



CANADIAN
MUSEUMS
ASSOCIATION

ASSOCIATION
DES MUSÉES
CANADIENS

20

23

**Annual
Report
2023**



Contents



Message from the President	3
Message from the Executive Director	4
Financial Overview	6
Management Discussion and Analysis	7
Operations	8
Membership	9
Communications	10
National Conference	11
Guidance	12
Advocacy	13
<i>Moved to Action</i>	15
Governance	17
Young Canada Works	18
Awards	20
Bursaries	20
Acknowledgements	22

Message from the President



With wildfires ravaging the Western provinces and territories, the CMA Board of Directors and Staff members lament the loss of many community members, including GLAM (galleries, libraries, archives, and museums) sector workers and cultural heritage items and belongings, in B.C., the Prairies, and Yukon. Beyond Canada, we have and will continue to express our condolences and solidarity with our colleagues in places that have experienced serious humanitarian catastrophes this year, including, but certainly not limited to, [Ukraine](#), [Türkiye](#), [Sudan](#) and [Palestine](#). Among these hardships, the Board has repeatedly centered the role that museums can take in remedying catastrophes, within and beyond Canada. This is because the CMA sees a healthy museum sector as one where museums play an active role in keeping their communities healthy.

Another year has passed by us since the last CMA Annual General Meeting, and lots has changed! As we enter our second year with a permanent Executive Director, Janis Kahentóktha Monture, the Board foresees the organization finding stable ground in terms of its operations. Not only that, but the Board has also seen significant strides made to refresh our strategic orientation to better support our values, and to increase transparency and accessibility to our members.

As we continue to support the CMA in its efforts to meet the 94 Calls to Action from the Truth and Reconciliation Commission, the CMA had the honour of welcoming two more esteemed individuals from the sector into the CMA Reconciliation Council: Nyla Klugie-Migwans and Barbara Filion. Our efforts to build community from coast to coast to coast have been central to the progress that the CMA has seen this year, which is evidenced by this year's launch of toolkits to implement UNDRIP in museums and to advocate for museum funding in federal policy. Despite the positive strides the CMA has been making in effecting positive change in the sector, the good never comes without the bad.

During my tenure as President of the CMA Board of Directors in 2023, I am proud of the changes that have been made this year. However, we continue to need support. Over the decades, I have watched the steep decline of government support for the GLAM sector, which have limited museums from being effective contributors to their communities and to our economy. This comes as our community have called on us to speak to the role of museums in addressing truth and reconciliation, climate change, uplifting emerging museum professionals, supporting mentorship for midcareer professionals, calling attention to the burnout that so many museum workers are facing, and to protecting creative freedom and plurality of voices. Those are issues that we remain vigilant in addressing through our guidance and advocacy work, including at Hill Days, and our development plans as we continue to come up with new means of advocating for museums.

Message from the Executive Director



Moved to Action in Practice

Since my appointment on February 27, 2023, the Canadian Museums Association (CMA) has been very busy redefining our Association's role within the sector and reconnecting with partners and members. The whirlwind of my first day, which also happened to be the first day of the 2023 CMA's National Conference has set me on my course for leading this national member-based association.

I knew early on there were legacy issues I needed to address within my first 6 months. The Canadian Museums Association had done great work on amazing initiatives such as the Workplace Diversity Survey and the *Moved to Action* Report. However, when it came to the association's relationships with partners, members, and other national cultural institutions these had fallen off in recent years and needed to be reconnected. The first attempt to get the CMA back to the forefront of advocacy efforts on behalf of our members was our first Hill Day in six years. With the generosity of Senator Patricia Bovey who was also retiring, we were able to co-host a wonderful Hill Day reception in May with government officials and the museum community coming together to network and collaborate moving forward.

Then came the conferences – most of which had returned to an in-person format after three years of virtual conferences. Between myself, Rebecca MacKenzie (Director of Communications) and Stephanie Danyluk (Senior Manager, Community Engagement) we tried to attend as many of the conferences/symposiums as we could and to speak to the work the CMA was undertaking when it came to *Moved to Action* and developing further resources to enable the sector to support UNDRIP. It was vital that the CMA was attending as many of these conferences as possible to get back out in front of people and to also share the important work of *Moved to Action*. The list of conferences we attended over the course of 2023 was quite extensive: BCMA Symposium: Governance & Leadership in the Culture Sector; Canadian Association of Science Centres Conference; Ontario Library Services Spring Gathering; CAMDO Conference; Indigenous History & Heritage Gathering; Museums Association of Saskatchewan Conference; Inclusivity Conference; British Columbia Museums Associations Conference; NAASA Conference; Association of Nova Scotia Museums Conference; National Trust Conference; Association of Registrars and Collections Specialists Conference; and the Galleries Ontario Summit.

With the speaking engagements in full swing throughout the year, the CMA still had to undertake several of our own events. Following on the heels of Hill Day, the CMA presented virtually our annual CMA Awards and highlighted several outstanding achievements in the museum field. It was amazing to see all the Award winners and to hear about the great work they completed throughout the year in the areas of Exhibitions, Research, Stewardship of Collections and Audience Outreach on top of the individual award winners for the Museum Volunteer Award, Award of Distinguished Service and The Barbara A. Tyler Award in Museum Leadership.



Two weeks later the CMA hosted our 76th Annual General Meeting at which the audited financial statements for the year ending December 31, 2022, were accepted by the members. More importantly, a major change in our By-laws as they relate to membership was discussed and formally amended to provide voting rights for current students under the category of individual members. This new voting category are set to vote in the 77th Annual General Meeting – a first for many students. The members also voted in a new director-at-large position appointing Marie-Claude Mongeon for a term ending in 2026. The members also appointed Tracy Calogheros as the new President of the Canadian Museums Association.

It was also important in 2023 that the CMA focus on speaking with various members within the Government – particularly with the Department of Canadian Heritage. During the Spring and Summer months, the Department of Canadian Heritage was undertaking roundtables with various segments within the sector to speak to the priorities and revisioning of the National Museum Policy. It has been 30 years since the National Museum Policy has undergone a major review and engagement process with the museum and cultural heritage communities. This series of engagement and surveying of the sector allowed our members to voice their concerns with the policy but also to speak to the needs currently facing many communities across the country. The common threads that the CMA was hearing from our members were around the issues of sustainable funding and transforming funding structures; reconciliation frameworks and Indigenous self-determination; redefinition of a museum; climate crisis-related resilience and sustainability; modernization of collections practices and advancing equity, diversity, inclusion, and accessibility.

Building relationships was a key function this year and I took time to listen to members concerns. I worked diligently with our Membership team to ensure that we were implementing as many benefits as possible to our members. Whether that be through added discounts with some of our business affiliates and vendors or by delivering more networking events and professional development opportunities. Whenever I was in a new town, city, or territory, I always made time to visit our members and their museums. I am grateful for the generosity of those who took the time to meet with me and to take me on tours of their museums. It really reminds me why it is so important that we continue to advocate for the importance of museums within our communities. The passion and dedication our cultural workers have for the important work that we do: to be trusted and safe spaces in our community, and as places for learning and information, it is awe inspiring.

In 2023, the CMA experienced a whirlwind of activity, bustling with energy and driven by the dedication of our remarkably talented team. Every day, I am privileged to collaborate with individuals who possess a genuine passion for our sector, deeply committed to making tangible differences in communities, whether they be small and intimate or vast and sprawling, across the country.

Financial Overview

STATEMENT OF OPERATIONS FOR
THE YEAR ENDED DECEMBER 31, 2023



	BUDGET	2023	2022
Grants and contributions	\$12,427,726	\$11,112,475	\$13,209,742
Membership dues	410,000	405,180	340,012
Fundraising and sponsorship	160,000	47,118	76,120
Conferences	70,273	76,528	60,308
Interest	75,000	128,680	52,229
Subscriptions and advertising	47,000	19,788	42,179
Service fees	-	-	11,725
Speaking honorarium	-	8,344	-
Grant — Canada Emergency Business Account	-	-	20,000
Other	10,000	37,633	26,413
TOTAL REVENUES	\$13,199,999	\$11,835,746	\$13,838,728
YCW — employer funding	10,737,980	9,545,880	11,137,456
Salaries and benefits	1,821,586	1,662,081	1,759,041
Contractors and consultants	190,410	126,690	329,823
General operating costs	337,310	278,406	373,094
Annual conference	74,510	78,607	228,747
Advertising and promotion	8,600	5,467	27,367
Bursaries and awards	36,000	36,397	11,900
Travel and accommodation	75,334	58,185	29,537
TOTAL EXPENDITURES	\$13,281,730	\$11,791,713	\$13,896,965
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$(81,731)	\$44,033	\$(58,237)

Management Discussion and Analysis



This section is meant to be read as a companion to and in conjunction with the 2023 Audited Financial Statements, which can be found in the CMA Members Portal

During the year, the organization hired its next Executive Director, backfilled two intermediate roles with internal candidates from the YCW team, conducted the first Hill Day since 2014, updated its By-laws to support the work of the Membership Sub-committee and attended in-person events nationally while continuing to administer Museum Assistance Program (MAP) and Young Canada Works (YCW) grants and programs on behalf of PCH. The organization also continued to offer member-facing events and services, including awards program, annual (virtual) conference, Muse Magazine and advocacy and engagement initiatives.

Revenue

During the year, the organization carried forward both YCW employer and administrative amounts between the 2022-2023 and 2023-2024 program years. The organization also benefited from the cumulative effects of fee changes for institution members, from increases in interest rates, from a well-attended virtual conference, and from funding from RBC for the *Moved To Action* project. The CMA otherwise fell short of expectations for advertising, fundraising and sponsorship revenues. For the first time, the CMA began tracking earned speaking honoraria separately.

Expenses

The organization saw lower staff costs year over year compared with 2022, on account of some positions being vacant during the year. The CMA also spent less on external contractors than in 2022 and did not need to account for any cancellation costs in conference expenses. With the conclusion of the pandemic, the CMA saw a return to more normal levels of bursary expenditures – amounts which are offset completely by MAP funding – and a doubling of travel expenditures to \$58K compared to 2022.

The CMA realized a small surplus of \$44K – better than the budgeted shortfall of \$82K and the 2022 deficit of \$58K.

Future Outlook

The organization continues to be significantly but largely statically funded by the Department of Canadian Heritage and needs to continue to prioritize the development of its own revenues – membership fees, conference revenues, sponsorship, other grants (esp. MTA support), interest and investment income, etc. over the near term. The organization needs to slowly invest in its capacity to support its fundraising and member-focused activities.

The CMA has now renegotiated the YCW agreement for a new five-year term beginning April 1, 2024, but some MAP funding amounts for the 2024-2025 and later periods are yet to be allocated. The CMA renegotiated its Insurance Agreement with Marsh which should allow the CMA to better participate in the ongoing operation and growth of the CMA Insurance Program. The CMA is developing additional partnerships and added fee-for-service offerings.

In February 2023, the CMA welcomed Janis Kahentóktha Monture as the 12th Executive Director in its 76-year history. Janis joined the CMA on February 27, 2023 – the first day of the CMA’s National Conference.

The CMA’s longest-tenured staff member retired in May of 2023, after nearly 40 years with the CMA, and our Senior Manager of Membership left to join a member organization in Ottawa. The CMA was fortunate to be able to recruit internally for both positions, and with the support of the union, rebalancing the Communications and YCW teams in the process.

The CMA continues to benefit from its partnership with the Canadian Office and Professional Employees (COPE) agreement, which is under renegotiation, and will be renewed in 2024. Fully 17 of CMA’s 25 staff members at year-end were a part of the COPE union.



2023 also marked the CMA’s first full year in its new office space, and highlights included hosting the first Hill Day in six years in April 2023.

Notes

The CMA arranged for a two-day Board retreat in the office in November 2023. It also consolidated and further reduced off-site storage.

The CMA reformed its Joint Health and Safety Committee and began work on updating a series of policies (list) that were adopted in January 2024.

Membership



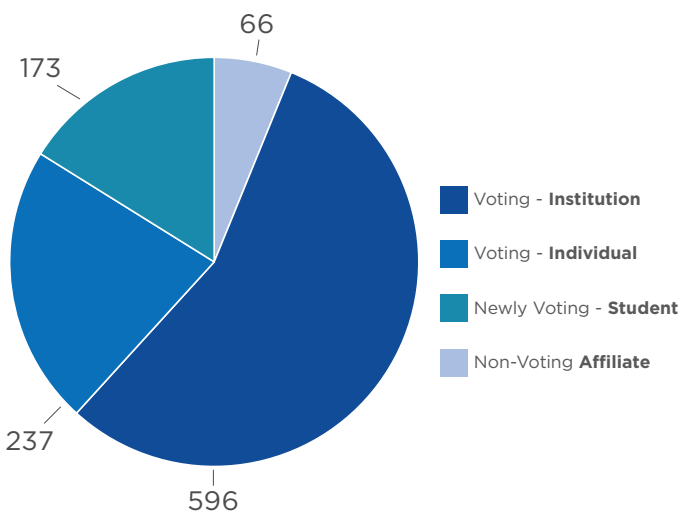
In 2023, building on the work of previous years, the membership team worked to further stabilise revenue growth and bring membership policies into alignment with the CMA's current principles and practices.

In aid of this, the CMA Board established a Membership Sub-Committee in October 2022, with the primary task of reviewing, considering, and affirming the voting rights and other benefits provided to the voting and non-voting classes of CMA memberships.

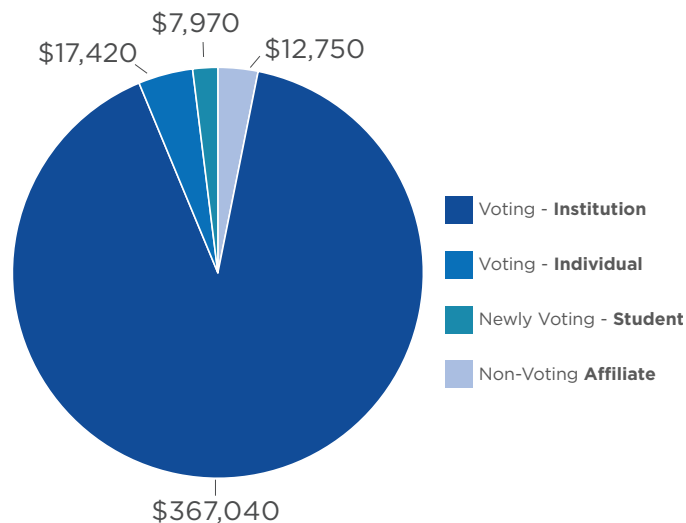
Considering the Sub-Committee's recommendations, amendments to the By-laws were ratified during the 2023 AGM, bringing

about significant alterations to three membership classifications. Former Honorary members were transitioned to Regular Individual memberships, symbolizing a more inclusive approach. Furthermore, recognizing the importance of empowering emerging museum professionals, student members were conferred with voting privileges within the framework of Regular Individual membership. In alignment with evolving organizational needs, the outdated Voting Corporate membership classification was eliminated, alongside the traditional Honorary membership designation. These revisions reflect our commitment to fostering an engaged and representative community within the CMA and the broader sector.

2023 CMA Members, by Number



2023 CMA Members, by Revenue



2023 saw a slight decrease in the number of Individual members due to a freeze put on new Individual memberships between November 2022 and March 2023, during the deliberations of the Membership Sub-Committee. Despite this decrease, the CMA continued to see an increase in total membership revenue, amounting to over \$65,000 in 2022. This increase in revenue was due in large part to the new fee structure for Institutional members imposed in late 2022. Moving into 2024, the membership team is focused on expanding membership through outreach, communication, and improvements to the value of membership.



Muse Magazine



2023 saw Muse Magazine release three, rather than the usual four, issues: Winter, Spring/Summer, and Fall. Increasing paper costs, paired with static funding resulted in this year’s issue reduction to cut back production costs. Print readership, like membership rates, have slightly decreased this year due to a membership freeze between November 2022 and March 2023. Online readership rates slightly increased to a total of almost 3000 views, which is in part attributable to our strategy of increasingly integrating online Muse articles into the CMA’s outreach. Notable highlights from this year’s issues of Muse included pieces on centring Indigenous voices in relation to Indigenous heritage

and belongings (see “Nothing About Us Without Us” and “Decolonizing the Capital”), pieces exploring the future role of artificial intelligence (AI) in museums (see “Towards the AI Era in Museums” and “Attracting Effective Board Members for a Small Museum”), pieces exploring the past and future of the voyages of heritage items and belongings (see “The Right to Journey Home” and “Egypt’s dispersed heritage; repatriation against borders”) as well as our standing CMA Awards feature. The magazine also provided the community with important updates on the *Moved to Action* project and resources and inspiration for the Young Canada Works program.

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 performance in 2023 saw a decrease in some metrics (audience growth, impressions), and saw engagement rates grow by 5.1%.

ENGAGEMENT RATE METRICS	RATE	% CHANGE
Engagement Rate (per impression)	5.1%	↗ 74.7%
X Engagement Rate	1.8%	↘ 27.4%
Facebook Engagement Rate	6.7%	↗ 137.6%
Instagram Engagement Rate	4.5%	↗ 89.2%
LinkedIn Engagement Rate	5.8%	↗ 16.8%

National Conference



The 2023 National Conference was inspired by and in support of the CMA's recent report, *Moved to Action: Activating UNDRIP in Canadian Museums*, which centres the activation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) in Canadian museum practice.

This conference sought to deepen understanding of the report by actualizing its recommendations in museum practice, and by determining as a sector how we can build on our work and continue prioritizing Indigenous self-determination in Canadian museums and abroad. The conference also opened conversations for museum professionals to explore how they might be *moved to action* across all areas of museum work, including diversity, inclusion, and climate action.

The conference was held virtually on February 27 & 28 and brought together over 500 delegates—a fifty percent increase from the 2021 conference attendance.

The conference opened with Taa.uu 'Yuuwans Nika Collison's keynote address, "Nothing About Us Without Us." Joining Collison in the keynote seat was John G. Hampton to close day one. Leroy Little Bear opened day two as this year's CMA Fellows lecturer, and a closing plenary discussion with Meranda Roberts, Adrian Stimson and Sabre Pictou Lee took up the question: "What will it take to decolonize museums?" In between, panels featured Indigenous museums professionals and experts leading UNDRIP implementation in the sector. A particular highlight was hearing the CMA Reconciliation Council's frank recounting of the journey to develop and publish the report. Virtual tea with the CMA Board and opportunities for networking were also part of the program.

The post-conference survey results indicated general appreciation for the theme and focus of the panel topics.

We announced our 2024 National Conference, themed *The Future is Collaboration*, will be held in Niagara Falls from April 9-11th.

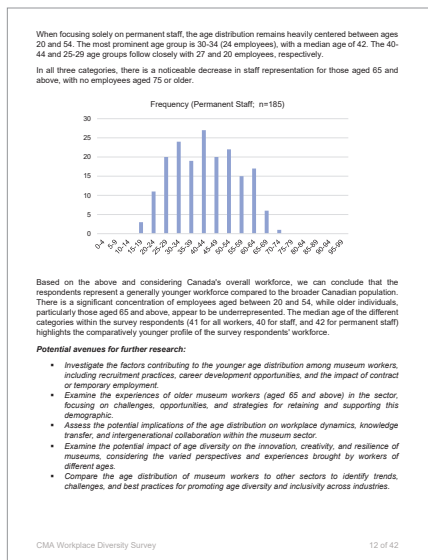


CANADIAN MUSEUMS ASSOCIATION

WORKPLACE DIVERSITY SURVEY

Dnyanesh Kamat
Senior Manager, Advocacy

This project has been made possible in part by the Government of Canada.



Education and Roles

Most common departments worked in by full-time and part-time staff, by highest minimum degree obtained:

Highest Minimum Degree	Most Common Departments
PhD	<ul style="list-style-type: none"> Curation Research Operations/Administration
Master's	<ul style="list-style-type: none"> Education Outreach (including Community Engagement) Collections Management
Bachelor's	<ul style="list-style-type: none"> Guest Services (including Visitor Experience) Education Collections Management
University Certificate or Diploma below Bachelor's	<ul style="list-style-type: none"> Communications Guest Services (including Visitor Experience) Exhibition Design Retail Marketing Education Outreach (including Community Engagement)
Non-University Certificate or Diploma	<ul style="list-style-type: none"> Guest Services (including Visitor Experience) Membership Development (including Events) Education
Trades' Certificate or Diploma	n/a
Secondary (High) School Diploma or Equivalent	<ul style="list-style-type: none"> Guest Services (including Visitor Experience) Education Membership Development (including Events) Retail Operations/Administration
No certificate, diploma, or degree	<ul style="list-style-type: none"> Guest Services (including Visitor Experience)

CMA Workplace Diversity Survey 28 of 42

In Spring 2023, the CMA released the results of its inaugural Workplace Diversity Survey, which aimed to establish a baseline understanding of the representational diversity among Canadian museum staff and lay the foundation for evidence-based guidance and policy development in the areas of equity, diversity, inclusion, and accessibility (EDI&A) within the heritage sector.

The survey was conducted from January to March 2023, with 68 institutions, representing approximately 1,800 staff members, initially signing up to participate. The survey adopted an intersectional approach, examining the interplay between various demographic factors, such as sexual orientation, Indigeneity, age, gender, disability, immigration status, visible minority status, and religion, with key indicators like career progression, salary distribution, and educational attainment. The results provided valuable insights into the current state of EDI&A within the sector.

Key findings from the survey included the identification of potential challenges faced by minority demographic groups in accessing higher-paying positions and leadership roles. The survey also shed light on the representation of 2SLGBTQI+ individuals within the sector. For example, the survey results revealed a higher

percentage of 2SLGBTQI+ individuals among the survey respondents compared to the national average, while also highlighting the need for further research to better understand the experiences and challenges faced by these groups.

Due to the survey's small sample size, the report's findings should not be used to make conclusive statements about museums in Canada. However, the report serves as a crucial starting point for establishing a foundation for further research on EDI&A in the sector. The CMA remains committed to conducting regular surveys and qualitative research projects to drive measurable change and foster a more diverse, equitable, and inclusive museum sector in Canada. This will include a multi-year process of developing EDI&A guidance for museums, as well as the development of policy recommendations for museums to advocate for targeted government support for advancing EDI&A initiatives within the sector.

2023 CMA Hill Day



In April 2023, the CMA led a delegation of 30 representatives from the culture and heritage sector to Parliament Hill. The delegation engaged with policymakers on critical issues facing Canadian museums and Indigenous cultural centres, while also emphasizing these institutions' role in preserving heritage, driving economic growth, stimulating innovation, facilitating public education, and serving as vital community spaces.

Central to the discussions was the need for multi-year, stable funding for museums and cultural centres. Moreover, Hill Day delegates called for cross-party support for a national framework for repatriation, in alignment with the 2021 UNDRIP Act.

The meetings between CMA-led delegates and policymakers yielded several key insights and policy proposals. Discussions centered around refining MAP to ensure it is responsive to the needs of the sector, simplifying the application process to make it more accessible to all applicants, and enhancing the funding model to align with international best practices. The need for financial support and legislative action to bolster Reconciliation initiatives in the sector was also emphasized. Additionally, delegates explored the possibility of leveraging the full range of available funding programs offered by federal government departments and agencies.

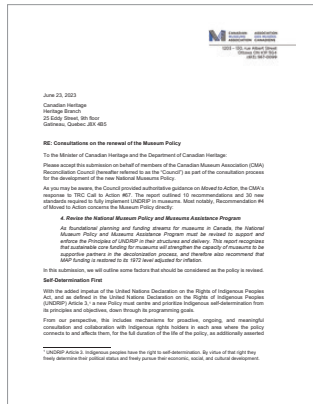
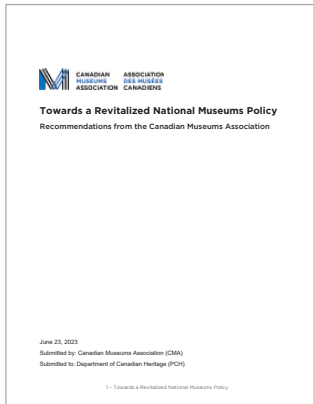
One of the key takeaways to emerge from Hill Day was for the need for the sector to engage in more evidence-based advocacy, including cost-benefit analyses. In a sector facing a resource crunch, this takeaway further highlighted the need for resource pooling and coalition building for sector-wide advocacy initiatives like Hill Day.

Another key takeaway to emerge from Hill Day was CMA's potential role in facilitating MPs' engagement with the National Museums Policy (NMP). Several MPs and Senators expressed an interest in remaining informed about the development of the National Museums Policy currently being developed by PCH.

Beyond the discussions, a notable highlight of Hill Day 2023 was the evening reception hosted by retired Senator Patricia Bovey. The event was attended by prominent figures, including the Honorable Carolyn Bennett, the then Minister of Mental Health and Addictions and Associate Minister of Health, underscoring the importance of museums to policymakers across domains.

The CMA is committed to incorporating these valuable insights into its ongoing advocacy work to better serve the needs of the museum sector. Moving forward, the CMA will ensure it pursues more targeted advocacy initiatives built on a solid foundation of research and coalition-building both within and outside the sector.

National Museums Policy



In June 2023, the CMA submitted a brief and a letter from the CMA Reconciliation Council to the Department of Canadian Heritage (PCH) as part of the latter’s consultations on the renewal of the National Museums Policy (NMP).

The CMA’s brief emphasized the crucial role of the NMP in shaping the museum sector and the urgent need for a reinvigorated policy that can address contemporary challenges faced by museums in Canada. It outlined a set of key recommendations to enhance the role of museums in Canadian society, strengthen their

financial sustainability, advance Indigenous self-determination in the sector, as well as offer more support to further EDI&A in museums. The CMA’s Reconciliation Council, in its letter, provided guidance on the implementation of UNDRIP in museums. The Council emphasized the need for a revised NMP to centre and prioritize Indigenous self-determination, encompass an expansive definition of heritage, and provide mechanisms for meaningful consultation and collaboration with Indigenous rights holders. The letter also called for the NMP to be self-aware and forthcoming about the historical and ongoing harm caused by government policies as well as by museums to Indigenous cultural heritage. The Council’s letter strongly emphasized the need for genuine and dedicated support for repatriation, including the development of an Indigenous-led National Repatriation Framework.

The CMA’s submissions to a renewed NMP underscore the importance of a future-oriented, comprehensive policy that not only abides by the UNDRIP Act, but also one that secures the long-term sustainability of the sector and empowers museums to be dynamic institutions at the heart of resolving some of the most pressing socio-economic challenges of the day.

Advocacy Toolkit

In Winter 2023, the CMA released the “[Empowering Connections](#)” advocacy toolkit to support museums and heritage organizations across Canada in engaging with their federal representatives. The toolkit provided a comprehensive guide, templates, and resources to help museums invite their respective Members of Parliament (MPs) or Senators to visit their institutions, with the goal of raising awareness, garnering support, and fostering long-term relationships. It offered step-by-step guidance on identifying representatives, planning, and executing invitations, and navigating ethical and legal considerations. The toolkit also emphasized the importance of advocacy in promoting the role of museums in society, influencing policy development, and enhancing collaboration and coalition-building with key decision-makers.

Pre-Budget Submissions

During the 2023-2024 fiscal year, the CMA submitted written briefs to both the House of Commons’ Standing Committee on Finance as well as the Department of Finance as part of pre-budget consultations. In both submissions, the CMA briefs called for the following: an increase to MAP funding, a targeted one-time investment to support climate change mitigation strategies for heritage organizations across Canada, dedicated funding to support decolonization efforts in the sector, dedicated annual funding to Indigenous-led heritage organizations, as well as an increase in core funding for Young Canada Works (YCW).

Moved to Action



In the past year, the CMA's *Moved to Action* Program, under the authoritative guidance of the Reconciliation Council, has made significant strides in advancing Indigenous self-determination within museums and heritage spaces.

Museums are referencing the *Moved to Action* report as part of their guidance material governance plans as they implement UNDRIP in their institutions. The successful uptake shows that museums and heritage organizations are moving towards concrete action to implement UNDRIP and support Indigenous self-determination. Below, you will find a summary of the key projects and initiatives we have undertaken in 2023.

CMA Reconciliation Council

We said farewell to Council Members Lou-Ann Neal, Sarah Pashagumskum, and Marie-Paule Robitaille. In return, we welcomed Barbara Fillion and Nyla Klugie-Migwans as new members of the 2023 Reconciliation Council.



Barbara Fillion



Nyla Klugie-Migwans

The Council continues to meet virtually monthly. Additionally, in October, the Council met in person in Ottawa for the first time since 2019. Together, we crafted a multi-year plan that pivots around collaborative and practical strategies, charting a course to fortify a national foundation supporting Indigenous-led self-determination in museums and the heritage sector. Central to this plan is the development of a national framework for repatriation/rematriation, an UNDRIP professional development strategy tailored for museum professionals, the nurturing of peer networks and mentorship, and the development of educational resources under the banner of *Moved to Action* and UNDRIP.

The CMA also supported the Reconciliation Council's submission to Canadian Heritage on the National Museum Policy consultations, which underscored that a new Policy must first centre the truth of Canada's colonial history and its impact on Indigenous cultural heritage and use the findings of the *Moved to Action* report to support Indigenous self-determination and UNDRIP compliance, with focused supports for repatriation.

Governance

During the year, the Reconciliation Council offered - and the Board accepted - to provide recommendations on the CMA's governance structure in alignment with the *Moved to Action* standards.

Moved to Action Receives Award

In a testament to our collective efforts, the National Trust for Canada's Board of Governors recognized the Canadian Museums Association and the CMA Reconciliation Council with a Governors' Award for the *Moved to Action* report and the CMA's collection of bold new commitments in response to the Truth and Reconciliation Commission Call to Action #67. We share this honour with the many contributors who lent their voices to the report's contents.

Resources

The *Moved to Action* program focused on resource development to assist museums seeking to support Indigenous self-determination. Over 10,000 readers downloaded the report in 2023!

We released a series of toolkits to assist museums to achieve the standards recommended in the report. These include toolkits on Engagement, Repatriation, and Indigenous-led spaces, ranging from guidance on decolonizing your repatriation policy to key considerations when approaching Indigenous communities with engagement requests. We also produced a Small Museums workbook that considers small museum approaches, strengths, and unique challenges in a scaled-down review of the report and toolkit content. Over 3,000 users have accessed our toolkits.

We also released the *Moved to Action* Standards in the form of a printable poster.

Working Group

We convened a *Moved to Action* Working Group to assist in resource development. This group focused their efforts on developing an assessment tool for museums to measure their implementation of new standards. Additionally, they are developing a longitudinal study to collect data on active repatriations.

We want to thank the members of the *Moved to Action* Working Group for their support and knowledge:

Elizabeth Barron, Indigenous Curatorial Collective

Sarah Carr-Locke,
Prince of Wales Northern Heritage Centre

Catherine Cole, Nunavut Inuit Heritage Centre

Ooleepeeka Eegeesiak,
National Gallery of Canada

Julia Lafrenière, Winnipeg Art Gallery

Cathy McGirr, Bruce County Museum

Leia Patterson,
British Columbia Museums Association

Kate Wolforth, The Rooms

Advocacy for Repatriation/Rematriation

Taking the lead from the Indigenous Heritage Circle, we met with many sectoral leaders and government officials to advocate for a national framework and dedicated funding to support repatriation/rematriation. As part of the 2023 Hill Day, delegates advocated for support to introduce a repatriation framework and to invest in Indigenous communities, cultural centres, and organizations. In addition, we responded to numerous media inquiries regarding the status of repatriation in the sector.

Professional Development

Moved to Action Web Course: We will be launching an eight module *Moved to Action* webinar series that began in 2024. The series will center Indigenous experts' perspectives on ways to practicably implement the *Moved to Action* report in the areas of Governance, Operations, Repatriation/Rematriation, Engagement and Partnership, as well as Assessment.

Indigenous Museum Professionals Networking: We will continue to support the Indigenous Museum Professionals Networking activities, with monthly meetings occurring online. Hosted by Nicole Henbry, these virtual 'hangouts' are informal and confidential, meant to create an environment of support, idea-sharing and community building.

Outreach and Engagement

We have presented at eight conferences and symposiums and fourteen online presentations and webinars. Some of these presentations include the ANSM, BCMA, MAS, CAMDO and National Trust conferences, as well as presentations to the board of CPERB and the Thinking Through the Museum network.

The Membership Sub-Committee wrapped up and delivered its final report to the membership at the AGM, which also saw updates to the By-laws to add voting rights for student members while cancelling the vacant corporate members' class.



Marie-Claude Mongeon

The Board executive rotated, with former Vice President Tracy Calogheros becoming President, and former President Heather George becoming Vice-President; Armando Perla remained Vice-President, and Chair of the Nominating and Governance Committee.

To support the on-boarding of a new Executive Director, Rebecca MacKenzie and Ken Blonski served as co-acting Executive Directors for the first two months of the year, while the Board met eight times during the year, including a two-day retreat in Ottawa in November 2023.

Throughout the year, the organization welcomed Marie-Claude Mongeon to the Board, succeeding J'net Ayayqwayaksheelh. With several changes in board composition in 2021, Marie-Claude currently holds the sole position with a term extending to 2026, while others are slated to conclude in 2024 and 2025. This strategic arrangement offered essential stability during the Executive Director recruitment process.



YCW HO Program Officer Nicole Gratrix visited the Kelowna Art Gallery for in-person monitoring in summer 2023

2023-2024

During the 2023-2024 YCW program year, the CMA funded over 1100 short-term jobs for students at more than 700 museums and related heritage organizations through YCW in Heritage Organizations (HO), and 229 graduate internships at 170 organizations through YCW at Building Careers in Heritage (BCH).

These positions were made available through \$6.3M of base funding for employers (including \$780k carried forward from 2022-2023, and \$4.2M reserved exclusively for student jobs at smaller museums), and through an additional \$3.5M in supplemental funding that became available in May 2023 (\$500K greater than the amount of supplemental funding provided for the previous program year in June of 2022).

With funding received earlier and in greater amounts, the CMA was able to fund over 150 more jobs and internships than last year and provide a greater amount of funding for each job and each internship. This is particularly important as costs continue to rise, with the average HO wage increasing by 88 cents compared to 2022-2023, and the average BCH wage increasing by a dollar.

Promoting Young Canada Works

Promotion of the Young Canada Works program to potential employers and candidates has helped ensure that as many eligible Canadian heritage organizations and youth as possible are made aware of the benefits of the program, informed on access and eligibility, and provided with any information that will help them make the most of their experiences with YCW. In the 2023-2024 program cycle, we contributed four articles to Muse magazine on topics such as the benefits of the travel reimbursement, a YCW internship success story, the role expected of a YCW supervisor and the educational training most sought after by YCW employers. We represented YCW as exhibitors at two community events, the National Trust conference, and Ottawa Heritage Day, with more of these planned for the coming year.

The team also made outreach efforts with both employers and youth through a series of information sessions. We hosted five in-person and virtual sessions intended to let youth know how YCW can benefit their career development and to encourage them to create profiles on the YCW job board and search for positions. The promotions team also held six information sessions directed at employers, both for those who were unfamiliar with YCW and for those looking for support to write successful funding applications. Two of the employer sessions were intended to help employers incorporate the recommendations from the *Moved to Action* report into their Young Canada Works positions. Social media has continued to be a useful tool to promote the program to youth and employers, including promotion of both the travel reimbursement and the accessibility reimbursement, as well as application deadlines and events.

Average hourly wage of funded positions		
Program Year	HO	BCH
2018-2019	\$14.16	\$17.11
2019-2020	\$14.56	\$17.06
2020-2021	\$15.00	\$18.03
2021-2022	\$15.50	\$18.34
2022-2023	\$16.14	\$19.13
2023-2024*	\$17.05	\$20.19

HO change	BCH change
2.82%	-0.29%
3.02%	5.69%
3.33%	1.72%
4.13%	4.31%
5.64%	5.54%

* Still subject to further adjustment

We have also continued to make updates to the Wage Guide available on the CMA website and have made some other useful updates to the YCW resource section of the website including additional information on the travel reimbursement and accessibility reimbursements.



YCW HO Program Officer Erica Holbrough visited Oseredok Ukrainian Cultural and Educational Centre in Winnipeg for in-person monitoring in summer 2023

On the road with YCW

Every year YCW is required to interview a set proportion of our youth participants and their supervisors to verify details of YCW positions. Typically, these conversations take place by phone, but in 2023-2024 we were able to meet with more employers and youth in person than we had since the pandemic. Our Program Officers undertook dedicated trips to southern Alberta, the BC interior, southwestern Ontario, and Winnipeg. In-person monitoring is a great way to get a firsthand look at what interns and students have been working on and a rare opportunity to meet them face-to-face to discuss their work with YCW.

Awards



The 2023 CMA Awards were distributed amongst an impressive group of applicants. While this year boasted fewer nominations than the previous, each one put forward an incredibly strong nomination package. As is often the case, the most competitive categories were the Awards of Outstanding Achievement in Research and Exhibitions. After some very challenging deliberation by our juries, several distinguished recipients and honourable mentions were selected. The 2023 winning slate showcases the diversity and high calibre of the work being done in the sector. The winners of the 2023 CMA Awards were honoured with a virtual ceremony, as well as a celebratory piece in the Spring/Summer issue of Muse.



Distinguished Service | John Tate



Audience Outreach | Fort Calgary



Social Impact
MONOVA — North Vancouver Museum & Archives



Audience Outreach
MEM — Centre des mémoires montréalaises

Bursaries

In the 2023-2024 Bursary year we were able to support the professional development and training of applicants across the country, despite seeing a slight dip in subscriptions from 2022-2023. In addition to the regular Bursaries program, and in collaboration with our member base we created a new EDI&A Bursary to support CMA Conference participation for those facing barriers to attendance. This allowed us to support registration costs for the Conference, which would otherwise not have been eligible.

Acknowledgements



Young Canada Works Peer Reviewers

YCW at Building Careers in Heritage

Tammy Bradford
Kayla Burry
Zena Conlin
Joe Corrigan
Amy Cubberley
Adolfo Cuetara
Lesley Golding
Katrina Hannah
Marie-Soleil Jean
Tracey Leavitt (assisted by
Miranda Hillier, Abigail Barrie,
Jolina Galera, Natalia Manns, and
Zachary Douglas)
Scott Marsden
Elizabeth McCrea
Lisa McIntosh
Marissa Monette
Eric Napier Strong
Sarah Newstead
Andrea Reichert
Jean Rey-Regazzi
Heidi Sobol
Luc St-Amand
Karen Valanne
Laura VanZant
Rosemary Wagner

YCW in Heritage Organizations

Lucy Alway
Shannon Baxter
Drew Beard
Nancy Belhumeur
Carole Bellerose
Bronwen Bird
Ian Brumell
Kathleen Buckley
Cody Cacciotti
Lorenda Calvert

Katherine Carlson
Aries Casteel
Sarah Chin
Michelle Clarabut
Derek Cooke
Olivia Cornwall
Cassandra Cummings
Robin Cushnie
Sandi Davis
Christine De Brabandere
Lélia Dekker
Alexandra Despins
Cindy Desrochers
Callie Diebold
Emmanuel Doucet
Anne-Marie Dulude
Sarah Durham
Eliza Dussault
Evelyn Fidler
Kristine Flynn
Véronique Gagné
Amanda Gallagher
Marie-Claude Gamache
Isabelle Genest
Helanna Gessner
Jennifer Gibson
Che Greywall
Peggy Hause
Vincent Houghtaling
Brad Hubley
Christi Hudson
Leslie Hutchinson
Mara Ireta Gordon
Lisa Johnson
Sharain Jones
Monica Joshi
Linda Kane
Irene Kerr
Mario Lachance
Annabelle Laliberté
Rosalie A. Lammle
Rachel Leaton
Janick Lefebvre
Jenna Locke

Ayda Loewen-Clarke
Denis Longchamps
Anne Madden
Keely Maddock
Neil Malbon
Danielle Marshall
Angela May
Carol Mayer
Thomas McLaughlin
Christopher Mitandis
Braden Murray
Christiana Myers
Kennedy Neumann
Karen Noble
Louisa Orford
Jon Oxley
Jeremy Parsons
Joanne Pepers
Katrina Peredun
Tomasin Playford
Caitlind Porter
Karla Rasmussen
Miranda Riley
Lyn Royce
Jeremiah Ryder
Rosslyn Shipp
Danuta Sierhuis
Sarah Silvestri
Cathy Simon
Alyssa Stokvis-Hauer
Shari Strachan
Bonnie Sun
Shauna Taylor
Emily Taylor
François Thierry Toé
Elisabeth Tower
Pierre Tremblay
Anne Unyi
Karen VandenBrink
Brienne Vereschagin
Robyn Warren
Kathleen Watkin
Marlee Yule
Brooklyn Zalik

Finance & Audit Committee

Dorota Blumczyńska
Rodney Chaisson
Sam Cronk
Heather George
Pailagi Pandya

Reconciliation Council

Grant Anderson
Nika Collison
Barbara Filion
Nyla Klugie-Migwans
Jonathan Lainey
Sharon McLeod
John Moses
Theresie Tungilik
Jeff Ward

Nominating and Governance Committee

Armando Perla
Sophie Yamauchi-Latimer
Madeline Smolarz

2023 National Conference Sponsors

Government of Canada -
Canadian Heritage
Marsh
PACART

Fellows

René Binette
Patricia Bovey
Janet Brooke
Tracy Calogheros
Catherine C. Cole
Yves Dagenais
Victoria Dickenson
Joanne DiCosimo
Dorothy Duncan

Colin C. Eades, HLM
Morris Flewwelling
Andrée Gendreau
Nancy Hushion
Robin Inglis
Sharilyn J. Ingram
Robert Janes
Linda Jules
Hélène Lamarche
Claudette Leclerc
Benoît Légaré
Philippe Mailhot
Carol Mayer
Gerald McMaster
Nancy Noble
René Rivard
Eric Ruff
Martin Segger
Anthony Shelton
Candace Stevenson
Sonja Tanner-Kplash
Lynne Teather
Jean Trudel
Guy Vadeboncoeur
Calvin White



CANADIAN
MUSEUMS
ASSOCIATION

ASSOCIATION
DES MUSÉES
CANADIENS

