



Canadian
Heritage

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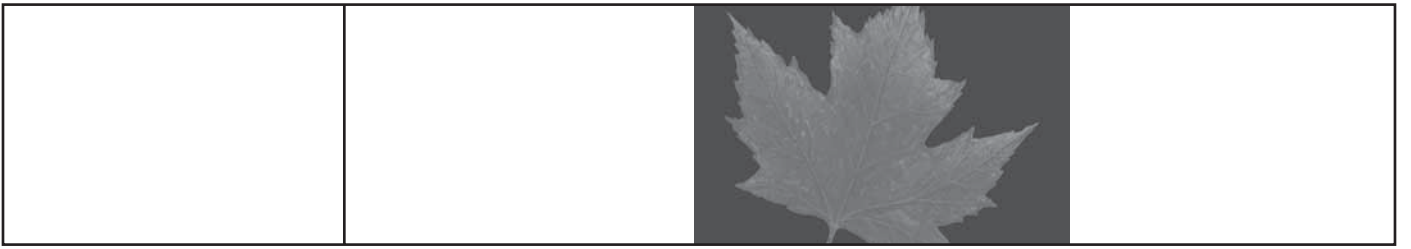
Towards a New Museum Policy
Discussion Guide

Canada 



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Discussion Guide



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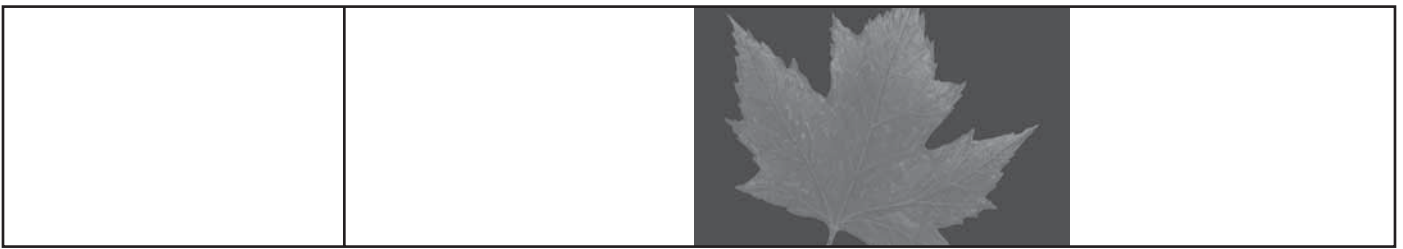
INTRODUCTION

Museums play an important role in Canadian society as the keepers of our heritage — of our artifacts, our history and our collective memories — and as places where we celebrate and explore thousands of years of human creativity and ingenuity. To sustain this role, museums draw on support from all levels of government, from community volunteers, from the private sector and from the millions of visitors who take advantage of the services they have to offer.

Since the first comprehensive federal policy enunciated in 1972, the Canadian museum community has grown and matured. It encompasses the national museums, the provincial museums and other major collections, the mid-sized institutions in regional centres, Aboriginal cultural centres and small community institutions that reflect the local experiences of the forces that have shaped Canada. Each segment of the sector has a role to play in Canada's heritage "ecology" and each segment must contend with unique issues.

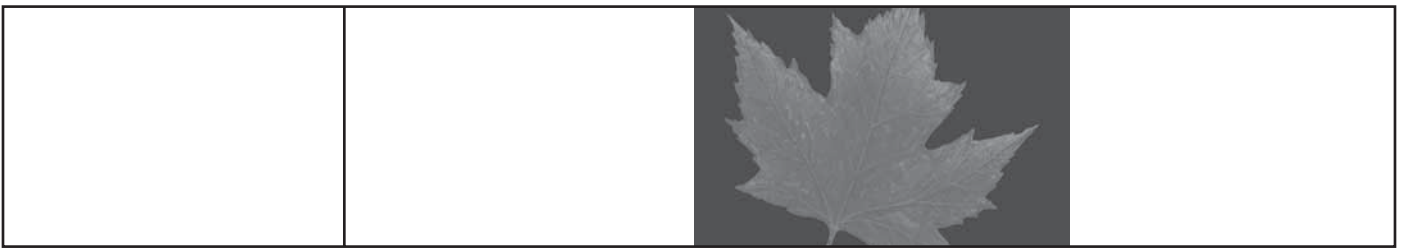
The Government of Canada's support for museums is governed by a policy that is now fifteen years old. Since that time, museums have been faced with new challenges for their public programming. Canadian society has changed, new technologies have emerged, cultural consumption patterns have altered, new partnerships with civil society have been established, new trends in voluntarism can be seen, and attitudes towards public institutions have evolved. As well, the Government of Canada has committed to strengthening the involvement of Aboriginal peoples in policy development.

At the same time, many of the challenges that museums face have remained constant: collections must be cared for in environmental conditions that promote their long-term preservation, museum buildings themselves must be maintained, and collections must be documented and understood if they are to serve as the basis for public programming or research. Collections are dynamic and this reality represents both a challenge and an opportunity: a challenge in terms of costs that increase over time, and an opportunity in terms of new source material from which institutions can draw to renew their public programs to meet the changing needs of audiences.



The Department of Canadian Heritage is developing a new policy in order to assist museums to position themselves to meet the challenges they face and to mobilize the support they need from all stakeholders. This discussion paper is intended to stimulate discussion about key issues that could be addressed in the new policy. It has been developed on the basis of earlier consultations and research that have included public polling, discussions with both individual members of the museum community and representative organizations, surveys conducted as part of the evaluation of existing programs and resources such as Statistics Canada's biennial survey of heritage institutions. The Standing Committee on Canadian Heritage has issued reports that touch on heritage, as has the Auditor General of Canada. While this discussion paper is intended primarily as a resource during a Round Table discussion with members of the museum community to be held in June 2005, comments from other interested parties are welcome.

It is expected that comments and proposals made during the course of these consultations will go beyond issues that can be addressed by the Government of Canada. The Department of Canadian Heritage will share the results with provincial and territorial colleagues and will post a report on the Round Table on the Department's website.



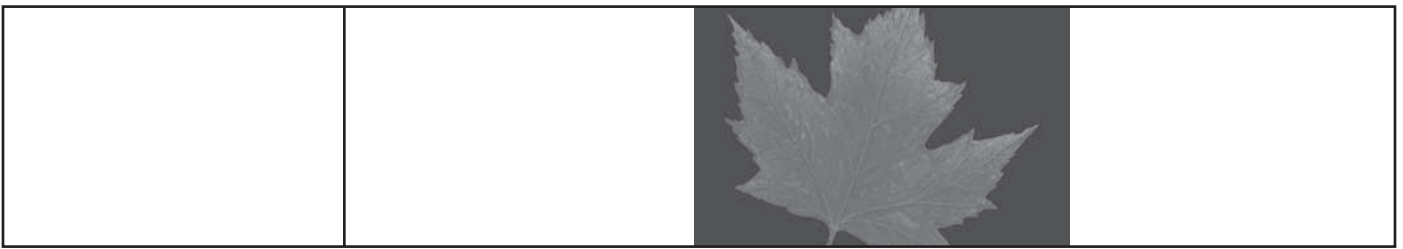
THE POLICY PROCESS

Obtaining approval for a new policy requires a number of steps:

- research and consultation;
- a submission for Cabinet approval preceded by a review of proposals by officials from central agencies (for example, the Privy Council Office, Treasury Board and the Department of Finance) and from other departments;
- a submission to Treasury Board containing a detailed justification for any new resources, proposed terms and conditions for grants and contribution programs, and a detailed Results Measurement Accountability Framework and Risk-Based Audit Framework; and
- inclusion of any new resources in budgetary Estimates presented to Parliament for approval.

The emphasis on results for the investment of public funds requires that policy objectives be grounded in research and clearly articulated. A strategy for measuring results must be defined at the outset. Consultations with the museum community, therefore, will focus on objectives and results and will take place throughout the process.

The *Treasury Board Policy on Transfer Payments* requires that all grants and contribution programs be evaluated every five years and that their terms and conditions be reviewed and renewed following evaluation. In addition to this “summative” evaluation, any new programs are also subject to a “formative” evaluation after two years to identify any unanticipated issues in program design and results measurement to allow for early course correction.

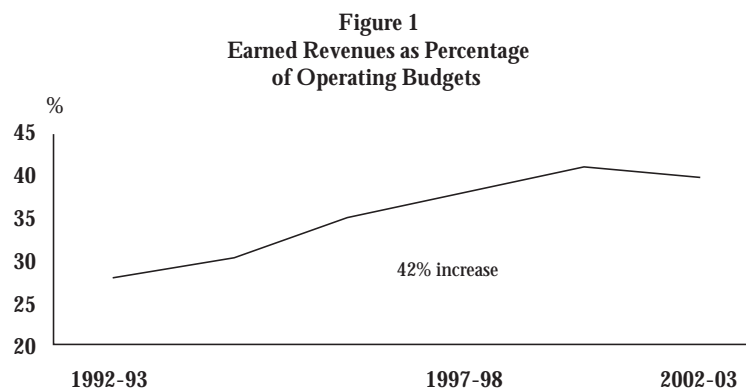


MUSEUM TRENDS

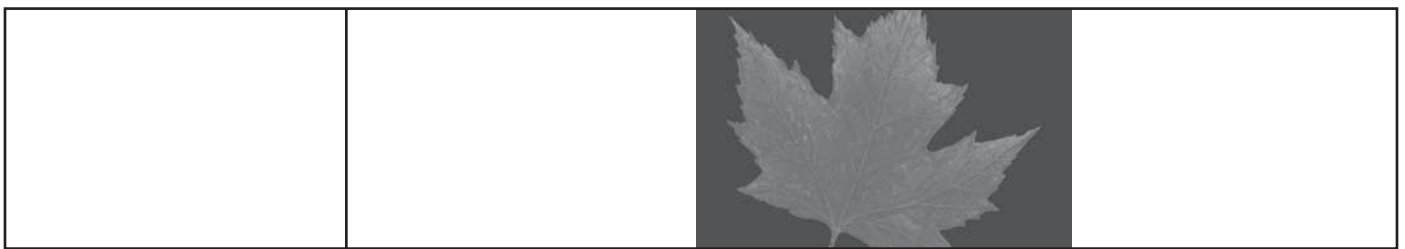
Statistics Canada reports that, across the country, there are approximately 2500 heritage institutions including museums, historic sites, archives, exhibition centres, planetariums, observatories, aquariums, zoos, botanical gardens, arboretums and conservatories. Although for most people, the concept of “museum” is restricted to an institution that collects, preserves and presents artifacts or works of art, the International Council of Museums’ (ICOM’s) definition does embrace this much broader group of organizations. For program eligibility purposes, the Department of Canadian Heritage uses the ICOM definition. Throughout this discussion paper, the term “museum” will be used with the broader meaning.

Operating Budgets

Approximately 62 percent of the 2500 institutions have annual operating budgets of less than \$100,000. Thirty-two percent have budgets between \$100,000 and \$1 million and the remaining six percent have annual budgets in excess of \$1 million. On average, institutions receive approximately 60 percent of their operating revenues from one or more levels of government and donations. The remaining 40 percent of their revenues is earned from a variety of sources including admissions, sales, and memberships. As shown in Figure 1, earned revenues have risen significantly as a percentage of operating budgets since the early 1990s.



¹ Unless otherwise indicated, statistics in this section are derived from Statistics Canada’s 2004 report on Heritage Institutions, first released on October 25, 2004, with data collected for the fiscal year beginning on April 1, 2002 and ending on March 31, 2003.



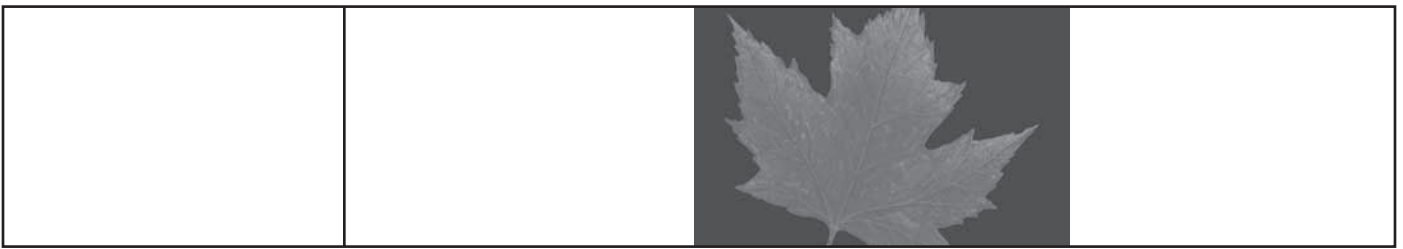
Statistics Canada includes corporate grants and sponsorships, contributions from “friends” of organizations, universities or religious institutions, and “donations” in its definition of unearned revenues. Given the effort needed to develop sponsorships and donations, some institutions would argue with the definition. Of the approximately \$900 million reported by Statistics Canada as “unearned revenues” for museums in 2002, approximately \$124 million (almost 18 percent) came from non-governmental sources. A decade earlier, approximately ten percent of unearned revenues were non-governmental.

Earned revenues doubled in the decade from 1993-2002. Of the earned revenues reported by Statistics Canada in 2002, four percent came from memberships, the same percentage reported in 1993. Admission income rose by 67 percent over the decade but accounted for just under 32 percent of total earned revenues in 2002, in contrast to its 39 percent share in 1993. Sales in gift shops, cafeterias and other “outlets” accounted for approximately 64 percent of earned revenues in 2002, up from 57 percent a decade earlier. In absolute terms, sales rose by almost 230 percent.

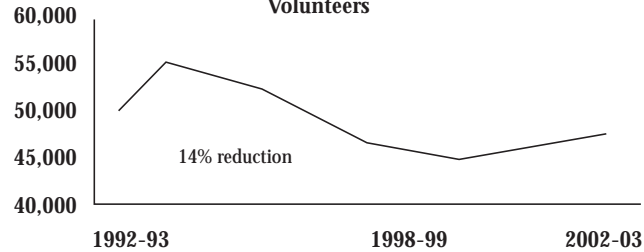
Workforce

In 2002-03, Heritage institutions employed approximately 25,500 paid staff. When reported increases in the number of institutions are taken into account, this represents, at the level of individual institutions, an average reduction in paid staff of approximately 21 percent since the early 1990s. There are slight variations depending on institutional size.

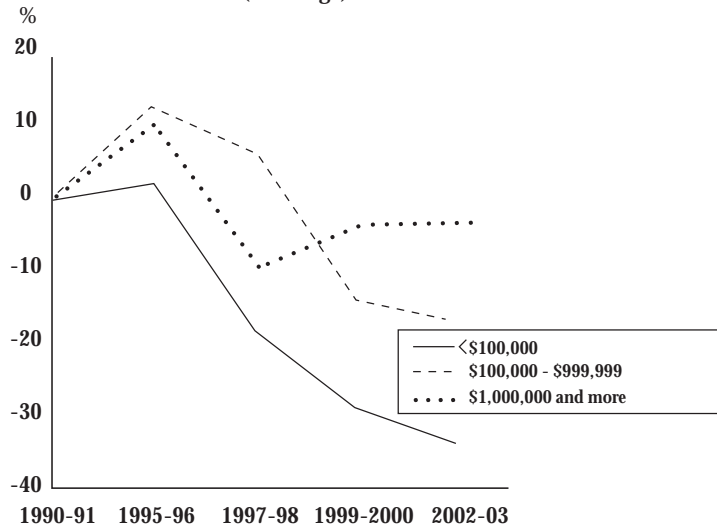
Volunteers also represent an important component of the capacity of museums to fulfil their functions. Statistics Canada reports a total of 47,414 museum volunteers in 2002-03. In the early 1990s, the number of museum volunteers rose sharply, but then dropped. There was a modest overall recovery between 1999-2000 and 2002-03. Figure 2 shows the overall trend for the sector since the early 1990s and Figure 3 shows the uneven impact on institutions of varying sizes. What this shows is that the portion of the sector that relies most heavily on volunteer effort — those institutions with budgets under \$100,000 — has been hardest hit by the drop in volunteers.



**Figure 2
Volunteers**



**Figure 3
Average Volunteers per Institution by Size of Institution
(% change)**



Visitors

Although the overall number of visits to heritage institutions is growing slightly, reaching almost 59 million in 2002, the rate of growth is not keeping pace either with the growth of the population or the growth in international tourism. These figures are in contrast to growth rates in the 1980s, where the increase in museum visits outstripped population growth.

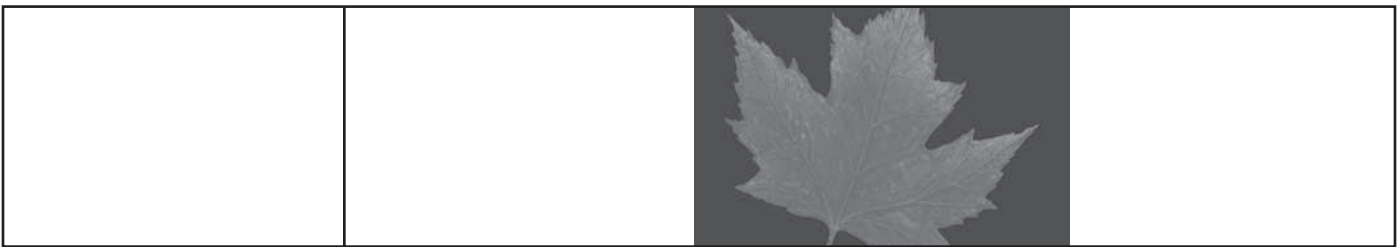
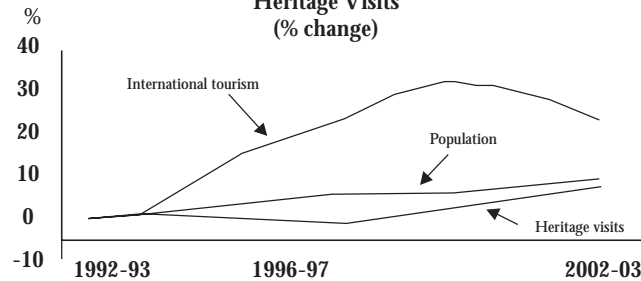
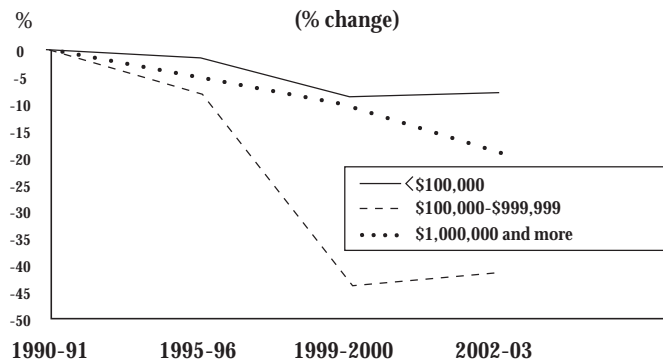


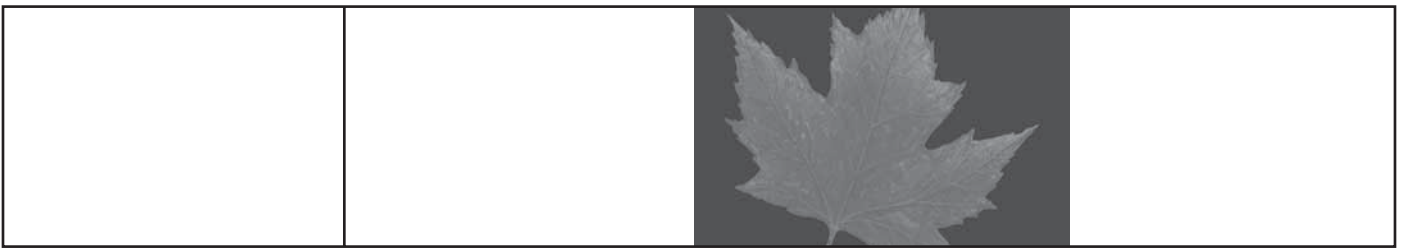
Figure 4
Heritage Visits
(% change)



When the Statistics Canada visitation figures are examined in more detail, significant differences emerge depending on the size of institutions. The smallest institutions — those with budgets of less than \$100,000 — report an average of 4,554 visitors annually, a drop of approximately eight percent since the early 1990s. Institutions with budgets of over \$1 million report a 19 percent drop in the number of visitors, from an average of 269,535 in 1990, to 219,296 in 2002. Mid-sized institutions — those with budgets between \$100,000 and \$1 million — report a drop of approximately 41 percent in the average number of visitors, down from 34,845 in 1990 to 20,693 in 2002. These declines began in the mid-1990s and therefore cannot be attributed to more recent events that have affected both international and domestic tourism.

Figure 5
Visitation/Size of Institution
(% change)





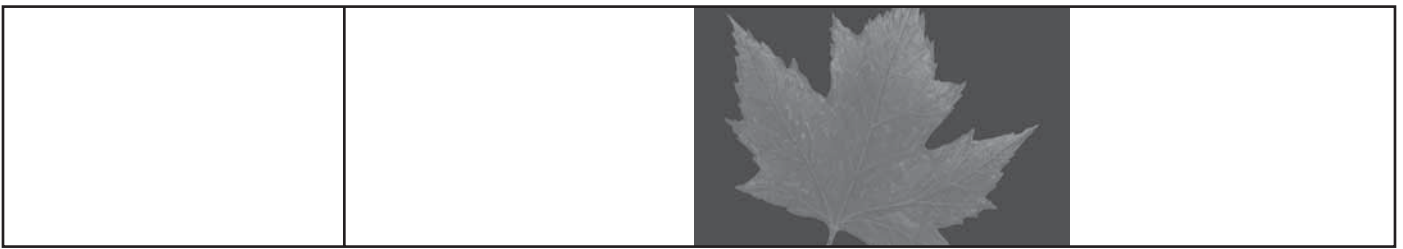
CRITICAL ISSUES

Institutions have reported that budgetary pressures and an increased emphasis on self-generated revenues have had an impact on collections care, with “behind-the-scenes” functions taking second place to “front-of-the-house” functions. A key gap in available statistics is the state of collections and the infrastructure necessary to support them. Anecdotal evidence collected by Quebec’s Centre de Conservation suggested that about 40 percent of collections in that province were not fit for display. There is no reason to believe that the situation would be better in other provinces.

There are limits to the financial growth that can be sought from memberships, admissions and sales. Statistics Canada’s figures show that growth started to level off in the period between 1999 and 2002. Museums have noted that the costs of recruiting “basic” members can exceed the financial return. Admission prices cannot rise indefinitely without affecting the number of visitors and the perception of the institution as a community resource. An emphasis on admission revenues can also tilt organizational emphasis to blockbusters, rather than to exhibitions drawn from the institution’s collections. Gift shop and cafeteria sales, together with facilities rentals, may generate revenues but are functions that have little direct connection to collections care and presentation.

There have been significant increases in revenues from sponsorships and donations. A growing private sector awareness of the importance of cultural resources in attracting a skilled labour force suggests that this growth has not yet peaked. In terms of personal donations, with the aging of the baby-boom generation, the biggest ever inter-generational transfer of wealth is on the horizon. There may be opportunities for institutions to capitalize on the potential for significant donations from long-time members and community leaders.

The decline in the paid workforce represents a loss of knowledge and expertise to institutions as well as increased demands on the staff who remain. Detailed statistics are not available to identify whether staff reductions are being effected through outsourcing of functions that are not central to institutional missions (e.g. payroll management) or through lay-off of museum

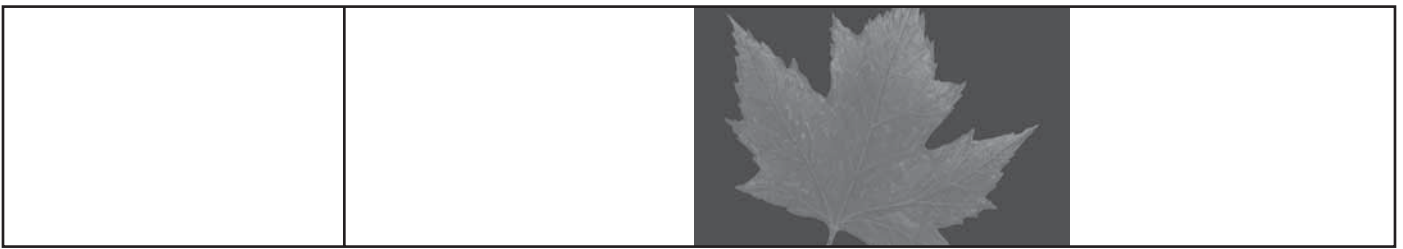


professionals. Anecdotal evidence from institutions across the country suggests that reductions in the paid workforce may affect the capacity of institutions not only to care for and present collections but also to plan for and adapt to changing circumstances.

Volunteers are one measure of the engagement of the community with institutions. For smaller institutions, particularly, they are critical to continued organizational capacity to serve visitors and care for collections. For institutions in major urban centres, the extent to which the composition of volunteer cadres reflects a city's demographics may be an indicator of perceived relevance to a changing population. The decline in voluntarism is a relatively recent trend that contrasts with growth in the preceding decade. Its potential impact is even more severe when the age profile of current volunteers is taken into account. Museums need to develop strategies not only to deal with changing volunteer behaviours and interests but also to recruit and retain volunteers from increasingly diverse communities.

In cities such as Toronto, what we call “visible minorities” today — about 37 percent of the GTA population — will, in a little more than a decade, make up at least half of the population. Especially in western cities, Aboriginal populations are increasing. Smaller communities may be declining, reflecting the increasing urbanization of the Canadian population. Over time, the extent to which visitors, staff and volunteers mirror the population may shape community perceptions of institutional relevance and decisions by local and other governments with respect to financial support.

Visitor statistics suggest that museums may be losing ground in the hearts and minds of Canadians. A key issue is the extent to which museums are positioned to compete for “audience share” in an increasingly demanding market. Not only do they need to find ways to attract traditional visitors, they also need to understand and build relationships with new audiences. Although different studies report different results, one study indicates that more than half of Canadians visit museums and some studies suggest that the number may be as low as 35 percent. There are some indications that those whose mother-tongue is neither English nor French are less likely to visit museums, but there are significant differences among ethno-cultural and Aboriginal communities.

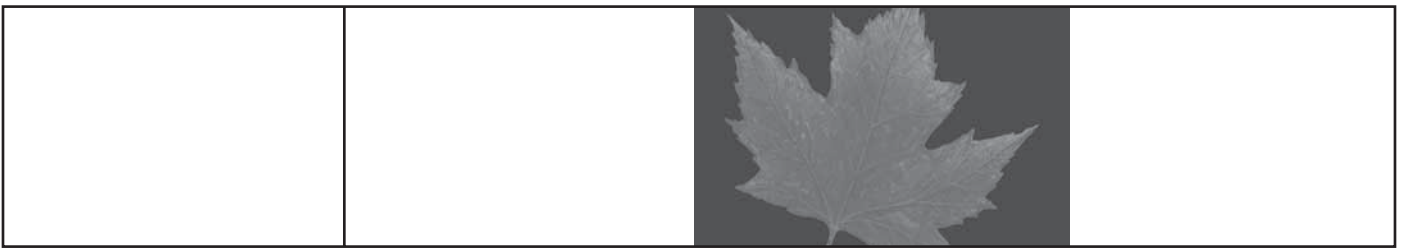


Many museums report that they cannot afford to undertake regular visitor surveys and that they need to increase their understanding of the implications of the demographic changes within their communities. Others have indicated that they cannot renew their public programming with sufficient regularity to attract local audiences or research their existing collections to exploit their richness and diversity.

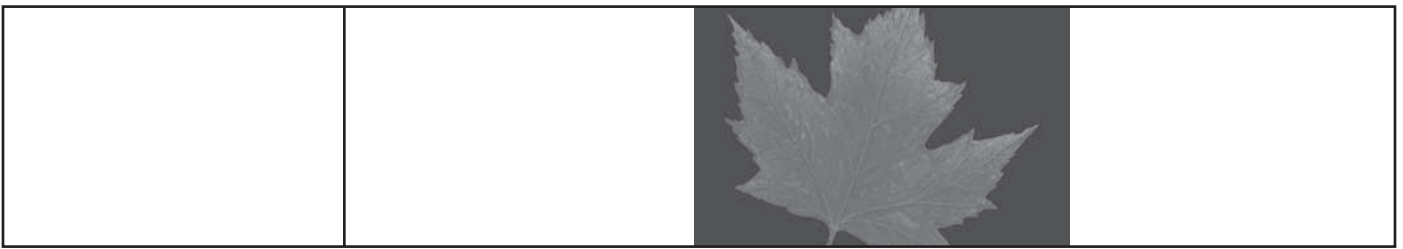
Numerous public opinion polls indicate that Canadians believe museums are important, but there is little hard data on economic and social impact that institutions can use to make their case to potential funders. As highlighted in the report prepared for the Canadian Art Museum Directors Organization by Catherine Cole, institutions need more research to support statements about their value to the communities they serve. Although individual case studies have been conducted on the impact of individual exhibitions, global statistics are not available. Initiatives by individual institutions suggest positive social benefit when cultural programming reaches into communities but there is little agreement on the part of researchers as to how to measure and report on such benefits.

Discussion Guide

- 1. Do you agree that these are the most important issues?*
- 2. Are there additional issues that have not been identified?*
- 3. How have these issues affected your organization?*



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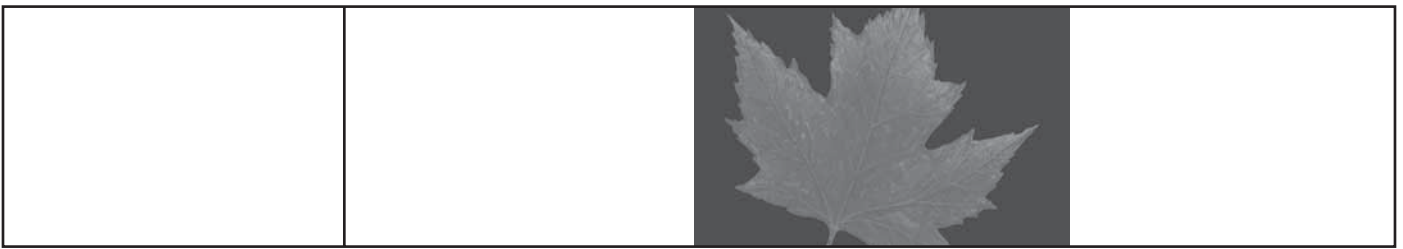
POLICY PRIORITIES

The Department of Canadian Heritage is proposing that the overall theme for the new policy be revitalizing Canada's museums so that they can better serve the changing Canadian society. Under this broad theme, the Department has identified three broad priorities and accompanying objectives:

- **participation:** increasing and diversifying active engagement in Canada's museums by visitors, volunteers, members and other participants;
- **preservation:** stabilizing and renewing significant collections; and
- **sustainability:** strengthening the capacity of institutions to mobilize support from a variety of stakeholders and renewing the infrastructure necessary to support museum missions.

The broad outcomes that are being proposed for the policy at this stage are:

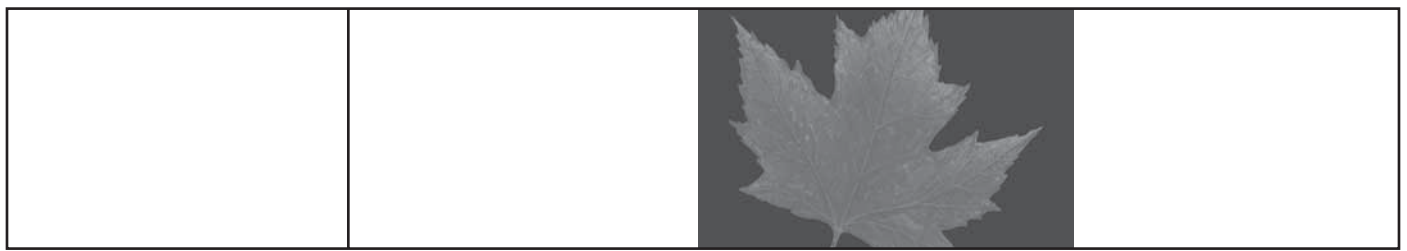
- Canada's museums will be dynamic venues that are relevant to, and attract, our diverse population;
- They will be actively supported by an increased number of stakeholders;
- They will be positioned to ensure the protection of the physical and intellectual legacy represented by their collections.



Discussion Guide

- 1. Do you agree with the proposed overall theme?*
 - 1.1 Is it forward-looking and results-oriented?*
 - 1.2 Does it communicate any unintended messages?*
 - 1.3 Is it likely to generate support from decision-makers?*
- 2. Do you agree with the three broad priorities?*
 - 2.1 Are there other priorities that should be included?*
- 3. Are these the right objectives and desired outcomes?*

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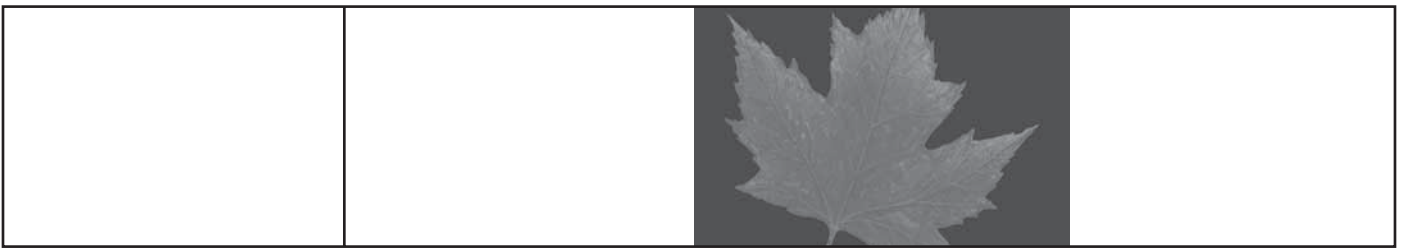
POLICY PRINCIPLES

During the course of consultations to date, both inside and outside the federal government, a number of principles have been articulated that could underlie a new museum policy:

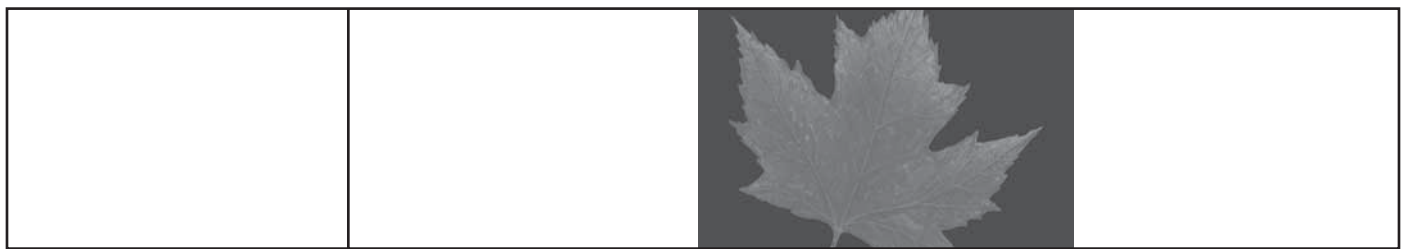
- As public institutions, museums are in service to their communities and must remain relevant to their communities;
- All museums, large and small, represent important cultural, social and economic assets for their communities. The differing needs and capacities of institutions should be acknowledged in policy and program development;
- Individual institutions and the sector as a whole should strive continually for excellence;
- Museum success depends on the ongoing relationship between “behind-the-scenes” and “front-of-the-house” activities and is grounded in ongoing research;
- The Government of Canada has a fiduciary responsibility for the national collections it holds in trust for all Canadians. It also chooses to provide targeted support to other institutions to achieve specific policy objectives;
- Programs should be structured to enable museums and the Department to demonstrate and measure results that are meaningful in the context of the objectives of the museum policy.

Discussion Guide

1. *Do you agree with these principles?*
2. *Are there other principles that should be added?*



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PROGRAM PRINCIPLES

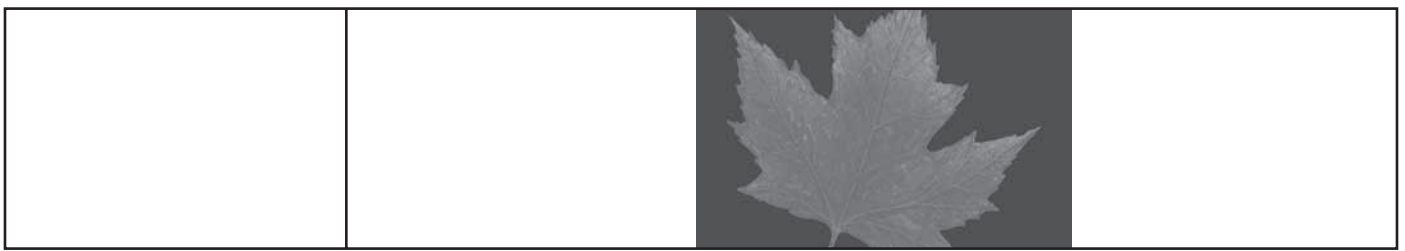
The Department of Canadian Heritage currently meets its objectives for heritage through a variety of instruments: the national museums and Library and Archives Canada; legislation that regulates the export of cultural property and provides for tax incentives for gifts or sales of significant objects to designated institutions; legislation that enables the government to assume the financial risk for loss or damage to major exhibitions; international cultural agreements; two national centres of excellence — the Canadian Conservation Institute and the Canadian Heritage Information Network; and several grants and contributions programs, including programs under the Canada Council. A chart outlining these instruments is included as Annex A.

All activities are subject to periodic review and must be assessed in terms of their contribution to overall objectives for the sector. In her November 2003 Report, the Auditor General recommended that the Department develop a framework for heritage policy that would define federal roles and responsibilities in relation to other stakeholders.

Federal Roles

The framework proposed by the Department in response to the Auditor General's recommendations divides federal roles into three categories:

- As the Government of Canada, it is legally responsible for national collections and international conventions and agreements;
- As nation-builder, it intervenes to bridge and connect different regions (e.g., travelling exhibitions; the Virtual Museum of Canada) and recognizes nationally-significant heritage in a pan-Canadian context (e.g., the designation of National Historic Sites and certification of cultural property under the Movable Cultural Property Program);



- As a capacity-builder, it chooses to encourage sector transformations to respond to changing circumstances and support the continual pursuit of excellence (e.g., through the Canadian Conservation Institute and the Canadian Arts and Heritage Sustainability Program). This responsibility is shared with other stakeholders.

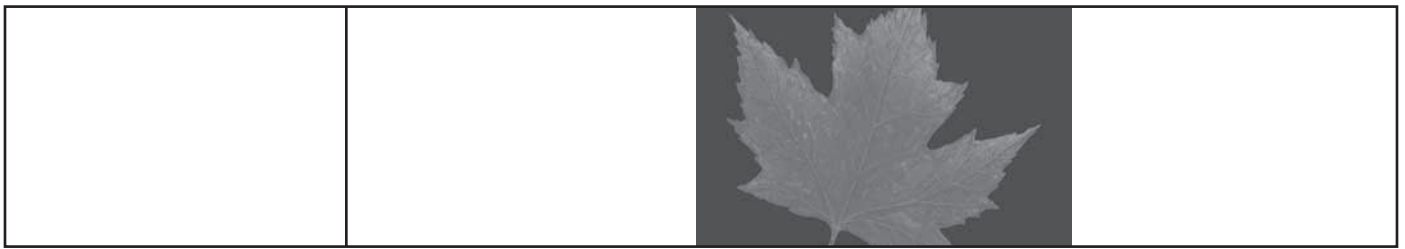
In developing program proposals as part of the new policy, the Department will need to be conscious of both the unique responsibilities of the federal government and sectoral needs. As proposals are taken forward for approval, the Department will be asked to justify the nature of federal intervention.

Program Approaches

A number of community representatives, particularly the Canadian Museums Association, have raised concerns about grants and contributions programs that define results and hence, eligible expenses, too narrowly. A strong case has been made that a more flexible approach would better serve both the community and the government. Representatives have argued that the optimal approach would be guaranteed multi-year funding.

The Department does not believe it would be successful in proposing that the federal government assume the responsibility for ongoing funding for institutions it does not own. However, it is open to an approach that would:

- Define program results at an appropriately high level;
- Recognize that achieving transformative results requires a variety of complementary activities;
- Recognize that transformation may be a lengthy process; and
- Be amenable to the measurement of meaningful results.

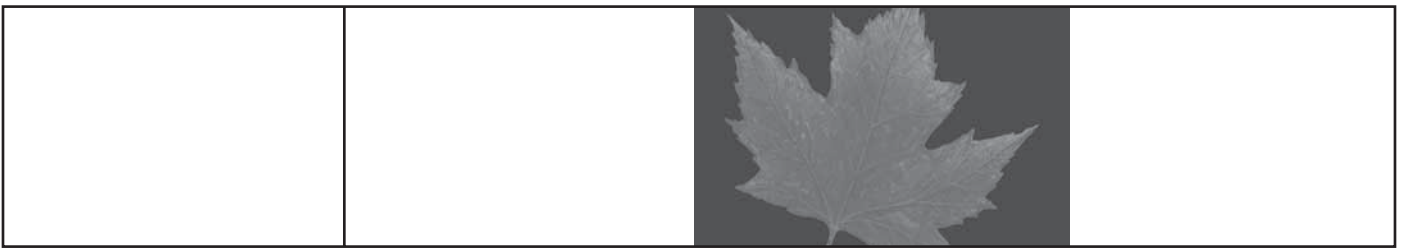


To provide a concrete example, the Department has proposed that “Participation: increasing and diversifying active engagement in Canada’s museums by visitors, volunteers, members and other participants” be a broad area of priority. A museum could receive support to develop a three-year plan to increase its visitation, its membership and its volunteers, with a particular emphasis on strengthening its relationship with a rapidly-growing ethno-cultural and Aboriginal communities. Its plan could include, for example, a travelling exhibition of particular relevance, research into its own collections to identify pertinent material as the basis for another exhibition, a marketing strategy, cultural-sensitivity training for its staff, and a volunteer recruitment program targeted at a specific community.

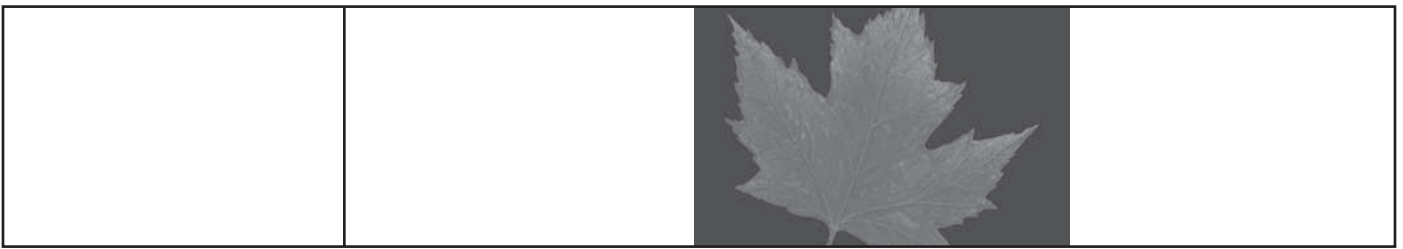
Provided that the plan was sound, with clear milestones and provisions for measuring results to allow both for course correction and overall evaluation, under such a model the Department could approve funding for three years, conditional on demonstrated progress in implementing the plan. Key to the Department’s ability to defend such an approach would be clear linkages to the objectives set forth in the policy and the ability to demonstrate and measure results.

Discussion Guide

- 1. Is there a case to be made for additional federal roles?*
- 2. What would be the benefits of a possible “multidimensional project” approach as outlined above?*
- 3. What would be the disadvantages?*
- 4. Is the capacity for the type of planning and measurement required for this approach widespread in the community?*
 - 4.1 How could such a capacity be developed or reinforced?*



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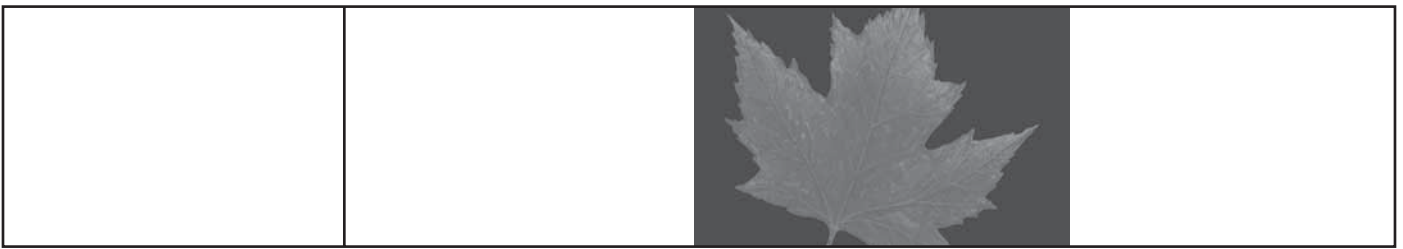
PARTICIPATION

Long-term survival for museums depends on being perceived as relevant and valuable by the public: visitors, volunteers, members, communities and local governments, which represent the major source of funding for most institutions. Museums are competing for time and attention with many other leisure industries, they are competing for an audience that is changing rapidly and they are competing for limited public funds. A core issue is how they can be better equipped to engage in this competition.

In the past few years, the Department's support for public programming has reflected the Government's nation-builder role, with a focus on travelling and on-line exhibitions that could bridge regions and contribute to a broader understanding of diverse Canadian experiences. If support were to be provided to public programming targeted to local audiences and communities, the Department would need to be able to measure a transformative impact resulting from its investment in building capacity. In one sense, a "participation" agenda is a relevance agenda and relevance is a difficult concept to pin down and measure. One approach is through proxies: the number and composition of visitors; the economic benefit to the community; the number of members or the number of volunteers. Other measures could seek a more qualitative response: attitudinal surveys, exit surveys assessing the quality of the visitor experience; assessment of volunteer satisfaction.

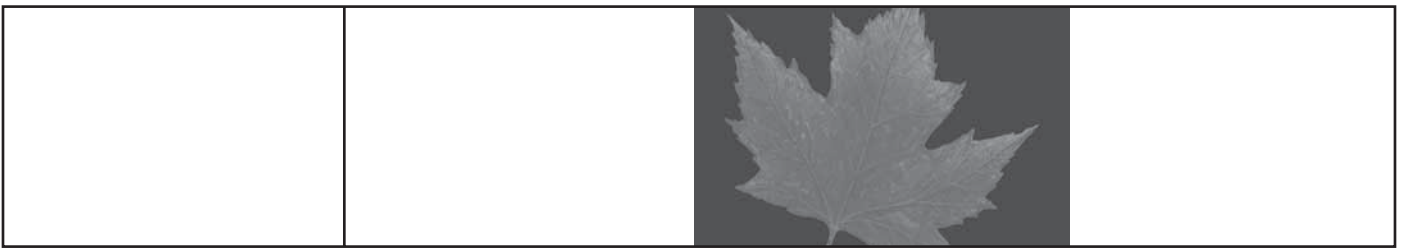
Given the variety of roles that museums play within their communities, it is difficult to select any one measure to assess relevance. Relevance needs to be evaluated both quantitatively and qualitatively. An exhibition drawn from an institution's own collections may, for example, draw relatively few visitors but score highly on an index of perceived relevance.

In contrast to the direct capacity-building services provided by the Department in the area of conservation (through CCI) and the development, presentation and management of digital information (through CHIN), the Department has not invested in capacity-building resources that could assist museums to reach new levels of professional excellence in reaching participants in non-digital space. It has been suggested that resources such as off-the-shelf visitor survey modules would be useful tools in the pursuit of increased relevance and participation. The Department is open to these suggestions and invites additional ideas for useful resources.



Discussion Guide

- 1. What are the issues facing museums in increasing participation rates and demonstrating relevance.*
- 2. What kinds of activities should be supported under a participation agenda?*
- 3. What resources or tools would be useful to support increased professional excellence in this area?*
- 4. What results should we be seeking and how should they be measured?*



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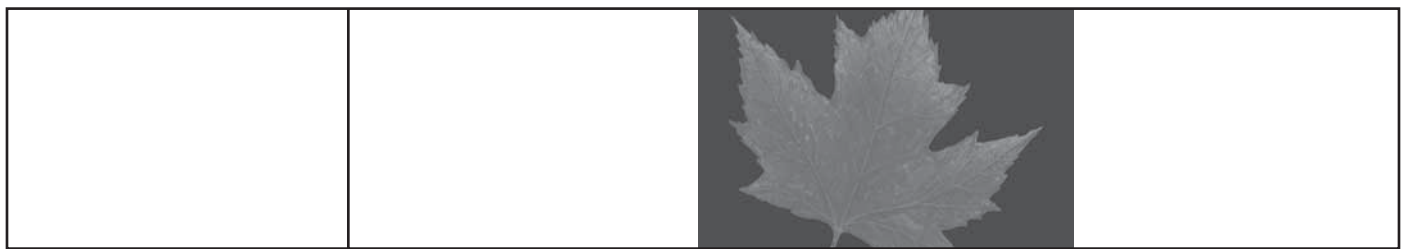
PRESERVATION

Collections are at the heart of the role that museums play in society. They are the drawing card for audiences today and both a physical and intellectual legacy for tomorrow. Preservation includes the appropriate environmental conditions required to ensure the stability and security of collections, direct intervention to stabilize and conserve objects, and research to unlock the intellectual history represented by collections. It should be based in sound science, be the subject of rigorous organizational planning, and the beneficiary of knowledgeable care.

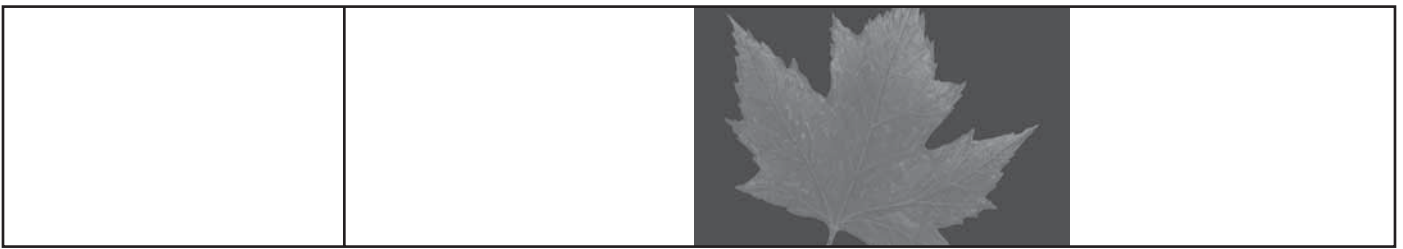
Preservation is a core responsibility of museums and their primary funders. The Government of Canada has a fiduciary obligation to ensure the preservation of the national collections it holds in trust for all Canadians. In addition to this primary role, through its national centre of excellence, the Canadian Conservation Institute, it develops preservation expertise and disseminates it across the country and internationally. Through the Cultural Spaces Canada Program, it invests in museum facilities and, through the Museums Assistance Program, it supports a modest number of planning and documentation projects.

For the Department to propose that the government expand its existing support for preservation, it would need to define a clear sphere of action that distinguishes the role of the federal government from the roles of institutions' primary funders and clear outcomes that will result from its increased intervention.

The Government of Canada cannot take on the challenge of saving everything. As part of the policy, we will need to define the scope of federal involvement in preservation for collections held in institutions across the country. One option could be to limit a new program providing direct financial support for preservation to objects or collections deemed to be of "outstanding significance and national importance". This criterion is used today for the purposes of tax incentives under the Movable Cultural Property Program and would be consistent with the approach taken in built heritage, where the government cost-shares projects for National Historic Sites but does not invest in historic sites that have not qualified for this designation.

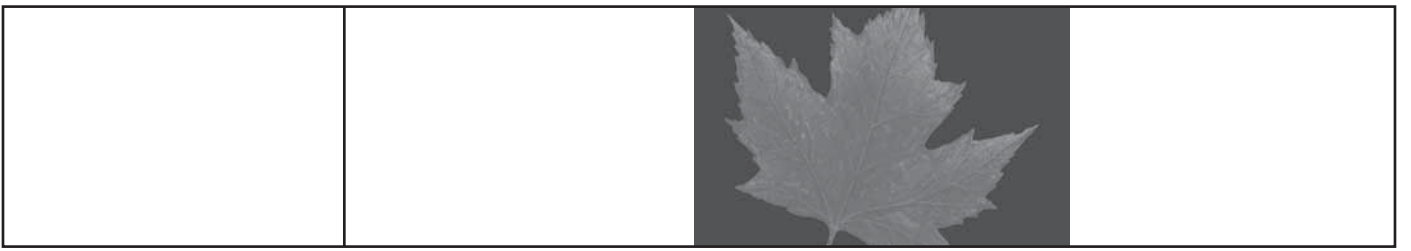


Most mid-sized and larger museums in Canada have reached a level of maturity with respect to the development of sound professional practices in collections management. Smaller institutions, particularly those that rely most heavily on volunteer effort, have an ongoing challenge in terms of achieving and maintaining basic professional standards. Even the larger institutions have continuing needs for professional development in the area of preservation and conservation. The Department has held preliminary discussions with some of the largest museums across the country and with museum associations about their potential role in assisting the ongoing development of professional skills and practices in other institutions.

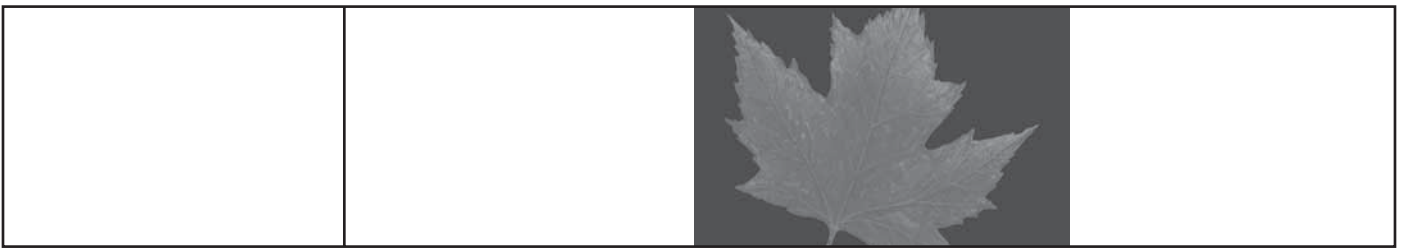


Discussion Guide

1. *What are the key preservation issues that museums are facing?*
2. *Is there an alternative to “outstanding significance and national importance” as a possible criterion to define the Government’s sphere of action in any potential direct investment in preservation?*
3. *What activities should be eligible for funding in a preservation program?
What is the rationale for including these activities?*
4. *How should the ongoing development of skills and professional practices in the area of preservation and conservation be supported?*
 - 4.1 *Would internships offered by larger institutions be effective?*
 - 4.2 *For smaller museums, should greater emphasis be placed on group projects led by associations or other similar organizations (e.g., collections documentation projects for multiple institutions)?*
 - 4.3 *The bursary program offered by the Department through the Canadian Museums Association is currently under-utilized. How could it be improved to be more useful?*
 - 4.4 *What other kinds of support for professional development are needed?*
5. *Given that preservation is a never-ending task, how will we know if we are succeeding?
How should we measure results?*



NOTES



SUSTAINABILITY

Underlying the capacity of institutions to fulfill their missions in service to society is their overall sustainability. Sustainability is the product of planning to meet existing requirements and to anticipate changing circumstance, the expertise and flexibility to adapt when required, reliable and adequate sources of revenue, and continued demand for the services provided by the organization. Museums have been called on in recent years to strengthen their business skills, to contend with reductions in, or flat-lining of, public funding, and to contend with aging facilities and inadequate storage, while simultaneously responding to a changing society and the ongoing exigencies of collections care.

Through the Cultural Spaces Canada Program, the Department has begun to respond to sustainability requirements related to infrastructure. Larger infrastructure projects are supported through the Government's broader infrastructure programs, which often involve federal/provincial agreements on priorities. The capacity-building component of the Canadian Arts and Heritage Sustainability Program, introduced in 2001, provides support for the planning and the implementation of new business strategies designed to increase the financial stability of organizations.

A gap that has been drawn to the attention of the Department is that, in contrast to arts organizations, museums do not have access to endowment incentives that help stimulate private donations by providing matching contributions. Endowments offer the potential to build a reliable source of income over time. Under the endowment incentive program for arts organizations, only the income from endowments can be expended.

Research conducted for the Department in 2003 indicates that there would be support in the museum community for such a program. About one-third of the organizations surveyed indicated that, in the previous three years, they had received some form of endowment funds. Given this evidence that the use of endowments is already relatively high, a challenge for the department and community will be to demonstrate that a new endowment incentives program would succeed in leveraging investment that would otherwise not have occurred.



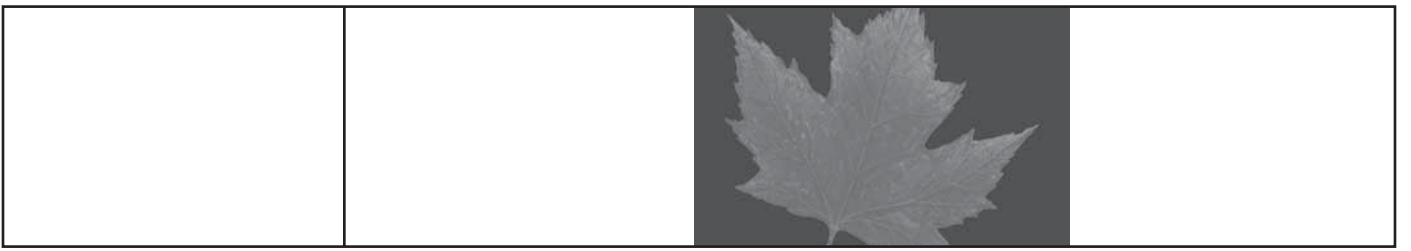
Discussion Guide

- 1. What are the key threats and barriers to sustainability faced by museums?*
- 2. What additional roles could the federal government play in promoting sustainability without taking on responsibility for ongoing operating costs?*
 - 2.1 Would endowment incentives help to stimulate additional donations?*
- 3. Are there changes the Department should make to Cultural Spaces or the capacity-building program (CAHSP) to make them more effective?*
- 4. How should we measure sustainability?*

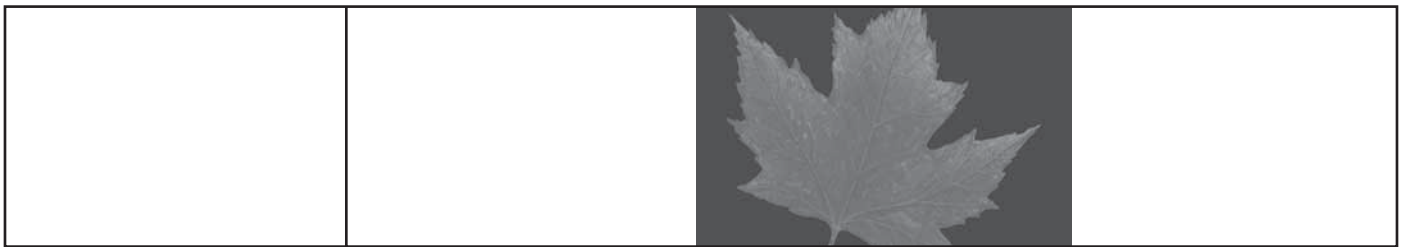
Please forward your comments and/or ideas to:

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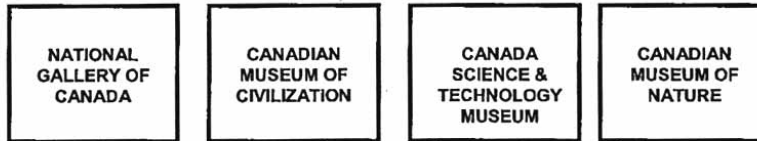
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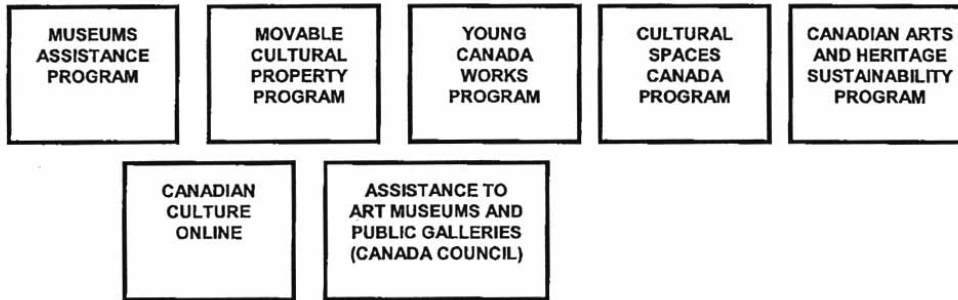
ANNEX A

CANADIAN HERITAGE PORTFOLIO SUPPORT FOR MUSEUMS

National
Museums
\$230M



Grants &
Contributions
\$36M



Other
Support

