



# Ontario Museum Association

2023-2024  
Annual Report

Association  
des musées  
de l'Ontario



Ontario  
Museum  
Association

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## To Our Members

As we reflect on the past year, we are proud of the Ontario Museum Association's (OMA) continued leadership, advocacy, and support for Ontario's museums. I am particularly proud of the representation on the OMA's board as the diverse voices have made a tremendous impact in our collective work.

Despite the ongoing challenges of recovery from the pandemic, our members have shown remarkable resilience, creativity, and dedication to their communities.

The OMA has remained committed to our roles as an advocate, convenor, and leader for Ontario's museums. We have:

- Worked to advance Truth and Reconciliation with the welcome of Elder in Residence Shishigo Gijig
- Conducted research to understand the sector's needs related to digitalization in partnership with George Brown College. This work will be shared once finalized and will inform our response to funding and the future of museum work
- Updated our connection to you with the launch of the new website
- Collaborated with partners and funders to secure new project funding for professional development and fundraising initiatives
- Hosted webinars, and check-ins to keep our community connected and informed
- Advanced advocacy for sector support in submissions to federal, and provincial budgets
- Collaborated to shape the future of culture plans in municipalities and communities
- Strengthened partnerships with Regional Museum Networks and other stakeholders
- And enhanced the governance structure of the OMA to ensure transparency

As we look to the future, we are excited about the opportunities for growth, innovation, and collaboration. Our Executive Director and Board of Directors are committed to enhancing our services, representation, and support for our members. We are focused on:

- Addressing Truth & Reconciliation, Diversity, Equity, Inclusion, and Accessibility as we seek to represent all museum workers, communities and organizations
- Increasing transparency through a more structured approach to financial management which includes the establishment of 5 key performance indicators ensuring a more detailed and timely awareness of how effectively the OMA delivers its services
- Making opportunities available to members with the creation of a procurement policy
- Developing significant relationships with PTMAs, PHOs, Regional Museum Networks, and the Canadian Museums Association
- Supporting our members in their transitions into the post-COVID future as we work in partnership with orders of government to deepen awareness of existing funding opportunities as well as make changes to historic programs like CMOG
- Working collaboratively to create a national museum policy with museum association colleagues across Canada
- Ensuring the OMA's compliance with the Ontario Non-profit Corporations Act (ONCA) by updating and clarifying our by-laws in time for the Oct 18, 2024 filing deadline.

We thank you for your continued engagement and support. The next few years will be exciting as we work with the membership to develop a new strategic plan and direction for the OMA. We look forward to serving you in new and exciting ways and partnering with you and other colleagues across Ontario and Canada.

Sincerely,  
Cheryl Blackman  
President, Ontario Museum Association



The OMA is committed to serving our members, and will work closely with all of you over the coming months. Our first priority is to fill the role of Executive Director. We thank Sandy Chan and her contributions to the OMA and wish her the very best in her future roles.

The OMA is in an interesting place, with the strategic plan needing renewal and with new leadership we have the opportunity to redefine what the OMA does and how we do it.

As our President has articulated, much good work has been done this year. The OMA will build on that work to frame the first steps in our rebuilding. Clarifying Council member roles and financial reporting were our first essential steps. In the coming year we will work on further fine-tuning to ensure sustainability of the clear accountability of Council.

Council members are all over the Province. In the coming months and years we will endeavour to ensure that all voices are heard as we plan for the future.

Thank you to all Council members and to all the staff at the OMA for your hard work and support.

Cathy Molloy  
Interim Executive Director



# Treasurer's Report

As Treasurer of the OMA Board of Directors, I would like to outline to the membership some of the financial management initiatives undertaken by the Board and the Budget and Finance Committee over the past couple of years in concert with a review the OMA's Audited Financial Statements for the fiscal period ending March 31, 2024.

The Covid-19 pandemic, which was declared in this country in March of 2020, had a seismic impact on the way we all approached every aspect of our lives. Our working environment changed overnight creating existential challenges to museums everywhere. Museum professionals were forced, in the face of ever-changing government regulations, to close our doors to the public for extended periods of time. In response, we sought out inventive ways to conduct business. New words came into our lexicon such as "pivot" and "Zoom call". We found strength by networking with colleagues and developed strategies to cope with the uncertainties of the situation. There was, unfortunately, no way to totally avoid the financial impact the pandemic had and, in many ways, still has on our operations.



**Joe Corrigan,**  
OMA Treasurer  
Chair, Budget & Finance Committee

As an organization of museum professionals, the OMA saw financial challenges as well. In 2022, the Budget and Finance Committee was established to oversee the Association's operations with an eye towards financial sustainability. Several initiatives were undertaken including:

- The restructuring of financial statements, separating project focused initiatives from standard operations.
- The repurposing of Publications and Professional Development Endowment Funds.
- The updating of OMA's Investment and Procurement policies.
- The tracking of multi-year fiscal performance for detailed trend analysis.
- The establishment of Key Performance Indicators (KPI's) allowing the OMA to track its Membership Growth and Retention, Program Efficiency, Operational Funding Reserves, Budget Variance and Revenue Growth from 2018 (pre-pandemic period) to the present.

This, data-based analysis of our past and present performance, provides us with a better understanding of where we are and what we need to focus on in order to better serve our membership and grow as an Association.

Now let's turn our attention to the audit. You will note that the OMA's Financial Statements are signed by auditor Hilborn LLP, a firm that specializes in work with the not-for-profit sector. Members will note that the auditors have issued the following statement, and I quote: "In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at March 31, 2024, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations". The audited statement's **Summary Balance Sheet** identifies the OMA's assets and liabilities as at March 31, 2024.

*(the Summary Balance Sheet and Full Audited Financial Statements for 2023-2024 are available at the end of the Annual Report)*

## Treasurer's Report cont'd

You will note that the OMA's current Assets show a significant change year over year with a decrease in the amount of Cash from **\$355,372** at the end of 2023 to **\$80,752** for 2024. Offsetting that decrease is an increase in Short-term investments from **\$0** in 2023 to **\$202,961** at the end of the current fiscal year. Moving these funds from cash to GIC investments saw the OMA's interest and other income increase from **\$6,866** in 2023 to **\$12,240**, almost double, in 2024. This was a direct result of the Board's implementation of the updated investment policy. Long term assets investments for 2024 total **\$249,507** and these funds are invested in low-risk mutual funds which are also in compliance with the OMA's investment policy.

**Liabilities** include accounts payable and accrued payables owing at year end, consisting of wages, government remittances and other operational payables. Deferred contributions consist of: government grants for projects and delivery of the Certificate in Museum Studies program, which is recognized in revenue as these funds are spent. The decrease in current liabilities from **\$270,130** in 2023 to **\$144,135** can be attributed to the winding up of a number of government funded projects during 2023-24. Deferred revenue refers to the portion of membership fees and course fees which were received in the current fiscal year, and had yet to be recognized at the end of the fiscal year. This deferred amount will be recognized over the course of the current, 2024-25 fiscal year.

Looking at the **Statement of Operations** for the 2023-2024 fiscal year; total revenue for the Association in 2023-24 was **\$702,275**, with total expenses of **\$657,683**, resulting in an annual surplus of **\$44,592**. As you will note, the OMA had a deficit of **\$70,732** at the end of fiscal 2022-23.

Total revenues increased by **\$87,593** or **14.25%** over the previous year. These results reflect an increase in government grants realized from the completion of some outstanding projects, increased membership revenues and interest revenues after moving funds from cash on the 2022-23 Balance Sheet to short-term Investments in fiscal 2023-24. The absence of an OMA sponsored annual conference was the only area where the Statement of Operations reflected a year-over-year decrease in revenue.

Annual expenses for the 2023-24 fiscal year were **\$657,683**, down **\$27,731** or **4%** from the previous year's total of **\$685,414** with Administration costs being the only area to see a significant reduction.

The OMA Board of Directors is confident that the Association, with the support of its membership, will be able to sustain its core programs and services at the high level that members have come to expect. We continue to work toward increased long-term sustainability through diversifying the OMA's revenue sources, building a fulsome and actionable fund development plan, and using the organization's long-term assets wisely in order to capitalize on opportunities and support our growth. I would especially like to thank our members for their continued engagement and donations, especially at this challenging time, and the Board of Directors for their careful stewardship and planning.

## Governance Committee Report

This year, the Governance Committee's focus was the OMA's compliance with the Ontario Non-profit Corporations Act. The Committee supported the Executive Director in reviewing the requirements for ONCA, compiling necessary documentation, and making recommendations.

The Governance Committee recommended several changes to the OMA's bylaws including:

- Clarification on membership categories
- Clarification on the make-up of the OMA's Executive committee
- Minor edits for clarity and consistency

The Governance Committee is presenting these changes to the membership for approval at the Annual General Meeting.



**Heather Montgomery,**  
OMA Secretary,  
Chair, Governance Committee

## Fund Development Committee Report

The Ontario Museum Association (OMA) has formed a partnership with Funding Matters to start a project titled Metaverse Development for Ontario Museums.

This project is to identify potential funders to develop a pilot program for the creation of a metaverse for one museum, which will inform potential opportunities for OMA's revenue generation, as well as the sector's digital transformation.

The purpose of this project is to develop a pilot metaverse for one OMA member museum through digital transformation as a study to test and assess the potential for this technology for museums, to building greater engagement, and to position OMA as a leader in innovation for Ontario museums.

Funding Matters has offered an opportunity for partnership through their technology to create a metaverse for one museum as a pilot.

Funding Matters will work with OMA to identify funding sources for this pilot project.

The Professional Development Committee is positioned under the Fund Development Committee's folio and board member Audrey Rochette has accepted the role of Chair of this committee. Krysta Longboat, Amleet Mangat, Blair Newby and Michael Rikley-Lancaster are Members of this review committee.

Fund Development Committee members are as follows: Blair Newby, Emily Stovel, Denis Longchamps & Michael Rikley-Lancaster.



**Michael Rikley-Lancaster,**  
OMA Vice President  
Chair, Fund Development  
Committee

# OMA Board Of Directors



## *EXECUTIVE COMMITTEE*

**Cheryl Blackman**, President

**Michael Rikley-Lancaster**, Vice President

**Joe Corrigan**, Treasurer

**Heather Montgomery**, Secretary

**Cathy Molloy**, Past President (to September 2024)

## *DIRECTORS-AT-LARGE*

**Sascha Priewe**

**Krysta Longboat**

**Denis Longchamps**

**Amleet Mangat**

**Danielle Marshall**

**Blair Newby**

**Audrey Rochette**

**Emily Stovel**

# Introducing Elder Shishigo: OMA Elder-in-Residence

The Ontario Museum Association is honoured to introduce Elder Shishigo Gijig, who graciously agreed to be the inaugural Elder-in-Residence beginning in August 2024.

Her full, loving, and kind spirit will be our guiding star as we develop, engage and participate in reconciliation frameworks.

Elder Shishigo Gijig is Anishinaabe from Wabadowgan/Whitesand First Nation. Fluent in Anishnaabemowin, she has extensive experience working in the Toronto area, including as an Indigenous docent at the Royal Ontario Museum, a facilitator for the Ministry of Education, and a keynote speaker for reconciliation discussions within post-secondary education in the Greater Toronto and Hamilton Area. Her roles have also included community-based research, cultural mentorship, and advisory positions for Indigenous arts initiatives. She continues to contribute as a guiding Elder in the urban Indigenous community, focusing on reconciliation.



Elder Shishigo is a residential school survivor who has shared her story of hope, survival, resilience, and courage. A proud grandmother and mother, she is a spiritual woman who guides her community through teachings and provides a safe space for dialogue and storytelling. Her advocacy includes promoting Indigenous rights, cultural preservation, and leading community healing initiatives and educational workshops.

Truth and Reconciliation refers to the ongoing process of addressing the injustices faced by Indigenous peoples, particularly the impacts of residential schools. It involves acknowledging historical wrongs, making reparations, and fostering a deeper understanding and respect between Indigenous and non-Indigenous communities. We are grateful for Elder Shishigo's guiding presence and look forward to advancing these efforts within our organization to enhance our practices and contribute meaningfully to reconciliation.



# We Support Ontario Museums

## Mission

The Ontario Museum Association is the leading professional organization advancing a strong, collaborative and inclusive museum sector that is vital to community life and the well-being of Ontarians.

## Vision

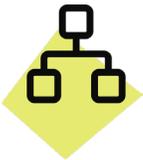
The Ontario Museum Association strengthens capacity among institutions and individuals active in Ontario's museum sector, facilitates excellence and best practices, and improves the communication and collaboration of its membership. The Association advocates for the important role of Ontario's museums to society, working with all stakeholders, related sectors and industries, and other professional organizations.

## Roles



### Advocate

Create positive change for museums by proactively positioning and representing museums with stakeholders and funders.



### Convenor

The nexus of a strong network, building a more collaborative, professional and connected sector.



### Professional Body

Provide professional development programs fostering continued professionalization of the field.



### Thought Leader

Advance the museum sector through research and the promotion of internationally-recognized best practices.

# Values



## Diversity, Inclusivity & Access

We believe the OMA and our members must engage with the diversity of people and groups represented in our communities, and facilitate access to all areas of museum work, including representation on our governing councils and among our staff.



## Adaptability & Efficiency

We value being timely and effective in all our work, and the ability to respond to new opportunities that will advance the interests of our membership and enhance the position of Ontario's museum sector.



## Innovation & Improvement

We embrace forward thinking, challenging assumptions and considering new approaches. As thought leaders, we seek to provide progressive and inspiring resources and services for the sector, resulting in museums that are recognized locally, nationally and internationally for their work.



## Community & Collaboration

We believe in a united museum sector, and in this work, value the participation and engagement of our members. Our work and the work of our members is improved by meaningful collaboration and partnerships. We also value the pursuit of new relationships and new models of collaboration within the museum sector, the culture sector and with other sectors, industries and businesses.



## Service Excellence

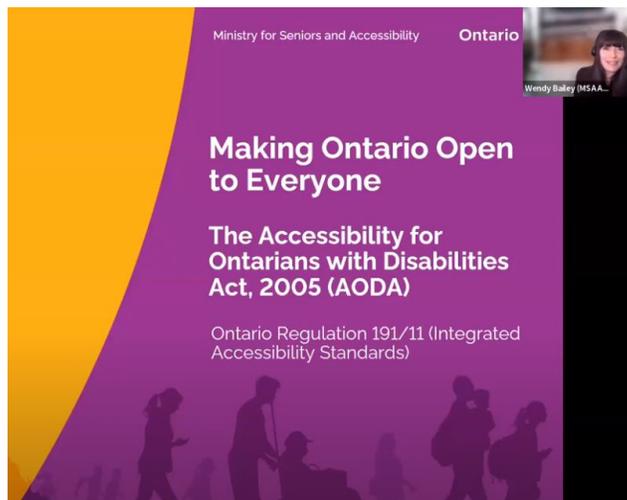
We seek to be supportive and responsive to our membership's needs through continuous investment and improvement in the services and resources provided. In our work we will be transparent and accountable.

# Provincial Advocacy

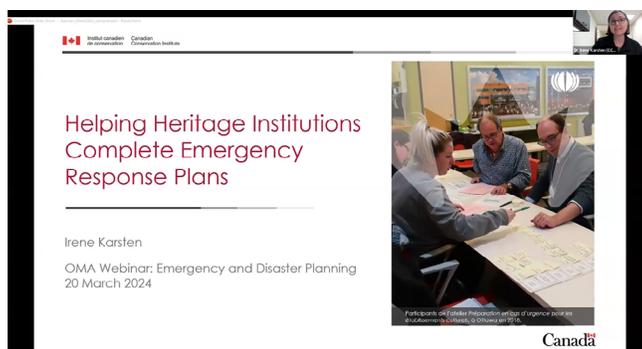
In order to support members as they examined or improved their Accessibility Plans and Emergency and Disaster Plans, especially as part of their CMOG Applications, the OMA coordinated and hosted webinars to share best practices. Thank you to our speakers:

- Dr. Elka Weinstein, Museum Advisor, Ministry of Tourism, Culture and Sport
- Wendy Bailey, Accessibility Policy Advisor, Ministry for Seniors and Accessibility
- Alex Glass, Executive Director, ArtsBuild Ontario
- Michael Rikley-Lancaster, Executive Director/Curator, Mississippi Valley Textile Museum
- Laurie Webb, Manager, Museums, Gallery & Archives, County of Lambton
- Dr. Irene Karsten, Senior Preservation Development Advisor at the Canadian Conservation Institute
- Jennifer Weymark, Archivist at the Oshawa Museum
- Melissa Cole, Curator at the Oshawa Museum
- Karen Bachmann, Director/Curator, Timmins Museum National Exhibition Centre

## Accessibility Planning for Ontario Museums Webinar

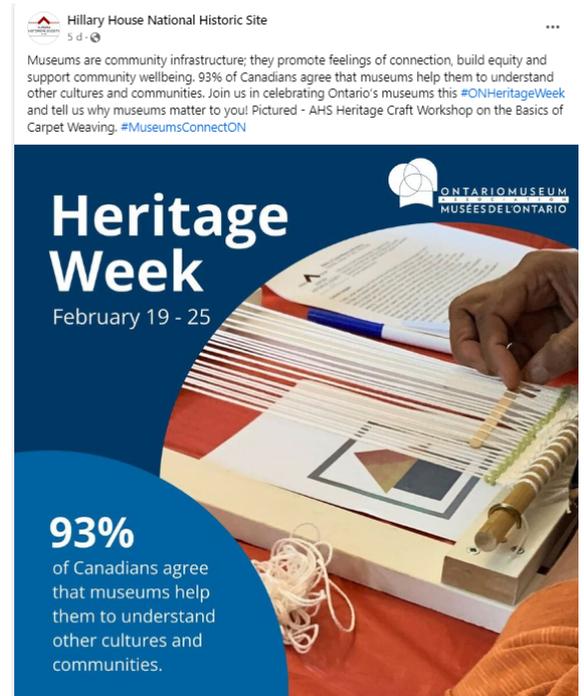


## Emergency and Disaster Planning for Ontario Museums Webinar



## Heritage Week 2024

In celebration of Heritage Week from February 19-25, 2024, the OMA highlighted both stats and facts from the Alberta Museum Association's *Reconsidering Museums* Report and OMA recommendations made to Ontario's 2024 Budget. For members, the OMA prepared a communications toolkit including bilingual template graphics and suggested social media posts, and encouraged museums to send their local MPP a letter that shares the potential impact of the OMA's recommendations. Over 140 posts using the OMA graphics were shared by over 30 museums across 4 different social media platforms!



## May is Museum Month / Mai, Mois des Musées 2024

May is Museum Month / Mai, mois des musées (MMM) is a program run by the OMA and celebrated by Ontario's 700+ museums, galleries, and heritage sites. May is Museum Month coincides with International Museum Day on May 18th, a worldwide initiative organized by the International Council of Museums, with the theme for 2023 announced as Museums, Sustainability and Wellbeing.

### Municipal Proclamations

18 Municipalities made proclamations and announcements of May is Museum Month, including:

- Town of Arnprior
- City of Brockville
- City of Peterborough
- City of Mississauga
- City of Toronto
- Collingwood
- Halton Region
- Mississippi Mills
- Norfolk County
- Northumberland County
- City of Oshawa
- City of Ottawa
- Simcoe County
- Town of Penetanguishene
- Township of King
- Town of Oakville
- Peterborough County
- City of Sault Ste. Marie

### Statement from Minister Lumsden

The Honourable Neil Lumsden, Ontario's then-Minister of Tourism, Culture and Sport, shared a video message for Ontario's museum sector celebrating our province's museums, galleries and heritage sites and the contributions they make to our communities.

## Video from Ontario's Lieutenant Governor Edith Dumont

At the close of Museum Month 2024, the Honourable Edith Dumont, Lieutenant Governor of Ontario, also shared greetings by video message for Ontario's museum sector in celebration of May is Museum Month / Mai, mois des musées 2024.

Her Honour the Honourable Edith Dumont:

"I want to say thank you on behalf of a grateful province to the 11,000 people who work at our museums, and to the 37,000 volunteers who give their time and effort to support these invaluable cultural institutions. Merci, Thank you, Miigwech."

# National Advocacy

## CMA Hill Day 2024

The OMA's Vice President Michael-Rikley Lancaster and then-Executive Director Sandy Chan were able to join with colleagues from across the country to participate in the Canadian Museums Association Hill Day in Ottawa, May 27 & 28, 2024. The OMA was able to echo and amplify shared national priorities on behalf of our members through meetings with the following MPs:

- Chris Bittle
- Valerie Bradford
- Bardish Chagger
- Julie Dabrusin
- Anthony Rota



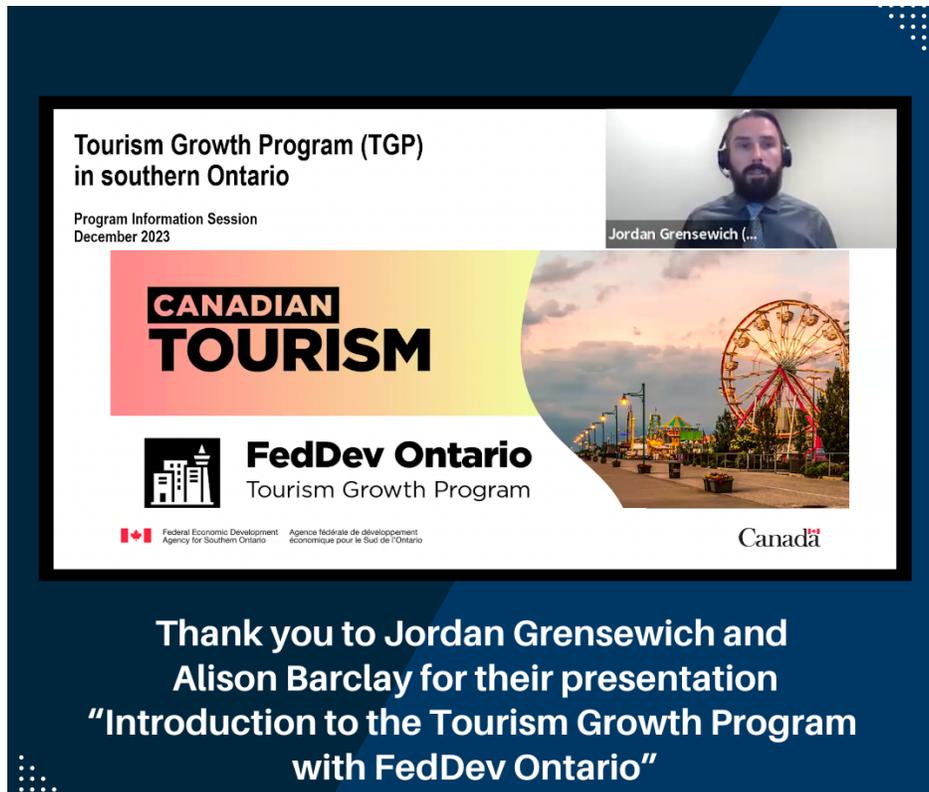
From left to right: Michael Rikley-Lancaster (Mississippi Valley Textile Museum and Ontario Museum Association), Peter Flannery (Canadian Clay and Glass Museum), MP Bardish Chagger, Dr Melissa Karmen Lee (Chinese Canadian Museum), Anne Eschapassee (McCord Stewart Museum), Janice Kahentóktha Monture (Canadian Museums Association), Madeline Smolarz (Base31 and Canadian Museums Association), Sandy Chan (Ontario Museum Association), and MP Iqra Khalid.

To the MPs, the delegations urged investment in Canadian museums to ensure they can continue to serve Canadians, and for the co-development of a national framework for Indigenous repatriation. Thank you to the Canadian Museums Association and all of our colleagues for their organization and participation in Hill Day 2024.

## Webinar with FedDev Ontario: Introduction to the Tourism Growth Program

Following the announcement of the February 29, 2024 deadline for the first round of the federally-funded Tourism Growth Program, the OMA and the Federal Economic Development Agency for Southern Ontario (FedDev Ontario) collaborated to provide an opportunity for museums to join a webinar with experts from the Program and ask questions, in order to support strong applications from Ontario museums.

The free, 90-minute webinar on January 17, 2024 introduced the Tourism Growth Program and addressed questions posed by more than 120 registrants from across Ontario.



## Municipal Advocacy

### City of Toronto Culture Action Plan: Museum and Heritage Sector Conversation

The City of Toronto, in partnership with Toronto Arts Council and Foundation, is developing a new Action Plan for Toronto's Culture Sector, to guide cultural services, policy and programming over the next ten years.

As part of the engagement process, the OMA and the City of Toronto invited Toronto-based museums to a museum-focused consultation session at the Blue Barracks of Fort York on February 5th, 2024.

Leaders of museums from across the city discussed challenges and potential opportunities within our sector. Feedback gathered from our conversation will help to inform the development of the Action Plan.

# Professional Development

## Certificate in Museum Studies 2023-2024

Funded by the  
Government  
of Canada

Financé par le  
gouvernement  
du Canada

Canada

The Certificate in Museum Studies (CMS) is a museum studies training program offered on a part-time basis for museum workers, both paid and volunteer. In 2023, 3 graduates of the program joined the more than 400 individuals who have graduated from this program since 1982. This year, the OMA was proud to offer four in-person courses in museums across Ontario as well as five online courses.

Thank you to the 178 students who joined us this year and our amazing CMS faculty!

### Congratulations to the Certificate in Museum Studies Graduates of 2023-2024!

Kate Almeida

Jinni Hartmann

Kathleen Ogilvie

#### Courses

##### Exhibit Planning and Design

Battlefield House Museum & Park NHS, Hamilton

*Meredith Leonard*

May 10 — 12, 2023

##### Artifacts

Peel Art Gallery, Museum and Archives, Brampton

*Cindy Colford*

June 14 — 16, 2023

##### Museums and the Community

Ottawa Museum Network, Ottawa

*Amy Barron*

July 12 — 14, 2023

##### Museums in Historic Buildings (Facilities Management)

City Hall, Kingston

*Marcus Létourneau & Ian Kerr-Wilson*

September 13 — 15, 2023

##### Museums in Context

Online

*Amber Lloydlangston*

September 25 — December 4, 2023

##### Care of Collections

Online

*Carmen Li*

September 25 — December 4, 2023

##### Organization and Management of Museums

Online

*Kathleen Powell*

January 15 — March 25, 2024

##### Collections Management

Online

*Laura Phillips*

January 29 — April 8, 2024

##### Education Programs

Online

*Michelle Clarabut*

January 29 — April 8, 2024

## Webinars

The OMA was pleased to present 6 webinars this year at no cost to members or attendees. (Please see the Advocacy section for information about our webinars on Accessibility Planning, Emergency and Disaster Planning, and the Tourism Growth Program.) Thank you to our presenters!

### First Steps to Visitor Engagement: A Conversation (June 1, 2023)

With Jill Passmore, Visitor Experience Coordinator, Oshawa Museum

Inspired by member discussion on the OMA ListServ and with an eye on supporting emerging museum professionals and frontline visitor services staff in the summer tourism season, the OMA was pleased to host

“First Steps to Visitor Engagement: A Conversation”. Jill Passmore, Visitor Experience Coordinator at the Oshawa Museum, and other members of our museum community shared and discussed strategies for helping museum staff to “break the ice”, build rapport, support access and create positive, engaging, and meaningful visits.



### Dads & Male Caregivers Night at the Museum (July 6, 2023)

With Sinead Cox, Curator of Engagement & Dialogue, Huron County Museum & Historic Gaol

Sinead Cox joined us to discuss the Huron County Museum and Historic Gaol’s long-running ‘Dads/Male Caregivers & Kids Night with the Museum’ program, which engages its community with fun-filled activities, parent discussions and social time.

Attendees learned about the Museum’s pivot to offering this event online, promoting the initiative to its target audience, and the partnership with local charity Rural Response for Healthy Children that supports the program.

## Rainbow Registered® Info Session with Canada's 2SLGBTQ+ Chamber of Commerce (March 14, 2024)

With Spencer Toth, Connor McKiggan, and Merve Tosun, CGLCC; Debra Seabrook, Manager, Heritage Resource Management, City of Hamilton Tourism and Culture Division; Michael Rikley-Lancaster, Executive Director / Curator, Mississippi Valley Textile Museum



The Rainbow Registered accreditation program, developed by Canada's 2SLGBTQI+ Chamber of Commerce (CGLCC) with Tourism HR Canada, grants a time-limited recognition to businesses and organizations for demonstrating commitment and consistent effort to providing customer satisfaction through progressive policies and practices. GCLCC staff and representatives of Rainbow Registered museums joined the OMA to discuss the 2SLGBTQI+ travel market and the Rainbow Registered accreditation process.

*"Providing a safe and inclusive space for all visitors is important and it was helpful to hear about the different ways the CGLCC can help achieve that." (Participant)*

## Fall Workshop Series 2023

The OMA delivered a series of six online workshops in fall 2023, with the aim of offering skill-building opportunities and actionable learning on topics and challenges facing Ontario’s museums. 256 total registrants joined us during the Fall Workshop Series, with 37% of registrants joining us for their first ever OMA professional development event.

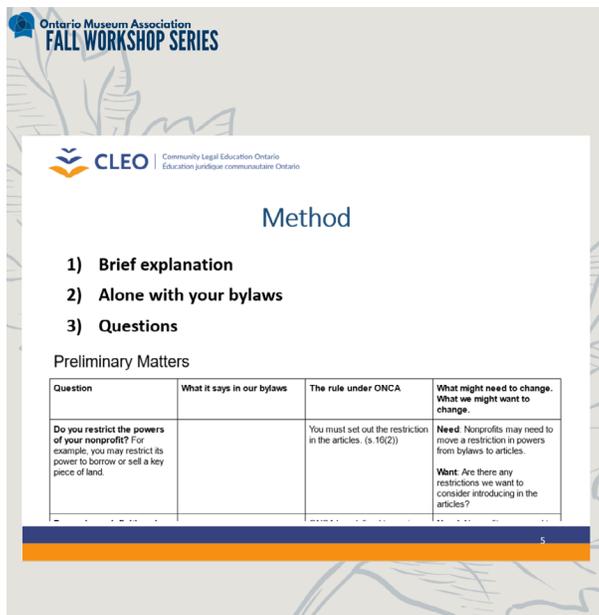
To encourage an inclusive learning environment and mitigate barriers to entry for marginalized colleagues and emerging museum professionals, the OMA was pleased to offer fully subsidized registrations for Fall Workshop Series sessions.

Thank you to all our speakers!

### Duties & Liabilities of Directors and Officers of Charities & NFPs (September 21, 2023)

With Terrance S. Carter, Managing Partner, Carters Professional Corporation

This session outlined the duties, responsibilities, and liabilities faced by directors and officers of not-for-profit and charitable corporations. Speaker Terry Carter covered common-law and statutory duties and liabilities, compliance with legal obligations, and due diligence for managing risks for directors and officers in a not-for-profit context.



### Bring Your Own By-Laws with Community Legal Education Ontario (October 12, 2023)

With Benjamin Miller, JD, Community Legal Education Ontario

In partnership with Community Legal Education Ontario, the OMA hosted this workshop for the second time to help members work through and update their by-laws and letters patent in order to comply with Ontario’s Not-for-profit Corporations Act (ONCA). This workshop was offered with the support of the Law Foundation of Ontario.



## All Good Things Come to an End: Closing a Museum Well (October 25, 2023)

With Lorenda Calvert, Program Manager, BCMA; Karin Kierstead, Programs Manager, ANSM; Lauren Wheeler, Strategic Services Director, AMA

Representatives from the British Columbia Museums Association (BCMA), Association of Nova Scotia Museums (ANSM) and Alberta Museums Association (AMA) joined the OMA for a cross-country discussion about the museum life cycle in a time of change, providing frank conversation and guidance for museums exploring closure and best practices for planning ahead to ease the end-of-life process.

**ALL GOOD THINGS COME TO AN END:  
CLOSING A MUSEUM WELL**

**Speakers:**

-  Lorenda Calvert, British Columbia Museums Association
-  Lauren Wheeler, Alberta Museums Association
-  Karin Kierstead, Association of Nova Scotia Museums

**Moderator:**  
Robin Etherington

Ontario Museum Association  
**FALL WORKSHOP SERIES**

*"Always impressed with the quality of content with the webinars hosted by OMA - from timely topics to very knowledgeable panelists. Great links were provided in chat. After living through a museum closure that had to be done in a rush, this webinar brought back a lot of memories - and possibly some PTSD. Thank you for hosting such an important discussion!" (Participant)*

Ontario Museum Association  
**FALL WORKSHOP SERIES**

**Activity - What is Decolonization in Museums?**

- What does it look like?
- What actions does it involve?
- What examples come to mind?

**decolonization** /dɪkɒlənaɪz(ə)ʃən  
decolonisation. Decolonization is a country that was formerly a colony or a dependent territory. Between 1775 and 1825, a wave of decolonization in the Americas led to the establishment of many new nations. **decommissioning, decommissioning**, such as a nuclear reactor.

## More Than A Checklist: Decolonizing Historical Narratives in Museum Spaces (November 1, 2023)

With Skylee-Storm Hogan-Stacey, Know History; Dr. Krista McCracken, Shingwauk Residential Schools Centre

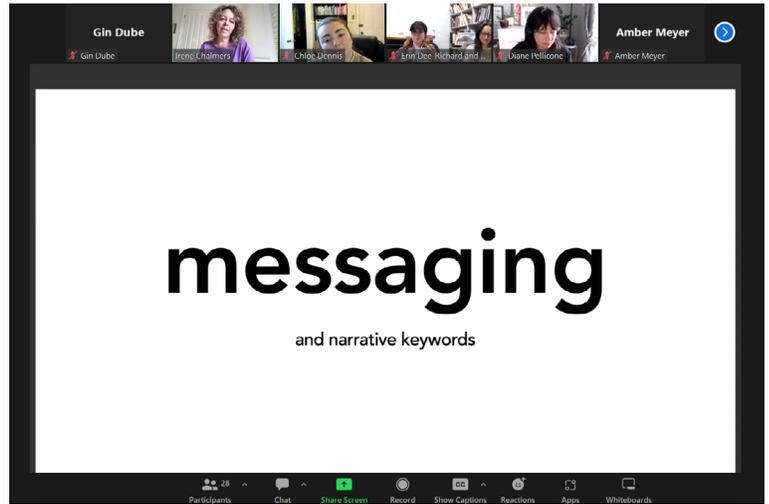
Presenters Skylee-Storm Hogan-Stacey and Krista McCracken explored the colonial roots of museum practice, what decolonization can mean in a museum context, and best practices for Indigenous community-engaged approaches to museum work. In addition to relationship building and policy change based on the presenters' experiences, attendees learned about the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) in relation to museums, Indigenous data sovereignty, the Canadian Museum Association's Moved to Action report, and case studies for locally driven decolonizing work.

*"Skylee-Storm and Krista were so wonderful, they had so many amazing resources and examples to share and they have given me a lot to think about. Grateful to have joined in on this important conversation and to continue on with this integral work." (Participant)*

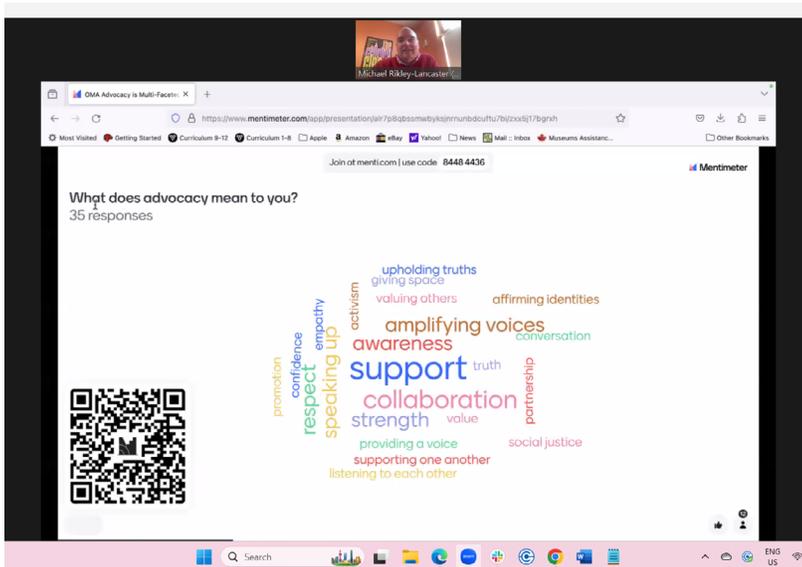
## Contemporary Interpretive Writing (November 16, 2023)

With Irene Chalmers, Interpretive Planner,  
Lilac Creative

In this participatory writing intensive, seasoned interpretive planner and educator Irene Chalmers introduced a framework for layering interpretive labels and anchoring text in a message to keep exhibitions focused, relevant, and meaningful. Through guided exercises and feedback, participants practiced writing clear, concise, compelling, and inclusive labels.



*"This kept me engaged and thinking. The five hours just flew by!" (Participant)*



## Advocacy is Multi-Faceted (November 30, 2023)

With Heather George, Executive Director, Woodland Cultural Centre; Sara MacKenzie, Executive Director, Ottawa Museum Network; Michael Rikley-Lancaster, Executive Director / Curator, Mississippi Valley Textile Museum

Giving helpful tips from their own experiences, a panel of museum leaders discussed how museums can advocate for themselves and speak out on the issues that matter to their communities – through social media, social action, and effective communications and storytelling.

## Spring Workshop Series 2024

Between May 2 and June 20, 2024, the OMA hosted four online workshops around a theme of well-being and mental health for museum workers, taking a critical and holistic approach to wellness, resilience, and inclusion in the sector and considering structural and individual barriers to healthy workplaces.

### Preventing, Identifying and Mitigating Burnout with Wellness Works (May 2, 2024)

Participants learned trends in mental health and mental well-being, learned to identify risks, signs and symptoms, learned strategies to reduce stigma of overwhelm and burnout in the workplace, and become aware of supports available including self-help strategies.



### Burnout, Resilience, and the Museum Workforce (May 16, 2024)

Speakers:

- Selin Kahramanoğlu,
- Pailagi Pandya, &
- Jingshu Yao



The panel of museum professionals from a range of backgrounds, career positions, and institutions discussed the unique stressors faced by museum professionals and their impact on our careers.

### 2SLGBTQI+ Diversity & Inclusion – Creating a Welcoming and Accessible Workplace with Canada's 2SLGBTQI+ Chamber of Commerce (June 6, 2024)

This session included an introduction to 2SLGBTQI+ concepts, considerations for gender diversity and inclusion, strategies for creating inclusive workplaces, and practical steps for getting started on these initiatives.



### Trauma-Informed Museum Practices: A Foundational Approach with Dr. Ross Laird (June 20, 2024)

Dr. Laird's workshop helped participants learn about the basic dynamics of trauma, how these dynamics play out in a museum setting, and how organizations can develop and sustain practices to minimize the risks of ongoing harm.

*"Thank you so so much! What a fantastic workshop! I learned so much professionally and personally; and, this is the sort of material we need in Canadian museums to innovate." – Workshop Participant*

# OMA Awards of Excellence 2023

The OMA Awards of Excellence recognize outstanding contributions to the Ontario museum community, with emphasis on innovation, advancing the museum profession in Ontario, and encouraging high standards of excellence in the museum field. The OMA presented the 2023 Awards of Excellence in a virtual ceremony on October 27, 2023.

Congratulations to our 2023 Awards of Excellence recipients and honourable mentions!



## Award of Excellence in Exhibitions

Shingwauk Residential Schools Centre  
*Reclaiming Shingwauk Hall*



## Award of Excellence in Special Projects

Bytown Museum  
*Exhibition Renewal*



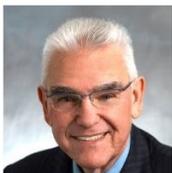
## Award of Excellence in Community Engagement

Textile Museum of Canada  
*Gathering*



## Award of Excellence in Programs

Canadian Clay and Glass Gallery  
*Creative Connections: Arts and Dementia*



## Volunteer Service Award of Excellence

Phil Spencer  
Toronto Railway Museum



## Award of Excellence in Publications

Laurie Kilgour-Walsh & the Art Gallery of Hamilton  
*Artful Moments*



## Distinguished Career Award of Excellence

Lori Nelson, Director (Retired)  
THE MUSE: Lake of the Woods Museum & Douglas Family Art Centre



## Promising Leadership Award of Excellence

Deanna Way, Executive Director  
Quinte Museum of Natural History

## Honourable Mentions



## Exhibitions

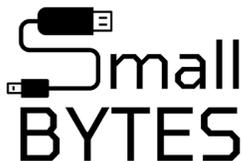
Pickering Museum Village  
*Greenwood Blacksmith Shop*



## Special Projects

York Region District School Board Museum and Archives  
*No. 2 Construction Battalion*

# Small Bytes: Supporting Digitization in Ontario's Smaller and Rural Museums



Funded by the  
Government  
of Canada

Financé par le  
gouvernement  
du Canada



*Small Bytes: Supporting Digitization in Ontario's Smaller and Rural Museums* was an initiative of the Ontario Museum Association (OMA) funded by the Department of Canadian Heritage.

Between 2022 and 2023, the OMA hosted seven webinars and workshops to help Ontario museums develop needed skills for success in an increasingly digital world of museum work. Each session produced a document-based resource (available in both English and French) to support museum professionals in mobilizing their learning.

## Launch of the OMA's Resource Hub

To host the recordings and resources produced in the Small Bytes initiative, the OMA launched the Resource Hub, thanks to funding from the Department of Canadian Heritage. Each of the recordings and their related resources are now available in a searchable, stable online location to continue to be an asset for museums.

### **The Digital Strategy – Intention through Application**

*Corey Timpson, Corey Timpson Design Inc*  
*Mary-Katherine Whelan, Amherstburg Freedom Museum*

Resource: Digital Strategy Checklist Tool

### **Virtual School Programming – Decision Making for Small Museums**

*Christina Sydorko, Oil Museum of Canada*  
*Karen Taylor, Canadian Canoe Museum*  
*Michael Furdyk, TakingITGlobal*

Resource: Virtual School Programming Decision Making Worksheet

### **Asynchronous Virtual School Programming Workshop**

*Christina Sydorko, Oil Museum of Canada*  
Resource: Asynchronous Virtual School Programming Presentation Slides

### **Synchronous Virtual School Programming Workshop**

*Christina Sydorko, Oil Museum of Canada*  
Resource: Synchronous Virtual School Programming Presentation Slides

## Actionable Online Accessibility

Shelley Boden, Access Advisor

Francis Tomkins, Tangled Art + Disability

Sean Lee, Tangled Art + Disability

Resource: Actionable Online Accessibility Toolkit

## Approaches to Online Exhibits

Kendra Campbell, Royal Ontario Museum,

Natalie Wood, Brockville Museum

Peter Pavement, Surface Impression

Moderator: Sarah Beam-Borg, Origin Studios

Resource: Approaches to Online Exhibits Toolkit

## Podcasting for Ontario Museums

Adrian Petry, St. Catharines Museum & Welland Canals Centre

Angela Bobier, Backus-Page House Museum

Kathleen Powell, City of St. Catharines

Maxime Escario Blanco, Beyond Reach Productions Inc.

Resource: Podcasting for Ontario Museums Toolkit

The OMA's Resource Hub is also a new place to find other digital resources to support museum work and professional development, including:

- Toolkits
- Worksheets & Templates
- Video Recordings
- Online Interactives
- and more!

These resources were collected and organized to be more searchable, filterable, and findable.

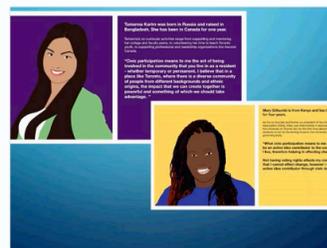
### Featured Resources



**Innovating with Collections Online**  
Ontario Museum Association • Toronto History Museums  
2023 English  
▶ Summary  
Toolkit



**Breaking the Glass Case: Using Film and Virtual Reality in a Small Museum**  
Andrea Wilson, Craigleith Heritage Depot • Ontario Museum Association • Tom Strnad, Mountain Goat Film Company  
2019 English  
▶ Summary  
Video



**Beyond Tokenism: Approaches to Delivering Inclusive Programming**  
Donna Gabaccia, President and Chair, Toronto Ward Museum • Jade Pichette, Volunteer & Community Outreach Coordinator, Canadian Lesbian and Gay Archives • Ontario Museum Association  
2017 English  
▶ Summary  
Video



**Webinar Recording: Accessibility Planning for Ontario Museums**  
ArtsBuildOntario • Erika Weinstein, Ministry of Tourism, Culture and Sport • Mississippi Valley Textile Museum • Ontario Museum Association  
2023 English  
▶ Summary  
Video

### Quick Links

**Policies & Standards**  
Example governance, guiding, and legislative documents that pertain to the work of Ontario museums.

**Accessibility & Inclusion**  
Learn how museums can meaningfully engage diverse communities and embody a more inclusive approach to our work.

**Indigenous Culture & Reconciliation**  
Understand the context of the colonial legacy of museums and support reconciliation and repatriation initiatives.

**Collections**  
Safely care for, store, and manage the collections your museum stewards.

**Videos & Webinar Recordings**  
Watch previous webinars, conference sessions, and more.

**Conservation**  
Help preserve and prevent the deterioration of museum collections.

**Interpretation & Education**  
Create meaningful visitor experiences.

**OMA Certificate in Museum Studies**  
Learn more about the OMA's Certificate in Museum Studies (CMS) program on

## OMA Digital Skills Courses

In 2024, the OMA developed and delivered pilot editions of three courses designed to offer low-cost online digital skills training to Ontario museum workers without requiring them to travel.

### **Museum Digital Strategy and Transformation**

Course Director: Jack Ludden, Digital Experience & Innovation Strategist, Balboa Park Online Collaborative

### **Reaching, Engaging, and Inspiring Online Audiences**

Course Director: Julie McNevin, Museum Professional and Educator

### **Digital Learning: Inside, Outside & Way Beyond the Museum**

Course Director: Christina Sydorko, Education Programs Coordinator, Oil Museum of Canada, National Historic Site

*"This course was extremely helpful in not only working towards building digital strategy but also learning about resources I could begin implementing on my site immediately. It has overall changed the perspective in which I will execute my work." (Participant feedback)*

## Thank You to the Digital Advisory Committee

Contributions of time, knowledge, expertise, and advice provided by members of the OMA's Digital Advisory Committee were central to the success of the Small Bytes initiative. Thank you to:

- Andrea Wilson, Co-Chair (to 2022), Craigeleith Heritage Depot
- Christina Sydorko, Co-Chair, Oil Museum of Canada
- Julian Kingston, Co-Chair (from 2022), Region of Waterloo Museums
- Adam Pollard (to 2022), City of Woodstock Museum
- Elaine Gold, Canadian Language Museum
- Emily Jolliffe, Ken Seiling Waterloo Region Museum
- Heidi Reitmaier, Museum of Toronto
- Lori Nelson (to 2023), The Muse (Kenora)
- Mary-Katherine Whelan, Amherstburg Freedom Museum
- Rick Miller, Canadian Women in Film Museum
- Sara MacKenzie, Ottawa Museum Network

# A Roadmap for Digital Transformation of Ontario Museums

## A Collaboration between the Ontario Museum Association, George Brown College, and the Toronto History Museums

With support from the College and Community Social Innovation Fund of the Natural Sciences and Engineering Research Council of Canada (NSERC), this three-year project encourages museums to use a strategic, inclusive, evidence-based approach to plan for digital transformation that goes beyond simply making artifacts available online—supporting the development of organization-wide, visitor-centric culture enabled by technology that empowers museum visitors and employees.

With a goal to support the role of digital technology in Ontario museums' outreach to local, tourist, and global audiences, the project has completed its final report and analysis from five research methods:

- Survey of 1,570 Ontario residents about museum visitation and motivations
- Design Charrette of museum and industry professionals with support from George Brown College students and faculty
- Data from Environics Analytics
- Open-sourced data related to website quality, social media usage, digital collections, digital experiences, & educational programming offered by museums in Ontario
- User group input and testing



Members of the student research team, OMA staff, and research leaders gathered to share the project findings at the GBC research showcase, June 25, 2024.

Lead researcher Professor Karen Sinotte (second from left) and OMA ED Sandy Chan (fourth from left) led a panel discussion with the gathered representatives.

### Key insights:

- The museum visit is an omni-channel experience.
- Technology usage increases as in-person visits increase.
- Visitor digital uses differ by visitor motivations, demographics, and lifestyle preferences.

# OMA Digital Transformation

The OMA deployed a new website and refreshed organization branding in July 2024, as a first step in a multi-phased project to improve member experience.

## Some highlights of the new OMA website:

### OMA Job Board

Explore job opportunities in the museum and heritage sector today! The OMA Job Board supports the career development of museum professionals. Job postings are either submitted for free by employers or sourced by OMA staff.

Post a Job to the Board

#### Current Opportunities

Apply by: July 26, 2024

Apply by: July 19, 2024

Apply by: July 12, 2024



AGH

The OMA offers workshops, webinars, courses, and other opportunities throughout the year to support museum workers' professional development and advance best practices in the sector.



#### Latest Jobs

##### Collections Manager & Registrar

Bata Shoe Museum

Apply by: July 26, 2024

##### Development Coordinator

Kitchener-Waterloo Art Gallery

Apply by: July 19, 2024

## Job Board

The improved OMA Job Board allows all museum professionals to browse job postings that are either submitted by employers or sourced by OMA staff. There is no cost to post a job or to browse postings. Jobs, once submitted, are reviewed by the OMA team for completeness and formatting and approved in a timely fashion.

### Services Directory

Thank you to our Corporate and Consultant Members, who provide vital services to Ontario's museums and support the mission and objectives of the Ontario Museum Association.

#### Corporate Members

Algonquin College



Armstrong Fine Art Services



B3K Digital



## Services Directory

The updated Directory showcases Corporate and Consultant Members that provide vital services to Ontario's museums and support the mission and objectives of the OMA.

### Advocacy

The OMA collects and shares funding opportunities for which museums may be eligible and that may help museums achieve their missions. The deadlines, specifics, and application processes for each funding opportunity are provided here for information only and remain the responsibility of the granting organization.

Association des musées de l'Ontario Ontario Museum Association



Association des musées de l'Ontario Ontario Museum Association



#### OMA's Analysis of Ontario's Provincial Budget 2024

On March 26, the Provincial Government tabled their 2024 budget. The Ontario Museum Association has reviewed this budget to understand the spending of the current government and...

#### OMA Recommendations to Ontario's Budget 2024

The Ontario Museum Association has prepared a Submission to Ontario's 2024 Budget. The OMA makes four recommendations for targeted provincial support...

## Advocacy

A central place to see recent OMA Advocacy publications, as well as Funding Opportunities of interest to Ontario museums.

# Committees

## OMA BOARD COMMITTEES

### *EXECUTIVE COMMITTEE*

**Cheryl Blackman**, Chair  
**Cathy Molloy** (to September 2024)  
**Michael Rikley-Lancaster**  
**Joe Corrigan**  
**Heather Montgomery**

### *BUDGET & FINANCE COMMITTEE*

**Joe Corrigan**, Chair  
**Sascha Priewe**  
**Amleet Mangat**

### *FUND DEVELOPMENT COMMITTEE*

**Michael Rikley-Lancaster**, Chair  
**Emily Stovel**  
**Blair Newby**  
**Denis Longchamps**

### *GOVERNANCE COMMITTEE*

**Heather Montgomery**, Chair  
**Audrey Rochette**  
**Danielle Marshall**  
**Krysta Longboat**

### *OMA STAFF*

**Jennifer Lee**, Membership & Administration  
Coordinator, Interim Professional Development  
Program Manager  
**Christopher Shackleton**,  
Digital Transformation Projects Coordinator (to  
September 2024)

## OMA Committees

### *NOMINATIONS COMMITTEE 2024*

**Cathy Molloy**, Chair (to September 2024)  
**Michael Rikley-Lancaster**  
**Amleet Mangat**

### *CURRICULUM COMMITTEE 2024*

**Audrey Rochette**, Chair  
**Amleet Mangat**  
**Michael Rikley-Lancaster**  
**Cheryl Blackman**  
**Blair Newby**  
**Krysta Longboat**

### *AWARDS OF EXCELLENCE COMMITTEE 2024*

**Danielle Marshall**, OMA Board of Directors, Chair  
**Halley Hill**, Woodland Cultural Centre  
**Jamie McKenzie-Naish**, Kingston & Area  
Association of Museums, Art Galleries + Historic  
Sites  
**Matthew Pritchard**, Museum Windsor  
**Sharifa Riley**, Glanbrook Community Services

### *INTERNS & CONTRACT STAFF*

**Amélie Binnie**  
**Gin Dubé**  
**Jessica Fisher**  
**Jasmin Khalil**  
**Agnes Ladon**  
**Jessica Sadlowski**  
**Anne Varrasso**  
**Tamae Vassell**  
**Dean Vukovic**

# Get Involved With Us!

## Join the OMA

Become an individual, commercial, or institutional member of our growing network for access to professional development opportunities, connections with members across Ontario, and online resources.

## Support an OMA Event

Highlight your institution's hard work and contribute to the museum community by hosting a Certificate in Museum Studies course or supporting an OMA workshop.

## Connect with Your MPP

We help build lasting relationships with elected officials to grow Ontario's cultural sector and bring awareness to the needs of institutions, stakeholders, and the public.

## Grow Your Practice

Take part in learning opportunities like the Certificate in Museum Studies course or online webinars to develop expertise in a variety of relevant topics for museums.

## Donate to the OMA

Your donations help to provide important resources that allow Ontario's museums to continue contributing to the vibrancy of Ontario's communities and the quality of life of all Ontarians.

**Ontario Museum Association**  
Published by Buffer  
October 11, 2023

The deadline is approaching!

A reminder that applications for the **Ontario Trillium Foundation Resilient Communities Fund** are due two weeks from today.

The fund supports community-based organizations that deliver programs and services in Ontario and need funding to recover and build capacity, resilience and sustainability.... See more

**Resilient Communities Fund**  
Investment from the Government of Ontario.

Apply by **October 25**

**Project Focus Areas**

- develop new approaches to generate revenue
- start new activities to meet community need
- adjust strategies and plans
- plan for future challenges

**Funding Streams**

Minimum Funding  
• \$10,000

Maximum Funding  
• \$100,000

**Who Can Apply?**

- a charitable organization or foundation registered with the Canada Revenue Agency
- an organization incorporated as a not-for-profit corporation without share capital in a Canadian jurisdiction

**How to Apply**

Proposals must be submitted by **October 25, 2023, at 5:00 PM ET.**

Projects are scored on the following criteria:

- Current organizational challenges
- Organization supports diverse, underrepresented, and/or vulnerable populations
- Strategy
- Process

For more information, click the link in our bio!

**Ontario Museums @museumsontario** · Dec 1, 2023

Thank you to Michael Rikley-Lancaster (@MVTextileMuseum) Sara MacKenzie, and Heather George (@woodlandandcc) for hosting the last session of our Fall Workshop Series, "Advocacy is Multi-Faceted".

And thank you to everyone who attended our Fall Workshop Series sessions!



@museumsontario

2,862  
Facebook  
followers

**Ontario Museums @museumsontario** · Nov 28, 2023

On this #GivingTuesday, we want to thank all of our members and supporters for all of the ways they've given to us in the last year.

The OMA wouldn't be here today without all of your support.

Thank you.

**GIVING TUESDAY**

On this #GivingTuesday, we want to thank all of our members and supporters.

**Thank you to our supporters in 2023!**

18	Board Members
28	Committee Members
36	Webinar Presenters
743	Webinar Registrants
10	CMS Course Directors
14	CMS Guest Speakers
138	CMS Students
6	CMS Host Sites and Visit Locations
46	Donors
12,739	Social Media Followers

3,623  
Instagram  
followers

52 timely  
Newsletters &  
e-News Alerts  
sent this year!

5,441 Twitter/X  
followers

823 LinkedIn  
followers

# Thank You to Our Supporters

Thank you to our donors and funders for your continued support of the OMA and Ontario's museums!

Shannon Baxter	Jason Hamlyn	Donald Philip
Clark Bernat	Danielle Hoevenaars	Joanna Prescod
Amy Bowring	Homefire Consulting Ltd.	Kate Pyatt
Meghan Bush	Kathryn Hunks	Kate Russell
Vanessa Canus, Museum Consultants	Sandra Hyduk	Gilles Séguin
Anna Collett	Marcus Jeffrey	Dale Standen
Joe Corrigan	Ian Kerr-Wilson	Graeme Taylor
Carolyn Crawford	Cara Krmpotich	Anne Unyi
Bev Dietrich	Marathon & District Historical Society	Stephanie Valadao
Duffy Heritage Foundation	Nikkita Maybach	Karen VandenBrink
Mary-Kathleen Dunn	MDL Modelworks Inc.	Michelle Watson
Adam Enosse	Adam Montgomery	Robert Wong
Friends in Toronto Community Services	Norton Nijssen	Jinyi Zhang
Adam Gauran	Joan O'Brien	Anonymous (2)

## PROVINCIAL AND FEDERAL FUNDERS

### FEDERAL FUNDING



Museums Assistance Program  
Young Canada Works Program

### PROVINCIAL FUNDING



Provincial Heritage Organizations  
Grant

## **Report of the Independent Auditor on the Summary Financial Statements**

To the Members and Board of the Ontario Museum Association

### **Opinion**

The summary financial statements, which comprise the summary balance sheet as at March 31, 2024, and the summary statement of operations for the year then ended, and related note, are derived from the audited financial statements of the Ontario Museum Association (the "Association") for the year ended March 31, 2024.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, in accordance with the criteria described in the note to the summary financial statements.

### **Summary Financial Statements**

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements of the Association and the auditor's report thereon.

### **The Audited Financial Statements and Our Report Thereon**

We expressed an unmodified audit opinion on the audited financial statements in our report dated August 9, 2024.

### **Management's Responsibility for the Summary Financial Statements**

Management is responsible for the preparation of the summary financial statements in accordance with the criteria described in the note to the summary financial statements.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, Engagements to Report on Summary Financial Statements.

Toronto, Ontario

August 9, 2024

Hilborn LLP



Chartered Professional Accountants  
Licensed Public Accountants

# Summary Balance Sheet

March 31

	2024 \$	2023 \$
<b>ASSETS</b>		
Current assets		
Cash	80,752	355,372
Short-term investments	202,961	
Accounts receivable & prepaid expenses	33,623	20,641
	317,336	376,013
Long-term assets		
Long-term investments	249,507	271,376
Capital assets	429	1,286
	567,272	648,675
<b>LIABILITIES</b>		
Current liabilities		
Accounts payable, accrued liabilities, deferred revenue and deferred contributions	144,135	270,130
	144,135	270,130
<b>NET ASSETS</b>		
Endowment and restricted funds	231,868	253,738
Board restricted fund	102,961	102,961
Operating fund	88,308	21,846
	423,137	378,545
	567,272	648,675

# Summary Statement of Operations

Year ended March 31

	2024 \$	2023 \$
<b>REVENUES</b>		
Government contributions and grants	460,364	339,102
Memberships	136,769	122,484
Professional development and annual conference	71,942	123,605
Donations, contributions, interest and other income	33,200	19,491
Loan forgiveness	-	10,000
	702,275	614,682
<b>EXPENSES</b>		
Professional development and conference	126,675	116,124
Programs and projects	215,733	216,015
Administration	215,003	243,083
Advocacy	34,823	38,099
Community engagements	40,901	45,310
Governance	24,548	26,783
	657,683	685,414
Excess (deficiency) of revenues over expenses for the year	44,592	(70,732)

## Note to Summary Financial Statements

March 31, 2024

### Basis of presentation

These summary financial statements have been prepared from the audited financial statements of Ontario Museum Association for the year ended March 31, 2024 on a basis that is consistent, in all material respects, with the audited financial statements of Ontario Museum Association except that the information presented in respect of changes in net assets and cash flows has not been included and information disclosed in the notes to the financial statements has been reduced.

Complete audited financial statements are available upon request.

**ONTARIO MUSEUM ASSOCIATION**

FINANCIAL STATEMENTS

MARCH 31, 2024

**HILBORN**  **LLP**

## **Independent Auditor's Report**

To the Members and Board of Directors of the Ontario Museum Association

### **Opinion**

We have audited the financial statements of the Ontario Museum Association (the "Association"), which comprise the statement of financial position as at March 31, 2024, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at March 31, 2024, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the ability of the Association to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the financial reporting process of the Association.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

## Independent Auditor's Report (continued)

### Auditor's Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the Association.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Association to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.



Toronto, Ontario  
August 9, 2024

Chartered Professional Accountants  
Licensed Public Accountants

# ONTARIO MUSEUM ASSOCIATION

## Statement of Financial Position

March 31	2024 \$	2023 \$
<b>ASSETS</b>		
Current assets		
Cash	80,752	355,372
Short-term investments (note 3)	202,961	-
Accounts receivable	26,634	12,084
Prepaid expenses	6,989	8,557
	<b>317,336</b>	<b>376,013</b>
Long-term assets		
Long-term investments (note 3)	249,507	271,376
Capital assets (note 4)	429	1,286
	<b>249,936</b>	<b>272,662</b>
	<b>567,272</b>	<b>648,675</b>
<b>LIABILITIES</b>		
Current liabilities		
Accounts payable and accrued liabilities (note 6)	27,468	112,683
Deferred revenue (note 7)	83,132	72,795
Deferred contributions (note 8)	33,535	84,652
	<b>144,135</b>	<b>270,130</b>
<b>NET ASSETS</b>		
Endowment and restricted funds (note 10)	231,868	253,738
Board restricted fund (note 11)	102,961	102,961
Operating fund	88,308	21,846
	<b>423,137</b>	<b>378,545</b>
	<b>567,272</b>	<b>648,675</b>

The accompanying notes are an integral part of these financial statements

Approved on behalf of the Board of Directors:

Member

Member

# ONTARIO MUSEUM ASSOCIATION

## Statement of Operations

Year ended March 31	2024 \$	2023 \$
Revenues		
Government contributions and grants (note 12)	<b>460,364</b>	339,102
Memberships	<b>136,769</b>	122,484
Professional development and annual conference	<b>71,942</b>	123,605
Donations and contributions	<b>20,960</b>	12,625
Interest and other income	<b>12,240</b>	6,866
Loan forgiveness (note 9)	-	10,000
	<b>702,275</b>	614,682
Expenses		
Professional development and conference	<b>126,675</b>	116,124
Programs and projects	<b>215,733</b>	216,015
Administration	<b>215,003</b>	243,083
Advocacy	<b>34,823</b>	38,099
Community engagements	<b>40,901</b>	45,310
Governance	<b>24,548</b>	26,783
	<b>657,683</b>	685,414
Excess (deficiency) of revenues over expenses for the year	<b>44,592</b>	(70,732)

The accompanying notes are an integral part of these financial statements

# ONTARIO MUSEUM ASSOCIATION

## Statement of Changes in Net Assets

Year ended March 31

	<b>2024</b>			
	<b>Endowment &amp; Restricted Funds (note 10) \$</b>	<b>Board Restricted Fund (note 11) \$</b>	<b>Operating Fund \$</b>	<b>Total \$</b>
Net assets - beginning of year	253,738	102,961	21,846	378,545
Excess of revenues over expenses for the year	-	-	44,592	44,592
Endowment and restricted funds investment income transfer	11,640	-	(11,640)	-
Inter fund transfer	(33,510)	-	33,510	-
Net assets - end of year	<b>231,868</b>	<b>102,961</b>	<b>88,308</b>	<b>423,137</b>

	<b>2023</b>			
	<b>Endowment &amp; Restricted Funds (note 10) \$</b>	<b>Board Restricted Fund (note 11) \$</b>	<b>Operating Fund \$</b>	<b>Total \$</b>
Net assets - beginning of year	247,672	102,961	98,644	449,277
Deficiency of revenues over expenses for the year	-	-	(70,732)	(70,732)
Endowment and restricted funds investment income transfer	6,066	-	(6,066)	-
Net assets - end of year	<b>253,738</b>	<b>102,961</b>	<b>21,846</b>	<b>378,545</b>

The accompanying notes are an integral part of these financial statements

# ONTARIO MUSEUM ASSOCIATION

## Statement of Cash Flows

Year ended March 31	2024 \$	2023 \$
Cash flows from operating activities		
Cash received from contributions and government grants	395,271	413,418
Cash received from government assistance	-	9,849
Cash received from memberships, professional development, conferences and services	238,837	263,423
Cash received from donations, contributions and bequests	1,772	3,031
Cash paid to employees and suppliers	(741,049)	(604,191)
	<u>(105,169)</u>	<u>85,530</u>
Cash flows from investing activities		
Capital asset addition	-	(1,715)
Purchase of investment	(202,961)	-
Proceeds from sales of investment	33,510	-
	<u>(169,451)</u>	<u>(1,715)</u>
Cash flows from financing activities		
Repayment of loan payable	-	(15,000)
Net change in cash	(274,620)	68,815
Cash, beginning of year	355,372	286,557
Cash, end of year	<u>80,752</u>	<u>355,372</u>

The accompanying notes are an integral part of these financial statements

# ONTARIO MUSEUM ASSOCIATION

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## Notes to Financial Statements

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March 31, 2024

### **Nature of operations**

The Ontario Museum Association/Association des musées de l'Ontario (the "Association") is the leading cultural organization ensuring a relevant and sustainable museum sector in the province for the benefit of Ontario residents and our global community. The Association builds capacity among institutions and individuals active in Ontario's museum sector.

The Association believes that museums are a critical and necessary element in a healthy society, as one key vehicle through which an appreciation and understanding of our connections to natural and cultural history are formed. Accordingly, museums are relevant institutions in society, and this applies to the small volunteer-run community museum as much as the large and specialized provincial flagship. The Association will continue to work with its members to build upon the ways in which it can help them be increasingly relevant to their own constituencies and communities.

The Association was incorporated under the laws of the Province Ontario in 1972 as a not-for-profit organization. The Association is also a registered charitable organization under the Income Tax Act (Canada) and as such, is generally exempt from income taxes.

### **1. Significant accounting policies**

These financial statements have been prepared using Canadian accounting standards for not-for-profit organizations and are in accordance with Canadian generally accepted accounting principles. These financial statements have been prepared within framework of the significant accounting policies summarized below.

#### **(a) Basis of accounting**

The Operating Fund accounts for the day-to-day service delivery activities of the Association.

The Board Restricted Fund is an internally restricted fund for future special projects.

The Endowment & Restricted Funds consist of the Publication Fund and the Professional Development Fund. Each of these funds has an external and an internal restricted portion. Externally restricted portion of the funds are used for various purposes established by donors. Internally restricted portion of the funds are used for various purposes established by the Association's Board of Directors (see note 10 for details).

#### **(b) Revenue recognition**

##### *Contributions and Grants*

The Association follows the deferral method of accounting for contributions which include donations, grants and other contributions. Grants approved but not received at the end of an accounting period are accrued. Where a portion of a grant relates to a future period, it is deferred and recognized in that subsequent period.

Externally restricted contributions are recognized as revenue in the year in which the related expenses are incurred and donor restriction requirements are met.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

# ONTARIO MUSEUM ASSOCIATION

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## Notes to Financial Statements (continued)

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March 31, 2024

1. **Significant accounting policies (continued)**

(b) **Revenue recognition (continued)**

*Contributions and Grant (continued)*

Contributions for endowment are recognized as direct increases to net assets of the Endowment Fund.

Government assistance is recognized in income when the related expenses are incurred.

*Memberships*

Membership fees cover the twelve month period following the date of receipt and acceptance. Deferred membership fees on the balance sheet reflect the portion of membership fees received that relates to the following fiscal year.

*Professional Development*

Revenue is recognized when the courses are presented. Fees received in the current year, applicable to a subsequent year are deferred and will be recognized as revenue in the fiscal year in which the course takes place.

*Other Revenues*

All other revenues are recognized as revenue when the event takes place or as services are provided.

*Investment Income*

Investment income consists of interest income, mutual fund distributions and realized and unrealized gains and losses from investment transactions. Interest income is recorded when earned. Realized gains and losses are recognized as income when the transactions occur. Unrealized gains and losses which reflect the changes in fair value during the period are recognized at each reporting date and are included in current period income.

(c) **Contributed services**

Volunteers contribute significant amounts of time to assist the Association in conducting its service delivery activities. Because of the difficulty of determining their fair value, contributed goods and services are not recognized in the financial statements.

(d) **Allocation of expenses**

Salaries and benefits expenses are allocated based on time spent by staff members on different activities (see note 13 for details).

# ONTARIO MUSEUM ASSOCIATION

## Notes to Financial Statements (continued)

March 31, 2024

### 1. Significant accounting policies (continued)

#### (e) Investments

Short-term investments are comprised of guaranteed investment certificates (GIC) with maturity dates within one year from the year end date. Short-term investments are recorded at cost plus accrued interest.

Long-term investments are comprised of cash held at the brokers which are measured at amortized cost and mutual funds which are measured at fair value. The quoted market price is used to estimate the fair value of mutual fund securities. Unrealized holding gains and losses related to investments are included in the transfer of investment income to the endowment and restricted funds in the Statement of Changes in Net Assets.

#### (f) Capital assets

The costs of capital assets are capitalized upon meeting the criteria for recognition as capital assets, otherwise, costs are expensed as incurred. The cost of capital assets comprises its purchase price and any directly attributable cost of preparing the asset for its intended use.

Capital assets are measured at cost less accumulated amortization and accumulated impairment losses.

Amortization is provided for, upon the commencement of the utilization of the assets, using methods and rates designed to amortize the cost of the capital assets over their estimated useful lives. The annual amortization rates and methods are as follows:

Furniture and equipment	20%
Computer equipment and software	33 1/3 to 50%
Website	33 1/3%

Capital assets are tested for impairment whenever events or changes in circumstances indicate that its carrying amount may not be recoverable. If any potential impairment is identified, the amount of the impairment is quantified by comparing the carrying value of the capital assets to its fair value. Any impairment of capital assets is recognized in income in the year in which the impairment occurs. An impairment loss is not reversed if the fair value of the capital assets subsequently increases.

#### (g) Financial instruments

##### (i) Measurement of financial instruments

The Association initially measures its financial assets and financial liabilities at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instrument.

The Association subsequently measures its financial assets and financial liabilities at amortized cost, except for investments that are quoted in an active market, which are subsequently measured at fair value. Changes in fair value are recognized in net income.

# ONTARIO MUSEUM ASSOCIATION

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## Notes to Financial Statements (continued)

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March 31, 2024

### 1. Significant accounting policies (continued)

#### (g) Financial instruments (continued)

##### (i) Measurement of financial instruments (continued)

Amortized cost is the amount at which a financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus the cumulative amortization of any difference between that initial amount and the maturity amount, and minus any reduction for impairment. Financial assets and liabilities measured at amortized cost include cash, short-term investments, accounts receivable, and accounts payable and accrued liabilities.

##### (ii) Impairment

Financial assets measured at amortized cost are tested for impairment when there are indicators of possible impairment. When a significant adverse change has occurred during the period in the expected timing or amount of future cash flows from the financial asset or group of assets, a write-down is recognized in net income. The write down reflects the difference between the carrying amount and the higher of:

- the present value of the cash flows expected to be generated by the asset or group of assets;
- the amount that could be realized by selling the assets or group of assets;

When the events occurring after the impairment confirm that a reversal is necessary, the reversal is recognized in net income up to the amount of the previously recognized impairment. The amount of the reversal is recognized in income in the period that the reversal occurs.

##### (h) Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, disclosure of contingent liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. These estimates are based on information available as of the date of issuance of the financial statements. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future years affected.

### 2. Financial instrument risk management

Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below. The following disclosures provide information to assist users of the financial statements in assessing the extent of risk related to the Association's financial instruments.

# ONTARIO MUSEUM ASSOCIATION

## Notes to Financial Statements (continued)

March 31, 2024

### 2. Financial instrument risk management (continued)

The financial instruments of the Association and the nature of the risks to which those instruments may be subject, are as follows:

Financial instrument	Risks				
	Credit	Liquidity	Market risk		
Currency			Interest rate	Other price	
Cash	X				
Short-term investments	X			X	
Long-term investments	X			X	X
Accounts receivable	X				
Accounts payable and accrued liabilities		X			

#### Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Association's main credit risks relate to cash, investments, and accounts receivable.

The Association reduces its exposure to the credit risk of cash by maintaining balances with a Canadian financial institution.

The Association manages its exposure to the credit risk on its investments through their investment policy and making investment decisions on the advice of the investment advisor.

The Association mitigates credit risk on its accounts receivable by monitoring and reviewing the accounts on a regular basis.

#### Liquidity risk

Liquidity risk is the risk that the Association will encounter difficulty in meeting obligations associated with financial liabilities. The Association is exposed to this risk mainly in respect of its accounts payable and accrued liabilities. The Association expects to meet these obligations as they come due from the government operating grants, generating sufficient cash flows from operations and liquidating investments if necessary.

#### Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and price risk. The Association is not exposed to significant currency risk.

# ONTARIO MUSEUM ASSOCIATION

## Notes to Financial Statements (continued)

March 31, 2024

### 2. Financial instrument risk management (continued)

#### Market risk (continued)

##### Interest rate risk

Interest rate risk refers to the risk that the fair value of the financial instruments or future cash flows associated with the instruments will fluctuate due to changes in market interest rates. The Association is exposed to interest rate risk on its guaranteed investment certificates described in note 3 and the balance outstanding on the bank credit facility described in note 5.

##### Price risk

The Association is exposed to price risk, which is the potential loss that the Association may incur with respect to the changes in fair value of investments. The fair value of investments will fluctuate because of changes in market price whether those changes are caused by factors specific to the individual investments, or the issuers or factors affecting all investments traded in the market. The Association is exposed to this risk on its mutual fund investments.

#### Changes in risk

There have been no significant changes in the risk profile of the financial instruments of the Association from that of the prior year except for the slight increase in exposure to interest rate risk on its guaranteed investment certificates.

### 3. Investments

Short-term investments consist of a guaranteed investment certificate in the amount of \$50,000 that bears interest at the Canadian Imperial Bank of Commerce (CIBC) Prime Rate less a spread of 2.70% per annum, maturing on March 25, 2025, and a guaranteed investment certificate in the amount of \$152,961 that bears interest at 5% per annum, maturing on March 25, 2025.

Long-term investments consist the following:

	2024	2023
	\$	\$
Cash at broker	7	1,224
Mutual funds		
RBC Investment Savings Account	249,500	270,152
	<u>249,507</u>	<u>271,376</u>

#### *Investment Risk Management*

Risk management relates to the understanding and active management of risks associated with all areas of the Association's activities and operations. Investments are primarily exposed to price risk (see note 2 for details).

# ONTARIO MUSEUM ASSOCIATION

## Notes to Financial Statements (continued)

March 31, 2024

### 4. Capital assets

	<b>2024</b>		
	<b>Cost</b>	<b>Accumulated</b>	<b>Net Book</b>
	<b>\$</b>	<b>Amortization</b>	<b>Value</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
Furniture and fixtures	6,982	6,982	-
Computer equipment	14,205	13,776	429
Website	135,049	135,049	-
	<u>156,236</u>	<u>155,807</u>	<u>429</u>

	<b>2023</b>		
	<b>Cost</b>	<b>Accumulated</b>	<b>Net Book</b>
	<b>\$</b>	<b>Amortization</b>	<b>Value</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
Furniture and fixtures	6,982	6,982	-
Computer equipment	14,205	12,919	1,286
Website	135,049	135,049	-
	<u>156,236</u>	<u>154,950</u>	<u>1,286</u>

Total depreciation charged during the year was \$858 (\$429 - 2023).

### 5. Bank credit facility

The Association has a total approved credit facility to a maximum of \$65,000 by way of a revolving line of credit in the amount of \$50,000 and a Corporate Classic VISA in the amount of \$15,000. Any advances on the revolving line of credit bear interest at prime plus 1.25% and the interest is payable monthly. The credit facility is secured by a general security agreement covering all assets of the Association. As at March 31, 2024, outstanding balance on the line of credit is \$Nil (\$Nil - 2023), and outstanding balance on the Corporate Classic Visa is \$5,205 (\$845 - 2023) which is included in accounts payable and accrued liabilities.

### 6. Accounts payable and accrued liabilities

Accounts payable and accrued liabilities include government remittances totalling \$Nil (\$28,468 - 2023).

### 7. Deferred revenue

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
Memberships	68,985	69,095
Course fees and other	14,147	3,700
	<u>83,132</u>	<u>72,795</u>

# ONTARIO MUSEUM ASSOCIATION

## Notes to Financial Statements (continued)

March 31, 2024

### 8. Deferred contributions

	2024 \$	2023 \$
Balance - at beginning of year	84,652	19,563
Contributions/grants received	408,856	408,183
Recognized in revenue	(459,973)	(343,094)
Balance - at end of year	<u>33,535</u>	<u>84,652</u>

Deferred contributions balance includes the following:

	2024 \$	2023 \$
MAP Professional Development	29,150	29,150
MAP Small Bytes	-	41,943
George Brown College	-	9,594
Robertson Fund	4,385	3,995
	<u>33,535</u>	<u>84,682</u>

### 9. Loan payable

During the 2021 fiscal year, the Association received a term loan through the Canada Emergency Business Account (CEBA) program, in the amount of \$40,000. The loan was provided by the Government of Canada for the payment of non-deferrable expenses.

During the initial term ending December 31, 2023, the Association is not required to repay any portion of the loan and no interest shall accrue. If the Association repays 75% of the loan by December 31, 2023, the remainder of the loan is eligible to be forgiven if certain terms and conditions are met.

In the prior year, the Association repaid the amount of loan in full and recognized loan forgiveness of \$10,000.

### 10. Endowment and restricted funds

Contributions restricted for endowment funds consist of restricted government contributions, endowment donations received and donations internally designated by the Association's Board of Directors. The endowment principal is required to be maintained intact. The investment income generated from endowments must be used in accordance with the various purposes established by donors or the Association's Board of Directors. The Association ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose of which they are provided.

Investment income on endowments that is available for spending at the discretion of the Association or that is available for spending as conditions have been met, has been recorded in the statement of operations.

Investment gains (losses) have been reflected as an increase (decrease) in the endowments on a pro rata basis between restricted and internally restricted funds in order to maintain the endowment principal intact.

# ONTARIO MUSEUM ASSOCIATION

## Notes to Financial Statements (continued)

March 31, 2024

### 10. Endowment and restricted funds (continued)

Contributions and restricted net assets are as follows:

	<b>2024</b>		
	<b>Externally restricted \$</b>	<b>Internally restricted \$</b>	<b>Total \$</b>
<b>Publication Fund</b>			
Balance, beginning of year	132,056	60,519	192,575
Investment income transfer	-	8,248	8,248
Interfund transfer		(33,510)	(33,510)
Balance, end of year	132,056	35,257	167,313
<b>Professional Development Fund</b>			
Balance, beginning of year	15,164	45,999	61,163
Investment income transfer	-	3,392	3,392
Balance, end of year	15,164	49,391	64,555
	<b>147,220</b>	<b>84,648</b>	<b>231,868</b>
	<b>2023</b>		
	<b>Externally restricted \$</b>	<b>Internally restricted \$</b>	<b>Total \$</b>
<b>Publication Fund</b>			
Balance, beginning of year	132,056	56,150	188,206
Investment income transfer	-	4,369	4,369
Balance, end of year	132,056	60,519	192,575
<b>Professional Development Fund</b>			
Balance, beginning of year	15,164	44,302	59,466
Investment income transfer	-	1,697	1,697
Balance, end of year	15,164	45,999	61,163
	<b>147,220</b>	<b>106,518</b>	<b>253,738</b>

Included in the externally restricted portion of the Publication Fund is \$75,000 received from the Ministry of Citizenship, Culture and Recreation ("MCCR"). The MCCR also required the Association to contribute \$25,000 to the Publication Fund.

The Association's Board of Directors approved a transfer in the amount of \$33,510 from the Internally Restricted Publication Fund to the Operating Fund for the website expenses.

# ONTARIO MUSEUM ASSOCIATION

## Notes to Financial Statements (continued)

March 31, 2024

### 11. Board restricted fund

The Association's Board of Directors has internally restricted net assets to be used for specific purposes. These funds are not available for unrestricted purposes and are to be used with the Board's approval to directly support the Association's activities. Any transfers to and from this restricted fund require the approval of the Board of Directors.

### 12. Government contributions and grants

	2024	2023
	\$	\$
Provincial Heritage Organization	186,500	186,500
MAP Professional Development	66,723	21,065
MAP Small Bytes	136,914	72,435
Young Canada Works	70,227	59,102
	<u>460,364</u>	<u>339,102</u>

### 13. Allocated expenses

The expenses reported in the Statement of Operations include an allocation of salaries and benefits as follows:

	2024	2023
	\$	\$
Professional development and conference	44,645	42,846
Programs and projects	176,851	195,820
Administration	28,987	125,803
Advocacy	34,353	36,846
Community engagement	37,744	39,410
Governance	22,902	24,564
Total allocated expenses	<u>345,482</u>	<u>465,289</u>

### 14. Commitments

The Association is committed to minimum annual rental payments of \$15,541 under a lease for its premises expiring March 31, 2025.

# HILBORN

LISTENERS. THINKERS. DOERS.