed UNESCO declaration on the value of museums at the Chinese Museums Association Legal Issues Conference in Xian, China.
Representing the Museum Community

Various CMA Board and staff representatives were very active this past year in representing the Association and Canada’s museum community in meetings, conferences, symposiums and committees, discussing the importance of museums to society and sharing our recommendations to increase museum engagement and sustainability. These included participating in the second annual Youth Engagement Symposium, the Advisory Committee for the Montréal, Plaque tournante des échanges cultural project, the Bishop University Student Career Fair, the Coalition for Cultural Diversity Conference, the Canadian Aeronautical Preservation Association Conference, the meeting of the National Arts Service Organisations, and so many more.

Investing in Student Development

The CMA continued its successful partnership with Carleton University’s School of Journalism & Communication (Ottawa, Ont.) and hosted nine interns throughout the year, who were able to gain firsthand experience in working on Muse magazine’s development, as well as contributing to the CMA’s various communications platforms. Read their opinions on the CMA blog!

The CMA continued to provide benefits to its student members. We are honoured to count the students of the Applied Museum Studies program at Algonquin College as members. We celebrated the academic achievements of museum studies students through special awards. Congratulations to Oriana Duinker from the University of Toronto (Toronto, Ont.) and Meg Tomkinson from Algonquin College (Ottawa, Ont.).

This year, the CMA embarked on a partnership with museology students from the Université du Québec en Outaouais (UQO) to produce a special student issue of Muse magazine.

Governance

The CMA’s elected Board of Directors met throughout 2014 to govern the Association’s affairs and policies. The Board has been engaged in the development of a new Strategic Plan for over two years and will be presenting the final results at the CMA National Conference in April 2015. Nancy Noble, director of the Museum of Vancouver, has been our tireless Board chair for two years. She has been a very diligent and engaged president. The Board has held meetings in Toronto, Ont., Ottawa, Ont., and Saint John, N.B., as well as numerous conference calls.

The members of the CMA Board of Directors for 2014 – 2015 have been:
- Nancy Noble (President), Vancouver, BC
- William (Bill) Greenlaw (Past-President, 2013-2015), Halifax, NS
- Janet Carding (Vice-President), Toronto, ON
- Benoit Légaré (Vice-President), Montreal, QC
- Karen Bachmann, Timmins, ON
- Manon Blanchette, Montreal, QC
- Stephen Borys, Winnipeg, MB
- Jane Fullerton, Saint John, NB
- Gerry Osmond, St. John’s, NL

Nominations Committee

Bill Greenlaw, past-president of the CMA, chaired the Nominations Committee which considered a number of names brought forward by members following an open call. The Nominations Committee has the difficult task of considering many able and willing members while balancing off regional, linguistic, gender and disciplinary considerations. We strive to put forward the best possible slate for the future of the Association as we have been entrusted to do. This year, the process required four meetings. This slate will be considered at the 2015 Annual General Meeting and has been circulated to our membership, as required by the bylaws.

The members of the 2015-2016 Nominations Committee have been:
- William (Bill) Greenlaw (CMA Past-President), Halifax, NS
- Stephen Borys (CMA Director), Winnipeg Art Gallery, Winnipeg, MB
- René Binette, Écomusée du fier monde, Montreal, QC
- Teresita McCarthy, Belle Island, NL
- Vincent Varga, Whyte Museum of the Canadian Rockies, Banff, AB
- John G. McAvity, CMA Executive Director, Ex Officio
Finances
In 2014, the CMA implemented new software to administer membership, event registrations, communications tools and the new website. This was a major investment and has been amortized over a five-year period. We received a private gift of $10,000 to help with this project. The new system software has made a significant improvement to the CMA’s operations and provides the capacity to add additional tools as we progress. This year also saw the addition of the Deaccessioning Symposium, held in November, to our programming. This symposium was a result of a motion at last year’s Annual General Meeting, asking the CMA to address the issue of deaccessioning and the current toolkit. Although this was not included in our original planning for the year, we did deliver the Symposium without incurring a deficit. We are pleased to note that the Association ended its 2014 fiscal year with a small surplus.

Compliance and Risk Management Committee
The CMA’s Compliance and Risk Management Committee encompasses the role of audit liaison. The responsibilities include participating in meetings with the auditor, both pre- and post-audit, as required, to review the CMA audit and management letter, and provide recommendations.

In addition, the Compliance and Risk Management Committee is responsible for the monitoring of the CMA’s policies and any potential risks. The CMA’s compliance with various federal and provincial requirements is also monitored.

The Compliance and Risk Management Committee continued these roles in 2014.

Membership
The CMA continues to maintain strong revenue through its dedicated and valued membership base; an indication that our members recognize the value of investing in an annual CMA membership. This year, the CMA has seen continued membership growth with 120 members joining the Association. The CMA’s total membership stands at 1,821 individual, institutional, student and non-paying members (fellows, complimentary, staff and honorary). This is a slight increase above the membership numbers reported in 2013. The CMA achieved several significant milestones to enhance the membership experience. We launched our interactive Member’s Only Portal in August, giving members access to a more efficient and user-friendly online experience. Members have the opportunity to view survey results, detailed reports and other important CMA documents on the online portal. Next year, members will have the opportunity to join open forums and discuss museum-related topics with their colleagues from across Canada. We also introduced newly designed and more durable plastic membership cards. In an effort to be more environmentally responsible and economical, we moved towards issuing paperless renewals instead of sending a paper copy in the mail.

A Helping Hand
A number of CMA staff have continued our tradition of supporting the Ottawa Food Bank. The office collected 240 lbs. of food and close to $300 over the course of the holiday food drive. We are proud to make a difference with the Ottawa Food Bank as they distribute much-needed food items during the cold winter months.

Compliance with New Federal Legislation
The Canadian Museums Association filed the Bylaws approved at the 2014 Annual General Meeting, along with our application for compliance with the New Canada Not-for-Profit Corporations Act, and we received our Certificate of Continuance under the New Canada Not-for-Profit Corporations Act in July 2014.
CMA Board 2014-2015

Nancy Noble (President), Vancouver, BC
William (Bill) Greenlaw (Past-President, 2013-2015), Halifax, NS
Janet Carding (Vice-President), Toronto, ON
Benoit Légaré (Vice-President), Montreal, QC
Karen Bachmann, Timmins, ON
Manon Blanchette, Montreal, QC
Stephan Borys, Winnipeg, MB
Jane Fullerton, Saint John, NB
Gerry Osmond, St. John’s, NL

CMA Staff
(as of December 31, 2014)

John G. McAvity, C.M., D.Litt, CAE, Executive Director
Richard Archibald, Information Services Coordinator
Laura Bek, Program Officer, Young Canada Works in Heritage Organizations
Adèle Brazeau-Feely, Administrative Officer, Bursaries and Awards
Isabelle Carrier, Program Coordinator, Young Canada Works in Heritage Organizations
Martine Chenier, Editor, Muse Magazine
Pamela Cook, Manager, Young Canada Works
Erich Doiron, Manager, Membership Development
Mafaya Dossoumon, Manager, Communications
Sarah Drumm, Program Officer, Young Canada Works in Heritage Organizations
Jessica Ellison-Doody, Interim Program Coordinator, Young Canada Works at Building Careers in Heritage
Stephanie Jacques, Program Officer, Young Canada Works in Heritage Organizations
Sue Lamothe, CAE, Director, Finance and Operations
Léanne Leclerc, Program Officer, Young Canada Works in Heritage Organizations
Vincent Varga, Whyte Museum of the Canadian Rockies, Banff, AB
Colin C. Eades, Ottawa, ON (2012)
Daniel T. Gallagher, Kelowna, BC (2011)
Thomas Hill, Ohsweken, ON (1997)
Nancy L. Hushion, Roques, France (1988)
Robin Inglis, Surrey, BC (2000)
Linda Jules, Kamloops, BC (2005)
Hélène Lamarche, Lachine, QC (2001)
Johanne Landry, Montreal, QC (2004)
Margaret S. Machell, Toronto, ON (1978)
Philippe Mailhot, Winnipeg, MB (2013)
René Rivard, Outremont, QC (2002)
Eric J. Ruff, Yarmouth, NS (2001)
Martin Segger, Victoria, BC (1999)
Candace Stevenson, Halifax, NS (2001)
Nathan Stolow, Williamsburg, VA (1978)
J. Lynne Teachter, Fonthill, ON (2013)
Jean Trudel, Montreal, QC (1995)
Philip R. Ward, Salt Spring Island, BC (1985)
Calvin J. White, Aurora, ON (2012)
William J. Withrow, Toronto, ON (1983)

CMA Board Nominations
William (Bill) Greenlaw (CMA Past-President), Halifax, NS
Stephan Borys (CMA Director), Winnipeg Art Gallery, Winnipeg, MB
René Binette, Écomusée du fier monde, Montreal, QC
Teresita McCarthy, Town of Wabana, Belle Island, NL
Vincent Varga, Whyte Museum of the Canadian Rockies, Banff, AB
John G. McAvity, CMA Executive Director, Ex Officio

CMA Legal Advisors
Glen Bloom, Senior Counsel, Intellectual Property
Osler, Hoskin & Harcourt LLP, Ottawa, ON
Arthur Drache, C.M., Q.C., Drache APTOWITZER LLP, Ottawa, ON
Shaun Mansergh, Profitek, Calgary, AB
Robert Laidler, Museums Foundation of Canada, Ottawa, ON
Sonja Tanner-Kaplash, Chair, FCMA, Vancouver, BC

CMA Compliance and Risk Management Committee
William (Bill) Greenlaw (Co-Chair), Halifax, NS
Calvin J. White (Co-Chair), FCMA, Toronto, ON
Monique Horth, Ottawa, ON
Gerry Osmond, St. John’s, NL

Insurance
Sonja Tanner-Kaplash (Chair), FCMA, Victoria, BC
Yves Dagenais, FCMA, Candiac, QC
Sue Lamothe, Canadian Museums Association, Ottawa, ON
John G. McAvity, Canadian Museums Association, Ottawa, ON
Gillian Pearson, Toronto, ON
John Ryerson, Toronto, ON

Museums Foundation of Canada — Board of Directors
Arthur Drache (Chair), Drache APTOWITZER LLP, Ottawa, ON
Sue Lamothe (Secretary, non-voting), Ottawa, ON
Joan Goldfarb, Toronto, ON
Robert Laidler, Niagara-on-the-Lake, ON
John G. McAvity, Ottawa, ON
David P. Silcox, Toronto, ON
Yosef Wosk, OBC, Vancouver, BC

2015 National Conference Planning Committee
Jennifer Forsyth, Alberta Museum Association, Edmonton, AB
Jane Fullerton, New Brunswick Museum, Saint John, NB
Naomi Grattan, National Music Centre, Calgary, AB
Victoria Henry, Canada Council Art Bank, Ottawa, ON
Robert R. Janes, Canadian Federation of Friends of Museums, Canmore, AB
Charlotte Johnsson, The Banff Centre, Banff, AB
Robert Laidler, Museums Foundation of Canada, Niagara-on-the-Lake, ON
Sue Lamothe, Canadian Museums Association, Ottawa, ON
Shaun Mansergh, Profitek, Calgary, AB
David Marskell, THEMUSEUM, Kitchener, ON
Nancy L. Hushion, UBC Museum of Anthropology, Vancouver, BC
Angela William, National Music Centre, Calgary, AB

2015 Museum Enterprises Conference
Chantal Demers, Canadian Museum of History, Gatineau, QC
George Hartlan, Friends of Riding Mountain National Park, Onanole, MB
Nancy Helmers, Art Gallery of Burlington, Burlington, ON
Robert Laidler, Museums Foundation of Canada, Niagara-on-the-Lake, ON
Sue Lamothe, Canadian Museums Association, Ottawa, ON
Salma Mawani, UBC Museum of Anthropology, Vancouver, BC
Sue-Ann Ramsden, Canadian Museums Association, Ottawa, ON
Deaccessioning Symposium
Danièle Archambault, Montreal Museum of Fine Arts, Montreal, QC
Glen Bloom, Osler, Hoskin & Harcourt LLP, Ottawa, ON
Victoria Henry, Canada Council Art Bank, Ottawa, ON
Robert Lafler, Museums Foundation of Canada, Ottawa, ON
Sue LaMothe, Canadian Museums Association, Ottawa, ON
Moira McCaffrey, Canadian Art Museum Directors Organization, Ottawa, ON
Myriam Proulx, Canadian Museum of History, Gatineau, QC
Sue-Ann Ramsden, Canadian Museums Association, Ottawa, ON

2014 RBC Museum Internship for Emerging Professionals Committee
Patricia Bovey (Secretary), FCMA, Winnipeg, MB
Eric J. Ruff, FCMA, Yarmouth, NS
Samantha Shannon, Whitehorse, YT

Muse Editorial Board
Jann LM Bailey (Chair), FCMA, Kamloops Art Gallery, Kamloops, BC
Anne Chafe, The Rooms Provincial Museum Division, St. John’s, NL
Katie Cottreau-Robins, Nova Scotia Museum, Halifax, NS
Todd Janes, Latitude 53 Contemporary Visual Culture/Artist-Run Centres and Collectives Conference, Edmonton, AB
Aude Porcedda, Musée de la civilisation, Quebec, QC
Anne Rawn, Art Gallery of Ontario, Toronto, ON

Awards Committees
CMA Awards of Outstanding Achievement
David P. Silcox (Chair), Toronto, ON
Chantal Amyot, Canadian Museum of History, Gatineau, QC
Karen Bachmann, Timmins Museum: National Exhibition Centre, Timmins, ON
Benoît Légaré, Mécénat conseil Inc., Montreal, QC
Philippe Mailhot, FCMA, Winnipeg, MB
Kevin Rice, Confederation Centre Art Gallery, Charlottetown, PE

CMA Fellows and Award of Distinguished Service
Gerry Osmond (Chair), Provincial Historic Sites, Tourism Culture and Recreation, St John’s, NL
Karen Bachmann, Timmins Museum: National Exhibition Centre, Timmins, ON
Manon Blanchette, Pointe-à-Callière, Montreal Museum of Archaeology and History, Montreal, QC
Joanne DiCosimo, FCMA, Gatineau, QC
Sharilyn J. Ingram, FCMA, Grimsby, ON
John G. McAvity, Canadian Museums Association, Ottawa, ON

ICOM Canada’s International Achievement Award
Audrey Vermette (Chair), Canadian Museums Association, Ottawa, ON
Mary Bradshaw, Yukon Arts Centre Public Art Gallery, Whitehorse, YT
Ryan Dodge, Royal Ontario Museum, Toronto, ON
Viviane Gosselin, Museum of Vancouver, Vancouver, BC
Elka Weinstein, Ministry of Tourism, Culture and Sport, Government of Ontario, Toronto, ON

Museum Volunteer Award
Marilyn Job, Ottawa, ON
Richard Lindo, Ottawa, ON
Sylvie Morel, Oxford Mills, ON
Dennis Moulding, Navan, ON
Marie Sénécal-Tremblay, Montreal, QC

Governor General’s History Award for Excellence in Museums: History Alive!
Lon Dubinsky, Concordia University, Montreal, QC
Jean Friesen, University of Manitoba, Winnipeg, MB
Andrée Gendreau, St-Antoine-de-Tilly, QC
Lorne F. Hammond, Royal BC Museum, Victoria, BC
Dean F. Oliver, Canadian Museum of History, Gatineau, QC

Young Canada Works at Building Careers in Heritage Peer Review Committee 2014-2015
Michel Chef, Ottawa, ON
Emmanuel Doucet, Cumberland Heritage Village Museum, Cumberland, ON
Fiona Wright, Carleton University Art Gallery, Ottawa, ON

Young Canada Works in Heritage Organizations Peer Review Committee 2014-2015
Katie Balmer, Diefenbunker: Canada’s Cold War Museum, Carp, ON
Christian Bazinet, Le Moulin à laine d’Ulverton, Ulverton, QC
Kimberly Bretsky, The Bateman Foundation, Victoria, BC
Megan Bocking, The Bytown Museum, Ottawa, ON
Alain Bourbonnais, Moulin seigneurial de Pointe-du-Lac, Trois-Rivières, QC
Marianne Breton, Centre d’exposition l’Imagier, Aylmer, QC
Ian Brumell, Cloyne and District Historical Society, Cloyne, ON
Madeleine Callaghan, Scarborough Museum, Toronto, ON
Olinda Casimiro, The Robert McLaughlin Gallery, Oshawa, ON
Jean-Pierre Chénard, Centre de valorisation du patrimoine vivant, Quebec, QC
Margaret Chrumka, Kamloops Art Gallery, Kamloops, BC
Derek Cooke, Kwanlin Dun Cultural Centre, Whitehorse, YT
Myriam Coulombe, Musée du Fjord, QC
Rebekah Crocker, Norwich and District Museum, Norwich, ON
Peter Crowell, Argyle Township Court House & Archives, Argyle, NS
Teresa Ann DeMong, The Right Honourable John G. Diefenbaker Centre, Saskatoon, SK
Marie Claude Dicaire, Muséeoparc Vanier Museopark, Ottawa, ON
Ryan Dodge, Royal Ontario Museum, Toronto, ON
Dena Doroszenko, Ontario Heritage Trust, Toronto, ON
Megan Efton, Argyle Township Court House & Archives, Argyle, NS
Mary Fulleman, Lunenburg County Historical Society, LaHave, NS
Laura Gibbs, Ottawa Museum Network, Ottawa, ON
Kathy Giber, Dr. Sun Yat-Sen Classical Chinese Garden, Vancouver, BC
Ranjit Gill, Central British Columbia Railway and Forestry Museum, Prince George, BC
Mindy Gill, Owen Sound Museums, Owen Sound, ON
Rebecca Gimmie, Justina M. Barnicke Gallery, Toronto, ON
Laura Gloor, Peace River Museum, Archives and Mackenzie Centre, Peace River, AB
Sarah Goulding, The Chocolate Museum, Saint Stephen, NB
Gary Hall, Toronto Photographers Workshop/Gallery TPW, Toronto, ON
Tammy Hardwick, Creston and District Historical and Museum Society, Creston, BC
Hugh Henry, Swift Current, SK
Joelle Hodgins, Miles Canyon Historic Railway Society, Whitehorse, YT
Jennifer Hoeges, Humboldt and District Museum and Gallery, Humboldt, SK
William Huffman, Inuit Art Foundation, Toronto, ON
Andrea Izzo, Ontario Historical Society, North York, ON
Todd Janes, Latitude 53 Contemporary Visual Culture/Artist-Run Centres and Collectives Conference, Edmonton, AB
Lorraine Johnston-MacKay, Hinton Historical Society, Hinton, AB
Sharain Jones, Sam Waller Museum, The Pas, MB
Gerney Kelly, Owens Art Gallery, Sackville, NB
Paula Kenny, PEI Museum and Heritage Foundation (Eptek Art & Culture Centre), Charlottetown, PE
Joe Kirwan, Melville Heritage Museum Inc., Melville, SK
Carrie Kitzy, Norfolk Arts Centre, Simcoe, ON
Evelyne Lafamme, Fondation François-Lamy, Quebec, QC
Rosalie Lammle, Kneehill Historical Society, Three Hills, AB
Melissa Lansig, City of Ottawa - Shared Museum Resources, Ottawa, ON
Krystal Leason, Huble Homestead, Prince George, BC
Denise Lupien, Regroupement culturel des vieilles ardoises, Richmond, QC
Amy Mackie, Brockville Museum, Brockville, ON
Anne Madden, Memorial University of Newfoundland Botanical Garden, St. John’s, NL
Nicole Madigan, Pemberton and District Museum and Archives Society, Pemberton, BC
Cathy Masterson, City of Windsor, Windsor, ON
Karen Matheson, Science East, Fredericton, NB
Chris Mathieson, Grist Mill and Gardens at Keremeos, Keremeos, BC
Ann McIntyre, Petawawa Heritage Society, Petawawa, ON
Barb McIntyre, Quaco Historical & Library Society, St. Martins, NB
Ryan Mercredi, Prince of Wales Northern Heritage Centre, Yellowknife, NT
Amy Meserveau, Ottawa Art Gallery, Ottawa, ON
Jim Miller, Trinity Historical Society, Trinity, NL
Dawn Miskelly, Elgin County Railway Museum, St. Thomas, ON
Heather Montgomery, Diefenbunker: Canada’s Cold War Museum, Carp, ON
Karen Naumiuk, Virden Pioneer Home Museum, Virden, MB
Patricia Neal, Textile Museum of Canada, Toronto, ON
Nicole Neufeld, Kitchener-Waterloo Art Gallery, Kitchener, ON
Thérèse Ng Wai, Canadian Heritage of Quebec, Montreal, QC
Karín Noble, Grey Roots Museum & Archives, Owen Sound, ON
Sharon Oldaker, White Rock Museum & Archives, White Rock, BC
Lana Panko, City of Surrey, Heritage Services, Surrey, BC
Melanie Parker, Watson’s Mill, Ottawa, ON
Ann Ramsden, Arts and Heritage Foundation - Musée Héritage Museum, St. Albert, AB
Robert Reader, Canada’s Aviation Hall of Fame Alberta Division, Wetsaskiw, AB
Manon Regimbald, Centre d’exposition de Val-David, Val-David, QC
Pierre Roy, Musée international d’art naïf de Magog, Magog, QC
Michael Schwartz, Jewish Museum & Archives of British Columbia, Vancouver, BC
Karine Seidman, Montreal Holocaust Memorial Centre, Montreal, QC
Simonne Seon-Milette, Ontario Heritage Trust, Toronto, ON
Anne Shropshire, Railway Museum of Eastern Ontario, Smiths Falls, ON
Cheryl Siegel, Vancouver Art Gallery, Vancouver, BC
Kathleen Simpson, Ottawa Art Gallery, Ottawa, ON
Marie Stang, Kimberley District Heritage Society, Kimberley, BC
Jean-Luc Tremblay, Site historique et archéologique de Pabos, Pabos Mills, QC
Eileen Trott, Daly House Museum - Brandon Museum Inc., Brandon, MB
Anne Unyi, Edinburgh Square Heritage and Cultural Centre, Caledonia, ON
Karen VandenBrink, City of Waterloo Museum, Waterloo, ON
Ian Warwick, Sunnybrook Farm Museum, Red Deer, AB
Elka Weinstein, Ministry of Tourism, Culture and Sport, Toronto, ON
Margaret Weller, Whyte Museum of the Canadian Rockies, Banff, AB
Rhona Wenger, Grimsby Public Art Gallery, Grimsby, ON
Jim Wiens, Mackenzie and District Museum Society, Mackenzie, BC
CMA Corporate Members

3DS
Acmé Décors
Alberta Culture Historic Sites
Aldrich-Pears Associates Ltd.
Armstrong Fine Art Services
BaAM Productions
Carr McLean Limited
CHIN / RCIP
Doris McCarthy Gallery
Ecclesiastical Insurance Office plc.
Forrec Ltd.
Hamilton Scenic Specialty Inc.
HR MacMillan Space Centre
IMDS Canada Inc.
J.C. Williams Group
KE Software Inc.
Kubik
Lord Cultural Resources Planning & Management Inc.
Maelstrom créatif
Marsh Canada Limited
NGX Interactive
Pacific Art Services Ltd.
Parks Canada - ERVE
Presentation House Gallery
Reich+Petch Design International
Research Casting International
Roto
Simbioz
The Ventin Group (Toronto) Ltd.
The Toronto International Film Festival
Total Transportation Solutions Inc.
Tru Vue
Westwind Design Ltd.
XL Insurance Company Limited
Magna Carta Canada
The Granite Club
Port Metro Vancouver

The CMA Honour Roll

The CMA thanks all our supporters and donors for their generous contributions:

Individuals
Sal Badali
René Binette, FCMA
Janet Carding
Kirsten Clausen
Yves Dagenais, FCMA
Nancy Dillow, FCMA
Arthur Drache, C.M.
James Felter
Morris Flewwelling, C.M., FCMA
Robert Frame
Joan Goldfarb
Eve Hampson
Marie Kishchuk
Carol Mayer
John G. McAvity, C.M.
Robert Perry
J.P. Rafferty
Sue-Ann Ramsden
Eric J. Ruff, FCMA
Jocelyn Shaw
Liliane Stewart
Tory Tronrud
Jon Tupper
Nicole Vallières
Ki Wong
Yosef Wosk, OBC

Corporate/Organizations

Armstrong Fine Art Services Ltd.
Art Dealers Association of Canada
Art Gallery of Ontario
Athabasca University
Blue Rhino Design Inc.
Canadian Conservation Institute
Canadian Friends of the Hermitage
Canadian Museum for Human Rights
Canadian Museum of History
Canadian Museum of Nature
Carr McLean
Cultural Resource Management Programs
Currency Museum of the Bank of Canada
Denbigh Fine Art Services
Dorffman Museum Figures Inc.
Dundurn Press
Ecclesiastical Insurance Office plc.
Eos Lightmedia
Friesens Corporation
Gallery Systems
Gaylord Bros
Haley Sharpe Design
Heffel
Hunter Expositions/MBA Design
Idééclic
IDMS
Interpretour Inc.
KE Software
Know History
Litelab Corp.
Little Rays Reptile Zoo Inc.
Lord Cultural Resources
Marsh Canada Limited
Marty Coulas Insurance Agency
McMichael Canadian Art Collection
MINISIS Inc.
Musées de la civilisation
Ontario Museum Association
Oslor, Hoskin & Harcourt LLP
PACART
Rediscovery Software Inc.
Retirement Planning Institute
Royal Ontario Museum
Simbioz
Taylor & Francis Group
Tonwelt Professional Media
Total Transportation Solutions Inc.
Tru Vue
U.S. Art Company Inc.
Xenophile Media
XL Insurance Company Limited
Zone Display Cases
### Summary of financial operations for the year ending December 31, 2014

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustaining support/Bursary contribution</td>
<td>$335,227</td>
<td>$374,070</td>
</tr>
<tr>
<td>Young Canada Work — Heritage</td>
<td>5,674,646</td>
<td>5,553,000</td>
</tr>
<tr>
<td>Young Canada Works — Careers</td>
<td>123,714</td>
<td>142,779</td>
</tr>
<tr>
<td>Young Canada Works — Administration / Student *</td>
<td>673,829</td>
<td>483,357</td>
</tr>
<tr>
<td>Canada Summer Jobs</td>
<td>2,983</td>
<td>—</td>
</tr>
<tr>
<td>Membership dues</td>
<td>326,035</td>
<td>336,876</td>
</tr>
<tr>
<td>Earned revenue</td>
<td>751,134</td>
<td>591,362</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$7,887,568</strong></td>
<td><strong>$7,481,444</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications</td>
<td>324,547</td>
<td>326,454</td>
</tr>
<tr>
<td>Govt. relations and public policy</td>
<td>4,463</td>
<td>7,620</td>
</tr>
<tr>
<td>Membership services and administration</td>
<td>573,867</td>
<td>623,717</td>
</tr>
<tr>
<td>Conferences</td>
<td>373,428</td>
<td>237,378</td>
</tr>
<tr>
<td>Museum shops initiatives</td>
<td>69,515</td>
<td>47,456</td>
</tr>
<tr>
<td>Young Canada Work — Heritage</td>
<td>5,674,646</td>
<td>5,553,000</td>
</tr>
<tr>
<td>Young Canada Works — Careers</td>
<td>123,714</td>
<td>142,779</td>
</tr>
<tr>
<td>Young Canada Works — Administration / Student *</td>
<td>673,829</td>
<td>483,357</td>
</tr>
<tr>
<td>Canada Summer Jobs</td>
<td>2,983</td>
<td>—</td>
</tr>
<tr>
<td>Bursary Program</td>
<td>63,366</td>
<td>63,678</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$7,884,358</strong></td>
<td><strong>$7,485,439</strong></td>
</tr>
</tbody>
</table>

Excess of <expenses over revenue> revenue over expenses
Balance of fund, beginning of year $103,345 $107,340
Balance of fund, end of year $106,555 $103,345

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

Copies of the complete audited statement are available upon request.