



CANADIAN
MUSEUMS
ASSOCIATION

ASSOCIATION
DES MUSÉES
CANADIENS

ANNUAL REPORT

2022

Contents

PRESIDENT'S MESSAGE	3
EXECUTIVE DIRECTOR'S MESSAGE	4
FINANCIAL OVERVIEW	5
FINANCE	6
OPERATIONS	7
MEMBERSHIP	8
COMMUNICATIONS	9
NATIONAL CONFERENCE	10
GUIDANCE	10
MOVED TO ACTION	11
ADVOCACY	12
GOVERNANCE	14
YOUNG CANADA WORKS	16
AWARDS	18
BURSARIES	19
ACKNOWLEDGEMENTS	20



President's message

It is hard to fathom that a year has passed by us already since the last CMA Annual General Meeting. Reflecting on the year I am proud of what has been accomplished and aware of how much work we have yet to do.

The goals set for CMA by the Board for 2022 were ambitious: to stabilize the organization, refresh our strategic orientation to better support our values, to increase our transparency and accessibility to our members and find a permanent Executive Director.

In September, we held a board visioning session in Ottawa facilitated by Melissa Hammell of Pine Gum Studios. Building on the feedback from our membership survey and a report from the staffing retreat held in June, we focused our discussions on the importance of our role in advocacy, networking and building the capacity of smaller museums.



our organization and our sector. We hold our organization to a standard we hold for the full sector and while that can make for some challenging discussions around the board room table — and on social media we believe that we have managed to be accessible and approachable to members in ways not seen for many years at the CMA.

We still have much work to do as an organization. Our members have called on us to speak to the role of museums in addressing climate change, uplifting emerging museum professionals, supporting mentorship for mid-career professionals, and calling attention to the burnout that so many museum workers are facing. These are issues we hope to address with our guidance

work, in our advocacy, including at Hill Days, and in our development plans moving forward.

I'm filled with gratitude for the supportive, collegial and engaged experience I've had in my year as the president of the CMA, a role I

Healthy Organization	Healthy Sector	Healthy Future
<ul style="list-style-type: none"> • Transform internal operations • Rebuild trustworthy governance • Build a sustainable financial model • Create a responsive Strategic Plan 	<ul style="list-style-type: none"> • Create a culture of healing and caring for the sector and ourselves • Center the people of today and tomorrow • Define, repair and build authentic relationships 	<ul style="list-style-type: none"> • Share stories to affect change • Lead our part of the national museum policy change • Become a knowledge and policy hub for structural change in the sector

Additionally, we developed strategic goals for the organization to review in developing a strategic plan these fell broadly into three areas: a healthy organization, a healthy sector and a healthy future.

Both the staff and board members of the CMA have focused on the need to lead by example. In our work we recognize the need for self-reflection, along-side reflecting on

never thought I would find myself in. I believe we all have the capacity to be change makers and leaders — if we look beyond our own experiences, our own small spheres and our own comfort with the aim of developing a more just, inclusive and representative sector. As always, I carry hope, love and an undying optimism in the role of museums as places for community building, storytelling and self-determination.



Executive Director's message

It has been most interesting to write an article for a position I have only held for 8 weeks. To inform my work, I have been taking on a lot of research on the past activities of the Canadian Museums Association and reflecting upon 2022 especially, as we might look at our 75th anniversary as a jumping off point for the next phase of the organization.

It might be said that 2022 was a year of rebuilding. A new outlook from the CMA Board and its Executive Committee tasked the organization with a very large request to both re-invent and stabilize itself. Under the guidance of Interim Executive Director and CEO — Massimo Bergamini, the CMA was able to navigate its looming financial troubles and create a path forward that could provide a future opportunity for financial success. This included the hiring of a new auditing firm, creating new financial systems and most importantly, the hiring of a new Associate Executive Director of Operations, Ken Blonski.

At a time when the labour market was seeing immense change, the CMA was also able to renegotiate a new union agreement with COPE and humanize its HR practices. This included the completion of a move to our new offices at 130 Albert Street which provides a more fluid and flexible work environment suitable to our hybrid work model.

Last year also saw steps towards improving our user experience. The Board kicked-off a review of the By-laws as it pertained to the membership section. In our role as a delivery organization, the CMA continued to update our Wage Guide and improve resources to peer reviewers, students and employers that participate in the program.

There were other strategic hires for the organization as it reprioritized its reconciliation and advocacy initiatives. Stephanie Danyluk was permanently added to the staff as our Senior Manager of Engagement and Indigenous Initiatives, as well as the new addition of Dnyanesh Kamat in the role of Senior Manager of

Policy and Research. Both have empowered the CMA to redevelop its role as a national voice for the museum sector, rebuilding the relevancy of the association.

At the forefront of our contributions in 2022, the Moved to Action report, which responded to the Truth and Reconciliation Commission's Call to Action #67:



"We call upon the federal government to provide full funding to the Canadian Museums Association to undertake, in collaboration with Aboriginal peoples, a national review of museum policies and best practices to determine the level of compliance with the United Nations Declaration on the Rights of Indigenous Peoples and to make recommendations."

This national review as it related to museum compliance with UNDRIP was succinctly presented but thorough in scope, outlining 30 new standards for museums to

support Indigenous self-determination and 10 sectorial recommendations that provide a roadmap for years to come.

Other advocacy efforts that were implemented during 2022 responded on an international scale, gathering national support for Ukraine's museums and cultural community with the Russian invasion that continues to cause massive human loss and destruction to heritage sites, buildings and collections.

We also saw the fruition of previous years of hard work with the launch of consultations on the renewal of the Canadian Museum Policy, something that the association has been requesting for decades. We are hopeful that as consultations continue in 2023, we will see more flexibility and funding in the federal government's approach to supporting Canada's over 2,700 museums.

Although the year may have started out with some uncertainties, it ended with a strong platform and momentum to move the Canadian Museums Association forward for another 75 years.



Financial Overview

STATEMENT OF OPERATIONS FOR THE YEAR ENDED DECEMBER 31, 2022

REVENUES	2022 Budget	2022 Actual	2021 Actual
Grants and contributions	\$12,966,002	\$13,209,742	\$12,081,725
Canada Emergency Wage Subsidy	-	-	463,921
Membership dues	315,000	340,012	308,346
Fundraising and sponsorship	41,109	76,120	103,609
Conferences	78,359	60,308	66,001
Interest	10,953	52,229	16,280
Subscriptions and advertising	37,113	42,179	20,537
Grant — Canada Emergency Business Account	-	20,000	-
Service fees	11,725	11,725	122,940
Other	722	26,413	27,811
	\$13,460,983	\$13,838,728	\$13,211,170
EXPENSES			
YCW — employer funding	\$10,927,806	\$11,137,456	\$10,263,294
Salaries and benefits	1,691,701	1,759,041	1,501,510
Contractors and consultants	351,220	329,823	585,050
General operating costs	485,406	373,094	275,432
Annual conference	234,968	228,747	141,753
Advertising and promotion	27,336	27,367	26,175
Bursaries and awards	14,182	11,900	8,329
Travel and accommodation	22,168	29,537	-
	\$13,754,787	\$13,896,965	\$12,801,543
EXCESS (DEFECIT) OF REVENUES OVER EXPENSES	\$(293,804)	\$(58,237)	\$409,627

Data taken from CMA's 2022 Audited Financial Statements (Statement of Operations).
The complete statements are available on CMA's Members-only website or by request.



Finance

This section is meant to be read as a companion to and in conjunction with the 2022 Audited Financial Statements, which can be found in the CMA Members Portal.

MANAGEMENT DISCUSSION AND ANALYSIS

The 2022 fiscal year was one of planned stabilization for the CMA as we transitioned from emergency pandemic funding, reinvested in our organizational and staff capacity and revised accounting practices.

During the year and under the direction of interim Executive Director Massimo Bergamini, the organization moved to new offices, recruited for and hired its next Executive Director, Associated Executive Director, Finance, and Senior Manager, Policy and Research, substantially completed the Truth and Reconciliation project, renegotiated and extended its union agreement while continuing to administer Museum Assistance Program (MAP) and Young Canada Works (YCW) grants and programs on behalf of Department of Canadian Heritage (PCH).

The organization also continued to support its member-facing events and services, including awards program, annual conference, Muse Magazine and advocacy and engagement initiatives.

REVENUE

During the year, the CMA transitioned from significant support provided by the Canada Emergency Wage Subsidy, relying in part on YCW administrative funding as a bridging measure. Rather than returning funds to PCH, the organization was able to extend its 2021-2022 project to April 2022, and to carry forward significant employer and administrative amounts. The organization also benefited from increases in interest rates, moving from fixed term to variable interest in its operating account.

The CMA also realized a small series of one-time revenues totalling approximately \$60k, including the repayment and partial forgiveness of the CEBA loan and the identification of unrecorded investments from prior periods.

EXPENSES

The organization saw higher staff costs with the renegotiation of its union agreement, and a move from contract to permanent staff. This was mitigated somewhat by a reduction in YCW program staff during the year, corresponding with a reduction in YCW supplemental funding. Compared with 2021, the CMA was able to significantly reduce its reliance on consultants, opting instead to develop capacity in-house. The organization saved money when it closed its old office at the end of December 2021, but paid both to store its files, to move, and then to outfit its new offices at 130 Albert Street. The organization invested in fit-up and furniture costs during the year, capitalizing nearly \$130K for space at 130 Albert, expected to house the organization for the next decade.

With the lessening of the pandemic, the organization also began a slow return to travel and in-person events, and the awarding of bursaries for in-person events.

FUTURE OUTLOOK

The organization continues to be significantly funded by the Department of Canadian Heritage, and needs maintain that relationship even as it continues to prioritize the development of its own revenues — membership fees, sponsorship (including insurance revenues), other grants (esp. Moved to Action support), interest and investment income, etc. in the near term.

The organization has a significant financial commitment in its agreement to host the 2024 Conference in person in Niagara Falls April 9-11, 2024.

The CMA is also anticipating renegotiating the YCW agreement for a new term beginning April 1, 2024 and the MAP agreement potentially for a multi-year term beginning May 1, 2024.





CMA Staff gathered in the Boardroom during the staff retreat.

Operations

CMA's year in Operations was very much focused on developing staff and systems, and building safety and cohesion for our remote team, even while the organization operated under a significant expenditure freeze.

Operations staff reworked the financial system during the year to significantly update its financial statement presentation beginning with the 2021 fiscal year. As part of the process, the CMA redesigned and reworked internal systems for tracking and allocating costs between PCH projects. The CMA completed project audits for the 2021 fiscal year, 2021-2022 MAP, 2021-2022 YCW and 2019-2022 TRC projects during the year.

With the completion of its move to 130 Albert Street, the CMA hosted a Staff Retreat in June, a Board Retreat in October and a hybrid year-end event for all-staff in December. The CMA's

offices were designed to provide flexible, adaptable work and project spaces for its hybrid staff and larger stakeholder communities.

During the year, the CMA renegotiated its union agreement that governs two-thirds of CMA Staff, updated vacation and travel practices, and provided financial assistance for staff health and wellness and for one-time hybrid office transition costs. The organization significantly recruited for the AED Finance, Senior Manager, Engagement and Executive Director roles during the year but otherwise experience a very stable staff complement.

The CMA developed and extended governance practices during the year, to the Board and existing standing committees, including the Reconciliation Council, the Conference Planning Committee and the Membership Sub-committee.



Left to right: A welcome message written on the boardroom glass, former Interim ED, Massimo Bergamini; and Ana Galvan.



Membership

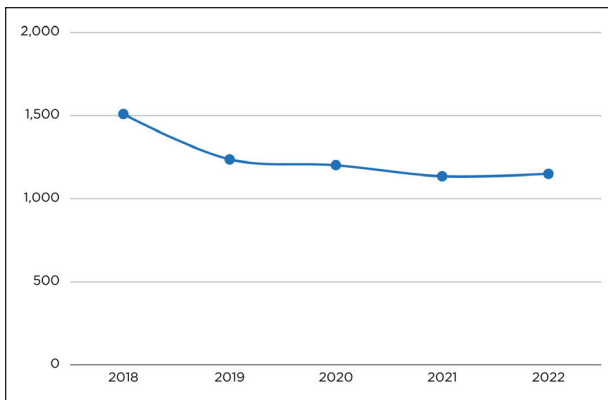
After a few years of turmoil and attrition, we have seen our membership base stabilize and start growing again. Open communications and timely services have been top-of-mind for the membership team, as well as a focus on improving internal processes. For the future, the focus will be on **relationships** and financial **sustainability**, with the objective of reacquiring large member institutions and growing the member base.

Towards the end of 2022, a Board Subcommittee focused on Membership was established to review the membership by-laws and provide recommendations. Membership development campaigns slowly restarted, and work began internally to expand member benefits, increase opportunities for members

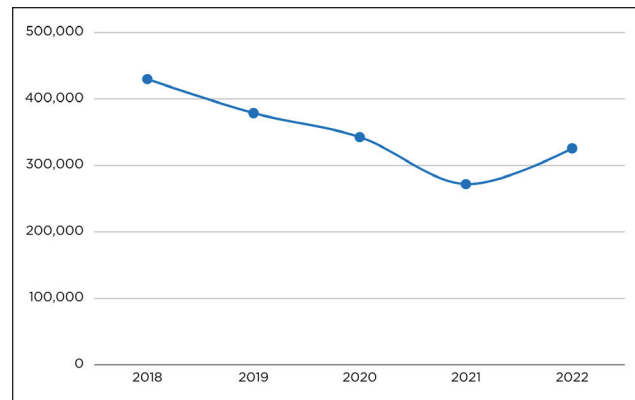
and redevelop key membership programs. The team prioritized work on internal procedures and policy in preparation for increased outreach to current and potential members next year (making CMA membership **more relevant** to the needs of members).

Additionally, 2022 saw an increase in membership fees for our largest members, which will flow through renewals in 2023. The maximum payable fee has increased from \$2,750 to \$5,000, while the fee calculation has remained the same. This means that larger museums will be charged a fee that is more proportionate to their operating budgets and has the potential to add upwards of \$70,000 in much-needed operational revenue for the association.

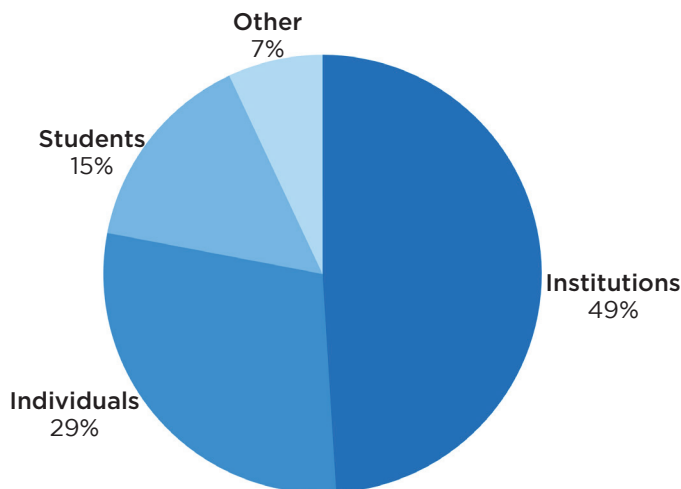
Membership growth



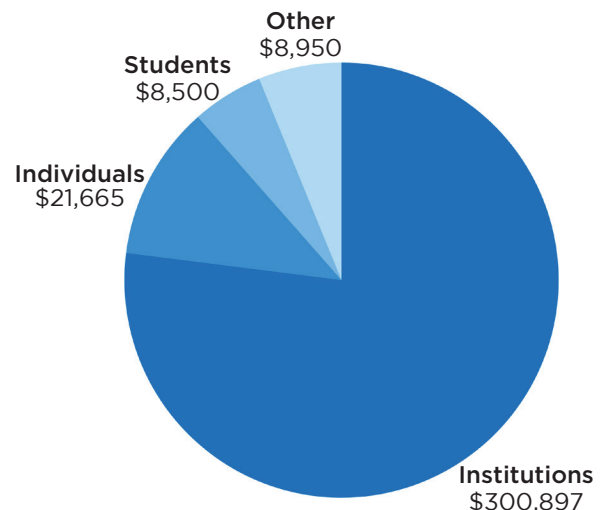
Membership revenue



2022 CMA member composition



2022 CMA members, by Revenue



Communications

MUSE MAGAZINE

Muse Magazine productions was reduced from four to three issues annually in 2023. Increasing paper costs, paired with static funding resulted in an issue reduction to cut back production costs. Readership, like membership rates, stabilized with a modest increase in unique pageviews, indicating new digital readership.

Notable highlights included much needed coverage highlighting the experiences of trans museum professionals (*Towards Transgender Museologies; Spring 2022*), insights into the museum use of TikTok as well as our standing CMA Awards feature. The magazine also provided the community with important updates on the Moved to Action project, including featured interviews, as well as resources and inspiration for the Young Canada Works program, and sector updates, including the Reconsidering Museums project.

PODCAST

A limited-series podcast called *Unvarnished: Canadian Museums at a Turning Point* was released in May.

The CMA attracted a total of nearly 1,200 downloads/streams between the three English

and three French episodes, by promoting via our channels. Additional exposure was achieved through broadcast on a podcast sampling program based in Toronto called Discovery. This brought in an estimated additional 13,710 downloads/streams.

We see through the data that there is a lot of promise within the podcast, as the preliminary in-house figures are comparable to a digital edition of the magazine. Unfortunately, due to budget constraints we will not be producing a podcast in 2023.

OUTREACH

The CMA's email outreach through our clippings and CMA News updates continues to reflect an encouraging level of engagement, with open rates averaging above 40%, well above industry expectations (30%).

Social media reach continues to grow with an 18% increase in followers across platforms in 2022 to a total of 23.5k followers.



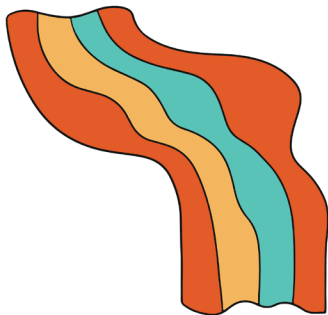
National Conference

The 2022 National Conference was held virtually on April 26 & 27. The theme, Dismantling Foundations to Build a Better Tomorrow, was intended to inspire two days of discussion and actionable advice to help organizations advance Truth and Reconciliation, act sustainably, build relationships with diverse communities, and develop new ways of thinking and doing.

We hosted approximately 400 delegates, which was a 20% increase in attendance over 2021. Attendees

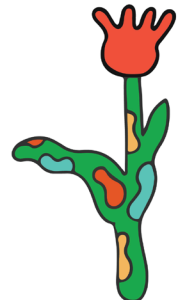
represented a balance of museum sizes and geographical locations. We offered all sessions bilingually, with 18% of sessions being offered in French as the primary language.

Presenters included national and international leaders in museum diversity and inclusion, and repatriation and Indigenous self-determination. IBPOC (Indigenous, Black and Person of Colour) representation was at its highest in CMA history, with 78% of sessions featuring or entirely composed of IBPOC speakers.



**CMA
NATIONAL
CONFERENCE**

**CONGRÈS
NATIONAL
DE L'AMC**



OUR SPONSORS | NOS COMMANDITAIRES



Guidance

In April, CMA commissioned a report on museum sector guidance to contribute to the CMA's workforce development programs and learning opportunities for museum professionals to support a more knowledgeable, activated and engaged museum sector. The report's findings were categorized into four main themes: Indigenous Self-Determination and Reconciliation; Governance; Operations and Collections Management; and Diversity, Equity and Inclusion (DE&I).

In the Fall, CMA developed a Workplace Diversity Survey, that was launched in January 2023. The Survey, open to heritage-sector institutions in Canada, aimed to establish an intersectional baseline for the demographics of museum staff in Canada. It was designed to serve as a springboard for the CMA to prioritize its diversity, equity, and inclusion-related guidance as well as its policy research agenda and advocacy.



Moved to Action

After three and a half years of development, on September 27 we released *Moved to Action: Activating UNDRIP in Canadian Museums*. The report was undertaken at the request of the Truth and Reconciliation Commission in 2015 to bring museum policy in Canada in step with the United Nations' Declaration on the Rights of Indigenous Peoples.

The 128-page report was developed under the authoritative guidance of the CMA's Reconciliation Council and with contributions from many professionals and groups. Prior to the release in spring of 2022 the CMA was hosting final engagement sessions, interviews, and reviewing written submissions, as well as designing and conducting Key Performance Indicator research to measure UNDRIP implementation in promising institutions. The report was drafted throughout the summer of 2022 with the guidance of the CMA Reconciliation Council.

The release garnered a host of positive media responses, with national and regional digital, radio and tv news coverage. The report has also already spurred action within the museum community.

As one response, the Bruce County Museum and Cultural Centre credited the report contents for sparking their move with the Saugeen Ojibway Nation (SON) Environmental Office to develop the repatriation guideline, a framework for ongoing discussions in the areas of collections management.

Since the release, we have featured the report at many conferences and webinars, including the Alberta Museums Association's and Association of Manitoba Museums annual conferences, as well as other gatherings and webinars hosted by the Association Heritage New Brunswick, the British Columbia Museums Association, and the Museums Association of Saskatchewan.

Development began on resources and toolkits to support the implementation of the recommendations and standards in the *Moved to Action* report, to be released throughout 2023. Work also began in 2022 planning the next



project phase and developing the 2023 National Conference program, which was themed *Moved to Action* in support of the report launch.

The *Moved to Action* project continues to be led and advised by the CMA Reconciliation Council, and we thank these members for their leadership and support:

Grant Anderson (Louis Riel Institute, Winnipeg, MB)

Nika Collison (Haida Gwaii Museum, Skidegate, BC)

Jonathan Lainey (McCord Stewart Museum, Montreal, QC)

Lou-Ann Neel (Creative BC, Victoria, BC)

Sharon McLeod (University College of the North, The Pas, MB)

John Moses (Canadian Museum of History, Gatineau, QC)

Sarah Pashagumskum (Aanischaaukamikw Cree Cultural Institute, Oujé-Bougoumou, QC)

Marie-Paule Robitaille (Musée de la civilisation (retired), Québec, QC)

Theresie Tungilik (Government of Nunavut, Rankin Inlet, NU)

Jeff Ward (Membertou Heritage Park, Membertou First Nation, NS)



Advocacy

CANADIAN COALITION FOR CULTURAL HERITAGE IN UKRAINE (CCCHU)

CMA organized a Stand with Ukraine meeting on April 14 to discuss how Canada’s heritage sector can support Ukraine’s heritage sector and its workers fleeing the war. The goals of the meeting were to initiate a conversation within the heritage sector along four possible streams of action — humanitarian (to assist people on the ground/refugees/settlement assistance); sanctions (boycott cultural exchanges with state-backed institutions in Russia and Belarus); technical/cultural — contribute to the preservation of institutions and collections in Ukraine; promote Ukrainian arts, culture and history in Canada and other possibilities as developed in the discussion.

The CMA has subsequently been part of the Canadian Coalition for Cultural Heritage in Ukraine (CCCHU), which was conceived of and led by ICOMOS Canada and ICOM Canada. Two Board members from CMA have been part of the CCCHU’s leadership committee. The coalition met regularly in 2022 on fundraising and other initiatives, including technical assistance.

In September 2022, CMA announced a contribution of \$5,000 to support the administrative work of the Coalition.

PRESENTATION TO STANDING COMMITTEE ON CANADIAN HERITAGE

In February 2022, current CMA President Heather George, spoke to the Standing Committee on Canadian Heritage on behalf of Michael Wallace, president of the CMA in early 2022 and Executive Director of Theatre Museum Canada. She emphasized the importance of museums in Canadian society and their roles in providing education, economic benefits, and opportunities for volunteering. She noted that the pandemic has highlighted the sector’s economic fragility and that many museums are at risk of closure. Heather argued that museums are essential safe spaces for dialogue and healing, and she urged the government to acknowledge their unique role in society. She pointed out that the prevailing national museum policy is outdated and needs a comprehensive update to better address modern challenges and potential opportunities. She also mentioned the importance of museums in providing mental health support during the pandemic and called for new granting models and ways to build philanthropy for the sector.



CMA President, Heather George, presents to the Standing Committee on Canadian Heritage.

NEW NATIONAL MUSEUM POLICY

In the Fall, CMA prepared a primer on the National Museums Policy, which the Department of Canadian Heritage is planning to renew in 2023.

The primer analyzed the socio-political and economic circumstances that prevailed at the time of the original museums policy in 1972, as well as the revised policy in 1990. It tracked federal government funding, indexed for inflation, towards Canada's heritage sector across the three decades. The primer found that as a percentage of GDP, funding towards the heritage sector has been on the decline.

Throughout 2022, the CMA met with senior staff at the Department of Canadian Heritage (PCH) to obtain updates on the NMP renewal process.

The CMA expressed to PCH throughout 2022 that renewed investment and flexible sector-support strategies, along with the integration of the fundamental recommendations of the *Moved to Action* report, would need to be a central feature of a renewed NMP. The CMA continues to prioritize advocacy on the new NMP, recognizing this one-in-a-generation opportunity, which is planned to be presented to the cabinet in Fall 2023.

PREBUDGET SUBMISSION TO STANDING COMMITTEE OF FINANCE

In October, the CMA submitted a brief outline to the Standing Committee on Finance, outlining some of our sector's most pressing matters. The submission drew attention to the CMA's *Moved to Action* report, through three key recommendations focused on financial support for repatriation of Indigenous belongings, capacity-building for Indigenous cultural centres, and Indigenous-led heritage organizations. The submission suggested that the existing Museum Assistance Program (MAP) could be expanded to accommodate new, UNDRIP-related funding support.

The CMA also worked with our partners at the Visual Arts Alliance (VAA) to complete a submission pushing for stronger support of the visual arts. Most notably, Recommendation 9 called for a "review and update the National Museum Policy to reflect the significant new realities the visual arts sector is facing, as well as to support the sector-wide implementation of UNDRIP and support for Indigenous self-determination in the heritage sector."



"The 1990 Policy does not take into consideration important societal shifts such as reconciliation with Indigenous Peoples, addressing issues of equity, diversity and inclusion, or the ongoing digital transformation. The 1990 Policy also does not address the different needs of small, medium and large institutions and the different roles each may fulfil within their communities."

(Discussion Guide – Renewal of the Canadian Museum Policy, Department of Canadian Heritage)

Governance

Members of the CMA Board of Directors are ordinarily elected at the Annual General Meeting from a slate of members proposed by the Governance and Nominations Committee. Board members typically serve a three-year term, starting and ending at the meeting of the members. Service on the CMA Board is without remuneration, although Board members are afforded travel expenses in alignment with CMA policies for travel to in-person events.

During 2022, the CMA Board met eleven times, including one in-person meeting in September in conjunction with its strategic planning retreat. The CMA's two standing committees – the Finance & Audit Committee, and the Governance and Nominations Committee both met several times electronically.

During the year, the Board formalized the appointment of an interim ED and CEO Massimo Bergamini, advanced the CMA's commitment to diversity and inclusion and updated boilerplate language for Land Acknowledgement and EDI. In October 2022, the Board approved the creation of a Membership Sub-committee, intended to present a final report in March 2023 to the Board with recommendations on improvements to the CMA's membership processes.

The Board received updates from and directed staff with respect to the 2022 CMA Annual Conference, the 2022 AGM, the release of the Moved to Action report and plans for National Museums Policy roundtables.



The CMA Board of Directors with Interim ED Massimo Bergamini at their strategic visioning session.



During the year, the Board agreed with an RFP process and replaced its long-time auditors Frouin Group with Marcil Lavallée prior start of the 2021 audit. Later, the Board approved a deficit operating budget for 2022 which included additional costs (\$80K) to cancel its commitments for the 2023 Conference in Kananaskis. At the same meeting, the Board endorsed the renegotiation of the CMA-COPE agreement for the 2022-2024 year that governs two-thirds of CMA's staff.

The Board met in Ottawa at the CMA offices in September 2022 with external facilitators and all staff to plan to update and refresh the CMA's strategic plan. An as-was-said report was produced, intended to support the transition and inform the work of the new Executive Director.

The Board committed to a plan to conduct an open, expansive competition to hire the CMA's next ED, and oversaw a competitive RFP process that featured 8 proponents. The ED recruitment process featured Board, staff and community participation, and was significantly concluded in December 2022, with a transition plan, interim reporting arrangements and schedule of Board meetings for 2023 in place.



Members of the CMA Board of Directors visit Bytown Museum in Ottawa, ON.



Left to right: Caroline Dromaguet, President and CEO, Canadian Museum of History and CMA Board President, Heather George; CMA Board Vice-President, Armando Perla and CMA Board Director, Pailagi Pandya.



Young Canada Works (YCW)

For the 2022-23 YCW Program year, the CMA funded 1032 short-term jobs for students at 673 employers through YCW in Heritage Organizations (HO), and 175 graduate internships at 140 employers through YCW at Building Careers in Heritage (BCH).

These positions were made available through \$5.56 million of base funding, plus an additional \$2.97 million in supplemental funding that became available in June 2022. These are still strong funding numbers, but this year’s supplemental funding was reduced by roughly half over the previous two program years, resulting in the creation of fewer positions and less funding per position created.

This overall reduction in available funding was also exacerbated by a rise in costs with the average wages across both programs increasing by roughly a dollar an hour over the previous year¹.

SUPPORTING THE SECTOR

The CMA has continued to provide resources that encourage fair wages and has regularly updated the CMA’s Young Canada Works wage guide to help give employers a sense of what other YCW employers are paying. For the first time in 2022, we also incorporated living wage data. These updated resources were also provided to Peer Review Committees for use in evaluating wages across the country.

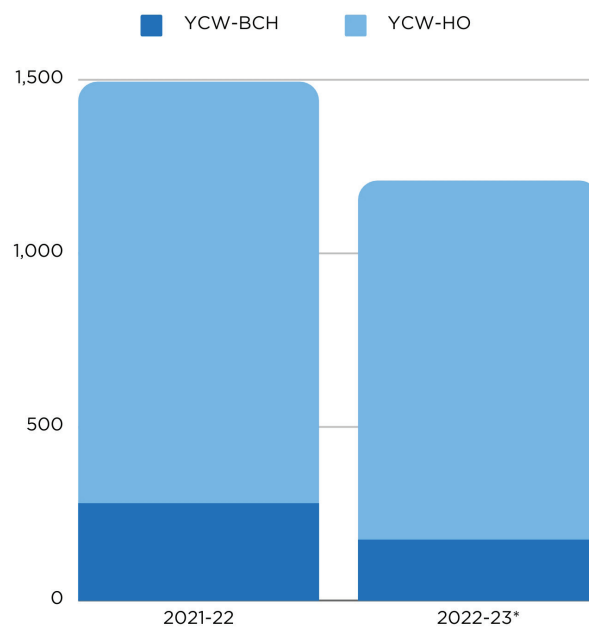
Building on CMA’s *Moved to Action* report, CMA incorporated report insights into the resource package provided to our 2023-2024 Peer Review Committee. YCW staff at the CMA were also provided with special training to help assess applications from non-Indigenous employers that were focused on Indigenous cultural heritage or were planning to recruit Indigenous youth.

Outreach for the program has remained steady as well as a return to an in-person format, with articles in Muse, webinars for employers and for youth, and an in-person application workshop in Vancouver. Internally, we have also been improving our processes to reduce payment wait times and improving support for employers.

Note

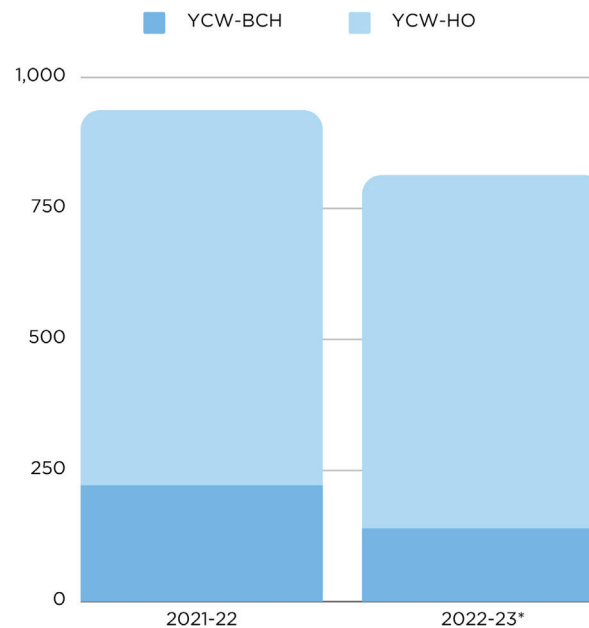
1. In the 2023-24 program year, the average wage for YCW-HO positions was \$16.60, up from \$15.71 requested in 2022-2023. In YCW-BCH, the average wage increased to \$19.59 from \$18.57.

YCW Positions



*tentative pending completion of program year

YCW Employers



*tentative pending completion of program year



SUCCESS STORY

In 2022-2023, Abby Vadeboncoeur was hired as Curatorial Assistant at the Western Development Museum in Saskatoon under YCWBCH to research and assess a collection of furniture to make deaccessioning recommendations. She was able to participate in the process from assessment up to disposal, and as a result of her work, 93 items were deaccessioned. In her Narrative Report, Abby noted that “this experience has been invaluable to my career development. Having been

given the opportunity to develop such a wide variety of skills supplements my education with experience and makes me more competitive for jobs in the heritage sector.” Abby, whose academic background was in Western Canadian history (BA and MA), learned the specific skills required for photographing and assessing artifacts on the job, and has had her contract with the Western Development Museum extended by 6 months.



Left to right: Staff members at the Western Development Museum; YCW Intern, Abby Vadeboncoeur.

Awards

The 2022 Awards program assessed more than 60 nominations across the categories. The diverse set of winners in 2022 were honoured through a virtual ceremony in June as well as a special tribute published in the summer issue of Muse magazine.

We were also pleased to see a return to an in-person presentation of the Governor General's Award in November. Governor General Mary Simon presented the prestigious award to McCord Stewart's Curator of Indigenous Cultures, Jonathan Lainey and Elisabeth Kaine, exhibition curator, at a special ceremony at the Citadel in Quebec City.



Left to right: Jonathan Lainey, Governor General Mary Simon and Elisabeth Kaine. Photo — Sgt Mathieu St-Amour, Rideau Hall

Left to right: Clifford Pereira, Museum Volunteer Award — Individual category; Art Gallery of Nova Scotia — Autism Arts, Audience Outreach category; Wanuskewin Heritage Park — Renovated Interpretive Centre and expansion project, Exhibitions category; and Winnipeg Art Gallery — Gaumajuq (Inuit Art Centre), Social Impact category.



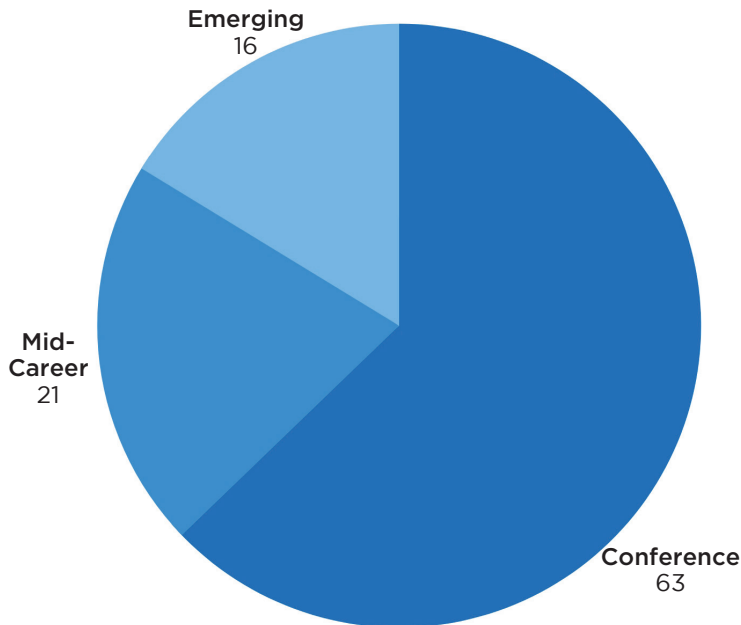
Bursaries

The 2022-23 delivery of the CMA Bursaries program saw the distribution of \$30k in funding for professional development within the sector, making use of all funds provided by the Department of Canadian Heritage.

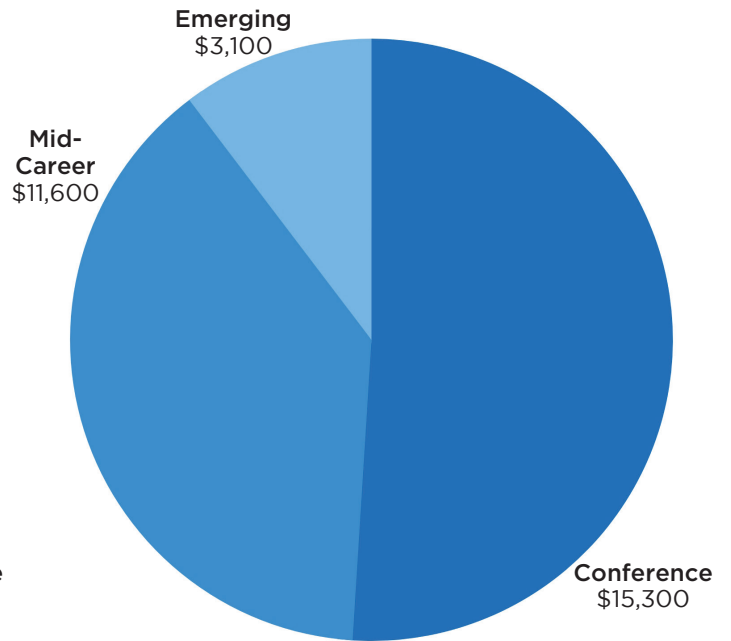
The CMA successfully collaborated with the provincial and territorial museums associations that were offering in-person conferences, creating a major uptake over the previous year in funding administered. In addition to conferences, the CMA was also able to fund participation in courses in Collections Management, Exhibit Development, Museum Governance, Electrical Theory & Safety, Interpretation, and much more.



2022 Bursaries, by Type



2022 Bursaries, by Revenue



Acknowledgments

BOARD OF DIRECTORS

Heather George, President, Woodland Cultural Centre, Brantford, ON
Tracy Calogheros, Vice-President, Exploration Place Museum + Science Centre, Prince George, BC
Armando Perla, Vice-President, Toronto, ON
J'net Ayayqwayaksheelh, National Film Board of Canada, Toronto, ON*
Dorota Blumczyńska, The Manitoba Museum, Winnipeg, MB
M. Sam Cronk, Inclusiv Group, Toronto, ON
Dolf DeJong, Toronto Zoo, Toronto, ON
Pailagi Pandya, Scarborough Museum, Gibson House and Zion School House, Toronto, ON
Madeline Smolarz, Oakville Galleries, Oakville, ON
Sophie Yamauchi Latimer, Chinese Canadian Museum Society of British Columbia, Vancouver, BC
Sandra Zapata, Canadian Museum of History, Gatineau, QC
Michael Wallace, Past-President (ex-officio), Canada's Theatre Museum, Toronto, ON

FINANCE & AUDIT COMMITTEE

Tracy Calogheros, CMA Vice-President, Chair
Rodney Chaisson, External Member
Sam Cronk, CMA Board Director
Pailagi Pandya, CMA Board Director

NOMINATIONS AND GOVERNANCE COMMITTEE

Armando Perla, CMA Vice-President, Chair
Michael Wallace, CMA Past President
Sophie Yamauchi, CMA Board Director

MEMBERSHIP SUB-COMMITTEE

Sam Cronk, CMA Board Director and Sub-Committee Chair
Dorota Blumczyńska, CMA Board Director
Michael Wallace, CMA Past President

FELLOWS

René Binette, Montréal, QC
Patricia J. Bovey, Winnipeg, MB
Janet M. Brooke, Montreal, QC
Tracy Calogheros, Prince George, BC
Catherine C. Cole, Edmonton, AB
Yves Dagenais, Candiac, QC
Victoria Dickenson, Outremont, QC
Joanne DiCosimo, Gatineau, QC
Dorothy Duncan, Ottawa, ON
Colin C. Eades, Ottawa, ON
Morris Flewwelling, Red Deer, AB
Andrée Gendreau, Sainte-Antoine-de-Tilly, QC
Thomas Hill, Ohsweken, ON
Nancy L. Hushion, France
Robin Inglis, Langley, BC
Sharilyn Ingram, Grimsby, ON
Robert R. Janes, Canmore, AB
Linda Jules, Kamloops, BC
Hélène Lamarche, Lachine, QC
Claudette Leclerc, Winnipeg, MB
Benoît Légaré, Montréal, QC
Philippe Mailhot, Winnipeg, MB
Carol E. Mayer, Vancouver, BC
Gerald McMaster, Toronto, ON
Nancy Noble, Victoria, BC
René Rivard, Saint-Pierre-Baptiste, QC

Eric J. Ruff, Yarmouth, NS
Martin Segger, Victoria, BC
Anthony Shelton, Bowen Island, BC
Candace J. Stevenson, Halifax, NS
Sonja Tanner-Kaplash, Victoria, BC
J. Lynne Teather, Fonthill, ON
Jean Trudel, Montréal, QC
Guy Vadeboncoeur, Deux-Montagnes, QC
Calvin J. White, Toronto, ON

2022 VOLUNTEER AWARD JURORS

CMA Awards

Nicole Achtymichuk
Alex Badzak
Susan Burrows-Johnson
Claudia Bustos
Shawna Butts
Benson Cheung
Derek Cooke
Martine Couillard
June Creelman
Annick Deblois
Holly Durawa
Noor Fatima
Evelyn Fidler
Kristine Flynn
Isabelle Genest
Scott Gillies
Annemarie Hagan
Vincent Houghtaling
Patricia Kell
Brittany Kelsey
Nicole Lamb
Christine Lockett
Sara MacKenzie
Shelby McCannel
Caitlind Porter
Krista Rauchenstein
Erin Dee-Richard
Kristyn Rolanty
Desaree Rosskopf
Marie Senecal-Tremblay
Ohan Stambouljian
Kelsey Steil
Marie Trouis
Elka Weinstein
Sarah Woodman
Kathie Worthen
Sophie Zhou

*to July 2022



History Alive! Volunteer Jurors

Derek Cooke
Sarah Little
Pailagi Pandya
Thomas McLeod

YCW PEER REVIEWERS

Building Careers in Heritage

Shannon Baxter
Nancy Belhumeur
Tammy Bradford
Kathleen Buckley
Kayla Burry
Jenny Ellison
Evelyn Fidler
Isolda Gavidia
Katrina Hannah
Tracene Harvey
Rebecca Hicks
Christi Hudson
Joan Kanigan
Linda Laurence
Karen Lee
Anne Madden
Chantal Martin
Lisa McIntosh
Lana Panko
Andrea Reichert
Jean Rey-Regazzi
Lyn Royce
Jeremiah Ryder
Jenny Seeman
Mélanie Séguin
Danuta Sierhuis
Sarah Silvestri
Luke Stempien
Emily Taylor
Elaine Tolmatch

Heritage Organizations

Lucy Alway Jordan Baker
Enya Barbeau
Pippa Bartlett
Drew Beard
Carole Bellerose
Heather Benning
Bronwen Bird
Rebecca Boone
Lee Boyko
Jordan Brennan
Madison Bridal
Ian Brummell
Cody Cacciotti
Laura Carmichael

Aries Casteel
Sarah Chin
Emily Christie
Michelle Clarabut
Amy Coleman
Zena Conlin
Derek Cooke
Joe Corrigan
Delta Fay Cruickshank
Amy Cubberley
Adolfo Cuetara
Cassandra Cummings
Robyn Curtis
Robin Cushnie
Sara Cuthbert
Nathalie Delbecq
Alexandra Despins
Callie Diebold
Dena Doroszenko
Emmanuel Doucet
Sarah Durham
Eliza Dussault
Terry Eyland
Chanelle Fabbri
Jennifer Fitzpatrick
Elizabeth French-Gibson
Véronique Gagné
Amanda Gallagher
Marina Gallet
Alexander Gates
Isabelle Genest
Mélissa Greene
Anne-Sophie Grenier
Che Greywall
JoAnne Himmelman
Vincent Houghtaling
Brad Hubley
Elizabeth Hunter
Lisa Johnson
Linda Kane
Paula Kenny
Barb Kostiw
Mario Lachance
Rosalie A. Lammler
Brett Lamoureux
Rachel Lapointe
Janick Lefebvre
Sara Legault
Julie Lespérance
Pam Little
Keely Maddock
Neil Malbon
Scott Marsden
Danielle Marshall
Raine McKay
Thomas McLaughlin
Christopher Mitaniadis
Chantal Moore

Jessika Moore
Margaret Mulrooney
Sara Munroe
Braden Murray
Christiana Myers
Eric Napier Strong
Sarah Newstead
Karin Noble
Louisa Orford
Jon Oxley
Jeremy Parsons
Katrina Peredun
Tomasin Playford
Sahana Puvirajasingam
Manon Regimbald
Janet Reid
Miranda Riley
Linden Roberts
Gabriela Rosas
Martin Roussy
Catrina Russell
Rosslyn Shipp
Elsa Simms
Cathy Simon
Scott Stewart
Alyssa Stokvis-Hauer
Shari Strachan
Bonnie Sun
Ashley Sutherland
François Thierry Toé
Pierre Tremblay
Éliane Trottier
Anne Unyi
Karen Valanne
Karen VandenBrink
Laura VanZant
Brianna Vereschagin
Deanna Walter
Robyn Warren
Kathleen Watkin
Liz Watkins
Julianna Weisgarber
Brooklyn Zalik
Alexandra Zawadzki-Turcotte

2022 NATIONAL CONFERENCE SPONSORS

1909 Digital
3rdi
Government of Canada - Canadian Heritage
PACART
Parks Canada
Toronto History Museums

