

Alberta Museums Association

Strategic Plan

2023 - 2026



Approved: 04/04/2023

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Letter from the President



On behalf of the Alberta Museums Association (AMA)'s Board of Directors, I am pleased to share with you the AMA's 2023 - 2026 Strategic Plan. This plan was developed in consultation with our staff, members, and community supporters. After spending months in the strategic planning process, I am confident that the revised focus and direction for the AMA will greatly assist our organization in supporting our members and the sector from the present through 2026.

I am particularly proud of our new vision statement: "Engaged, inclusive, and thriving museums at the heart of our communities." This vision sets the stage for the AMA to highlight and deepen the importance of museums to Alberta's economic and social fabrics. It puts our sector on a path for a brighter sustainable future.

"Engaged, inclusive, and thriving museums at the heart of our communities."

The 2023 - 2026 Strategic Plan identifies five priorities for the AMA: membership, advocacy, communications, funding, and adaptability. Within those five priorities are goals to lead the AMA, our members, and the sector in ambitious directions. Diversity, inclusion, and reconciliatory practice are embedded in all aspects of the plan. Museums cannot thrive in the hearts of Alberta's communities without effectively serving all the province's communities. The plan will guide the AMA on a journey of adaptation, growth, and advocacy, which will assist our transition into a post-pandemic world.

I invite all AMA staff, members, and community supporters to assist us in reaching our strategic goals over the next three years!

A handwritten signature in black ink, appearing to read "Sarah Newstead".

Dr. Sarah Newstead

President, AMA Board of Directors

Letter from the Executive Director / CEO



I am extremely grateful to have worked alongside the AMA Board and Secretariat through this strategic planning process. At the AMA, strategic planning is a wholistic process that is continuous and ongoing, with all stakeholders included in the process. As we put this plan forward, we do so together, on a path of continuous learning in support of the AMA Membership.

This is the third planning process I have personally partaken in at the AMA. Because of this, it was extremely important for me that the longstanding history of the AMA be included in this journey. This plan was not created as a move away from the past, but as a continuation of the work that came before and the solid framework we have inherited.

The core of this plan is adaptability. The past few years, the pandemic and beyond, have left us forever changed. It is this change that drives us today.

The AMA is a strong organization with a long history of excellence, and we will work together to foster an adaptable environment that will support our resilient sector for years to come.

A handwritten signature in black ink, which appears to read "Jennifer Forsyth".

Jennifer Forsyth

Executive Director / CEO, AMA

Executive Summary

As we embarked on developing the new Strategic Plan for the AMA, we knew we had to be responsive to the moment the museum sector was emerging from. Over the last few years, the AMA, like our members, worked to respond to the COVID-19 pandemic. We now find ourselves facing the immense changes from current environmental, societal, and financial pressures, as well as further uncertainty created by a shifting political and economic landscape.

The questions we asked ourselves were: “Have we changed? Have we adapted? Have we responded in what is outlined in this plan?”

As our world changes, we are called upon to provide courageous leadership, strategic direction, and collective initiatives supported by compassionate and reciprocal connections. It is in this spirit that this plan is crafted and put into action.

In this plan the AMA focussed our efforts on answering four basic questions.

- What are the outcomes we desire over the next three years?
- What are the specific strategic priorities we need to address to realize the outcomes?
- What steps do we need to take to address the priorities?
- How do we know if we have been successful in achieving the outcomes?

A Strategic Plan that answers these critical questions will necessitate change, present challenges, identify concrete initiatives and actions, and require that we show measurable results. In striving for this, the AMA Board and Secretariat challenged assumptions that we had about the AMA, our members, and the sector. We looked at emerging organizational models and methodologies to help us rethink our processes and move into an adaptable mindset.

Methodology

The strategic planning process began in early 2022. The AMA Board and Secretariat began the process by reviewing materials related to the [Reconsidering Museums](#) project. This plan was developed alongside the AMA’s completion of the Reconsidering Museums website and toolkit, which launched in spring 2023. Reconsidering Museums provided an understanding of challenges faced by museums today, and a clear understanding of what Canadians expect from museums.

In June 2022, Tony Myers was hired as the consultant for the strategic planning process. Throughout 2022, the AMA conducted an environmental scan. This included a review of the data that was collected through the Museums for Me engagement campaign for Reconsidering Museums; a review of the newly revised 2022 AMA Institutional and Individual Member Surveys that were created to aid in the development of the framework; member input collected from the 2022 AMA Conference strategic planning session; and one-on-one facilitated interviews with select staff, board, and members. Combined, this process provided a broad

environmental scan. This information highlighted challenges facing Alberta museums and provided key guidance for the AMA's new strategic direction.

In August 2022, the AMA Board and Secretariat met for a two-day facilitated retreat in Drumheller. The retreat offered a review of recent AMA strategic accomplishments and current challenges. Board and staff worked collaboratively to re-vision the AMA and test back against the existing Strategic Framework. The outcome of the retreat was cross-referenced against member feedback provided at the AMA Conference in September 2022. A draft plan was provided by the consultant and was presented to the board in November 2022.

The AMA formed a working group to review, revise, and edit the new Strategic Framework. This working group prepared several revisions until the new Strategic Framework was presented and approved by the AMA Board in April 2023.

Throughout spring and summer of 2023, the AMA Secretariat developed a comprehensive set of metrics which will be used to monitor the AMA in its strategic progress over the next three years.

Values

Courageous Leadership

Service Excellence

Reciprocity

Agents of Social Change

Compelling Communication

Intentional Inclusion

Collective Celebration

Vision

Engaged, inclusive, and thriving museums at the heart of our communities.

Mission

The Alberta Museums Association leads, facilitates, and supports museums in their vital role with communities.

Ends Statements

Ends Statements capture the external impacts the AMA is aiming to achieve. We have identified five priority areas we will address over the next three years with a commitment to formally review these Ends Statements on an annual basis. Each Ends Statement has strategic priorities identified to move the AMA and museum community forward.

Membership

We will grow with our members, through reconnection and reciprocal engagement, encouraging communities of practice.

Advocacy

We will collectively develop a compelling and urgent narrative that explains our sector's contribution in building community and advancing culture for social good.

Communications

We will communicate our shared stories and our values with purposeful, audience-specific messages that are open, understandable, and critically relevant.

Funding

We will focus on continuous and sustainable funding that is diversified and reliable to meet the needs of our members and the Association.

Adaptability

We will be responsive and innovative to provide priority service to our members in an environment of constant change.

End: Membership

We will grow with our members, through reconnection and reciprocal engagement, encouraging communities of practice.

Strategic Priorities

1. We will establish a yearly connection / relationship plan for members, using reciprocity and a decolonial approach, to ensure that we establish, build, maintain, and communicate a high level of satisfaction among those we serve.
2. We will work with member and engagement specialists to establish a measurement tool to evaluate annually our relationship and service with each of our membership categories.

End: Advocacy

We will collectively develop a compelling and urgent narrative that explains our sector's contribution in building community and advancing culture for social good.

Strategic Priorities

1. We will create an advocacy plan for the AMA that measurably enhances our relationships with critical stakeholders.
2. We will, in collaboration and cooperation with national, provincial, and territorial museums associations, and provincial heritage organizations, advocate for the needs of the membership at provincial and national levels.
3. We will advocate for the value of museums to the public and support museums in the development of advocacy tools.
4. We will advocate for best practices on repatriation in Alberta.

End: Communications

We will communicate our shared stories and our values with purposeful, audience-specific messages that are open, understandable, and critically relevant.

Strategic Priorities

1. We will develop a communications strategy for the AMA that builds on Reconsidering Museums that measurably and accurately enhances our strategic priorities for our members and our sector.

2. We will communicate sector successes and model those achievements (Social Responsibility Award, Leadership Awards, LG Award, RMP, CMS Graduates, sector media).

End: Funding

We will focus on continuous and sustainable funding that is diversified and reliable to meet the needs of our members and the Association.

Strategic Priorities

1. We will increase AMA's base funding by a minimum of 5% per year over the next three years.
2. We will implement a fund development plan that would result in the diversification of funding sources.
3. We will create a training module to support museums to establish their own fund development programs.
4. We will continue to advocate for increased funding to the sector.

End: Adaptability

We will be responsive and innovative to provide priority service to our members in an environment of constant change.

Strategic Priorities

1. We will model and support the development and implementation of museum DEI policies and practices.
2. We will integrate the principles of [UNDRIP](#) and the recommendations of the Canadian Museums Association's [Moved to Action](#) report.
3. We will enhance and diversify learning opportunities to facilitate greater access to our programming with an emphasis on post-pandemic recovery needs of members.
4. We will continue to place a focus on environmental sustainability in all that we do.
5. We will refine and enhance our administrative practices to more efficiently and effectively meet our Ends.
6. We will prioritize our programs and services, add new ones, and match our capacity to available human and financial resources.

Strategy

We have identified these five Ends Statements with strategic priorities. The topics of the end statements include:

- Membership
- Advocacy
- Communications
- Funding
- Adaptation

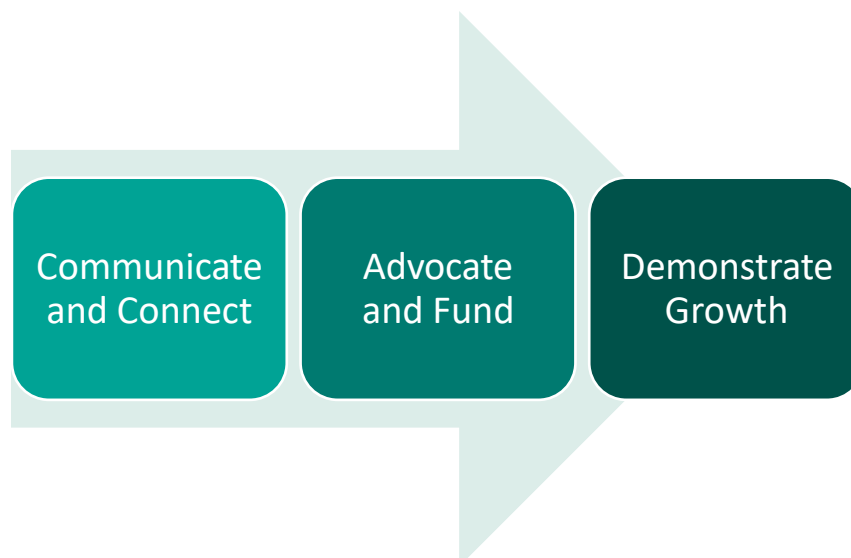
The Ends Statements are consistent with our values and together with our vision and mission they create a strategic direction for the next three years, 2023 to 2026.

We know that in year one of the plan, we want to focus on communications and reengaging with our membership as we build alignment on purpose and intention. This will require us to lean heavily on our communication skills, plans, and messaging. The communications we develop in year one will be for members, but also for our stakeholders and will lead us into year two.

In year two of the plan, we want to continue our work with members and expand our focus to include stakeholders as we engage in advocacy and funding. Advocacy and funding are only possible after we have refined our messaging, articulated our case for support, and prioritized advocacy plans.

Based on the work in years one and two, our commitment is to realize the benefits by demonstrating growth in membership and growth in funding, and providing concrete examples of how the Association has developed and matured.

In simple terms, our strategy is to communicate and connect, advocate and fund, and finally reap the benefits by demonstrating how we have matured and grown.



Conclusion

Members First

Our members are at the heart of the AMA, and we will work to connect and build trust with intention and integrity by being open, honest, and transparent in all that we do. We strive to serve our members with purpose by helping museums play a leadership role in contributing to the social, cultural, and educational fabric of their communities. We will model the AMA as an agent of social change, and advocate for environmental and social responsibility. We will lead by example in the adoption of the principles of diversity, equity, and inclusion and in working towards reconciliation with Indigenous communities by supporting the implementation of UNDRIP. We will recognize and celebrate achievements in the sector as a key component of a culture dedicated to the pursuit of excellence in the service of others. We are committed to instilling our values in all we do.

With Gratitude

The AMA would like to acknowledge the contribution of Tony Myers, who led and facilitated strategic planning sessions for the AMA, for providing guidance throughout the process and mentorship to the AMA Secretariat. The AMA would also like to acknowledge Victoria Dickenson and Caroline Loewen for presentations on Reconsidering Museums which greatly informed the work of strategic planning. The AMA would also like to acknowledge the contribution of the AMA Board of Directors, the AMA Secretariat, and members who contributed during the 2022 AMA Conference strategic planning session, and through one-on-one interviews.

The following were reviewed and considered by the AMA Board and Secretariat in preparation for AMA strategic planning sessions:

[What We Heard Report](#) - Reconsidering Museums

[Trust and Value: The Role of Museums in Canada in the Twenty-First Century](#) - Reconsidering Museums

[Moved to Action Report](#) - Canadian Museums Association

[Indigenous Heritage and the United Nations Declaration on the Rights of Indigenous Peoples](#) - Indigenous Heritage Circle.

2022 AMA Institutional and Individual Member Surveys

[Reconsidering Museums Website](#)

Appendix A: Definitions of Key Concepts

These definitions clarify the terms used throughout the Strategic Plan.

Agents of Social Change - We believe in change, not for change's sake, but change for the creation of the greater good in the advancement of culture and society. We will model the AMA as an agent of social change, and advocate for environmental and social responsibility as relates to the museum sector.

Collective Celebration - We recognize and celebrate achievement as a key component of a culture dedicated to the pursuit of excellence in the service of others.

Communities of Practice - A group of people who share a common concern, a set of problems, or an interest in a topic who come together to learn, share knowledge, and fulfill shared goals.

Compelling Communication - We challenge ourselves daily to share the dynamic and compelling story of museums and we do so with urgency, immediacy, and relevance to supporters, partners, and our communities.

Courageous Leadership - We know change is constant, but it is also essential if we, as a museum sector and as an Association are to be sustainable and realize our full potential as a sector. One of the key roles of the AMA is to provide leadership through cutting edge research, access to thought leaders and resources, and new methods that help membership advance their own work.

Engaged - By building and maintaining relationships with their communities, museums are intentional and embedded members of the community.

Facilitate - Through activities, conversations, and programs, the AMA helps to bring key players and thinkers together to create new alliances for the betterment of individuals and museums.

Focused Sustainability - We will maintain service excellence, and strive to enhance the reliability, diversity, and sustainability of our revenue generation in support of our financial well-being.

Intentional Inclusion - We will lead by example in the implementation of DEI (diversity, equity, inclusion), TRC principles, and UNDRIP. Inclusion also means the assurance that all participants in the Alberta museum community will be served by the AMA, regardless of identity, level of professional experience, length of time in the field, size and focus of organization, rural or urban location, and stage of organizational development.

Reciprocity - We build trust and connection with intention and integrity, by being open, honest, and transparent in all that we do, even when it is difficult to do so.

Thriving - Museums thrive at all stages of organizational life and are seen as active and integral members of the community.

Service Excellence - We serve with purpose by helping museums play a leadership role in contributing to the social, cultural, educational fabric of their communities.

Social Change - The result of an effort by an individual or organization to engender change that causes a shift for the greater good of a community, citizens, or society at large.

Appendix B: Principles and Guidelines for the Museum Community

Purpose

The *Principles and Guidelines for Alberta's Museum Community* is a public declaration of the ethical and professional standards upheld by Alberta's museums, and paid and unpaid museum workers. They define acceptable institutional and individual standards of conduct, and provide the public with an insight into what can be expected from their museums. The Principles and Guidelines may present some inherent conflicts, for example, the need to protect collections versus the need to make them publicly accessible; however, it is understood that, at all times, the greater good must be served.

Definition of a Museum

"A museum is a not-for-profit, permanent institution in the service of society that researches, collects, conserves, interprets and exhibits tangible and intangible heritage. Open to the public, accessible and inclusive, museums foster diversity and sustainability. They operate and communicate ethically, professionally and with the participation of communities, offering varied experiences for education, enjoyment, reflection and knowledge sharing."¹

To acknowledge the diversity of the Alberta Museums Association's Institutional Members, the following qualify as museums for the purposes of this definition:

- natural, archaeological, and ethnographic monuments and sites, and historical monuments and sites of a museum nature that acquire, conserve, and communicate material evidence of people and their environment
- institutions holding collections of and displaying live specimens of plants and animals, such as botanical and zoological gardens, aquariums, and vivariums
- institutions holding collections of and displaying specimens of ancient and prehistoric life, such as palaeontological institutions
- science centres and planetariums
- non-profit art exhibition galleries
- non-profit institutions or organizations undertaking conservation, research, education, training, documentation, or other activities relating to museums and museology
- cultural centres that facilitate the preservation, continuation, and management of tangible or intangible (living heritage) resources

Originally adopted May 14, 2001. Update adopted by members September 22, 2023.

¹ 1 In Prague, on August 24, 2022, the Extraordinary General Assembly of ICOM approved the proposal for the new museum definition with 92.41% voting in favour (For: 487, Against: 23, Abstention: 17). "Museums Definition," International Council of Museums, accessed May 8, 2023, <https://icom.museum/en/resources/standards-guidelines/museum-definition/>.

Principles for Alberta's Museums

As Institutional or Individual Members of the Alberta Museums Association, we espouse the following principles:

ONE

A museum's primary responsibility is to serve the public through the preservation, study, and interpretation of natural and cultural heritage.

TWO

A museum holds all collections in trust and performs all functions as a public trustee.

THREE

A museum adheres to a collections policy that governs the acquisition, care, deaccession, and disposal of its collections.

FOUR

A museum respects the diversity of cultures represented in our society, both past and present, and recognizes multiple ways of understanding the world.

FIVE

A museum believes in the value of knowledge and endeavours to be a learning centre for its public and its workers.

SIX

A museum's paid or unpaid workers respect the public, their profession, and their museum and are, in turn, respected by their museum, professional peers, and the public.

SEVEN

A museum, and all those connected with it, maintains the highest ethical and professional standards in all situations.

Guidelines for Alberta's Museums

Museums and Public Service

1. A museum preserves objects, knowledge, and traditions for the benefit of the public and to support societal growth and continuity.
2. A museum plays an active role in its community, aiding in the preservation of community memory and living tradition.
3. A museum serves as a focal point for community development, a forum for exchange and discussion of issues, and a social meeting place.
4. A museum serves the public through providing access to collections, programs, and information, and by working with and being a part of the society to which it belongs.
5. Museum collections and information are accessible to all segments of the population, without regard to gender, age, race, ethnicity, religion, ability, socio-economic status, sexual orientation, or other categorizations that may be used as forms of discrimination. Accessibility may be limited when the safety of objects or stipulations of the group from which objects are collected (for example, sacred or ceremonial artifacts) are involved.
6. The museum regularly consults with advisory groups, other institutions, visitors, and the general public to ensure that it is meeting the needs of the public.
7. A museum, as a public educator, ensures that its outreach activities, such as public programs and exhibitions, are accurate and represent a balance of viewpoints.
8. Facilities provided for public use, including museum buildings, gift shops, or restaurants, meet public health and safety standards.
9. Any products sold to the public reflect the high standards held by the museum.
10. The museum's communications policy defines roles and responsibilities of staff and the vehicles for that communication.

Museums and Public Trust

1. The museum's governing documents, which define its legal status as a public institution, are kept current and all museum workers are knowledgeable about them.
2. The museum's governing body consults with its paid and unpaid workers, and other stakeholders, in the ongoing development and evaluation of the museum's mandate, purpose, goals, objectives, and programs.
3. A museum's ownership of the objects in its collections is defined by trusteeship, since these collections, and the interpretive materials associated with them (for example, archival records, oral / video histories), are held in trust for the public. The museum and its paid and unpaid workers function

as trustees and stewards of collections, and ancillary knowledge associated with them, for today and future generations.

4. All decisions regarding the acquisition, disposal, storage, display, and use of collections are made in keeping with the interests of the public.
5. The museum's governing body ensures that the financial affairs and other operations of the institution are conducted in an effective and responsible manner, and in accordance with established policies.
6. The museum is accountable to the public for the effective exercise of its responsibilities for the preservation, study, and interpretation of its collections.

Museums and Collections

1. Museum collections are understood to comprise artifacts, art works, and natural history specimens; living species in zoos, aquaria, and botanical gardens; in situ resources such as historic buildings, landscapes, and archaeological and palaeontological sites; and the interpretive materials associated with collections (for example, archival records, oral / video histories).
2. Objects are acquired strictly according to the museum's policies and procedures, and solely to assist the museum in accomplishing its mandate and purpose, and in helping it to address its public service role.
3. The museum's written policies and procedures govern all aspects of the collections, including policies for the selection, acquisition, repatriation, deaccessioning, and disposal of objects or other heritage resources.
4. The acquisition of objects, whether through purchase, gift, exchange, or loan, is guided by legislation or convention (for example, trade in endangered species) or traditional usage, where sacred or ceremonial objects are concerned.
5. The museum upholds its public trust responsibilities by only removing objects (i.e., deaccessioning) according to strict criteria and with the full, formal approval of the museum's governing authority.
6. The museum, as part of a wider heritage community, makes its collections accessible, not only to its immediate community but also to other heritage institutions, through sharing collections data and by allowing the loan of objects, subject to collections policies and procedures.
7. The museum has clear criteria and processes in place to allow for the repatriation of cultural belongings to occur when appropriate with the involvement of relevant Indigenous or cultural groups.
8. The museum has clear criteria for the care, storage, and use of objects, and, if at all possible, respects the wishes of the cultural group that the objects represent or, in the case of art museums, the creator of objects, for their care, display, and use.

Museums and Cultural Diversity

1. The museum, as an expression and tool of civil society, embraces in the entirety of its operations the pluralistic nature of the communities making up the public it serves.
2. The museum is committed to the principles of cultural equality, racial tolerance, and respect for differences of whatever kind.
3. The museum recognizes that collecting objects does not reflect the way that all societies, past or present, understand the world. Museum activities, while focusing on material culture, should also be open to other means of sharing knowledge of the cultural memory and traditions of such groups.
4. The museum espouses inclusiveness and actively recruits members of its diverse communities to participate in its activities and operations, including the museum's board, advisory committees, staff, and volunteers.
5. The museum works with diverse communities to establish mutually beneficial relationships and to contribute to common goals and the solution of common problems.
6. The museum acknowledges cultural diversity by undertaking some of its activities in venues that may be more appropriate to the communities it is seeking to serve and involving itself in field research to help preserve the cultural memory and living traditions of such communities.
7. The museum acknowledges that the various groups comprising its public at times may have conflicting needs and acts in good faith to strike a balance that serves the greater good.
8. The museum implements the relevant articles of UNDRIP in its work with Indigenous communities, histories, and belongings, as well as in operational and governance matters that impact Indigenous communities.

Museums and Life-long Learning

1. The museum serves its paid and unpaid workers and public by being a learning centre dedicated to the acquisition, sharing, and dissemination of knowledge.
2. The museum has the responsibility to ensure intellectual access to all age groups through vehicles such as exhibitions, public programs, publications, and any other medium of communication, including electronic media.
3. The museum and its workers share a commitment to life-long learning.
4. Museum workers (paid and unpaid) keep abreast of current issues, both within the museum profession and society as a whole.
5. The museum works with its public to exchange and share information, and to promote life-long learning.

Museums and Museum Workers

1. The museum recognizes that it can only accomplish its mission through its paid and unpaid workers

and, therefore, values its workers and acts with respect and integrity towards them at all times.

2. The museum complies with legislation and conventions regarding human resources.
3. Museum workers act honestly and in good faith, and in the best interests of the museum where they serve as trustees, paid or unpaid staff, or consultants and contractors.
4. Museum workers exercise that degree of skill and diligence that can reasonably be expected from someone with their knowledge and experience to fulfill the museum's mandate and purpose.
5. Museum workers in all situations ensure that personal interest or the interests of a third party do not conflict with the interests of the museum.
6. Museum workers acknowledge that in all their activities they are agents of their institution and, therefore, observe the highest ethical and professional standards in their own right and that of the museum.
7. Museum workers have a duty to be informed about the museum functional areas or specializations that they profess, as well as any museum professional standards of practice, so that the museum can best serve the public.
8. Museum workers play an important role in developing and sharing knowledge with the public, whether through research, exhibits, educational programs, or any other museum-related activity.

Museums and Professional Standards

1. The museum's public trust mandate requires that there be an institutional and individual commitment to the achievement of standards of museum practice.
2. Museum workers must not only adhere to the standards of their functional or discipline-based area but also to those required of a public museum.
3. A museum and its workers treat the public in a fair and open manner, at all times respecting confidentiality, and cultural and other traditions.
4. Museums are institutions in the service of society and its development, and the public good must always outweigh personal, professional, or institutional gain.

Appendix C: Objects of the Alberta Museums Association

1. The name of the society is the Alberta Museums Association.
2. The Object of the Association is to strengthen Alberta's museums by encouraging excellence in heritage preservation and presentation by:
 - a. providing a collective voice for the Alberta Museum Community to share and promote heritage
 - b. fostering the development of an informed, aware, proactive museum community in Alberta
 - c. promoting the general public's awareness of museums and the Association and its role
 - d. representing museums to all levels of government, the business community and to the general public
 - e. aiding the development and improvement of museum standards and performance
 - f. communicating with museum associations and other related cultural organizations
 - g. providing information, advice and other selected services to the museum community
 - h. aiding in the improvement of museums as educational institutions
 - i. maintaining the intellectual and financial independence of the Association so that it can best serve the interest of the majority of the members
 - j. maintaining high ethical and operational standards in all Association operations and to maintain efficiency in all Association operations, and
 - k. measuring and evaluating the implementation of the Association's objectives and to act upon the findings.
3. The operations of the society are to be chiefly carried on throughout the Province of Alberta.

Registered July 1971

Amended October 1993

Appendix D: Alberta Museums Association Historical Timeline

This historical timeline is not an official document, nor inclusive of all AMA activities.

| | |
|----------------|---|
| 1969 | Museum Advisory Program established at the Provincial Museum of Alberta (precursor to the Alberta Museums Association) |
| 1971 | Alberta Museums Association incorporated as non-profit society under Societies Act of Alberta |
| | Offices located in Calgary |
| | Wilma Wood hired as first Executive Director |
| 1984 | Annual Operating contract with Government of Alberta, provided with lottery funds, Secretariat hired, programs and services developed, and first grant run distributed |
| 1986 | Standards Investigation Committee formed |
| 1987 | Establishment of the Awards Program |
| | Adriana Davies hired as Executive Director |
| 1990 | <i>Standard Practices Handbook for Museums</i> (1 st edition) published |
| May 1994 | Offices move to Rossdale House (103 Street) location |
| c. 1997 | Museums and Society added, and Guidelines adopted |
| 1997 | Organization's Trade Name changed to "Museums Alberta" and new logo implemented |
| April 1997 | Board entered into a planning process; one area of focus was "Council Process and Governance Philosophy" |
| July 1998 | A new Board Governance document directing the work of the AMA Board was approved |
| 1999 | Board commits to working with a Policy Governance model |
| | Heritage School Fairs established (partnering with the Social Studies Council of the Alberta Teacher's Association and The CRB Foundation) |
| | <i>Alberta-Montana Guide to Museums, Parks and Historic Sites</i> published |
| | Adriana Davies resigns as Executive Director |
| | David Dusome hired as Executive Director |
| | Establishment of the Heritage Community Foundation |
| October 1999 | Conference - Jasper |
| | Board of Directors develop Board Governance Manual (developed within the Policy Governance framework) |
| c. 2000 | The Learning Coalition (TLC) established with Alberta, Saskatchewan, Manitoba, and Ontario museums associations |
| 2000 | National pilot of the Museum Achievement Program launched |
| September 2000 | Conference - Red Deer |
| c. 2001 | Process begun to reorganize AMA Programs to conform with the Units of the Standards Handbook including the Certificate in Museum Studies, Awards, Museum Excellence Program |

| | |
|----------------|---|
| May 2001 | Definition of a museum adopted |
| September 2001 | Conference - Drumheller |
| 2002 | Community Site Visit Program established |
| | Standard Practice Handbook wins CMA Award for Outstanding Achievement |
| | <i>Museums Excellence Program Guide</i> published |
| | Aboriginal Heritage Grants funding program (one year) |
| | Board begins visioning and planning process |
| May 2002 | Canadian Museums Association national conference held in Calgary |
| October 2002 | Conference - Wetaskiwin |
| 2003 | Values adopted |
| | Membership Demographic Survey Completed |
| | <i>Standard Practices Handbook for Museums</i> (2 nd edition) published |
| | <i>HELP! An Emergency Guide</i> |
| | AMA President's Rural Museum Task Force (Allan Goddard) |
| October 2003 | Conference - Lethbridge |
| December 2003 | Vision and Mission approved by Board of Directors |
| 2004 | Archives Society of Alberta becomes tenant in AMA office space |
| | Establishment of the <i>Lieutenant Governor's Award</i> |
| | <i>HELP!</i> Manual wins CMA Award for Outstanding Achievement in Museum Management |
| | Museums Alberta name reverts to Alberta Museums Association, and new logo implemented |
| | <i>So You are Thinking About Starting a Museum</i> published in anticipation of the centennial; Research for companion piece about museum closures started, never completed |
| October 2004 | Conference - Grande Prairie |
| 2005 | Past President's Discussion (interviews with Past President's and a general meeting) |
| | Museum Excellence Program wins CMA Award for Outstanding Achievement in Museum Management |
| March 2005 | David Dusome resigns as Executive Director |
| June 2005 | Gerry Osmond hired as Executive Director |
| October 2005 | Conference - Edmonton |
| c. 2006 | First online courses offered through TLC |
| 2006 | Museum Affirmation Program launched |
| | Secretariat Strategic Planning process begun |
| | Membership Demographic Survey completed |
| | AMA Strategic Action Plan 2006 - 2008 implemented |
| June 2006 | Revised Policy Governance Manual adopted by Board of Directors |
| September 2006 | Conference - Calgary |
| November 2006 | Leadership Working Group established |
| 2007 | Increase to annual AHRF Allocation (\$600,000) |
| June 2007 | Leadership Working Group Final Report released |

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| September 2007 | Conference - Red Deer |
| 2008 | Public Facing AMA / Travel Alberta website created |
| | Board of Directors commit to the Policy Governance structure |
| | First Operational Staffing Grant distributed |
| February 2008 | Gerry Osmond resigns as Executive Director |
| June 2008 | Anne Hayward engaged as Interim Executive Director, begins fulltime in September |
| September 2008 | Conference - Edmonton |
| September 2008 - April 2009 | Organizational Assessment conducted by Anne Hayward |
| May 2009 | Heritage Community Foundation dissolves |
| June 2009 | Alexandra Hatcher hired as Executive Director |
| September 2009 | AMA participates (with 4 member institutions) in CMA's Canadian Museum Day on Parliament Hill |
| October 2009 | Conference - Calgary |
| December 2009 | Gail Anderson engaged as consultant for Strategic Planning process |
| 2010 | AMA Re-Brand / Profiles project |
| | Museum Affirmation Program redeveloped and relaunched as Recognized Museum Program |
| February 2010 | Lease signed on new office location Parkington Plaza (124 Street) |
| February 2010 | Cuts to AMA AHRF funding announced - First cut in AMA history |
| February 2010 | Governance Symposium - Calgary |
| March 2010 | Partnership with Getty Leadership Institute and University of Alberta Museums for NextGen program is announced |
| May 2010 | NextGen Canada |
| September 2010 | Conference - Edmonton |
| 2011 | Cuts to AMA AHRF funding reduced by 13% |
| | 2011 - 2017 Strategic Plan launched |
| | New AMA Website launched |
| | Percolate Lecture Series launched (partnership with EHC and EAC) |
| September - October 2011 | Conference - Calgary (AMA 40 th Anniversary Celebration) |
| 2012 | Robert R. Janes Award for Sustainability Established |
| | Awards program redeveloped as AMA Leadership Awards |
| | AMA Audited by CRA |
| | INForm redeveloped as e-magazine |
| September 2012 | Conference - Red Deer |
| June 2013 | Flooding in Alberta impacts multiple institutions |
| 2013 | GOA provides support to AMA for museums recovering and at risk of floods |
| | Community Engagement Initiative launched |
| September 2013 | Conference - Edmonton (ICH Partnership with Canadian Commission for UNESCO) |
| | Sustainability Working Group Report released |

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| February 2014 | Alexandra Hatcher resigns as Executive Director |
| 2014 | <i>Standard Practices Handbook for Museums</i> (3 rd edition) published |
| | Museum Flood Funding Program launched |
| | AMA Grant Program review |
| September 2014 | Meaghan Patterson hired as Executive Director |
| | Conference - Calgary |
| February 2015 | Future Coalition Symposium - Edmonton |
| April 2015 | Fort McMurray fire |
| | Museum Visitor Experience Program redeveloped as self-directed modules |
| July 2015 | AMA Museums at the Mic Podcast launched |
| September 2015 | Conference - Edmonton |
| 2016 | New AMA Strategic Goals established |
| | Review Journal discontinued |
| | <i>HELP!</i> 2 nd edition |
| September 2016 | Conference - Calgary |
| November 2016 | Victoria Dickenson engaged as consultant for strategic planning process |
| 2016-2017 | Certificate in Museum Studies Program review |
| June 2017 | Recognized Museum Program Review begins |
| September 2017 | Conference - Edmonton (partnership with Western Museums Association) |
| 2018 | Disaster and Emergency Response Policy and Procedure approved to assist members during disasters and emergencies |
| June 2018 | Meet Your Museum Campaign launched |
| September 2018 | Conference - Canmore |
| October 2018 | <i>HELP!</i> Workshop launched |
| 2019 | Grass Roots Advocacy Project |
| | AMA Enrolled in City of Edmonton Corporate Climate Leadership Program |
| | AHRF dissolved by GOA |
| | Museums for Me consultations start |
| | Mentorship Program starts |
| September 2019 | Conference - Edmonton |
| | Updated Recognized Museum Program launched with option for 8-year Leader Designation |
| October 2019 | GOA announces funding for Provincial Heritage Organizations will be reduced by 8% for 2019 - 20 |
| March 2020 | Lease signed on new office location |
| March 2020 | AMA office closed doors for COVID-19 pandemic |
| April 2020 | GOA further reduces AMA funding by 23% |
| May 2020 | AMA receives accreditation through Imagine Canada |
| June 2020 | AMA temporarily loosens use of funding requirements for Grants awarded in the 2019 - 2020 fiscal year to support members navigating COVID-19 restrictions and closures |
| 2020 | Health and Safety Toolkits developed |

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| | AMA develops new member database |
| September 2020 | Conference - Virtual |
| October 2020 | Emergency Funding stream embedded into Institutional Grants |
| November 2020 | AMA Joins the Corporate Climate Leadership Program |
| 2021 | Museums For Me report / Trust and Value report released |
| | Best Practices for online programs and exhibits developed |
| | One-time supplementary funding provided by GOA (following grass roots advocacy) |
| | Conferences - Virtual (4 offerings) 50 th Anniversary Conference Series |
| August 2021 | Climate Action Toolkit launched |
| August 2021 | Meaghan Patterson resigns as Executive Director |
| September 2021 | Jennifer Forsyth and Lauren Wheeler engaged as co-interim Executive Directors |
| January 2022 | Jennifer Forsyth hired as Executive Director |
| 2022 | Digital CMS first offered free to Indigenous identifying participants |
| | Indigenous Emerging Museum Professionals Program Pilot |
| June 2022 | Tony Myers engaged as consultant for strategic planning process |
| August 2022 | Staff and Board Strategic Planning Retreat in Drumheller |
| September 2022 | Conference - Edmonton |
| April 2023 | Launch of Reconsidering Museums website and toolkit |
| April 2023 | AMA Board approves new Strategic Framework |
| 2023 | AMA Certified as a Living Wage Provider |
| | AMA Office becomes permanently hybrid |
| | Digitization of CMS Program Phase II begins |
| | <i>HELP!</i> Workshop transitioned to digital webinar |
| September 2023 | Fall Gathering - Calgary |
| | 2023 - 2026 AMA Strategic Framework launched |
| | Revised ICOM definition of a museum adopted by membership at Annual General Meeting |
| April 2024 | Spring Symposium - Edmonton |