



CANADIAN
MUSEUMS
ASSOCIATION

MOVING FORWARD

2020
ANNUAL REPORT





MOVING FORWARD 2020 ANNUAL REPORT

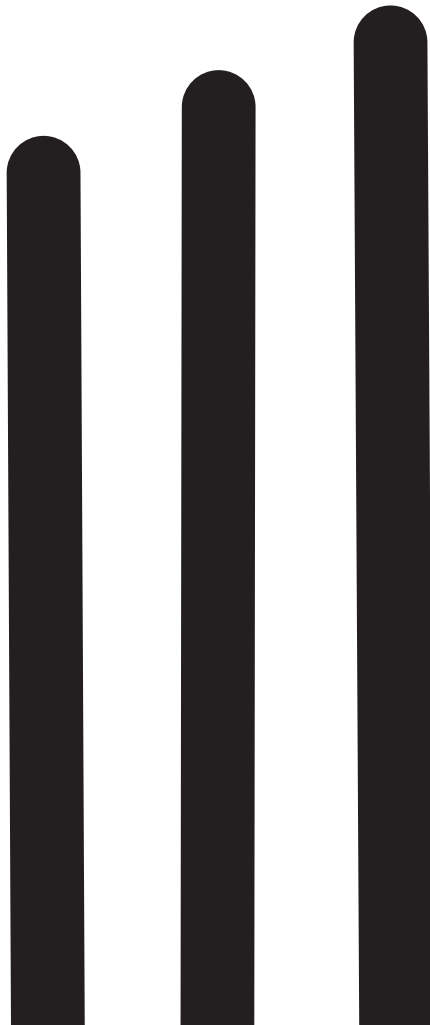


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CMA at a Glance

The Canadian Museum Association (CMA) is the voice for Canada’s vibrant museum community — from small, volunteer-driven organizations to cherished national institutions — and for the millions of Canadians whose lives are enriched by museums.

We advocate for public policies and support, we build skills across the profession, and we establish and inspire connections to strengthen and sustain museums.

OUR VISION

Stronger museums. Engaged citizens. A better Canada.

OUR MISSION

We champion, support, connect and elevate the museum sector.

OUR VALUES

- Collaboration & community
- Boldness & courage
- Accountability & professionalism
- Diversity, inclusiveness & social responsibility
- Excellence & creativity





Year in Review





Year in Review

HELPED SECURE



\$53
MILLION

in emergency funding for **museums and heritage organizations** to weather the pandemic and effectively advocated for

INCREASED ACCESS

for small museums with lower operating budgets, **bringing the minimum threshold down to \$2,000 annually**

DELIVERED



\$9.8
MILLION

to **museums and heritage organizations** to support their capacity through Young Canada Works

CREATED



a new **STRATEGIC PLAN**

following significant **member engagement**

ESTABLISHED



MULTI-YEAR CONTRACT

for **Young Canada Works program**

RECONCILIATION PROGRAM



CONDUCTED A NATIONAL SURVEY

of museums with Indigenous collections and **reset the outreach plan and conducted online consultations**

EXTENSIVE CONSULTATIONS



THROUGH ROUNDTABLES AND MEETINGS,

both with **Minister Guilbeault** and **the arts and heritage community**



Year in Review

UPDATED



OUR BYLAWS

to increase
Board size to ensure
greater diversity and
representation

CELEBRATED



CMA AWARD WINNERS

through **unique
print and digital
content**, including
seven feature videos
filmed at the McMichael
Canadian Art Collection

IMPLEMENTED



TECHNOLOGICAL SOLUTIONS

for greater efficiency

RECEIVED AND RESPONDED



to 22
media requests

SIMPLIFIED



MEMBERSHIP CATEGORIES

making it easier for
people to understand
membership and join
the CMA

OVERHAULED

JOBS IN HERITAGE BOARD

with new features
designed **to suit the
specific needs of
Canada's arts and
culture sector**



Year in Review

RELEASED

Value Study of GLAMs in Canada




CREATED TOOLKIT

to help **professionals and institutions** make best use of the findings and amplify the results with **stakeholders**


IMPROVED

THE ONLINE VERSION OF MUSE MAGAZINE AND ITS CONTENT QUALITY



HOSTED

THREE VIRTUAL EVENTS



that **brought museum professionals together** to **learn and explore**



Letter from the President

On behalf of the Board of Directors of the Canadian Museums Association (CMA), I am pleased to introduce the *2020 Annual Report*.

COVID-19 changed everything overnight for our members, their staffs and communities. Although 2020 will be remembered as a year of great upheaval, it was also a humbling year of learning, supporting each other and working together with hope for a stronger future.

The pandemic illustrated the vulnerability of our sector and its institutions. Museums had to shut down, reduce services and layoff talented and committed staff. Some collections have been impacted irreparably. It also showed our community at its best. Museums answered the call, staying focused on the health and safety of their staff and visitors while initiating educational opportunities for educators and children. Every province and territory experienced a proliferation of community-led museum- support initiatives.

The pandemic has also demonstrated the need to rebuild resiliency and given us a glimpse of the future. Last spring, at our virtual CMA conference, I highlighted the goals that I believe must drive the museum community forward: greater solidarity, greater connectedness and greater social responsibility.

We know that museums are among the most trusted institutions. We help communities unite — as well as celebrate differences — to understand the past for a better future. We stimulate the economy and innovation in incredible ways. Canada’s museums must remember the importance of being heard on the international stage, share our collections and knowledge and adapt to the global context in which we operate. The pandemic has shown our ability to collaborate across borders in new ways, and we should build on this as a way forward.

Museums and the world they illuminate are changing. We must keep pace with change to remain relevant and accessible and to help address the great challenges that lie before us. We must also aspire to global leadership by building on our professional knowledge and practice by preparing the next generation of museum leaders. Only our imaginations limit the scope of initiatives that we can bring to Canada and the world. The CMA has been advocating for a renewed national museum strategy to tap our unlimited potential. Ours is a sector that does not simply emphasize nationhood, identity and tradition. We also support communities and learning, advance Indigenous values and knowledge and promote social cohesion, science and climate change understanding.

As my tenure comes to an end, I want to signal my deep appreciation to the CMA, its staff, our members and my colleagues on the Board of Directors for their courage, support and determination throughout 2020 and for their many stellar contributions as described in this annual report.



**Professor Jack Lohman CBE,
President of the Board of the CMA**



Letter from the Executive Director and CEO

Canada's museum community will mark 2020 for years to come. Together we confronted the challenges of a once-in-a-century pandemic, while setting out on an ambitious journey to a place where a reimagined, more vibrant museum sector engages citizens and helps drive a modern, inclusive Canada.

The COVID-19 pandemic demonstrated our community's need for greater resilience by laying bare many organizations' funding gaps and precarious financial foundations. International studies suggest at least one-eighth of museums may close permanently, with many more experiencing long-term impacts.

Museums laid off staff. Many closed and could not reopen. Decreased visitors, reduced tourism, less fundraising, fewer events and the implementation of costly health and safety measures represent a new normal.

Despite all this, museums have shown an incredible dedication to serving their communities, and the pandemic brought us together in new ways. Parents, educators and children were engaged online and in outside settings. Some museums lack the capacity or the resources to deliver these online programs, but the pandemic has accelerated our collective awareness of the limitless technological possibilities to enhance the visitor experience.

As the world changed, the CMA had to advance and kept its focus on developing and executing its new strategic plan and embracing new ways of doing business. We increased our advocacy and digital efforts, modernized our work and offerings, broadened our collaborations and focused on strengthening membership services—all in an effort to deliver superior value to our members. A broad array of voices shared their views with the CMA on how we can strengthen the museum community. Our collective efforts resulted in the CMA's multi-year, evergreen strategic plan, including an updated

vision, mission and mandate. This annual report is structured to reflect our progress toward the strategic plan's three goals:

- Bring people and organizations together in support of the field and society at-large
- Effectively support and further broaden the CMA's membership
- Revitalize and strengthen the CMA's internal capacity

Thanks to the Museum Assistance program, we were able to deliver and enhance important resources to our community including *Muse* magazine, daily press clippings, a bi-weekly newsletter, new web tools and resources, bursaries and other professional development support and opportunities. Through the Young Canada Works program, which we deliver on behalf of the Government of Canada, we created thousands of jobs in heritage and offered millions of dollars to institutions to bolster their capacity.

The CMA's advocacy for an update to Canada's 30-year-old national museum policy is directly connected to our strategic goals. The CMA has been clear that Canada's 2,700 museums need a national museum policy that truly reflects contemporary Canada.

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**Strong museums
contribute greatly
to society and make
economic sense.**

A refreshed national museum policy will preserve and maximize our collections to tell Canada's story, inclusive of its many cultures. It will allow for further digitization of collections to empower greater collaboration and sharing of Canada's cultural heritage. A good policy needs appropriate financial backing. The CMA has been pressing the Government of Canada to address our sector's urgent needs by increasing its investment in museums to at least \$60 million annually. This funding is more crucial than ever before.

An effective national museum policy will focus on protecting, celebrating and advancing Canada's cultural heritage; ensure the financial sustainability of the sector; and help museums as they contribute to and advance important issues such as environmental sustainability and social cohesion. The CMA has been working with its Reconciliation Council and other stakeholders to develop recommendations and create a toolkit to help museums address reconciliation, another critical issue that will be reflected in a modernized museum policy.

As we pivot to a post-COVID world, our museums will help power economic recovery by spurring travel and tourism. Indeed, a recent *Value Study of GLAMs in Canada* found that 96% of respondents surveyed said that museums contribute to our overall quality of life in Canada. The study shows that museums provide over \$4 billion a year in economic, educational and social benefits to Canada. For every dollar invested in museums, Canadian society reaps \$4 in benefits. Strong museums contribute greatly to society and make economic sense.

We want to thank our members for your ongoing support, particularly during such a challenging time. The CMA is proud to represent you, and we look forward to working together on advancing our important goals for the benefit of the museum sector, the profession and Canadian society at-large.



**Vanda Vitali, PhD, Executive Director and
CEO of the CMA**



**Progress
on Our
Strategic
Goals**





Progress on Our Strategic Goals

Goal 1:

Bring people and organizations together in support of the field and society at-large

The CMA serves as a key node in a network of organizations to advance issues of common concern and national importance, such as a national museum policy and Reconciliation.

Passionately advocating for museums in tough times

At the CMA, we do everything we can to keep museums' issues top of mind with the federal government. This entails writing letters, briefs, statements and submissions; meeting with key officials — specifically building a strong relationship with the Minister of Canadian Heritage — and getting our messages out through traditional and social media.

In March 2020, as COVID-19 closures threatened institutions dependent on visitors for revenue, the CMA sprang into action. We issued a public letter to the government calling for a dedicated relief fund for museums forced to close and appealed for new funding to support smaller museums with digital activities. We also highlighted the risks that closures present to artifacts and collections, from lack of security to harmful environmental conditions. The government responded with an emergency fund of \$500 million dedicated to culture, heritage and sport — \$53 million of which went to museums and heritage organizations. We worked with the government to ensure the greatest possible access to this funding for museums of all sizes, and we used all available channels to help get the word out. While this funding was greatly appreciated, much more is needed to keep our sector afloat, and we have continued to press for relief and pandemic recovery support for museums.

HELPED SECURE



\$53
MILLION

in emergency funding for **museums and heritage organizations** to weather the pandemic and effectively advocated for

INCREASED ACCESS for small museums with lower operating budgets, **bringing the minimum threshold down to \$2,000 annually**

Funding has always been a struggle for the museum sector, and the pandemic further underscored the need for an updated national museum policy that would in part ensure more adequate and stable funding. The CMA has been consistent in our calls for renewal of the policy, additional pandemic relief, more federal funding to museums and greater recognition of the tremendous economic and social benefits of museums. Speaking with government and the media, we made the case that museums would be in a better position to survive the pandemic with a more modern policy and adequate funding levels. Although a proposed review of the policy took a backseat to the pandemic, we were assured by the Minister of Canadian Heritage that it remains a priority for the government. The CMA has emphasized that an updated policy should in fact be accelerated, since it is vital to recovery and establishing museums' long-term resilience.



WHY A NATIONAL MUSEUM POLICY?

The CMA has been urging the government to recommit to updating Canada's 30-plus-year-old national museum policy. The current policy is woefully out of date and simply does not reflect a modern Canada — nor the museum sector.

A national museum policy sets out a strategic vision for all types of museums as social institutions and provides direction to increase impact and sustainability of the sector. A strong, refreshed policy would:

- Help preserve and maximize the content of collections to tell the story of Canada, inclusive of its many cultures
- Allow for more innovation with the further digitization of collections to empower greater collaboration and sharing of Canada's cultural heritage
- Ensure a sustainable, inclusive future by addressing key societal issues including environmental sustainability and climate change, truth and reconciliation and social cohesion
- Enhance public participation as museums help educate all Canadians, including young people and families, while also encouraging a culture of innovation through research and collaboration
- Help guide the workforce toward the development and implementation of best practices and a new framework for museum training
- Help ensure the financial viability of the sector and increase its resiliency to meet future challenges, expected and unexpected
- Position the museum sector for success by directly aligning our work with the priorities, challenges and opportunities of the Canadian society as put forth in government policies and initiatives

Renewing the national museum policy was in the 2019 mandate letter for the Minister of Canadian Heritage, but it has yet to be advanced. The CMA continues to apply pressure.



Timeline of key engagements

MARCH

- Wrote to three federal ministers requesting a dedicated museum relief fund to support lost revenues and an emergency development fund for museum digital activities.
- Had a constructive call with the Honourable Steven Guilbeault, Minister of Canadian Heritage, who expressed his grave concern for the museum sector and said that his department would show greater flexibility regarding funded activities for museums across the country.

APRIL

- Hosted the online conference Museums Together in which organizations shared common concerns and challenges and explored what can be done by working together. Minister Guilbeault delivered remarks.
- Issued a joint open letter to Minister Guilbeault requesting the government's increased attention in three key areas: immediate financial relief, an investment in digitization and considerations for the sector in a post-COVID-19 world.

JULY

- Met with the Honourable Steven Blaney, MP, Vice-Chair of the House of Commons Standing Committee on Canadian Heritage (until August 18, 2020). Mr. Blaney was very supportive of our asks and subsequently reached out to Minister Guilbeault, highlighting the contributions museums make and asking the Minister to move quickly on the work to review the national museum policy.
- Pressed for the need for supplemental funding for Young Canada Works by reaching out to Employment and Social Development Canada.



AUGUST

- Submitted a brief to the House of Commons Standing Committee on Finance in response to its annual consultation in preparation of the next federal budget. While there was a long list of potential recommendations, we chose to focus on three: Extend and increase emergency support to museums, continue to prioritize an investment of resources toward the review of the national museum policy and increase funding to Canada's museums to at least \$60 million annually.

SEPTEMBER

- Participated in a roundtable discussion with Minister Guilbeault and Parliamentary Secretary Julie Dabrusin, MP, where we dug into challenges and ideas set forth by the broader arts and heritage community.
- Prepared a complementary proposal to the government that aligned with the submission to the Finance Committee.

DECEMBER

- Provided a written brief to the House of Commons Standing Committee on Canadian Heritage for the *Study on the Challenges to Art, Culture Heritage and Sport Sectors caused by COVID-19*.



Communicating the value of museums

Closely related to our advocacy efforts and persuading government investment is the ongoing task of promoting the positive societal and economic roles of museums. For International Museum Week in May, the CMA unveiled the findings of a study completed in 2019 that investigated the economic benefits and social advantages gained from non-profit galleries, libraries, archives and museums (GLAMs). Based on hard data, the findings added notable heft to our key messages with government and media. In December, we created a new toolkit to help members of the GLAM community use the findings in their own advocacy efforts and further increase awareness about the tremendous contributions of the sector. We were pleased to see this toolkit gain excellent traction, with elements being used and shared, especially on social media.

The CMA also promoted the value of museums and work of our members through *Museums at Home*, a round-up of digital offerings from Canada's museums. This list helps parents, educators and others find and enjoy museum resources while practising social distancing. *Museums at Home* continues to evolve on our website and has been mentioned in multiple media articles.

The CMA recorded its highest volume of media requests in 2020, largely spurred by the pandemic. CMA spokespeople did interviews with the *Globe and Mail*, *Toronto Star*, *CBC Radio* and *The National*, to name a few, resulting in top-tier media coverage that amplified important advocacy messages including the GLAM study findings. On social media, we saw our audience grow by 33% year over year and engagement by 52%. LinkedIn is our fastest growing channel, while Twitter is the largest.

Collaborating and partnering with a wider network

The CMA is committed to working closely with stakeholders to foster a strong network of collaboration and communication between interconnected organizations, both nationally and internationally. We value these partnerships and recognize them as essential to meeting common objectives.

In 2020, we continued to gather regularly with our provincial and territorial counterparts and to create a forum whereby the government could provide updates and briefings and gather key information about museum issues across Canada.



**FOSTER A STRONG NETWORK
OF COLLABORATION
AND COMMUNICATION
BETWEEN INTERCONNECTED
ORGANIZATIONS,
BOTH **NATIONALLY**
AND **INTERNATIONALLY****

We initiated and nurtured relationships with cultural and heritage-focused organizations to support and further communicate the impact of the museum field. For instance, we broadened our circle nationally with the Canadian Conservation Institute, the Canadian Association of Science Centres, the Alliance of Natural History Museums, the National Trust and the Canadian Association of Zoos and Aquariums, in addition to various academic institutions. Internationally, we represented Canadian museums interests with UNESCO, the International Museum Institute and the Louvre.

Delivering on our commitment to Reconciliation

The CMA's [Reconciliation Program](#) is working to develop a report with recommendations and an accompanying toolkit for the museum sector that specifically respond to the Truth and Reconciliation's Call to Action #67. The report and recommendations will highlight requirements needed to advance the reconciliation process and the toolkit will offer a roadmap, with tangible tools for reconciliation work. Both components have the goal of improving and strengthening relationships between Indigenous people and museum communities.

One aspect of the program is partnering with academia to expand the literature on museums and reconciliation work. In 2020, University of Toronto students completed a general scan of the many resources, including websites, blogs, and



publications, in this space. Reconciliation Council member and law professor Catherine Bell and students from University of Alberta completed an in-depth legal literature review. We are grateful for their contributions and look forward to making these resources available to museum professionals.

The outreach and engagement phase of the program was set to begin early in 2020, but the pandemic caused delays and forced us to establish a new outreach plan. In collaboration with our Reconciliation Council, we developed a nimble and multi-pronged plan that leverages technology to enable stakeholder participation. The goal is to engage with Indigenous cultural heritage experts, including elders, knowledge keepers, curators and educators, across all five regions of Canada and listen to how they think museums can answer the call to reconciliation. The outcomes and teachings from these listening circles will help determine what types of materials and tools museums need to support reconciliation work.

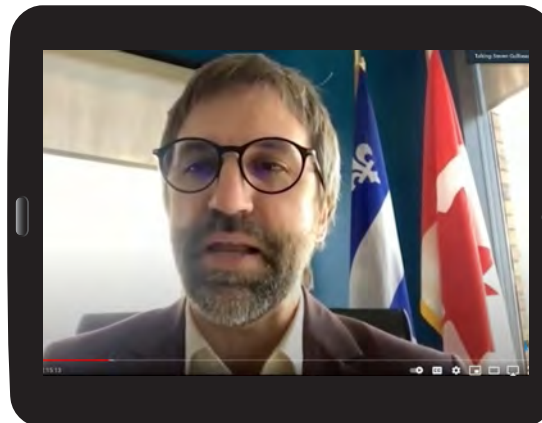
We will also co-host roundtables with museums and their Indigenous partners actively involved in reconciliation work. Here we will examine the variety of ways museums are addressing reconciliation and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), what aspects of their efforts are successful and why, where the challenges lie and what kind of support is needed to further the work that museums are doing.

This year (2021) is a major one for the program as we forge ahead with consultations and gather insights to help shape and generate content that will in turn support the development of the report and toolkit, set to launch in late 2021. Thank you to the institutions and individuals who are supporting our work. Collaborations and partnerships are key to the program's success, and we are indebted to the many partners joining us on this journey.

Strengthening the museum workforce today and tomorrow

One of our objectives at the CMA is to strengthen the museum workforce today and for the future. We do this in a few ways: hosting conferences and events, promoting our awards and bursaries programs and delivering the Young Canada Works (YCW) program.

GOING VIRTUAL



The Honourable Steven Guilbeault, Minister of Canadian Heritage, participates in our first-ever virtual conference, Museums Together.

Going virtual with conferences and events

We worked hard in 2020 to continue providing meaningful development and learning opportunities for museum professionals at all stages of their careers. In April we organized our first-ever virtual conference, *Museums Together*, with provincial and territorial Museums Associations and other partner organizations. The program included a Canada-wide roundtable with Minister Guilbeault; a heritage panel with the National Trust of Canada, the Alliance of Natural History Museums of Canada, the Canadian Association of Science Centres, Canada's Accredited Zoos and Aquariums, the Toronto Zoo and The Exploration Place; and finally, CMA's Annual General Meeting (AGM). The conference was broadcast live at no charge and later posted to YouTube, for a combined reach of nearly 2,000 people at the time of reporting. This is significantly higher than our usual in-person attendance.



As part of our growing effort to listen to different voices, bring people together, engage younger generations and evolve how we communicate, the CMA convened and broadcast an online roundtable with emerging museum professionals to discuss the sector's future. Participants representing youth interests from across the country discussed everything from skills and training to digital content.

Then in December, we hosted a third successful virtual event called *Foundation and Future*. The focus was on governance best practices, an issue many members — especially small museums — have expressed interest in. Within this event we also held a Special General Meeting (SGM) to vote on new bylaws.

Looking ahead to future conferences, we modernized our Call for Proposals process so people can now fill out a simple survey rather than sending a PDF, and we worked on an exciting and highly relevant program the 2021 National Conference, also being held virtually.

Celebrating outstanding contributions to the field

The CMA Awards celebrate and encourage excellence in the Canadian museum sector. Because we were not able to fete the winners at a gala as we normally do, we found interesting, alternative ways to recognize them. After formally announcing the winners in July, we created a dedicated landing page on our website with dynamic videos and articles that described the “why” behind the winning achievements. We also designed a special insert in *Muse* and toasted the recipients at our *Foundation and Future* event. Congratulations again to our 2020 winners!

To ensure our awards program remains current, relevant and accessible, we announced some updates in October, either adding, modifying or retiring certain categories. For example, there are new categories for social impact, stewardship of collections and audience outreach.

Making bursary programs flexible

Unfortunately, there was minimal uptake of bursary programs in 2020 due to COVID-19. One positive step, however, was that we negotiated with the Department of Canadian Heritage to reduce some of the initial restrictions that were preventing

people from using the bursaries for online conferences and events. Now that there is greater flexibility in how the bursaries can be applied, we hope to see more people take advantage of them in 2021.

MUSEUMS.CA

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CANADIAN MUSEUMS ASSOCIATION

ABOUT THE CMA | MEMBERSHIP AND BENEFITS | CONFERENCES AND EVENTS | BURSARIES AND AWARDS | REPORTS AND PUBLICATIONS

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CMA Awards 2020
Prix de l'AMC

Celebrating excellence in Canada's museum sector | Fête des réalisations et des contributions remarquables des professionnels du secteur muséologique canadien

We're thrilled to have an awards program that recognizes the remarkable achievements and tremendous work of museum professionals across the country. Museums are such an integral part of their communities and these awards are a celebration of the important, yet often unnoticed, work of museums in Canada. [Read more...](#)

Outstanding Achievements
The Awards of Outstanding Achievement recognize exceptional museum projects in different categories including:
• Education
• Exhibitions
• Marketing
• New Media
• Research

Distinguished Service
This recognizes significant contributions by individuals to the Canadian museum sector throughout the course of their careers.

Excellence in Philanthropy
This award recognizes the outstanding and innovative contributions a donor has proposed or funded to one or more Canadian museums.

Barbara A. Tyler Award in Museum Leadership
This award recognizes excellence in museum leadership within the Canadian museum community.

Dr. Shirley L. Thomson Young Curators Award
This award provides internships for young graduates that enhance learning experiences for curatorial careers in the visual arts.

Museum Volunteer Award
Presented in partnership with the Canadian Federation of Friends of Museums.

Thank you
Our sincerest thanks to the McMichael Canadian Art Collection for allowing us to film at their museum for our special awards videos.

ICOM Canada's International Achievement Award
Presented in partnership with ICOM Canada.

McMichael

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The CMA acknowledges that its Secretariat is located on the traditional territory of the Algonquin Anishnaabeg People. We extend our appreciation for the opportunity to live and learn on this territory in mutual respect and gratitude.

The CMA also acknowledges that as a national association, its work relates to other First Nations, Inuit, Métis and urban Indigenous people. We are committed to demonstrate respect for these groups and promote the importance of their cultural contributions through history and today.



Delivering — and refreshing — Young Canada Works in a challenging year

A core function of the CMA is carrying out the Young Canada Works (YCW) program on behalf of the Department of Canadian Heritage, in support of Canada’s museums and emerging museum professionals. YCW provides funding to employers to create jobs for students and internships for graduates, all while bolstering the capacity of museums and heritage institutions. This past year was difficult for YCW employers and young people. Due to museum closures, employers had to rethink their funded projects (pivoting to remote work) and some had to cancel their positions.

The 2020–2021 program cycle saw the CMA fund over 950 short-term positions for students at 673 organizations through the Young Canada Works in Heritage Organizations (YCWHO) stream. This represents a commitment of approximately \$6.1 million. The CMA also funded more than 280 graduate internships at 217 organizations through the Young Canada Works at Building Careers in Heritage (YCW BCH) component. This represents a commitment of over \$3.7 million. Many of these positions were made possible due to a supplemental infusion of funding. We received approximately \$1.1 million in COVID-19 Emergency Funding to fund an additional 232 YCWHO positions and \$3.65 million that allowed us to fund 272 (96%) of our YCW BCH internships.

YCWHO 2020-2021

950 SHORT-TERM POSITIONS

673 ORGANIZATIONS

\$6.1 MILLION

YCW BCH 2020-2021

280 GRADUATE INTERNSHIPS

217 ORGANIZATIONS

\$3.7 MILLION



IN ADDITION TO BASIC DELIVERY OF THE PROGRAM, WE INITIATED SIGNIFICANT ACTIVITIES TO ELEVATE YCW BRANDING AND MARKETING TO SPUR INTEREST:

- Executed first-ever online ad campaign to attract applications
- Based on popular demand, developed a resource to help employers create and manage remote opportunities
- Produced an article in *Muse* about how museums could adapt their YCW initiatives in the pandemic context
- Created a presentation package to educate employers on how to craft a winning application
- Updated our outreach list of museum studies and history programs, created a digital two-pager on YCW and distributed it to post-secondary program administrators across the country
- Created a presentation package to speak to students about the program
- Created high quality videos for our website
 - [101 on the YCW program](#)
 - [How to build a winning application](#)



Goal 2:

Effectively support and further broaden the CMA's membership

Understanding and increasing the focus on members' needs

Our new strategic plan, released in mid-2020, was a product of significant consultation with members and other stakeholders. We are grateful for their considerate input and confident that the resulting plan will serve as a balanced and flexible guide for the CMA's efforts over the next few years.

Beyond the strategic planning process, events throughout the year such as our AGM and SGM were valuable touchpoints for member engagement. These events give members an opportunity to hear CMA business, ask questions and vote; on the flipside, they help the CMA take a pulse of membership and evaluate how we can better serve our members.

Optimizing member tools and services

In a year like no other, the CMA focused on supporting our members and providing timely, value-add services. In addition to our advocacy and professional development offerings (described under Goal 1), we shared regular guidance and updates related to COVID-19 and emergency funding.

We listened closely to what members need and want from the CMA and responded accordingly, modernizing content and delivery. Without fail, press clippings were sent to members' inboxes every morning, excluding holidays. Our bi-weekly e-newsletter, *CMA News*, provided important and helpful information to the museum community and amplified news and messages from our provincial and territorial colleagues, other museum and heritage associations. We integrated both the clippings and e-newsletter into the Members portal to make it more user-friendly.

Muse magazine, a major member benefit, moved from a bi-monthly to quarterly schedule to focus on quality content and make efficient use of resources. The online version received a dramatic facelift. We continued to enhance the museological content of the magazine, for example by publishing senior-level editorial discussions, seeking new and diverse contributions, and leveraging relationships with partners. *Muse* covered a number of critical issues including imagining post-pandemic museums and taking steps to address racial inequity. Members



shared very positive feedback about our improvements to *Muse* along with the clippings and e-newsletter, noting the value and relevance to their work. Stay tuned for updated editorial guidelines and a new tool that will make it easier to submit story ideas to *Muse*.

To further enhance members' experience, we overhauled the Jobs in Heritage board, one of our most popular services. We have been working hard to improve this service based on what we heard from job providers and seekers. A few of the new features include a bilingual posting capacity — post any job in English and French simultaneously; five free bilingual job postings for employers who are CMA members, with discounted listings thereafter; no waiting time for CMA members — member listings post immediately; and our most requested feature, a filter for Young Canada Works funded positions. The Jobs in Heritage board is viewed by around 10,000 heritage professionals each month.



Providing in-demand resources and exclusive opportunities

The CMA always strives to provide exclusive opportunities for members. For example, we negotiated a 20% discount on Routledge publications and offered webinars from our generous partners, RBC Group Advantage and Ecclesiastical Insurance, to help member organizations navigate the pandemic.

We updated our [Deaccessioning Guidelines](#), which provide our community with information and advice on curatorially motivated disposal from an institution's collection. The Guidelines help institutions make decisions about deaccessioning objects and include a downloadable checklist and flowchart. We also advanced research to update and enhance the guidance and policies we offer.

Simplifying membership categories

Importantly, we made it easier for people to understand membership and join the CMA by simplifying membership categories. This was one of the bylaw changes approved at our Special General Meeting.

Looking ahead, growing our membership will be a key priority. As the voice of Canada's vibrant museum community, we seek to represent a wider range of institution types and sizes and the professionals who work there (whether by specialty, career level, or demographics).



CANADIAN
MUSEUMS
ASSOCIATION

MEMBERSHIP GUIDE



Goal 3:

Revitalizing and strengthening the CMA's capacity

Building a resilient infrastructure

The CMA's organizational renewal is ongoing. We continue to further professionalize in order to deliver exceptional service and value to members, as well as to attract and retain quality talent. "Accountability & professionalism" are among our new values for these reasons. In 2020, the CMA made a number of efforts to strengthen internal capacity regarding our people, processes, tools and revenue.

When the pandemic struck, the CMA quickly adapted to remote work and leveraged digital platforms to promote teamwork in serving the museum community. We had, just weeks before, moved to the cloud. We adopted new, cost-effective technology solutions to support virtual meetings and share information and files securely. We also implemented project management and collaboration tools to increase teamwork and efficiency. Staff received training to build skills in areas such as Microsoft Excel, communications and museum issues. The Young Canada Works team engaged in a Lean Agility exercise to streamline its processes. Our Finance and Operations area implemented electronic payment processing to more efficiently collect and disburse funds, modernize our internal HR systems and implement apps and e-tools to improve online work and security across platforms.

Securing various sources of revenue is vital to our capacity and long-term sustainability as an association. We successfully established a multi-year contract for Young Canada Works with the Department of Canadian Heritage and are currently awaiting a response on our submission for a multi-year agreement for our work through the Museums Assistance Program, which helps us produce professional development opportunities through conferences and *Muse*.

Creating a more inclusive, representative and effective governance model

Of course, the CMA's capacity extends beyond staff and day-to-day operations. Our elected Board of Directors plays a critical role in oversight and strategic direction. With the intent of creating a more inclusive, representative and effective

governance model, we reviewed and updated bylaws in late 2020 (passed at the Special General Meeting). A key change is that the Board is expanding from eight to 11 voting Directors (being the President, two Vice Presidents, and eight Directors-at-large). This will ensure greater diversity and contribute even more expertise to the CMA, and it is a foundational step in broadening our membership. We issued a call for nominations in early 2021 and look forward to welcoming new board members soon. Next steps in reinvigorating the governance model include reviewing and updating key board policies.



ACCOUNTABILITY & PROFESSIONALISM

QUICKLY ADAPTED TO REMOTE WORK

ADOPTED NEW, COST-EFFECTIVE TECHNOLOGY SOLUTIONS

IMPLEMENTED PROJECT MANAGEMENT AND COLLABORATION TOOLS TO INCREASE TEAMWORK AND EFFICIENCY



Finances



Finances

Summary of financial operations for the year ending December 31, 2020.

Revenue	2020	2019
Sustaining support/Bursary contribution	\$249,143	\$405,248
Young Canada Work — Heritage	4,614,728	6,321,309
Young Canada Works — Careers	2,058,559	1,503,567
Young Canada Works — Administration / Student *	1,304,262	750,842
Canada Summer Jobs	8,859	0
Indigenous Project	148,072	46,332
LGBTQ2	-	0
Membership dues	313,065	386,858
Earned revenue	779,722	839,571
DORF Contribution (MFC)	-	125,000
Total	\$9,476,410	\$10,378,727
Expenses		
Communications	438,946	418,123
Govt. relations and public policy	3,072	22,679
Membership services and administration	646,546	780,822
Conferences	162,191	430,244
Museum shops initiatives	54,775	44,378
Young Canada Work — Heritage	4,614,728	6,321,309
Young Canada Works — Careers	2,058,559	1,503,567
Young Canada Works — Administration / Student *	1,304,262	750,842
Canada Summer Jobs	8,859	0
Indigenous Project	148,072	46,332
LGBTQ2	-	0
Bursary Program	27,727	61,389
Total	\$9,467,737	\$10,379,685
Excess of <expenses over revenue> revenue over expenses	\$8,673	-\$958
Balance of fund, beginning of year	\$173,454	\$174,412
Balance of fund, end of year	\$182,127	\$173,454

Copies of the complete audited statement are available upon request.



Acknowledgements





Acknowledgements

Many dedicated professionals and organizations offer their time and expertise in support of the CMA's national work. We extend our deepest gratitude to the following for their contributions in 2020:

Board of Directors

- Jack Lohman, President, Royal British Columbia Museum, Victoria, BC
- Katy Tari, Vice-President, Pointe-à-Callière, cité d'archéologie et d'histoire de Montréal, Montréal, QC
- Michael Wallace, Vice-President, Theatre Museum of Canada, Toronto, ON
- Stephen Borys, Winnipeg Art Gallery, Winnipeg, MB
- Margaret Chrumka, Kamloops Art Gallery, Kamloops, BC
- Eric Chan, Museum Design, Ottawa, ON
- Sarah Pashagumskum, Aanischaaukamikw Cree Cultural Institute, Oujé-Bougoumou, QC
- Ken Ross, Bank of Canada Museum, Ottawa, ON
- Karen Bachmann, Past-President, Timmins Museum: National Exhibition Centre, Timmins, ON
- Vanda Vitali, Ex-Officio, Canadian Museums Association, Ottawa, ON

Fellows

- Brenda, Berck, Vancouver, BC
- René Binette, Montreal, QC
- Patricia, Bovey, Winnipeg, MB
- Janet Brooke, Montreal, QC
- Catherine Cole, Edmonton, AB
- Yves Dagenais, Candiac, QC
- Victoria, Dickenson, Montreal, QC
- Joanne, DiCosimo, Gatineau, QC
- Nancy Dillow, Toronto, ON
- Dorothy Duncan, Milton, ON
- Colin C. Eades, Ottawa, ON
- Morris Flewwelling, Red Deer, AB
- Tom Hill, Ohsweken ON
- Nancy Hushion, Au village, Roques, France
- Robin Inglis, Surrey, BC
- Sharilyn J. Ingram, Grimsby, ON
- Robert (Bob) Janes, Canmore, AB
- Linda Jules, Kamloops, BC
- Benoît Légaré, Montreal, QC
- Hélène Lamarche, Lachine, QC
- Claudette Leclerc, Winnipeg, MB
- Philippe Mailhot, Winnipeg, MB
- Carol Mayer, Vancouver, BC
- Nancy Noble, Halifax, NS
- René Rivard, Montreal, QC
- Eric Ruff, Yarmouth, NS



- Martin Segger, Victoria, BC
- Candace Stevenson, Halifax, NS
- Sonja Tanner-Kaplash, Victoria, BC
- Lynne Teather, Fonthill, ON

- Jean Trudel, Montreal, QC
- Guy Vadeboncoeur, Montreal, QC
- Philip Ward, Salt Spring Island, BC
- Calvin White, Aurora, ON

Reconciliation Council

- Grant Anderson, Manitoba Indigenous and Northern Relations, Winnipeg, MB
- Catherine Bell, University of Alberta, Edmonton, AB
- Stephen Borys, Winnipeg Art Gallery, Winnipeg, MB
- Nika Collison, Haida Gwaii Museum, Skidegate, BC
- Alan Elder, Manager, First Peoples and Early, Canadian Museum of History, Gatineau, QC
- Jonathan Lainey, McCord Museum, Montreal QC
- Sharon McLeod, University College of the North, The Pas, MB
- Lou-ann Neel, Royal British Columbia Museum, Victoria BC
- Sarah Pashagumskum, Aanischaaukamikw Cree Cultural Institute, Oujé-Bougoumou, QC
- Marie-Paule Robitaille, Musée de la civilisation (retired), Québec, QC
- Anthony Shelton, UBC Museum of Anthropology, Vancouver, BC
- Jeff Ward, Membertou Heritage Park, Membertou NS

Provincial and Territorial Museums Associations

- Alberta Museums Association
- Association Heritage New Brunswick
- Association of Manitoba Museums
- British Columbia Museums Association
- Community Museums Association of Prince Edward Island
- Association of Nova Scotia Museums
- Inuit Heritage Trust — Nunavut
- Museums Association of Newfoundland and Labrador
- Museums Association of Saskatchewan
- Ontario Association of Art Galleries
- Ontario Museum Association
- Société des musées du Québec
- Yukon Historical and Museums Association

MOVING FORWARD

2020
ANNUAL REPORT

“It is vital that we focus on our common goals in order to maximize the impact of museums in Canada.”

— Vanda Vitali, PhD,
Executive Director and CEO



CANADIAN
MUSEUMS
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