

SASKATCHEWAN MUSEUMS FUNDING REVIEW

Purpose

To determine the composition, needs and priorities of the museums of Saskatchewan and to propose a responsive framework for the most effective allocation and development of public funding to the museum community.

PARTNERS OF REVIEW COMMITTEE:

DEPARTMENT OF CANADIAN HERITAGE

MUSEUMS ASSOCIATION OF SASKATCHEWAN

SASKATCHEWAN ARTS BOARD

SASKATCHEWAN DEPARTMENT OF MUNICIPAL AFFAIRS,
CULTURE & HOUSING

SASKATCHEWAN HERITAGE FOUNDATION

SASKATCHEWAN URBAN MUNICIPALITIES ASSOCIATION

SASKCULTURE INC. - *supported by Saskatchewan Lotteries*

SASKATCHEWAN MUSEUM FUNDING REVIEW

- TABLE OF CONTENTS -

	Page
EXECUTIVE SUMMARY	i
1.0 INTRODUCTION	1
1.1 Review Background	1
1.2 Review Objectives	2
1.3 The Review Process	2
1.4 Structure of the Report	3
2.0 SASKATCHEWAN'S MUSEUM COMMUNITY	5
2.1 The Museum's Role	5
2.2 History of Saskatchewan Museums	6
2.3 Saskatchewan's Museum Community	8
2.4 Trends Impacting Saskatchewan's Museum Community	10
3.0 THE FUNDING OF SASKATCHEWAN MUSEUMS	13
3.1 Summary of Funding Sources	13
3.2 Museum Funding Programs	15
3.3 Funding Trends	16
3.4 Funding Implications	21
4.0 THE NEEDS OF SASKATCHEWAN'S MUSEUM COMMUNITY	23
4.1 The Needs Assessment Process	23
4.2 Summary of Key Funding Needs	23
5.0 FUNDING REVIEW RECOMMENDATIONS	27
5.1 Introduction	27
5.2 Review Partner Conclusions	27
5.3 Review Partner Recommendations	30

As a result of their findings, the Saskatchewan Museum Funding Review Partners have agreed to several conclusions and recommendations regarding museum funding in the province. These are summarized briefly below.

- ▶ The partners have agreed to a modification of the Museums and Gallery Grant Program. The MGGP will be split into two components — the Museum Grant Program (MGP) and the Gallery Grant Program (GGP). The Museums Association of Saskatchewan will continue to deliver the MGP while the Saskatchewan Arts Board will take over responsibility for the GGP. The level of funding available for the GGP will be based upon a three-year average (1995 to 1997) from the MGGP to galleries.

Any additional funds allocated to the MGGP through the culture section of the Trust in excess of the 1997/98 level will be designated to the MGP in recognition of the more limited pool of funds available to heritage museums in relation to galleries. Decreases in funding will be shared between the two programs.

- ▶ The partnership has agreed to work towards establishing a larger pool of program funds for heritage museums. These museums tend to be in smaller communities and the MGGP is the sole operating funding program for which they currently qualify. As stated before, the gap between their needs and the funds available is large. Currently, \$460,000 is available through the program. The committee recommends that an eventual target level of \$750,000 be set for the new MGP.
- ▶ The review partners recognize the need to continue their dialogue and will continue to meet with the common objective of reviewing and addressing museum funding issues. In accordance with this objective, the partners will recognize and promote key issues related to the professional staffing needs of the museum community to ensure that every museum meets the level of service expected of it. The partners will also recognize and promote key issues in relation to the seasonal staffing needs of the museum community in order to better utilize government employment programs.
- ▶ The partnership has agreed to support and promote the undertaking of a capital needs assessment with the objective of clearly defining and quantifying the current and future capital requirements of Saskatchewan's museum community. A capital needs assessment will determine the magnitude of these requirements and will provide accurate and appropriate information to the developers of future museum funding programs.
- ▶ The review partners will investigate and identify areas where new technology can serve to enhance the operations and program delivery of Saskatchewan's museum community. By doing so, they will make their programs and collections more accessible to the education community, the public in general, and each other. Finally, the partners recognize the unique ability of certain museums within the community to generate tourist

visits to their respective areas.

The work initiated by the Museums Funding Review partnership will continue in the future. The fact that key agencies involved in museums funding worked together to find solutions proved to be one of the main strengths of the review process. Because of this, there is solid commitment by all parties to keep working together to address the ongoing needs of the Saskatchewan museum community. The partners recognize that having this unified approach places the community in a much stronger position heading into the new millennium.

The first part of the report discusses the general situation of the country and the progress of the work. It is followed by a detailed account of the various projects and the results achieved. The report concludes with a summary of the work done and the prospects for the future.

Very truly yours,
[Signature]

1.0 INTRODUCTION

1.1 Review Background

Saskatchewan's museum community consists of close to 300 public museums located throughout the province. The Museums Association of Saskatchewan considers this community to include archives, art galleries, human and natural history museums, museums of science and technology, historic and natural environment parks, botanical gardens, aquaria and zoos. The Museums Association of Saskatchewan (MAS) defines a museum as:

... a not-for-profit institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits, for the purposes of study, education, and enjoyment, material evidence of people and their environment.

Funding and financial support from a number of government departments and agencies allows the museum community to effectively function in this role. Historically, this funding has allowed the community to grow: to design and deliver programs, to preserve history, to maintain and expand the physical plant, and to hire required staff.

Total funding to Saskatchewan's museum community has declined dramatically over the past five years. Two factors contribute to this decline: 1) the increase in demand on the funds, and 2) the relative value of the dollar today in comparison to five years ago.

This decline threatens the health of the community, and has had a direct impact upon its ability to function in its role. This, in turn, limits public accessibility. The museum community brought this funding shortage to the attention of SaskCulture, which then initiated this review.

SaskCulture Inc. is a non-profit corporation whose members are various organizations and individuals who have come together to further the course of culture within Saskatchewan. SaskCulture manages the cultural section of the Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation, and through contract with the Museums Association of Saskatchewan provides funding assistance to over one hundred and fifty museums.

In response to museums' concerns, SaskCulture led a process that brought together various agencies involved in the funding of the province's museums in order to discuss the future of assistance to the museum community. Responding to SaskCulture's invitation, the Department of Canadian Heritage, the Museums Association of Saskatchewan, the Saskatchewan Arts Board, the Saskatchewan Department on Municipal Affairs, Culture and Housing, the Saskatchewan Heritage Foundation, and Saskatchewan Urban Municipalities Association engaged in a preliminary

review of the funding situation of Saskatchewan's museums.

Subsequent to this preliminary review, the bodies agreed that further study into the funding issue was required. The partners worked together to outline the scope of work for the Saskatchewan Museums Funding Review.

1.2 Review Objectives

The general purpose of the review is to establish the funding needs of the museum community through a consultation process. In turn, the review proposed a responsive framework for further development of public funding through which the most effective allocation of this funding to the museum community was established.

At the outset of the review process, six key objectives were identified. They included the following:

- ▶ To establish a profile of museums in the province that takes into account the overall description of the museum community and the different groups of museums.
- ▶ To develop a summary of funding sources and their differing mandates.
- ▶ To establish the funding needs of the museum community through a consultation process.
- ▶ To develop a responsive framework, based on the research data.
- ▶ To recommend actions regarding principles and values, policies and criteria, funding mechanisms, funding levels, and an ongoing process for collaboration among museum funders.
- ▶ To recommend a collaborative strategy for moving forward.

1.3 Review Process

The review process was divided into three general phases. These phases are discussed separately below and generally represent the scope of work performed. To assist the funding partners with the review process, consultants from Anderson/Fast & Associates were contracted.

Phase One Gathering of Information and Opinions

Phase One included three main tasks. In consultation with the review partners, SaskCulture designed a survey instrument that was administered to Saskatchewan museums. This survey gathered statistical information on museum funding needs, including the identification of funding

2.0 SASKATCHEWAN'S MUSEUM COMMUNITY

2.1 The Museums' Role

Museums augment the quality of life of people throughout Saskatchewan. Whether they interpret history or arts, or any combination thereof, museums are vital to the well-being of the communities they serve.

"Museums are places for our engagement with the diverse and ever changing meaning of objects and ideas. Museums enhance our understanding of ourselves and our sense of community identity, and thus enable us to participate in and contribute to our society." (MAS Annual Report)

It is important to understand that the museum community serves the Saskatchewan public in a number of ways. The contributions museums make to their respective communities and to society as a whole are significant and the dollars invested in the museum community directly influence the capacity of museum operators to effectively meet the expectations of their roles.

- ▶ Museums as Protectors of Heritage

The museum community serves the public by preserving and protecting our human and natural inheritance. Museums provide storage for these collections as well as public access to this inheritance. The collection of fragile and non-renewable artifacts, stories, and legends ensures our heritage will not be lost but will be effectively sustained through time.

- ▶ Museums as Researchers and Collectors

The wealth of heritage pieces, natural history specimens, and works of art that museums collect enables them to perform unique research. For example, museums can perform research into a particular artist or a specific area of the province that university researchers may not otherwise be able to perform. This research is often used in the interpretation of displays for the public.

- ▶ Museums as Centres for Learning

The museum community is constantly interacting with and educating the public through the presentation and interpretation of its varied themes. Museums stimulate thought and critical thinking amongst their visitors. The community also plays a critical role as a resource to the education community. Museums serve as a partner and educational backdrop where areas of study and interest are effectively brought to life.

- ▶ Museums as Centres for Societal Sharing

Museums are reflections of society. They show where we have come from, how we have come to be, and where we are going. They provide us the opportunity to learn about new cultures and ideas. They provide artists with venues to display their work, which in turn stimulates the development of more art. In short, museums contribute to the overall understanding of our society which in turn strengthens societal relationships and contributes to the common good of our society.

- ▶ Museums as Community Centres

Museums serve to strengthen sense of community. The drive to preserve and share local heritage brings people together. The museum is the catalyst — it serves as an icon for community pride and is the cultural centre for many segments of the general public.

- ▶ Museums as Tourist Attractions

Tourism is a key economic generator for the province of Saskatchewan. This industry's contribution is most obvious in rural areas where tourist dollars have clear and direct impact. The contributing role of museums in tourism is important to the overall strength of the tourism industry. Certain museums have developed programs that actually generate tourist visits, while others play a pivotal role in the overall attraction mix of a community or region.

If museums started to close across Saskatchewan, we would lose part of our collective knowledge of our communities, of our province, and of the world in general. Museums provide the public with access to all of the benefits described above. If this access to our past and to the world were cut, whole communities would experience the loss of part of their cultural identity.

One need look no further than First Peoples of Saskatchewan to understand how important this concept is. They have experienced a dramatic change in their culture in the past 150 years. Now, through great effort, First Peoples are developing new museums such as Wanuskewin Heritage Park to regenerate some of the heritage they have lost. This should remind everyone that it is much easier to preserve what we already have than it is to lose part of our culture, only to try and regain it again.

2.2 History of Saskatchewan Museums

Saskatchewan was only a year old when it mounted an exhibit of natural history specimens for the 1906 Dominion Fair in Halifax. On their return to the province, these specimens became the core of a collection of "natural history specimens and objects of a historical and ethnological interest" which were maintained by the Department of Agriculture. This small government

collection was the origin of the Royal Saskatchewan Museum (RSM).

Between 1905 and 1945, five museums were established in Saskatchewan. They included the RSM, the Dunlop Art Gallery, the Southwest Saskatchewan Old-timers' Museum, the Ukrainian Museum of Canada, and the Swift Current Museum.

The years 1945 to 1970 were a period of growth and pride in Canada. During this time, many museums and the Saskatchewan Archives Board were established in Saskatchewan. Many larger centres, including the Western Development Museums, the Saskatchewan Sports Hall of Fame, the Mendel Art Gallery, the Mackenzie Art Gallery, and the Moose Jaw Art Museum began operations in these years, as did numerous smaller community museums.

The 1970's and 1980's saw the emergence of large numbers of museums across Saskatchewan. Numerous federal and provincial historic sites were also designated and developed during this time period. As generations of homesteaders and their children aged, they recognized the importance of preserving artifacts that were essential to the development of the province. Most recently, centres dedicated to the history and art of Saskatchewan's First People have emerged. New community museums provided continuance between the ways of the past and the ways of the present and future.

Artists and communities in Saskatchewan have always found ways to exhibit works of art. Communities formed groups to enable their access to visual arts. These were often formed in conjunction with schools and libraries and often local collectors were involved. The roots of several art museums in Saskatchewan can be traced back to these community groups and individuals.

The Regina Public Library's Dunlop Art Gallery has been continuously exhibiting art for forty years and has employed professional staff since 1962. The Moose Jaw Art Museum was formalized through a civic bylaw in 1950. In 1936, Norman MacKenzie willed his collection to Regina College. The college started construction of the MacKenzie Art Gallery in 1952.

Fred Mendel had made his collection of European, Canadian, and Saskatchewan art works, on display at Intercontinental Packers offices, open to artists and others in the early 1940's. Mendel approached the City of Saskatoon to initiate the building of a civic gallery in 1960. The Mendel Art Gallery opened in 1964.

Estevan, Moose Jaw, and Swift Current were able to construct National Exhibition Centres with the assistance of a Federal program to celebrate the 1967 Centennial. Community arts groups continue to organize exhibits of their work often because it is not being displayed in public galleries. Beginning in the late 1960's some of these groups initiated artist-run parallel galleries to provide exhibition space and community resource centres in order to advance the visual arts as a profession. There are now five visual artist-run centres and two media centres, part of a

national network of over 100 centres.

2.3 Saskatchewan's Museum Community

As was discussed in the introduction to this report, the Saskatchewan museum community is comprised of a number of diverse institutions. There are close to 300 museums in Saskatchewan, 189 of which are members of MAS.

Within the MAS membership, there are five general groups of museums: Folk, Local, Regional, Provincial, and National. Museums who do not hold membership in MAS vary in type and focus. The majority tend to be smaller institutions that would most likely fall into the Folk or Local groups, and are primarily located in or near rural communities.

The following descriptions of each group are based upon the consideration of the museums' focus, scope, aspirations, and needs.¹

Folk Museums

Folk museums focus primarily on acquiring, preserving, and displaying objects of human history collections including settlement, education, and military themes. The story of the objects is told by individuals who speak from their own memories in an informal and friendly atmosphere. Folk museums are open mostly by request of visitors and for events such as homecomings.

Local Museums

Local museums focus primarily on acquisition and preservation, and are mostly 'story of pioneering' collections specific to their locale. The majority of Saskatchewan's smaller communities are represented by this group. Local museums are open on a regular basis during the summer and by request the remainder of the year.

National Museums

National museums focus primarily on providing a learning environment. They have specialized collections and exhibits of national and/or international significance. National museums include art galleries, science centres, specific religious, police, manufacturing, agricultural, political, First Nations, and immigrant history institutions, and those dealing with broad human and natural history of the province.

¹ A complete description of each group as established by MAS is included in Appendix I.

Provincial Museums

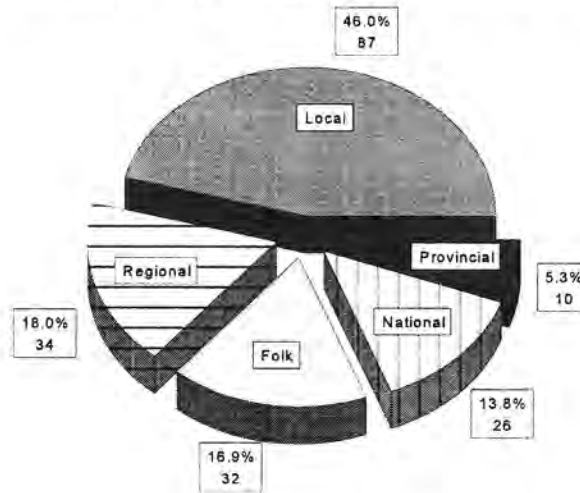
Provincial museums include historic parks, sports museums, art and photography collections, and First Peoples history. As such, they provide a learning environment by exhibiting collections or works which tell stories of wide provincial interest and/or give exposure to Saskatchewan artists. Provincial museums are usually open 5-6 days per week, although some close during winter.

Regional Museums

Regional museums include art galleries, artist-run centres, zoos, religious, First Nations, military, natural and prairie settlement collections of regional importance. They focus primarily on providing a learning environment through exhibiting and are open on a regular schedule, year-round.

Museums self-designate which group most closely describes their institutions. Exhibit 2.1 shows the total numbers and relative representation of each of these groups at the time of this report's writing. As the exhibit shows, nearly half of MAS members belong to the 'local' museum group, which is assumed to account for a large portion of the museums that are not MAS members as well.

Exhibit 2.1 Representation of Museum Groups



2.4 Trends Impacting Saskatchewan's Museum Community

Saskatchewan's museums function within an environment that is continually changing. This environment is impacted by a wide range of variables and related trends. Certain environmental trends threaten the health of Saskatchewan's museums, while others provide opportunity for museums to grow and play a more vital role within their respective communities.

The following trends are seen as key influences that threaten the museum community. These trends are discussed below.

▶ Rural Depopulation

The face of rural Saskatchewan has changed significantly over the last decade. Larger farms, more mechanization and technological change have reduced the number of people employed by agriculture. In 1978, 102,000 people were employed in agriculture, while in 1995, the number was closer to 70,000. At one time over 70 percent of the population lived in rural Saskatchewan. The rural population currently accounts for less than one-third of the province's total population. Railroad abandonment, changes to the grain delivery system, federal and provincial devolution of services as well as the downward trend in commodity prices have all contributed to this population change.

The reduction in the number of people causes volunteer stress. There are fewer people to support rural volunteer organizations, meaning assistance from this important source has been reduced.

▶ Aging of Volunteers

The core resource of many rural museums is its volunteers. In total, Saskatchewan museums receive roughly 300,000 hours of volunteer service annually. The value of this service has been estimated at over three million dollars. These volunteers are getting older. The depopulation of rural Saskatchewan has occurred primarily with younger age segments - those looking for work or different opportunities personal growth however, some seniors, upon retirement, also leave the province in search of a more temperate climate. The aging of the volunteer group, and the declining pool of younger and/or replacement volunteers is a key threat to museums' operations and to public accessibility.

▶ Aging of the Physical Plant

Many museum facilities were built 20 to 30 years ago and over time have deteriorated due to lack of attention to items such as roof and furnace repair. This lack of attention is not due to lack of care, but to lack of fiscal resources to perform the necessary upkeep and upgrades. Museums are seen as public programming institutions therefore that is where

the bulk of their resources are concentrated.

- ▶ Improvements of the Standards for Museums

Over the years funding agents and museums have worked together to establish Standards of Excellence to assist museums in their ongoing service delivery. These standards cover every aspect of a museum's operation from collections to accessibility and the safety and training of professional and volunteer staff. Many museums have worked diligently to improve their standards against this measure but shrinking dollars have made it impossible for funders to reward and recognize their work.

- ▶ Fiscal Restraint

Over the last half of the decade, provincial and federal governments have focussed on fiscal restraint in an effort to balance budgets. The resulting fiscal pressures have fostered an extremely competitive environment for government funds. In this type of environment, projected return on investment is usually measured in dollars. Return on investment in the museum community is not easily measured in dollars. This has impacted on the community's ability to maintain and increase funding levels.

- ▶ Competition for Sponsor Dollars

Fundraising has become more challenging as the corporate community focuses more on its bottom line, and more institutions and organizations are going after the same dollars. When this sense of competitiveness is placed within the context of limited staff and volunteer burn-out, the ability of the museum community to secure sponsor dollars from the private sector is restricted.

- ▶ Public Expectations

As the entertainment and tourism markets become more diverse and competitive, the public expects more interactive and engaging displays from many museums. This presents a problem for small museums whose primary purpose is to preserve heritage. These museums do not have the resources to meet the public's expectations.

- ▶ Restructuring

Over the past several years Saskatchewan's cultural community and all levels of government - municipal, provincial and federal - have been revisiting their priorities and attempting to improve service and fill gaps. Some of the changes that have been implemented have been helpful while many other changes have caused confusion and frustration. For example, a portion of the federal funds now going toward supporting

youth internships does not coincide with the seasonal nature of many smaller museums.

In addition to these trends that are having a negative impact on the health of the museum community, the following trends provide opportunity for the maintenance and further development of museums.

- ▶ Growth in Heritage Tourism

The United States travel market usually serves as an indicator of travel interest for North Americans. The US travel market is experiencing a strong increase in interest in heritage tourism products. Families are looking to stretch their vacation dollars. Heritage tourism products are great education experiences and they are affordable.

Today's more educated traveller wants experiences that combine 'education and entertainment and, preferably, uniqueness.'¹ Museums have their own unique character, and can satisfy these visitor demands.

- ▶ Growing Interest in Culture

The increase in the 'global consciousness' is a key trend. It has fostered an increased interest in the state of the environment, it has generated a stronger respect for First Peoples, and it has driven people to become more familiar with their own history and culture. Roughly 34% of Saskatchewan residents stated they are more interested in history, heritage, and culture than they were five years ago.²

- ▶ Aging of the Baby Boomers

With the aging of the Baby Boomers, demand for physically challenging and adventure-based activities will begin to wane. Interest in educational and enlightening experiences as opposed to physical challenges will grow. The museum community has the potential to provide this type of experience, but success lies in moving beyond traditional static presentation towards more interactive, intense and unique types of interpretive programs.

- ▶ Community Restructuring

Over the past several years Saskatchewan's cultural community has been undergoing a thorough self examination to determine the best possible structures for service delivery and funding. Because this process has engaged the community in determining its needs and is now nearing completions, the potential for having all funding to the arts community flow through a Single Arts Agency is realistic.

² Parks Canada: Supplementary Report II - Primary Research (Anderson/Fast & Associates)

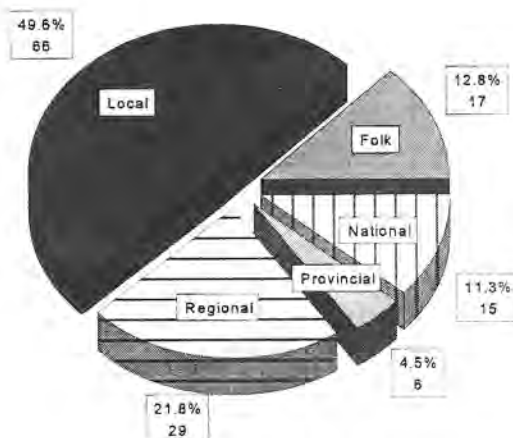
3.0 THE FUNDING OF SASKATCHEWAN MUSEUMS

3.1 Summary of Funding Sources

The Museums Association of Saskatchewan (MAS) produces an operations report every two years. This report, which is based upon a constant study base of museums, examines various aspects of museums' operations, including funding sources and magnitudes of museum funding. This section deals with information from this MAS database which has been analysed to provide a snapshot of the revenue and funding streams supporting the Saskatchewan museum community. The data represents roughly 71% of the MAS membership, which in turn represents roughly 43% of the total Saskatchewan museum community.³ Although the data is not exhaustive,⁴ it provides a statistical representation of funding levels and streams.⁵

Exhibit 3.1 shows the representation of the respective museum categories in this database. The representation generally reflects that of the actual membership (see Exhibit 2.1 on page 2-3). Roughly 50% of the funding database is comprised of local museums, compared to 46% of the MAS membership.

Exhibit 3.1 Representation of Groups



Public funding for the museums included in the MAS database totalled roughly \$9.9 million dollars.

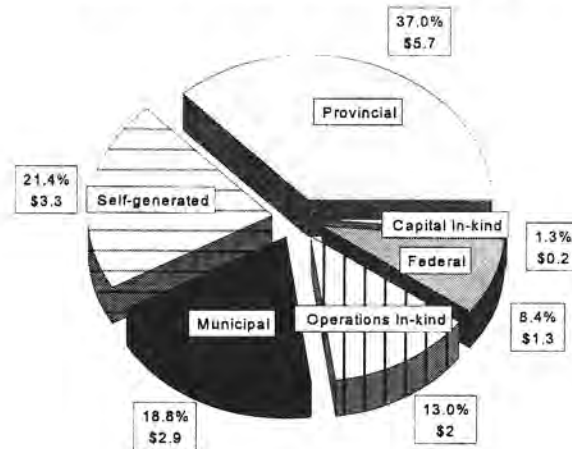
³ Wanuskewin Heritage Park and The Saskatchewan Science Centre are not included in the MAS database because their inclusion would skew the figures significantly.

⁴ A list of museums included in the data is provided in Appendix II.

⁵ Full results of the funding data are included in Appendix III.

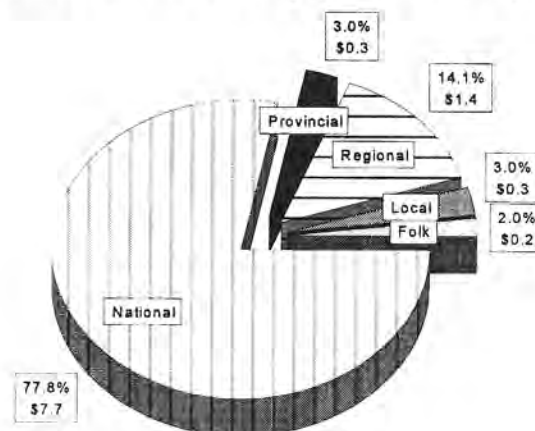
Exhibit 3.2 breaks the total funding measured by the MAS database into source categories. This exhibit shows that cumulatively, provincial sources supply more than one-third (37%) of museum funding, the largest commitment of all sources. It is important to note that funding that is self-generated by the museum community represents the second largest source, or roughly 21%.

Exhibit 3.2 Main Revenue Sources



Museums in the National group receive the majority of the public funds allocated each year. As Exhibit 3.3 shows, National museums account for almost 78% of all funds used yearly by the museum community. In contrast, the Folk and Local groups cumulatively account for 5% of the funding. It is interesting to note that the Provincial category accounts for less than 5% of the funding. This can be placed in context, however, as this category of museum represents only 5% of MAS membership.

Exhibit 3.3 Public Funding by Museum Group



A more detailed overview of the funding database information is contained in matrix format in Appendix III. The information includes a summary of each funding source (program breakdown) and funding summaries by museum category.

3.2 Museum Funding Programs

Historically, Saskatchewan museums have received funding from several sources, many of which have evolved over time.⁶ Table 3.1 provides a summary of important funding organizations for museums now. These organizations' funds are usually for specific purposes, of which four general categories are outlined below. Although a wide variety of funding is available from a number of organizations, few Saskatchewan museums are eligible to apply to most programs.

Most small museums are eligible to apply for the Museum and Gallery Grant Program (MGGP) and Human Resources Development Canada (HRDC) funding only. HRDC funding, which is usually targeted for hiring summer students, is often not made available until after summer has started. This lack of synchronization delays or nullifies hiring decisions. Analysis of MGGP funding is provided in Sections 3.3 and 3.4.

Table 3.1 Saskatchewan Museums Funding Programs by Purpose

Organization	Operations	Programs	Acquisitions	Projects
Canadian Heritage (MAP- Museum Assistance Program)	✓	✓		✓
HRDC	✓			
Canada Council	✓	✓	✓	✓
Canadian Council of Archives		✓		✓
Industry Canada	✓			
Saskatchewan Lotteries (MGGP - Museum & Gallery Grant Program)	✓			
Saskatchewan Arts Board (SAB) ⁷		✓		✓
Sask. Heritage Foundation				✓
SK Municipal Affairs, Culture & Housing	✓			

⁶ A history of museums funding in Saskatchewan is provided in Appendix IV.

⁷ The SAB also loans works from its Permanent Collection to art galleries and museums throughout Saskatchewan.

3.3 Funding Trends

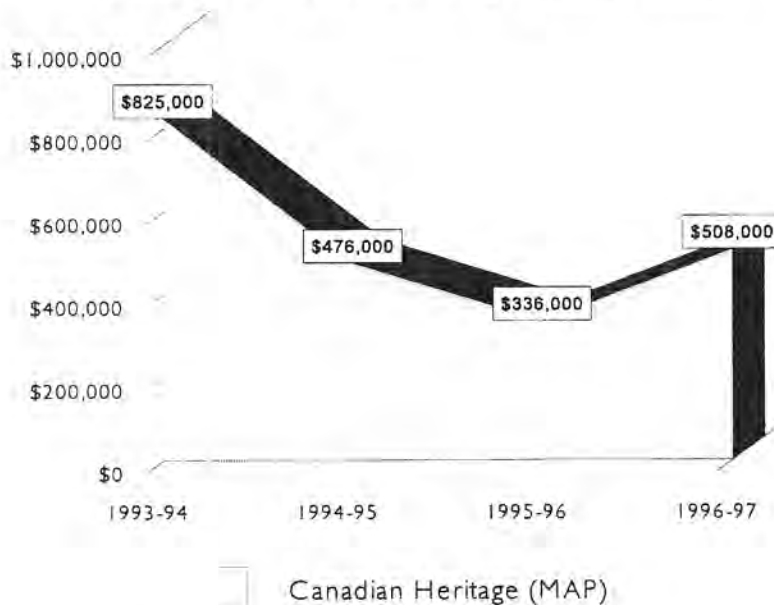
Section 3.1 presents the results of the funding survey completed by 71% of the MAS membership. This section attempts to provide a picture of the numerous funding sources and programs managed by government departments and agencies. Funding trends for the key programs are discussed and presented in exhibit format in this section.⁸ It should be noted that fluctuations occur as a result of changing program criteria as well as circumstances on which the criteria are based. Such constant changes result in the inability of museums to make the necessary operational adjustments to best meet the funding criteria each year.

Federal Funding

Federal sources include various federal government departments such as the Department of Canadian Heritage, Human Resources Development Canada, and Industry Canada. Other federal sources include the Canada Council, Canadian Archival Council, Canadian Native Arts Foundation, and the Canadian Museums Association.

The main program offered by the Department of Canadian Heritage is the Museums Assistance Program (MAP). Exhibit 3.4 shows that total funding to Saskatchewan museums from this program dropped significantly following the 1993-94 program year. A certain portion of funding

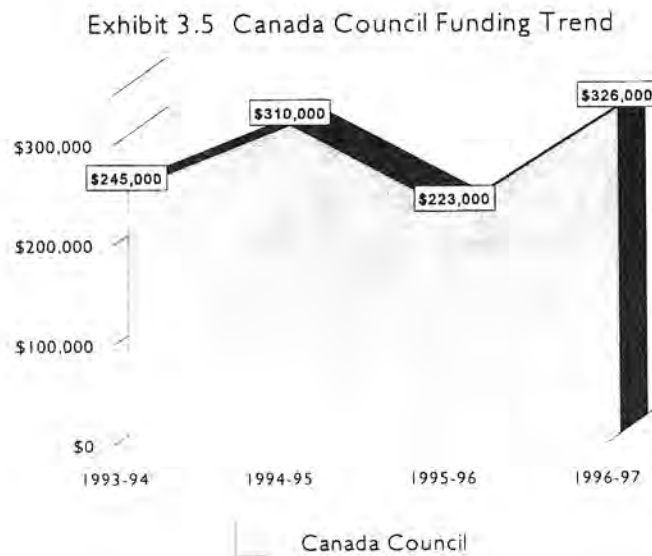
Exhibit 3.4 Canadian Heritage Funding Trend



⁸ Total funding levels for other programs were not established, while other programs less applicable or representing negligible amounts are not presented.

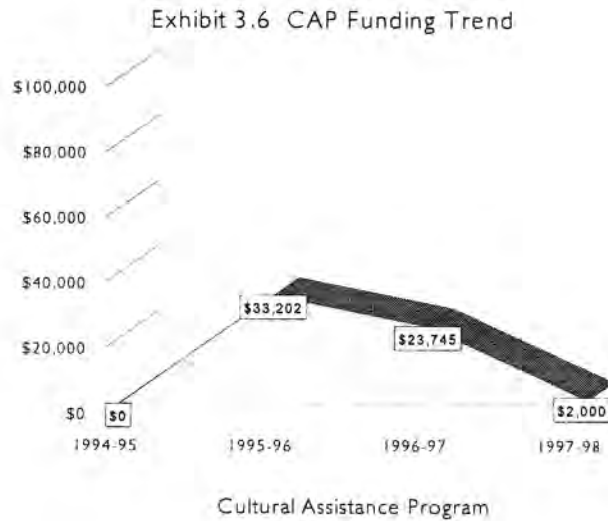
was restored in the 1996-97 program year, although after adjusting for inflation, the total was less than 60% of the funding made available in 1993-94.

The Canada Council provides funding to Saskatchewan museums through seven different programs (see Table 3.1). The dollars available in these programs have been maintained and increased since the 1993-94 program year and the number of Saskatchewan museums funded by the Canada Council has also risen over the years of study. Exhibit 3.5 shows the funding trend for the Canada Council. Total funding to Saskatchewan museums reached roughly \$326,000 in the 1996-97 program year, which after adjusting for inflation, is about equal to the funding provided in 1994-95. The criteria for Canada Council project funding are such that annual fluctuations are expected to occur.

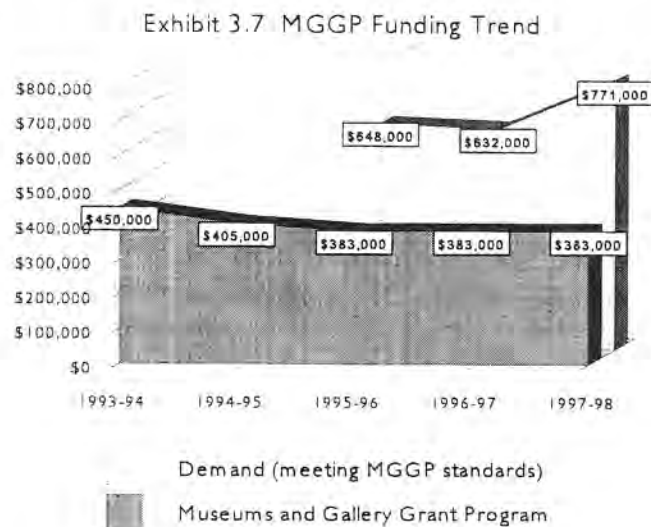


Provincial Funding

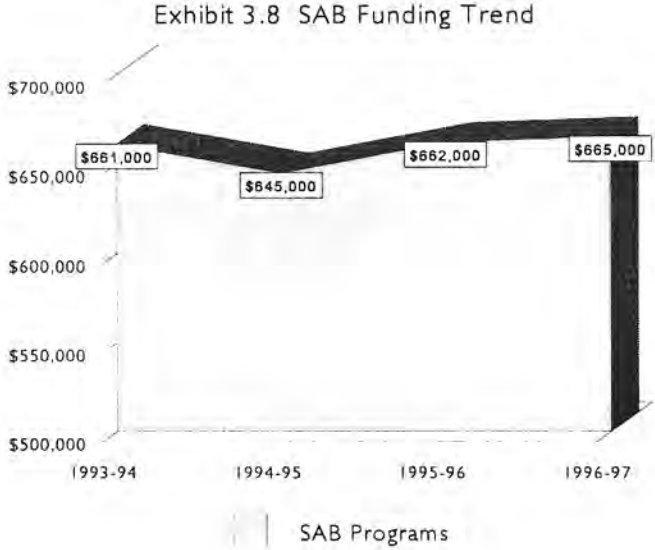
Provincial funding is available through government departments, legislated/non-legislated agencies, Ministerial directed funds, universities, and other programs specifically designed for museums. The Cultural Assistance Program (CAP) is administered by SaskCulture. Exhibit 3.6 shows that funding from this program to museums is almost non-existent.



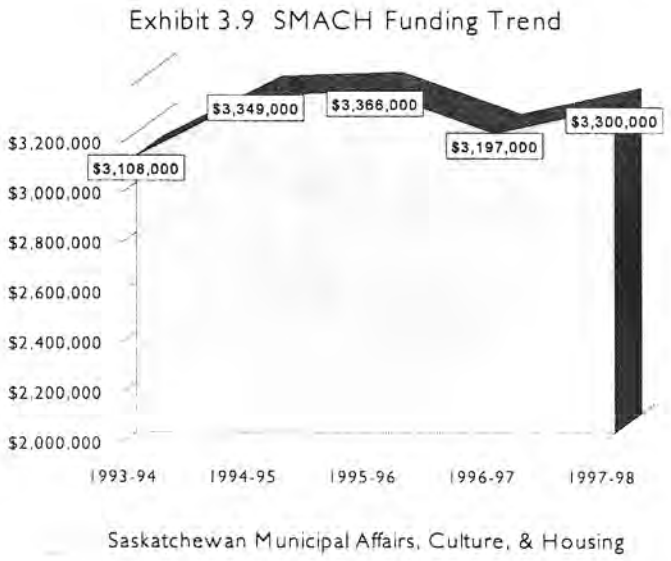
The Museums and Gallery Grant Program (MGGP) is administered by the MAS through an agreement with SaskCulture. The MGGP is the main source of funding for most museums, especially those in the local, folk, and regional groups. Funding levels dropped, then stabilized over the period shown, although after adjusting for inflation, the grant run in 1997-98 is roughly 80% of what it was in 1993-94. Moreover, funding demand meeting MGGP standards is much higher than the funding available through the program.



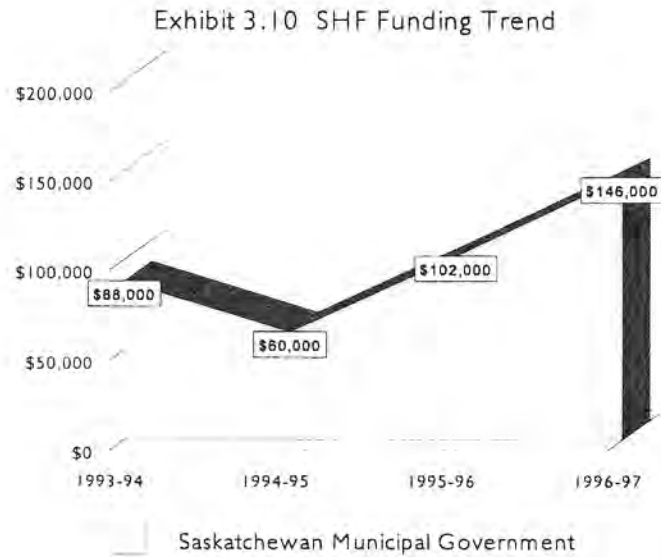
The Saskatchewan Arts Board (SAB) is a legislated agency of government and provides funding to the museum community. Funding levels from the SAB have been relatively constant over the four program years under review. As shown in Exhibit 3.8, funding levels for the first and last program years in the review are almost identical.



Saskatchewan Municipal Affairs, Culture, & Housing (SMACH) operates two museums — the Royal Saskatchewan Museum and the Western Development Museum — and provides operating funds allocated from general revenue to five large museums. After adjusting for inflation, funding levels remained relatively constant between 1993-94 and 1997-98 (Exhibit 3.9).

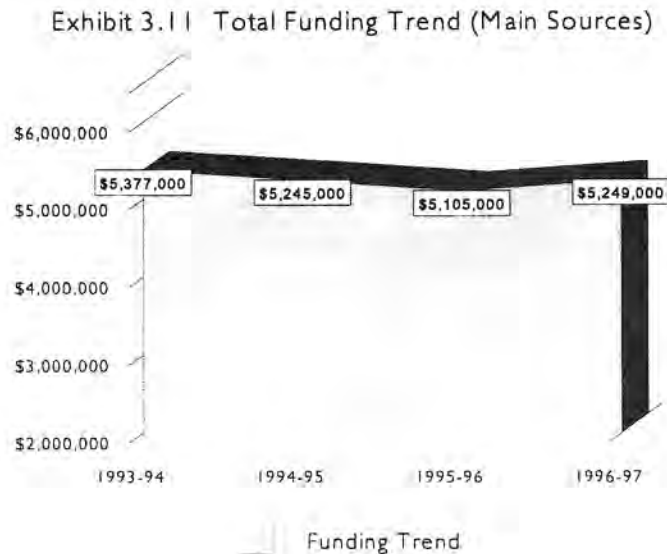


The Saskatchewan Heritage Foundation provides funding through a number of heritage-based programs. Exhibit 3.10 shows that funding decreased in the second program year of review, and increased again in the third. The majority of this increase was allocated to restoration of the Claybank Brick Factory National Historic Site.



3.4 Funding Implications

Exhibit 3.11 shows the overall trend of museum funding which has been calculated by summing the funding levels of the main sources discussed in Section 3.3. Overall, funding has declined substantially during the period of study while demand has increased dramatically. It is important to note that the actual amount of funds being distributed to museums over the past five years may not appear to be less at first glance. However, two key factors must be taken into consideration when examining the funds. Firstly the value of the dollar has declined in the last five years. For example, a grant of \$20,000 received in 1993/94 was worth approximately six percent more than a grant of \$20,000 received today. The second issue is the fact that the demand on the grant funds by qualifying applicants has increased at a much greater rate than the level of funds.



Both the Department of Canadian Heritage and the Canada Council increased their funding levels in the 1996-97 program year (Exhibits 3.4 and 3.5). This increase, however, was somewhat offset by the reduction in funding from provincial sources, specifically the CAP program (Exhibit 3.6).

The National and Provincial museum groups benefit from roughly 82% of the federal museum assistance and 85% of the provincial museum assistance. Regional museums capture roughly 11% of the funds allocated by these two sources, meaning the balance of the museum groups see little to no federal or provincial funding.

Due to the nature of their operations, the majority of Saskatchewan museums do not qualify for most federal and provincial funding programs. For example, the SAB and the Canada Council provide funding only to arts museums. MAP funding is available only to museums which are open all year and which have professional staff.

As a result, Local and Folk museums depend heavily upon the MGGP for funding. In fact, outside of federal and provincial employee assistance programs, the MGGP provides the core of these museums' program funding. The MGGP has decreased over the years of review, a key trend that is impacting the health of these groups within the museum community. The museums' physical plant is aging. Many museums are in decades-old buildings which were initially built for other purposes. Because funding is limited, few repairs can be done.

4.0 THE NEEDS OF SASKATCHEWAN'S MUSEUM COMMUNITY

4.1 The Needs Assessment Process

For the purposes of this funding review, the needs of the Saskatchewan museum community were identified through the implementation of a number of tasks. The review partners felt the most important aspect of needs identification was direct consultation with the museum community.

From September to November of 1997, a series of consultation sessions were conducted by MAS. These sessions were held at locations around the province, and involved a wide range of museum representatives coming together to discuss funding needs and issues.⁶

To supplement the consultation with the museum representatives, a survey on funding needs was administered by SaskCulture to the entire museum community. This survey gathered data from museum representatives regarding trends in funding, areas impacted, and key funding needs.⁷

To ensure that the needs of the broader community in relation to museums was also monitored, consultation with third party groups was also undertaken. These groups included the six Municipal Heritage Advisory Committees, the Aboriginal community, urban municipalities, and the education and tourism communities.⁸

4.2 Summary of Key Funding Needs

Two-thirds of the respondents to the funding review survey stated their museum had experienced funding reductions in the past three years. A statistic even more unsettling was that almost half of the community expected more cuts in the foreseeable future (Exhibit 4.1, page 4-2).

The impact funding reductions and anticipated funding reductions have on organizational development and planning is severe. Almost 90% of the respondents felt there were *essential* functions that were not being addressed by their museums due to the lack of sufficient funding.

The entire museum community needs more funding. Further to this, funding needs to be delivered in a stable and consistent manner. This enables the museum community to maintain

⁶ The consultation itinerary and summary of results are contained in Appendix V.

⁷ The detailed results of the survey are included in Appendix VI.

⁸ The results of these consultations are presented in Appendix VII.

and further develop its operational and organizational capacity. The need for increased and consistent funding is represented in Exhibit 4.2. This Exhibit shows that, for example, 79% of museums expect to have a heightened need for more operating funds over the next five years.

Exhibit 4.1 Prevalence of Funding Reductions

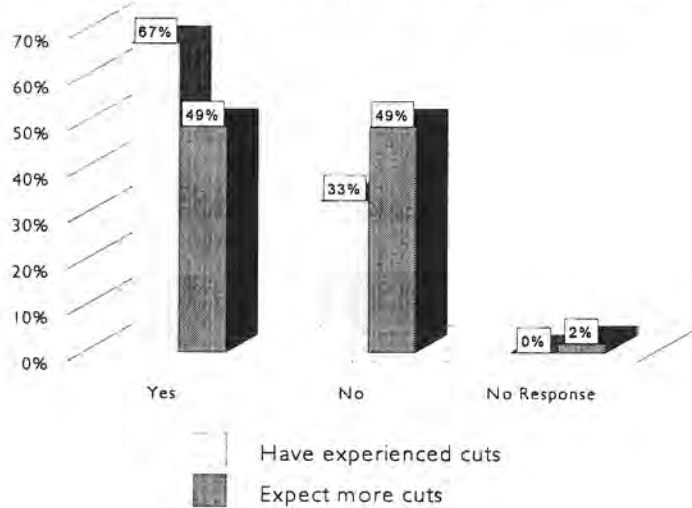


Exhibit 4.2 Future Needs

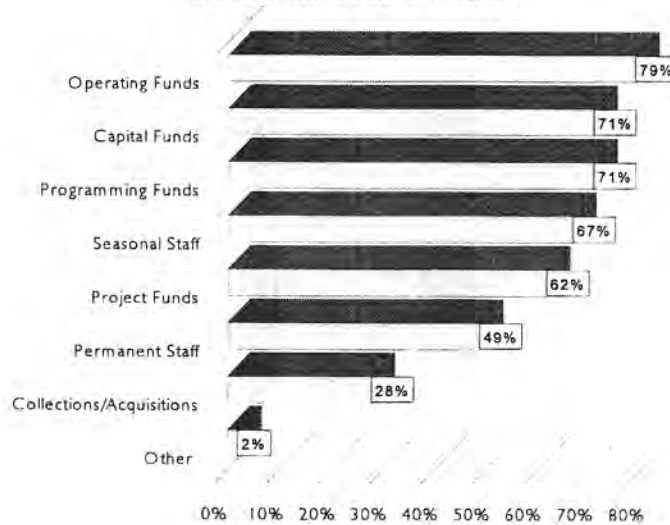
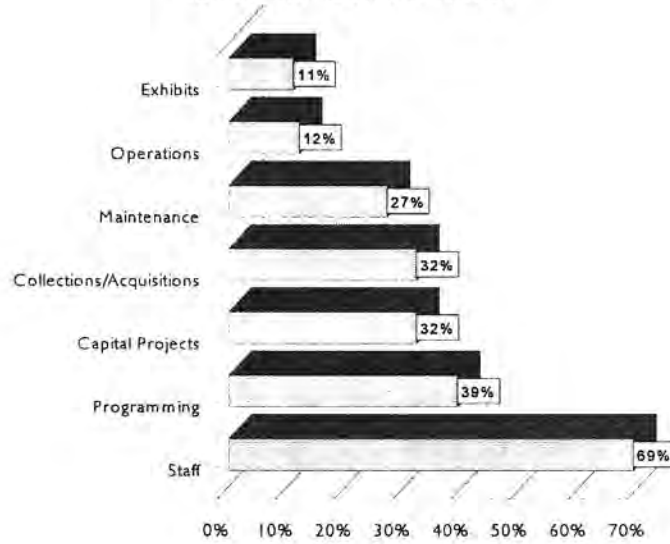


Exhibit 4.3 (page 4-3) shows the percentages of museums that are experiencing funding shortfalls for a variety of functions. The main function is staffing, which was stated by almost 70% of the respondents to this question. Other functions not being addressed included programming, capital projects, maintenance and acquisitions (this question allowed for multiple responses).

Exhibit 4.3 Current Needs



Consultations with the museum community also identified that the community recognized the need for funding to be delivered in a manner that is supportive and consistent with an all-encompassing policy for the development and management of Saskatchewan's museums.

Further to the one outlined above, three key areas of need were identified through both the museum consultation programs and the museum survey. These three areas include: staffing, programming, and capital development.

► Staffing

Staffing is the key variable upon which the accessibility of museums to the public and public funding is dependent. As Exhibit 3.4 shows, the museum community considers the need for both permanent staff and seasonal staff as critical (49% and 67% respectively).

Adequate and constant staffing allows museums to establish program consistency, and staff leadership reduces volunteer burn-out through more effective planning, direction, and training. The museum community identified the need for paid staff where there is none, and additional staff where existing staff is overloaded.

► Capital

Many of the Folk, Local, and Regional museums are located in older buildings originally constructed to serve other purposes. As these buildings age, capital development and

repairs are required to maintain operations and to protect collections. Some of these buildings are beyond repair, meaning new buildings are required.

As the size of collections increases, more space is required for storage. Many existing storage facilities are deteriorating. The delivery of programs and the level of public accessibility is highly dependent upon further capital development and the upgrading of the physical plant.

► Programming

As was discussed in Section 2.4, the demand for cultural and heritage-based experiences is projected to increase significantly over the next decade. Adequate staffing and capital development are important components in ensuring the museum community is positioned to benefit from this trend; however appropriate and unique programming is key to meeting demands for more high-yielding, stimulating experiences.

The availability of programming also strongly influences the museum's role and prominence with the general public and the education community. Programming brings the museum to life and serves as a lure for visitors. A larger provincial network of programming is created by the information museums share with each other. The loss of programming dollars has meant that many museums have become static within their communities and that on the whole, provincial programming has diminished.

5.0 FUNDING REVIEW CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The scope of work undertaken in this museums funding review identified a number of critical issues impacting the museum community. This summary report shows the depth of the community, and also clearly portrays its diversity. While the museum community is bound by common objectives relating to the preservation and presentation of our heritage, there are wide ranging differences between the characteristics and related needs of specific groups within the museum community.

This review has presented a snapshot of current funding levels, and has provided a representative overview of recent funding trends and their impact. In order to ensure that a continued and cooperative focus is maintained in relation to museum funding, the review partners have prepared the following conclusions and recommendations. The conclusions are those changes which the review partners can start implementing immediately. The recommendations which follow are more long term in nature and will require further support and development by the review partners and the community.

5.2 Review Partner Conclusions

Based on their cooperative input and analysis, the organizations participating in the Saskatchewan Museum Funding Review developed the following conclusions.

Conclusion # 1

Modification of the Museums and Gallery Grant Program

The review partners have prepared the following recommendations regarding modifications to the existing guidelines for the MGGP. These recommendations are as follows.

That the MGGP be split into two components - the MGP (Museum Grant Program) and the GGP (Gallery Grant Program) with MAS continuing to deliver the MGP and the GGP being transferred to the Saskatchewan Arts Board. Both MAS and SAB would deliver the programs through a defined contract with SaskCulture. Enabling the gallery portion of the fund to flow through the SAB is consistent with the principle of support through a single arts agency.

That the level of funds flowing to the GGP will be based upon a three-year average of funding to the galleries from the program (1995 to 1997).

That any additional funds allocated to MGGP through the culture section of the Trust in

excess of the 1997/98 level will be designated to the MGP in recognition of the more limited pool of funds available to the heritage museums in relation to galleries. Decreases in funding will be shared between the two programs.

SaskCulture has agreed to consider an increase to the MGP portion of the fund by an additional \$20,000 for the 1998/99 year (current SaskCulture Spending Plan). SaskCulture agreed to consider that amount once six months' revenue from the lotteries are known (October 1998).

That the adjudication of the programs continue to be merit-based.

That those organizations having both a gallery and heritage component have the opportunity for self-determination. Some such organizations, i.e. Moose Jaw Art Museum, will be able to separate and clearly distinguish between their art component and their heritage component, and therefore would make application to both MGP and GGP. The line will not be so clearly defined for smaller organizations but it will be up to those organizations to decide if it would be worthwhile to split their operation for the purpose of applying to both programs. The implication of such a split will be managed by the partnership on an annual basis.

That the ideal level for the MGP would be about \$750,000 based on the program demand as determined through the level of current applicants to the MGGP and that all partners come together in support of that benchmark and advocate to government for future consideration of such an amount.

These recommendations will be implemented over a three-year time frame displayed in Table 5.1 on the following page.

Table 5.1 MGP/GGP Implementation Plan

Year One (1998 / 1999)	Year Two (1999 / 2000)	Year Three (2000 / 2001)
Fund divided into MGP and GGP	Fund and adjudication divided (MGP - MAS, GGP - SAB)	Final implementation
All applicants apply through MAS	At least one juror from Year One be carried forward to each fund	Annual review by agencies
Approximate amount to each fund (\$349,000 to MGP and \$81,000 to GGP)	Separately maintained programs	
SAB representatives observe MAS adjudication process	Art galleries applying for the MGP side in Year Two will self-designate for 2000 based on a three year average of 1995-96- 97. The three year funding level will be locked into the designation. Applicants may choose to change designation after Year Two (1999) but the MGP amount will not be lowered accordingly.	
All applicants are adjudicated on basis of merit	All applications adjudicated on basis of merit	
Round-table discussions with borderline/dual-purpose groups regarding options for future funding		
SaskCulture has contract with MAS	SaskCulture has contract with MAS and SAB.	

Conclusion #2

Increased funding for heritage-based museums

That the partnership work towards establishing a larger pool of program funds for heritage museums.

The MGGP is the primary source of public funding for heritage-based museums, which tend to be in smaller communities and belong to the folk, local, or regional groups of museums. As a merit-based program since 1993, the MGGP has been under increasing pressure to recognize improvement in the operating standards of client museums. In 1995-96, the funding formula allocated \$404,995 to museums based on their assessed levels of operating excellence. If this formula had been applied to the subsequent three grant runs, the MGGP would have required \$770,000 in 1998-99. This is more than double the \$382,500 currently available through the program. Therefore, a target level of funding should be set for heritage museums. The committee recommends that a level of \$750,000 (in 1998 dollars) be set.

Conclusion #3

Continuation of the Museum Funders Partnership Dialogue

That the review partners continue to meet with the common objective of reviewing and addressing museum funding issues.

Ongoing meetings will allow the partners to become more responsive to the funding needs of the museum community by continuing to identify gaps and overlaps in museum funding programs. The review partners will support and encourage the development of a museum policy and will work together for the betterment of the museum community.

5.3 Review Partner Recommendations

The following five recommendations were developed cooperatively by the organizations that participated in the Saskatchewan Museum Funding Review.

Recommendation #1

Support the necessity of ongoing professional staff funding requirements

It is recommended that the review partners recognize and promote key issues related to the professional staffing needs of the museum community which are appropriate to the level of service expected of each museum.

Without professional staff expertise, museums are often limited in their access to additional grant funds as well as in the overall management of the museum. Ongoing operational support to museums was identified as central to a museum's ability to be

sustainable by the majority of museums responding to the review study. Trained staff enable museums to function at a level that entitles the museum to additional grant dollars. The majority of museums cannot be effective by relying solely on volunteers and seasonal staff. The guidance provided to volunteers and seasonal staff by professional staff is often essential to enable these people to fulfill their jobs.

The partners also feel that the province's knowledge is being drained as people leave to find work in their respective fields within the museum community.

Recommendation #2

Support and encourage more opportunities for museums to employ seasonal staff

It is recommended that the review partners recognize and promote key issues in relation to the seasonal staffing needs of the museum community.

The review partners will work towards recommending an appropriate balance of the various municipal, provincial, and federal employment initiatives related to seasonal and term employment. The partners will promote the modification of programs to better match museums' needs (i.e. summer staff needs and 16 week employment programs). This will include working towards better synchronization of program approval with program need, so that museums know at an appropriate date that they will be able to hire summer staff.

Recommendation #3

Facilitate a museums capital needs assessment

It is recommended that the review partners support and promote the undertaking of a capital needs assessment with the objective of clearly defining and quantifying the current and future capital requirements of Saskatchewan's museum community.

The need for capital programs is critical within the museum community. A capital needs assessment will assist in addressing this need by clearly stating the magnitude of the need, and by providing accurate and appropriate information to the potential developers of programs.

Recommendation #4

Identify and promote technological opportunities

It is recommended that the review partners investigate and identify areas where new technology can serve to enhance the operations and program delivery of Saskatchewan's museum community.

New technologies can enhance existing programs such as collections management, they can be used as effective program extensions, and they can also be used to market programs and museums. This, in turn, makes museums more accessible to the education system and easier to integrate into the existing curriculum. The partners will cooperatively explore the relationship between new forms of media and technology and the existing structure and programs of museums in Saskatchewan as a means of more effectively sharing and enhancing the knowledge within the community.

Recommendation #5

Recognition of specific tourism potential

It is recommended that the review partners recognize the unique ability of certain museums within the community to generate tourist visits to their respective areas.

Museums contribute to and play a vital role in the overall attraction mass of a community or region. Certain museums currently have or have the potential to independently generate tourist visits. The review partners will recognize and promote the distinction between those museums with travel generating ability and those that play a role as a contributing attraction.

Appendix I

Museums Grouping Project

Appendix I - Museums Grouping Project

In 1997, MAS staff provided each [MAS] member museum with a "checklist" as an aid to self-analysis and a character sketch of five museum groups — national, regional, folk, provincial, and local. Since then, most members have selected a group which they feel is most appropriate to their museum at this time.

It is important to note that as circumstances or characteristics change, a museum can elect to move to a different group. A group designation does not denote "status" or performance, only that a museum has more of the same qualities and shares more common needs with others in the group than it does with those in other groups. The following descriptions provide an overview of each group's characteristics.

Folk Museums

- comprise 17% of MAS membership
- are open mostly by request of visitors and for events such as homecomings
- are human history collections including settlement, education, and military themes
- focus primarily on acquisition, preserving and displaying of objects. The story of the objects is told by individuals who speak from their own memories in an informal and friendly atmosphere
- are supported by a small group of people in the community for whom the museum is a labour of love
- aspire to maintain the status quo but the future may be uncertain due to the aging of the most committed volunteers
- have greatest need for "new blood" to carry on the work
- are valued for the provision of an activity that contributes to the well-being of the people involved, a degree of protection to portions of Saskatchewan history and a more personal presentation of that history

Local Museums

- comprise 46% of MAS membership
- are open on a regular schedule during the summer, by request for the remainder of the year
- are mostly "story of pioneering" collections, in their specific locale. The majority of smaller communities are represented in this group.
- focus primarily on acquisition and preservation
- are supported by a large segment of the community
- have a body of active volunteers, some of whom have training in basic museum operations
- have usually one or more summer employees
- aspire to increase quality of current products and local participation. Some may aspire to full-time operation
- have greatest need for human resources and more community support
- are valued as a source of pride and well-being for residents, for preservation of community objects and stories, for providing local school children with opportunities to study their own history and for bringing some degree of vitality and economic activity to the community

National Museums

- comprise 10% of MAS membership
- include art galleries, a science centre; specific religious, police, manufacturing agricultural, political, First Nations and immigrant history institutions; also those dealing with broad human and natural history of the province
- focus primarily on providing a learning environment
- have specialized collections and exhibits of national and/or international significance
- have supporters locally to nationally; the consumer base includes small segments of the local, regional, national, and international population; in some cases, tourists will outnumber local visitors
- have several knowledgeable staff members with specialized training, operating sophisticated institutions
- aspire to maintain or increase variety and quality of products and the variety and number of consumers and supporters
- greatest needs for paid staff; facilities and community support are a close second need
- are valued for the preservation and display of a portion of Canada's heritage, providing educational/research facilities, contributing to the well-being, pride, viability and economic growth of Canada, and representing Saskatchewan and Canada culturally

Provincial Museums

- comprise 5% of MAS membership
- include historic parks, sports museums, art and photography collections, First Nations and Métis history
- are open, usually, 5-6 days/week but some close in the winter
- provide a learning environment by exhibiting collections or works which tell stories of wide provincial interest and/or give exposure to Saskatchewan artists
- have participants and supporters from throughout the province, also some national/international
- usually have several staff, most of whom are university-educated and work in specialized areas
- aspire to higher quality products and services, more and wider variety of consumers and supporters
- need staff, volunteers, training, facility upgrades
- are valued for their significant contribution to the well-being and economic growth of the province, preservation of large portions of provincial heritage, provision of educational/research facilities, representation of Saskatchewan culture at a national level

Regional Museums

- comprise 18% of MAS membership
- open on a regular schedule, year-round
- include art galleries, an artist-run centre, a zoo; religious, First Nations, military, natural and prairie settlement collections of regional importance
- enjoy significant participation and support locally; regional participation or support varies from minor to significant
- focus primarily on providing a learning environment through exhibiting
- have one or two permanent staff, one or more summer staff and regular volunteers. The permanent staff are usually well educated and skilled in many aspects of museum operation; they are eager to increase their skill level; often active in MAS leadership role.
- aspire to more and better products and more consumers and supporters from a wider range of audiences
- have greatest need for paid staff and facility upgrade
- are valued by the region as a source of pride, well-being and economic activity, for preserving regional history, for providing links with a region, and an educational service to the region

Appendix II

MAS Members Participating in Funding Review

Appendix II - MAS Members Participating in Funding Review

The funding data in Section 3.0 is drawn from the following museums, which are arranged by MAS groups.

National Museums

1. Allen Sapp Gallery
2. Athol Murray College of Notre Dame
3. Diefenbaker Canada Centre
4. Dunlop Art Gallery
5. Fort Walsh National Historic Site
6. Government House
7. MacKenzie Art Gallery
8. Mendel Art Gallery
9. Musee Ukraina Museum
10. Museum of Antiquities
11. National Doukhobour Heritage Village
12. RCMP Museum
13. Royal Saskatchewan Museum
14. Sask. Western Development Museum
15. Ukrainian Museum of Canada

Provincial Museums

1. Duck Lake Museum
2. Photographers Gallery
3. Saskatchewan Baseball Hall of Fame
4. Saskatchewan Military Museum
5. Saskatchewan Sports Hall of Fame
6. University of Saskatchewan Observatory

Regional Museums

1. AKA Gallery
2. Allie Griffin Art Gallery
3. Art Gallery of Swift Current
4. Beaver Creek Conservation Area (Meewasin Valley Authority)
5. Biggar Museum & Gallery
6. Blumenfeld Museum
7. Chapel Gallery
8. Craik Oral History Museum
9. Estevan NEC
10. Fred Light Museum
11. Gordon Snelgrove Gallery
12. Grand Coteau Centre
13. Great Sandhills Museum
14. Humboldt & District Museum
15. Jasper Cultural Centre
16. Kenderdine Gallery
17. Little Gallery
18. Melfort & District Museum
19. Melville Heritage Museum
20. Morse Museum
21. Neutral Ground
22. Regina Plains Museum
23. Rosemont Art Gallery
24. Rouleau Museum
25. Saskatoon Zoological Society
26. Signal Hill Arts Centre
27. St. Angela's Museum
28. Swift Current Museum
29. Willow Bunch Museum

Local Museums

1. Abernethy Nature-Heritage Museum
2. Al Mazur Memorial Heritage Park
3. Assiniboia & District Historical Museum
4. Avonlea & District Museum
5. Bresaylor Heritage Museum
6. Briercrest Museum
7. Broadview Historical Museum
8. Clayton McClain Memorial Museum
9. Climax Community Museum
10. Coronach District Museum
11. Dodsland & District Museum
12. Dunwell & Community Museum
13. Dysart & District Museum
14. Eastend Historical Museum
15. Elrose Brick Museum
16. Foam Lake Museum
17. Fort Pelly Livingstone Museum
18. Frank Cameron Museum
19. Frenchman Butte Museum
20. Goodsoil Historical Museum
21. Gravelbourg & District Museum
22. Grenfell Museum
23. Harris & District Museum
24. Herbert Heritage Association
25. Hudson Bay Museum
26. Indian Head Museum Society
27. Kamsack Museum
28. Kaposvar Historic Site
29. Kindersley & District Plains Museum
30. Lafleche & District Museum
31. Le Beau Village (St. Victor)
32. Leroy & District Heritage Museum
33. Lumsden Historical Museum
34. Luseland & District Museum
35. Macklin & District Museum
36. Maidstone Museum
37. McCord Museum
38. Mossbank & District Museum
39. Nokomis District Museum
40. Outlook & District Heritage Museum
41. Porcupine Plain & District Museum
42. Prairie Pioneer Museum
43. Prairie West Museum
44. Rose Valley Museum
45. Rusty Relics Museum
46. Saltcoats Museum
47. Saskatchewan Agricultural Museum
48. Saskatchewan Railway Museum
49. Saskatchewan River Valley Museum
50. Soo Line Museum
51. Southwest Sask. Oldtimers' Museum
52. Spy Hill Museum
53. St. Brieux Museum
54. St. Walburg Museum
55. Stoughton & District Museum
56. Sturgis Station House Museum
57. Tisdale & District Museum
58. Unity & District Heritage Museum
59. Wadena & District Museum & Gallery
60. Watson & District Heritage Museum
61. Wawota & District Museum
62. Weyburn Area Heritage Village
63. Whitewood Historical Museum
64. Wilkie & District Museum
65. Wolseley & District Museum
66. Wood Mountain Rodeo/Ranch Museum

Folk Museums

1. Borden Museum
2. Cabri Museum
3. Central Butte Museum
4. Cupar & District Heritage Museum
5. Esterhazy Museum
6. F.T. Hill Museum
7. Kinistino Museum
8. Langham & District Museum
9. Macrorie Museum
10. Naicam Museum
11. Plenty Museum
12. Rocanville Museum
13. Shell Lake Museum
14. Sintaluta Community Museum
15. Star City Heritage Museum
16. Yester Year's Community Museum
17. Yorkton Arts Council

Member, No Group Selected

1. Moose Jaw Art Gallery

Appendix III - 1995/96 Museum Funding Data

Section 3.0 deals with information drawn from the MAS database. All museums in this database are members of the MAS. This information provides an overview of all funding sources these museums accessed in 1995/96.

The data represents roughly 71% (134 of 189) of MAS member museums in Saskatchewan. There are some notable exceptions including national institutions such as Wanuskewin Heritage Park and the Saskatchewan Science Centre. However, the information is generally representative of museums funding in the province.

1995/96 Museums Funding Overview

Data on funding for 134 museums was drawn from the database. The following table provides a breakdown of respondents by MAS groups:

Survey Response by Group

Group	Number of Responses
National	15
Provincial	6
Regional	29
Local	66
Folk	17
Declined grouping	1
Total	134

Overall Funding Summary

All Sources

- Total funding for all museums, as provided by respondents, is \$15,370,931. This figure includes funding from Federal, Provincial, and Municipal & Other sources as well as Operating and Capital Assistance In-Kind and Self-Generated Income.
- The Overall Funding Summary Table offers the following breakdown of funding. Provincial sources represent the largest percentage of funding to museums (36.93%), followed by Self-Generated (21.41%), Municipal (19.09%), In-Kind Operating Assistance (12.82%), Federal (8.39%), Capital In-Kind Assistance (1.26%) and Other (.10%).
- Museums in the National Group receive the majority of total funding, almost 70% (actual 69.74%), followed by museums in the Regional Group at 15.3%, Local Group (7.3%), Provincial Group (4.38%) and Folk and those museums who did not select a Group (1.92% and 1.36% respectively)

Federal Funding

- As the Federal Funding Summary Table shows, the Department of Canadian Heritage provides the most Federal funding (28.69%) followed by Canada Council (26.03%).
- Other Federal funding (not described) is the third highest source (34.08%) and Employment Assistance Programs are the lowest (11.20%).
- Museums in the National Group receive the majority of Federal funding (77%), followed by Regional (11%), Provincial (5%), Local and museums with No Group Selected (both 3%).
- Folk museums receive very little Federal funding and of the less than 1% that they do receive, the majority of it comes from Employment Assistance programs.

Provincial Funding

- The Provincial Funding Summary Table shows that Directed Lottery Funds and the Department (Municipal Government) budget account for 66.91% of total Provincial funding (36.95% and 29.96%). Museums in the National Group receive 95.78% of these two sources.
- The Saskatchewan Arts Board provides 11.41% of total Provincial funding, followed by the University of Regina and University of Saskatchewan (9.69%) and the Museums and

Gallery Grant Program (6.79%).

- Museums in the National Group receive the majority of Provincial funding (80%) followed by museums in the Regional Group (11%), Provincial Group (5%), Local Group (3%) and museums with No Group Selected (1%). Museums in the Folk Group receive less than 1% of total Provincial funding.

Municipal & Other Funding

- The Municipal & Other Funding Summary Table shows that Town and City contributions to museums account for the highest percentage of Municipal funding (84.93%), followed by Other Municipal funding (not described) at 13.39%.
- Rural municipalities and Recreation Boards both account for less than 1% of total Municipal funding.
- Museums in the National and Regional Groups receive the majority of Municipal funding (73% and 20% respectively), followed by museums in the Local Group (4%), museums with No Group Selected (2%). Both Provincial and Folk museums receive approximately 1% of total Municipal funding.
- Museums in the Regional Group receive the highest percentage of Other Funding (43%) followed by Local (30%), National (20%), Folk (7%). Museums with No Group Selected and those in the Provincial Group receive no Other Funding.

In-Kind Assistance

- In-Kind Operating Assistance accounts for 91% of total In-Kind Assistance.
- Rent (50.69%) and Utilities and Maintenance (20.57%) account for the highest percentage of In-Kind Operating Assistance, followed by Professional Services (16.46%), Municipal Taxes (9.66%) and Other (not described) at 2.61%.
- Buildings/Land reflect the highest percentage of Capital In-kind Assistance (77.45%), followed by Equipment and Furnishings (14.21%) and Construction Materials (8.34%).
- Overall, museums in the National Group receive the most In-Kind Assistance (60%), followed by the Regional Group (25%), Local Group (10%), Folk Group (4%). Museums in the Provincial Group receive 1%.
- In-Kind Assistance to museums with No Group Selected is included above.

Self-Generated

- As shown in the Self-Generated Income Summary Table, Donations account for the highest percentage of Self-Generated Income (35.33%). Project Fundraising (17.19%) and Admissions (13.70%) are the next highest sources of Self-Generated Income.
- Interest accounts for 9.01%; Gift Shop Revenues are 7.64%; Program Revenues account for 6.19%; Food Services are 5.59% of total Self-Generated Income.
- The lowest percentage of income in this category is Membership Revenue (2.04%).
- Museums in the National Group raise 53% of total Self-Generated, followed by Local (18%), Regional (13%), Provincial (9%), Folk (5%) and museums with No Group Selected (1%).

Overall Funding Summary

FUNDING SUMMARY											
	Total Funds Disbursed	as % of Total Overall	Total Federal Rec'd	Total Provincial Rec'd	Total Municipal Rec'd	Total Other Rec'd	Total Operating In-Kind	Total Capital In-Kind	Total Self-Generated	Total Funding Rec'd	Funding by Group as percentage of Total
Total Federal Funding	\$ 1,289,729.00	8.39%									
Total Provincial Funding	5,676,208.00	36.93%									
Total Municipal Funding	2,934,414.00	19.09%									
Total Other Funding	15,100.00	0.10%									
Total Operating Assistance In-Kind	1,970,300.00	12.82%									
Total Capital Assistance In-Kind	194,200.00	1.26%									
Total Self-Generated Income	3,290,980.00	21.41%									
Total Funding	\$ 15,370,931.00	100%									
Membership Type											
Members, National			15								69.74%
Members, Provincial			6								4.38%
Members, Regional			29								15.30%
Members, Local			66								7.30%
Members, Folk			17								1.92%
Members, No Group Selected			1								1.36%
TOTAL RECEIVED	\$ 1,289,729.00		134								100%
Funding Source as Percentage of Total Funding	8.39%	36.93%	19.09%	0.10%	12.82%	1.26%	21.41%	\$ 10,720,122.00	\$ 1,755,345.00	\$ 15,370,931.00	100.00%

Federal Funding Summary

MUSEUMS FUNDING SUMMARY (1995/96)						
FEDERAL FUNDING SUMMARY						
Member Group	Number of Respondents	Dept. of Canadian Heritage	Canada Council	Employment Assistance	Other Federal	Total Federal
Members, National	15	\$298,376.00	\$240,895.00	\$53,031.00	\$394,835.00	\$987,137.00
Members, Provincial	6	-	34,000.00	3,696.00	27,703.00	65,399.00
Members, Regional	29	27,400.00	60,868.00	42,943.00	15,376.00	146,587.00
Members, Local	66	-	-	40,874.00	1,460.00	42,334.00
Members, Folk	17	-	-	3,852.00	110.00	3,962.00
Members, No Group Selected	1	44,310.00	-	-	-	44,310.00
TOTAL FEDERAL FUNDING	134	\$370,086.00	\$335,763.00	\$144,396.00	\$439,484.00	\$1,289,729.00
Funding Program as percentage of total		28.69%	26.03%	11.20%	34.08%	100%
						Funding by Group as Percentage of Total
						77%
						5%
						11%
						3%
						0%
						3%
						100%

Provincial Funding Summary

PROVINCIAL FUNDING SUMMARY													
Member Group	Number of Respondents	Museum & Gallery Grant Prgm.	Sask. Heritage Foundation	Department Budget	Employment Assistance	Directed Lottery Funds	TIP	Sask Arts Board	Univ. of Sask/Reg.	SCCO/ICAP	Other	Total Provincial	Funding by Group as Percentage of Total
Members, National	15	\$58,537.00	\$ -	\$1,695,600.00	\$68,211.00	\$1,942,400.00	\$ -	\$375,323.00	\$390,761.00	\$ -	\$ -	\$4,530,832.00	80%
Members, Provincial	6	39,645.00	-	-	12,000.00	154,800.00	-	49,500.00	2,369.00	-	-	258,314.00	5%
Members, Regional	29	166,753.00	11,500.00	-	25,024.00	-	31,066.00	184,000.00	156,804.00	1,360.00	73,005.00	649,512.00	11%
Members, Local	66	89,042.00	4,500.00	-	32,400.00	-	17,167.00	-	-	-	14,144.00	157,253.00	3%
Members, Folk	17	10,179.00	-	-	-	-	3,317.00	-	-	-	1,515.00	15,010.00	0%
Members, No Group Selected	1	21,077.00	-	5,260.00	-	-	-	38,950.00	-	-	-	65,287.00	1%
TOTAL PROVINCIAL FUNDING	134	\$385,232.00	\$16,000.00	\$1,700,860.00	\$137,635.00	\$2,097,200.00	\$51,550.00	\$647,773.00	\$549,934.00	\$1,360.00	\$88,664.00	\$5,676,208.00	100%
Funding Program as percentage of Total		6.79%	0.28%	29.96%	2.42%	36.95%	0.91%	11.41%	9.69%	0.02%	1.56%	100.00%	

Municipal and Other Funding Summary

MUNICIPAL & OTHER FUNDING SUMMARY									
Member Group		Town / City	Rural Municipality	Recreation Board	Other Municipal	Total Municipal	Funding by Group as Percentage of Total	Total Other	Funding by Group as Percentage of Total
Members, National	15	\$1,807,537.00	\$ -	\$ -	\$331,963.00	\$2,139,500.00	73%	\$3,008.00	20%
Members, Provincial	6	14,334.00	-	2,966.00	-	17,300.00	1%	-	0%
Members, Regional	29	519,299.00	1,000.00	2,153.00	54,147.00	576,599.00	20%	6,495.00	43%
Members, Local	66	69,348.00	19,937.00	7,481.00	6,755.00	103,521.00	4%	4,468.00	30%
Members, Folk	17	10,004.00	2,807.00	12,923.00	-	25,734.00	1%	1,129.00	7%
Members, No Group Selected	1	71,760.00	-	-	-	71,760.00	2%	-	0%
TOTAL MUNICIPAL FUNDING / OTHER F	134	\$2,492,282.00	\$23,744.00	\$25,523.00	\$392,865.00	\$2,934,414.00	100%	\$15,100.00	100%
Funding Program as Percentage of Total		84.93%	0.81%	0.87%	13.39%	100%			

Operating and Capital Assistance In-Kind Summary

OPERATING & CAPITAL ASSISTANCE IN-KIND SUMMARY												
Member Group		Municipal Taxes	Professional Services	Rent	Utilities/Maintenance	Other	TOTAL IN KIND OPERATING	Buildings/Land	Construction Materials	Equipment/Furnishings	TOTAL IN-KIND CAPITAL	Funding by Group as Percentage of Total In-Kind
Members, National	15	\$53,500.00	\$261,600.00	\$779,000.00	\$193,100.00	\$ 1,000.00	\$ 1,288,200.00	\$ 2,000.00	\$ 3,000.00	\$ 11,100.00	\$ 16,100.00	60%
Members, Provincial	6	11,100.00	18,500.00	1,700.00	-	-	31,300.00	-	-	-	-	1%
Members, Regional	29	57,300.00	17,300.00	139,500.00	170,800.00	30,800.00	415,700.00	109,000.00	8,400.00	12,200.00	129,600.00	25%
Members, Local	66	55,700.00	26,200.00	39,900.00	27,800.00	14,900.00	164,500.00	34,400.00	4,700.00	4,000.00	43,100.00	10%
Members, Folk	17	12,800.00	800.00	38,600.00	13,600.00	4,800.00	70,600.00	5,000.00	100.00	300.00	5,400.00	4%
Members, No Group Selected	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%
TOTAL	134	\$190,400.00	\$924,400.00	\$998,700.00	\$405,300.00	\$ 51,500.00	\$ 1,970,300.00	\$ 150,400.00	\$ 16,200.00	\$ 27,600.00	\$ 194,200.00	100%
Funding Source as Percentage of Total		9.66%	16.46%	50.69%	20.57%	2.61%	100.00%	77.45%	8.34%	14.21%	100.00%	

Self-Generated Income Summary

SELF-GENERATED INCOME SUMMARY												
		Admissions	Donations	Food Services	Project Fundraising	Gift Shop	Interest	Memberships	Programs Revenue	Other	Total Self-Generated	Funding by Group as Percentage of Total
Members, National	15	\$ 378,914.00	\$ 663,000.00	\$ 130,065.00	\$ 72,781.00	\$ 172,445.00	\$ 167,593.00	\$ 12,941.00	\$ 87,949.00	\$ 69,657.00	\$ 1,755,345.00	53%
Members, Provincial	6	13,425.00	41,963.00	6,000.00	148,503.00	10,699.00	40,759.00	19,688.00	10,000.00	10,024.00	301,061.00	9%
Members, Regional	29	21,777.00	185,461.00	22,333.00	66,112.00	31,157.00	53,241.00	16,689.00	29,168.00	1,021.00	426,979.00	13%
Members, Local	66	32,164.00	259,697.00	19,647.00	203,958.00	32,120.00	24,451.00	12,906.00	4,048.00	17,967.00	606,960.00	18%
Members, Folk	17	3,138.00	9,251.00	4,628.00	66,074.00	3,745.00	6,577.00	3,646.00	66,002.00	10,195.00	179,256.00	5%
Members, with No Description	1	1,362.00	3,469.00	1,337.00	8,220.00	1,270.00	3,877.00	1,205.00	6,640.00	-	27,379.00	1%
TOTAL	134	\$ 450,780.00	\$ 1,162,660.00	\$ 184,010.00	\$ 565,648.00	\$ 251,436.00	\$ 296,496.00	\$ 67,077.00	\$ 203,807.00	\$ 108,864.00	\$ 3,290,980.00	100%
Funding Source as Percentage of Total		13.70%	35.33%	5.59%	17.19%	7.64%	9.01%	2.04%	6.19%	3.31%	100.00%	

Federal Funding Summary by Group

Federal funding sources for museums included the Department of Canadian Heritage, Canada Council, Federal Employment Assistance Grants and Other. Other Federal revenue included grants from: Canada Day Committee, Parks Canada, Cultural Human Resources Council, Canadian National Art Foundation, Department of Defence, National Film Board, CUSO, and SEED.

The following tables provide a breakdown of federal funding by museum group. Data on individual museums is included.

Federal Funding Summary - National and Provincial Museums

	Group	Dept. of Canadian Heritage	Canada Council	Employment Assistance	Other	Total Federal
Duck Lake Museum	P			1,887		1,887
Photographers Gallery	P		34,000		19,103	53,103
Sask Baseball Hall of Fame Museum	P					0
Sask Military Museum	P				8,600	8,600
Sask Sports Hall of Fame Museum	P			1,809		1,809
University of Sask. Observatory	P					0
Members, Provincial Sub-total		0	34,000	3,696	27,703	65,399
	Group	Dept. of Canadian Heritage	Canada Council	Employment Assistance	Other	Total Federal
Allen Sapp Gallery	N					0
Athol Murray College of Notre Dame	N		10,822			10,822
Diefenbaker Canada Centre	N			1,498		1,498
Dunlop Art Gallery	N	38,000	38,900	6,541	6,835	90,276
Fort Walsh National Historic Site	N					0
Government House	N					0
Mackenzie Art Gallery	N	116,800	117,718	2,110		236,628
Mendel Art Gallery	N	61,406	73,455			134,861
Musee Ukraina Museum	N			2,996		2,996
Museum Of Antiquities	N					0
National Doukhobour Heritage Village	N	2,170				2,170
RCMP Museum	N				388,000	388,000
Royal Saskatchewan Museum	N					0
Sask Western Development Museum	N	80,000		39,886		119,886
Ukrainian Museum of Canada	N					0
Members, National Sub-total		298,376	240,895	53,031	394,835	987,137

Federal Funding Summary - Regional Museums

Federal Funding Summary BY GROUP III						
Group	Dept. of Canadian Heritage	Canada Council	Employment Assistance	Other	Total Federal	
AKA Gallery	R	34,815		13,000	47,815	
Allie Griffin Art Gallery	R				0	
Art Gallery of Swift Current	R				0	
Beaver Creek Conservation Area	R				0	
Biggar Museum & Gallery	R		2,509		2,509	
Blumenfeld Museum	R				0	
Chapel Gallery	R				0	
Craik Oral History Museum	R				0	
Estevan NEC	R		2,518		2,518	
Fred Light Museum	R				0	
Gordon Snelgrove	R				0	
Grand Coteau Centre	R				0	
Great Sandhills	R			1,926	1,926	
Humboldt & District Museum	R				0	
Jasper Cultural Centre	R		2,643	450	3,093	
Kenderdine Gallery	R				0	
Little Gallery	R	4,270	1,200		5,470	
Melfort & District Museum	R		7,180		7,180	
Melville Heritage Museum	R				0	
Morse Museum	R		2,033		2,033	
Neutral Ground	R	13,333			23,333	
Regina Plains Museum	R		20,161		37,561	
Rosemont Art Gallery	R	8,450			8,450	
Rouleau Museum	R				0	
Saskatoon Regional Zoological Soc.	R		2,140		2,140	
Signal Hill Arts Centre	R		630		630	
St Angela's Museum	R				0	
Swift Current Museum	R				0	
Willow Bunch Museum	R		1,929		1,929	
Members, Regional Sub-total		60,868	42,943	15,376	146,587	
		27,400				

Federal Funding Summary - Local Museums

	Group	Dept. of Canadian Heritage	Canada Council	Employment Assistance	Other	Total Federal
Abernethy Nature-Heritage Museum	L			1,085		1,085
Al Mazur Memorial Heritage Park	L			0		0
Assiniboia & District Historical Museum	L			0		0
Avonlea & District Museum	L			1,688		1,688
Bresaylor Heritage Museum	L			0		0
Briercrest Museum	L			0		0
Broadview Historical Museum	L			1,447		1,447
Clayton McClain Memorial Museum	L			0		0
Climax Community Museum	L			1,284		1,284
Coronach District Museum	L			0		0
Doddsland & District Museum	L			0		0
Dunwell & Community Museum	L			0		0
Dysart & District Museum	L			0		0
Eastend Museum	L			1,815		1,815
Elrose Brick Museum	L			0		0
Foam Lake Museum	L			0		0
Fort Pelly Livingstone Museum	L			0		0
Frank Cameron Museum	L			980		980
Frenchman Butte Museum	L			1,613		1,613
Goodsoil Historical	L			0		0
Gravelbourg & District Museum	L			0		0
Grenfell Museum	L			0		0
Harris & District Museum	L			0		0
Herbert Heritage Association	L			0		0
Hudson Bay Museum	L			0		0
Indian Head Museum Society	L			0		0
Kamsack Museum	L			1,267		1,267
Kaposvar Historic Site	L			0		0
Kindersley & District Plains Museum	L			960		960
Lafleche & District Museum	L			0		0
Le Beau Village (St. Victor)	L			1,926		1,926
Leroy & District Heritage Museum	L			1,498		1,498
Lumsden Historical Museum	L			5,829		5,829
Luseland & District Museum	L			0		0

Federal Funding Summary - Local Museums, continued

	Group	Dept. of Canadian Heritage	Canada Council	Employment Assistance	Other	Total Federal
Macklin & District Museum	L					0
Maidstone Museum	L					0
McCord Museum	L					0
Mossbank & District Museum	L					0
Nokomis District Museum	L			2,894		2,894
Outlook & District Heritage Museum	L			289		289
Porcupine Plain & District Museum	L					0
Prairie Pioneer Museum	L					0
Prairie West Museum	L			1,873		1,873
Rose Valley Museum	L					0
Rusty Relics Museum	L					0
Saltcoats Museum	L			827		827
Saskatchewan Agricultural Museum	L					0
Saskatchewan Railway Museum	L			8,000		8,000
Saskatchewan River Valley Museum	L					0
Soo Line Museum	L			1,400		1,400
Spy Hill Museum	L					0
St Brieux Museum	L			1,447		1,447
St Walburg Museum	L					0
Stoughton & District Museum	L			702		702
Sturgis Station House Museum	L					0
SW Sask Oldtimers Museum	L					0
Tisdale & District Museum	L				500	500
Unity & District Museum	L					0
Wadena & District Museum	L			585		585
Watson & District Museum	L					0
Wawota & District Museum	L					0
Weyburn Area Heritage Village	L			1,250		1,250
Whitewood Historical Museum	L			1,175		1,175
Wilkie & District Museum	L					0
Wolseley & District Museum	L					0
Wood Mountain Rodeo/Ranch Museum	L					0
Members, Local Sub-total		0	0	40,874	1,460	42,334

Federal Funding Summary - Folk Museums

	Group	Dept. of Canadian Heritage	Canada Council	Employment Assistance	Other	Total Federal
Borden Museum	F					0
Cabri Museum	F					0
Central Butte Museum	F					0
Cupar & District Heritage Museum	F					0
Esterhazy Museum	F					0
F.T. Hill Museum	F					0
Kinistino Museum	F				110	110
Langham & District Museum	F					0
Macrorie Museum	F					0
Naicam Museum	F					0
Plenty Museum	F					0
Rocanville Museum	F					0
Shell Lake Museum	F			3,852		3,852
Sintaluta Community Museum	F					0
Star City Heritage Museum	F					0
Yester Year's Community Museum	F					0
Yorkton Arts Council	F					0
Members, Folk Sub-total		0	0	3,852	110	3,962
Member, No Group Selected						
Moose Jaw Art Museum		44,310				44,310
TOTAL FEDERAL FUNDING SUMMARY		370,086	335,763	144,396	439,484	1,289,729

Provincial Funding Summary by Group

Provincial sources included the Museum Gallery Grant Program, Saskatchewan Heritage Foundation, Saskatchewan Municipal Affairs, Culture & Housing, Provincial Employment Assistance Grants, Ministerial Directed Lottery Funds, Community Assistance Program (TIP), Saskatchewan Arts Board, University of Saskatchewan and/or Regina, Saskatchewan Council of Cultural Organizations and Cultural Assistance Program, and Other. Other sources included funding for facilities, and grants from two Provincial Cultural Organizations (Sask. Society for Education through Art and Organization of Saskatchewan Arts Councils), Saskatchewan Winter Games, Crown Corporations (Sask Power) and WSRRA.

The following tables break down provincial funding to museums. The museums are arranged in MAS groups.

Provincial Funding Summary - National and Provincial Museums

Group	MGGP	Sk Heritage Fdn.	Department Budget	Employment Assist.	Directed Lottery Funds	TIP	Sask Arts Board	Univ. of Sask/Reg.	SCCO/CAP	Other	Total Provincial
Duck Lake Museum	7,940			12,000							19,940
Photographers Gallery	14,892						49,500				64,392
Sask Baseball Hall of Fame Museum	1,820										1,820
Sask Military Museum											0
Sask Sports Hall of Fame Museum	14,212				154,800						169,012
Univ. of Sask - Observatory	781							2,369			3,150
Members, Provincial Sub-total	39,645	0	0	12,000	154,800	0	49,500	2,369	0	0	256,314
Group	MGGP	Sk Heritage Fdn.	Department Budget	Employment Assist.	Directed Lottery Funds	TIP	Sask Arts Board	Univ. of Sask/Reg.	SCCO/CAP	Other	Total Provincial
Allen Stapp Gallery	20,857										20,857
Alfred Murray College of Notre Dame	8,317										8,317
Diefenbaker Canada Centre											0
Dunlop Art Gallery	13,804						47,173				60,977
Fort Walsh National Historic Site											0
Government House			150,000								150,000
MacKenzie Art Gallery					284,900			372,552			787,252
Mendel Art Gallery					157,500			195,850			353,350
Musee Ukraina Museum	3,908										3,908
Museum Of Antiquities	1,006										1,006
National Doukhobour Heritage Village	3,790							18,209			19,215
RCMP Museum											3,780
Royal Saskatchewan Museum			1,545,600								1,545,600
Sask Western Development Museum				68,211	1,500,000						1,568,211
Ukrainian Museum of Canada	6,855										6,855
Members, National Sub-total	56,537	0	1,695,600	68,211	1,942,400	0	375,323	390,761	0	0	4,530,832

Provincial Funding Summary - Regional Museums

PROVINCIAL REVENUE SUMMARY BY GROUP III											
Group	MGGP	SK Heritage Fdn.	Department Budget	Employment Assat.	Directed Lottery Funds	TIP	Seek Arts Board	Univ. of Sask/Reg.	SCCO/CAP	Other	Total Provincial
AKA Gallery	R	7,542		2,300		1,350	37,500				48,692
Allie Griffin Art Gallery	R	7,167				1,768			1,000	767	10,702
Art Gallery of Swift Current	R	2,369					26,000				28,369
Bonaver Creek Conserv.	R							51,293		64,618	115,911
Biggar Museum & Gallery	R	16,247				600					16,847
Blumenfeld Museum	R	535									535
Chapel Gallery	R	4,060									4,060
Cralk Oral History Museum	R	745									745
Estevan NEC	R	3,930				3,208	17,000			600	24,738
Fred Light Museum	R	952		860							1,912
Gordon Snelgrove	R	755									755
Grant Coteau Centre	R	13,770				800		22,842			23,597
Great Sandhills	R	1,450									1,450
Humboldt & District Museum	R	20,284				997					21,281
Jasper Cultural Centre	R	2,268				850					3,068
Kenderline Gallery	R	8,190						82,669			90,859
Litlie Gallery	R	7,436				5,911	38,750			4,000	56,097
McIvor & District Museum	R	7,625		14,864		3,397					33,376
McVillie Heritage Museum	R	3,750		4,800		1,225					9,775
Morse Museum	R	14,806					28,500				43,306
Neutral Ground	R	14,892								1,000	15,892
Regina Plains Museum	R	14,144							360		14,504
Rosemont Art Gallery	R	7,520				3,000	36,250				46,770
Rouleau Museum	R										0
Saskatoon Regional Zoological Soc.	R										0
Signal Hill Arts Centre	R	905				4,000					4,905
St Angela's Museum	R					4,000				1,355	5,355
Swift Current Museum	R	3,919		2,100							6,019
Willow Bunch Museum	R	1,492									1,492
Members, Regional Sub-total		166,753	0	25,024	0	31,066	184,000	156,804	1,360	73,005	649,512

Provincial Funding Summary - Local Museums

	Group	MGGP	SK Heritage Fdn.	Department Budget	Employment Assist.	Directed Lottery Funds	Tip	Sask Arts Board	Univ. of Sask/Reg.	SCCO/CAP	Other	Total Provincial
Abernethy Nature-Heritage Museum	L	2,480									9,000	11,480
Al Mazur Memorial Heritage Park	L				11,999							11,999
Assiniboia & District Historical Museum	L	1,353					900					2,253
Avonlea & District Museum	L	3,709			336							4,045
Breaylor Heritage Museum	L	1,945										1,945
Bhercrest Museum	L	860										860
Broadview Historical Museum	L	14,692			480							15,172
Clayton McClean Memorial Museum	L	1,043										1,043
Climax Community Museum	L	830										830
Coronach District Museum	L	728			432							1,160
Dotisland & District Museum	L	900										900
Dunwell & Community Museum	L											0
Dynart & District Museum	L	1,020										1,020
Eastland Historical Museum	L	1,712										1,712
Eirose Brick Museum	L											0
Foam Lake Museum	L	888										888
Fort Pelly Livingstone Museum	L						1,000					1,000
Frank Cameron Museum	L	1,543			480							2,023
Frenchman Butte Museum	L	755					360					1,115
Goodsell Historical	L											0
Gravelbourg & District Museum	L											0
Griffith Museum	L	808										808
Harris & District Museum	L	1,327										1,327
Herbert Heritage Assoc.	L	1,530										1,530
Hudson Bay Museum	L											0
Indian Head Museum Society	L	1,650					700					2,350
Kamsack Museum	L	2,436					600					3,036
Kapostovar Historic Site	L	885	4,000									4,885
Kindersley & District Plains Museum	L	2,142										2,142
Lafleche & District Museum	L	1,581										1,581
Le Beau Village	L	985										985
Leroy & District Heritage Museum	L											0
Lumsden Historical Museum	L	2,436										2,436
Luseland & District Museum	L	2,823					819					3,642

Provincial Funding Summary - Local Museums, continued

	Group	MGGP	St. Heritage Fdn.	Department Budget	Employment Assist.	Directed Lottery Funds	TIP	Sask Arts Board	Univ. of Sask/Reg.	SCCO/CAP	Other	Total Provincial
Macklin & District Museum	L	2,335			1,685							4,020
Maudstone Museum	L	1,008									100	1,106
McCord Museum	L	815										815
Mossbank & District Museum	L	980			4,000		150					5,130
Nokomis & District Museum	L	861			370							1,231
Outlook & District Heritage Museum	L	910					200					1,110
Porcupine Plain & District Museum	L	653					1,447					2,100
Prairie Pioneer Museum	L	590										590
Prairie West Museum	L	1,033					1,500					2,533
Rose Valley Museum	L	1,095										1,095
Rusty Relics Museum	L	2,461					800					3,261
Saltcoats Museum	L	797										797
Sask. Agricultural Museum	L	1,321			480							1,801
Sask Railway Museum	L	500									5,000	5,500
Sask River Valley Museum	L	2,623			4,800		2,201					9,624
Soc. Line Museum	L	1,335					500					1,835
Spy Hill Museum	L						200					200
St. Bréoux Museum	L	1,000										1,000
St. Walburg Museum	L											0
Stoughton & District Museum	L	877										877
Sturgis Station House Museum	L	792					465					1,257
SW Sask Oldtimers Museum	L	1,585										1,585
Tisdale & District Museum	L				4,880		1,100					5,980
Unity Museum	L	1,385	500									1,885
Wadena & District Museum	L	4,072					500					4,572
Watson & District Heritage Museum	L	701									44	745
Wawota & District Museum	L	2,478					425					2,903
Weyburn Area Heritage Village	L						2,500					2,500
Whitewood Museum	L	851					800					1,651
Wilkie & District Museum	L	975			1,498							2,473
Wolseley & District Museum	L	560										560
Wood Mountain Rodeo/Ranch Museum	L	1,190			960							2,150
Members, Local Sub-total		89,042	4,500	0	32,400	0	17,167	0	0	0	14,144	167,253

Provincial Funding Summary - Folk Museums

	Group	MGGP	Six Heritage Fdn.	Department Budget	Employment Assist.	Directed Lottery Funds	TIP	Sask Arts Board	Univ. of Sask/Reg.	SCCO/CAP	Other	Total Provincial
Borden Museum	F	670					400					1,070
Cabri Museum	F											0
Central Butte Museum	F	781									10	791
Cupar & District Heritage Museum	F						195					195
Estierhazy Museum	F	678										678
F.T. Hill Museum	F	621										621
Kristlino Museum	F	546										546
Langham & District Museum	F	717					2,222					2,939
Macronie Museum	F	510										510
Neicam Museum	F	500										500
Plenty Museum	F	605										605
Rocanville Museum	F	1,280					500					1,780
Shell Lake Museum	F											0
Sintalula Community Museum	F	1,000										1,000
Star City Heritage Museum	F	585										585
Yester Year's Community Museum	F											0
Yorkton Arts Council	F	1,675									1,505	3,180
Members, Folk Sub-total		10,178	0	0	0	0	3,317	0	0	0	1,515	15,010
Member, No Group Selected												
Moose Jaw Art Museum	R	21,077		5,260				38,950				65,287
TOTAL PROVINCIAL FUNDING		385,232	16,000	1,700,860	137,635	2,097,200	51,550	647,773	549,934	1,360	88,664	5,676,208

Municipal and Other Funding Summary by Group

Municipal sources included funding from Towns and/or Cities, Recreation Boards, Rural Municipalities and Other. Other sources included Chambers of Commerce, Libraries, School Boards, Sask Parks and Recreation Association, Service Clubs and government special project grants.

Summaries of Municipal and Other Funding are found in the following tables.

Municipal and Other Funding Summary - National and Provincial Museums

	Group	Town/City	Rural Municipality	Recreation Board	Other Municipal	Total Municipal	Total Other
Duck Lake Museum	P	11,134		2,966		14,100	
Photographers Gallery	P	2,000				2,000	
Sask Baseball Hall of Fame Museum	P	1,200				1,200	
Sask Military Museum	P					0	
Sask Sports Hall of Fame Museum	P					0	
Univ. of Sask. Observatory	P					0	
Members, Provincial Sub-total		14,334	0	2,966	0	17,300	0
	Group	Town/City	Rural Municipality	Recreation Board	Other Municipal	Total Municipal	Total Other
Allen Sapp Gallery	N	85,237				85,237	
Athol Murray College	N					0	
Diefenbaker Canada Centre	N					0	
Dunlop Art Gallery	N				307,463	307,463	
Fort Walsh National Historic Site	N					0	
Government House	N					0	
MacKenzie Art Gallery	N	250,300			24,500	274,800	
Mendel Art Gallery	N	1,470,500				1,470,500	
Musee Ukraina Museum	N	1,500				1,500	
Museum Of Antiquities	N					0	
National Doukhobour Heritage Village	N					0	3,008
RCMP Museum	N					0	
Royal Saskatchewan Museum	N					0	
Sask Western Development Museum	N					0	
Ukrainian Museum of Canada	N					0	
Members, National Sub-total		1,807,537	0	0	331,963	2,139,500	3,008

Municipal and Other Funding Summary - Regional Museums

Municipal & Other Summary BY GROUP III							
Group	Town/City	Rural Municipality	Recreation Board	Other Municipal	Total Municipal	Total Other	
AKA Gallery	4,900				4,900		
Allie Griffin Art Gallery	2,900				2,900		
Art Gallery of Swift Current	57,411				57,411		
Beaver Creek Conservation Area	48,595				48,595		
Biggar Museum & Gallery	13,273	500			13,773		
Blumenfeld Museum					0		
Chapel Gallery	35,097				35,097		
Crak Oral History Museum					0		
Estevan NEC	51,921		300	3,690	55,911		
Fred Light Museum	31,728				31,728		
Gordon Snelgrove					0		
Grand Coteau Centre	41,227				41,227		
Great Sandhills Museum	250	500			750		
Humboldt & District Museum	15,947				15,947		
Jasper Cultural Centre					0		
Kenderdine Gallery					0		
Little Gallery					0		
Melfort & District Museum	6,850			1,000	1,000		
Melville Heritage Museum	5,000			237	7,087		
Morse Museum			1,853		5,000		
Neutral Ground	12,500				1,853		
Regina Plains Museum	102,700				12,500		
Rosemont Art Gallery	42,000				102,700		
Rouleau Museum					42,000		
Saskatoon Regional Zoological Soc.				49,220	0		
Signal Hill Arts Centre					49,220		
St. Angela's Museum					0		
Swift Current Museum	47,000				0		
Willow Bunch Museum					47,000		
Members, Regional Sub-total	519,299	1,000	2,153	54,147	576,599		6,495

Municipal and Other Funding Summary - Local Museums, continued

	Group	Town/City	Rural Municipality	Recreation Board	Other Municipal	Total Municipal	Total Other
Macklin & District Museum	L		500			500	
Maidstone Museum	L		8,106	1,200		9,306	
McCord Museum	L			281		281	
Mossbank & District Museum	L	1,500	2,000			3,500	
Nokomis Museum	L			350		350	
Outlook & District Heritage Museum	L					0	
Porcupine Plain & District Museum	L					0	
Prairie Pioneer Museum	L					0	
Prairie West Museum	L	1,000	100		500	1,600	
Rose Valley Museum	L					0	
Rusty Relics Museum	L	4,275				4,275	
Saltcoats Museum	L					0	
Sask. Agricultural Museum	L					0	
Sask Railway Museum	L					0	
Sask River Valley Museum	L					0	
Soo Line Museum	L	4,000			3,000	7,000	
Spy Hill Museum	L	180				180	
St Brieux Museum	L					0	
St Walburg Museum	L				500	500	
Stoughton & District Museum	L	1,335	500			1,835	
Sturgis Station House Museum	L					0	
SW Sask Oldtimers Museum	L	3,200				3,200	
Trisdale Museum	L	7,000				7,000	
Unity & District Heritage Museum	L					0	
Wadena & District Museum	L					0	
Watson & District Museum	L	500		500		1,000	
Wawota & District Museum	L	500		375		875	
Weyburn Area Heritage Village	L	5,000				5,000	
Whitewood Historical Museum	L					0	
Wilkie & District Museum	L	3,000				3,000	
Wolseley Museum	L			64		64	
Wood Mountain Rodeo/Ranch Museum	L		720			720	
Members, Local Sub-total		69,348	19,937	7,481	6,755	103,521	4,468

Self-Generated Income Summary - National and Provincial Museums

	Group	Admissions	Donations	Food Services	Project Fundraising	Gift Shop	Interest	Membership	Programs Revenue	Other	Total Self-Generated
Allen Sapp Gallery	N	0	4,659	400	0	21,434	200	0	0	0	26,693
Athol Murray College of Notre Dame	N	536	3,500	0	0	0	0	0	0	0	4,036
Diefenbaker Canada Centre	N	0	271,792	0	0	16,640	0	0	0	0	288,432
Dunlop Art Gallery	N	87,361	0	5,610	0	1,971	24,979	0	3,504	3,060	126,485
Fort Walsh National Historic Site	N										
Government House	N	0	0	0	0	0	0	0	0	0	0
Mackenzie Art Gallery	N	10,000	2,656	14,215	0	5,319	22,789	4,870	2,932	0	62,782
Mendel Art Gallery	N	0	120,321	1,370	3,317	100,453	23,971	4,830	69,329	0	323,591
Musee Ukraina Museum	N	3,282	2,567	0	59,000	2,304	10	550	0	0	67,713
Museum Of Antiquities	N	0	100	0	0	75	0	0	0	0	175
National Doukhobour Heritage	N	4,976	3,077	240	2,425	4,892	485	216	12,495	7,033	35,839
RCMP Museum	N										
Royal Saskatchewan Museum	N	0	0	0	0	0	0	0	0	0	0
Sask Western Development Museum	N	264,444	169,995	66,506	0	0	67,524	0	0	59,564	628,033
Ukrainian Museum of Canada	N	8,315	84,333	41,723	8,039	19,357	27,635	2,475	-311	0	191,566
National Memers Sub-total		378,914	663,000	130,065	72,781	172,445	167,593	12,941	87,949	69,657	1,755,345
	Group	Admissions	Donations	Food Services	Project Fundraising	Gift Shop	Interest	Membership	Programs Revenue	Other	Total Self-Generated
Duck Lake Museum	P	12,607	8,026	0	21,672	7,826	0	350	0	0	50,481
Photographers Gallery	P	600	22,000	6,000	28,000	800	900	2,900	10,000	0	71,200
Sask Baseball Hall of Fame Museum	P	218	224	0	26,636	0	0	3,923	0	10,024	41,025
Sask Military Museum	P	0	6,312	0	0	0	0	0	0	0	6,312
Sask Sports Hall of Fame Museum	P	0	5,401	0	72,195	2,073	39,859	12,515	0	0	132,043
Univ. of Sask. Observatory	P										
Provincial Members Sub-total		13,425	41,963	6,000	148,503	10,699	40,758	19,688	10,000	10,024	301,061

Self-Generated Income Summary - Regional Museums

Group	Admissions	Donations	Food Services	Project Fundraising	Gift Shop	Interest	Membership	Programs Revenue	Other	Total Self-Generated
AKA Gallery	R	0	792	3,500	2,758	0	1,384	680	0	9,124
Allie Griffin Art Gallery	R	0	500	0	840	0	0	0	0	1,340
Art Gallery of Swift Current	R	0	0	0	0	0	0	1,025	0	1,025
Beaver Creek Conserv.	R	0	0	0	0	0	0	0	0	0
Biggar Museum & Gallery	R	0	72,309	0	9,402	103	7,459	0	480	89,753
Blumenfeld Museum	R	0	1,837	696	0	0	598	0	0	3,131
Chapel Gallery	R	0	1,767	1,500	2,000	2,800	0	1,006	0	9,073
Craik Oral History Museum	R	0	0	0	0	0	0	0	0	0
Eslevan NEC	R	0	8,142	725	9,008	3,413	1,669	105	660	23,722
Fred Light Museum	R	0	2,718	0	0	883	0	0	0	3,601
Gordon Snelgrove	R	0	0	0	0	0	0	0	0	0
Grand Coteau Centre	R	0	376	0	0	242	0	0	0	28,005
Great Sandhills Museum	R	7,298	1,695	175	2,692	1,881	135	655	75	15,604
Humboldt & District Museum	R	0	1,355	3,270	0	702	0	0	0	5,327
Jasper Cultural Centre	R	4,887	3,654	7,108	9,340	1,197	528	370	0	27,084
Kenderdine Gallery	R	0	52,500	0	0	0	0	0	0	52,500
Little Gallery	R	395	1,833	1,050	16,886	0	1,427	1,574	3,876	27,141
Melfort & District Museum	R	455	1,000	2,372	692	0	127	190	0	4,836
Melville Heritage Museum	R	231	2,553	363	625	312	72	25	0	4,204
Morse Museum	R	0	3,151	320	2,637	6,244	710	135	929	14,126
Neutral Ground	R	0	115	295	2,688	708	1,384	1,612	0	6,802
Regina Plains Museum	R	3,137	7,507	105	6,974	634	2,180	1,532	0	22,069
Rosemont Art Gallery	R	0	4,464	0	-4,759	9,594	3,486	6,777	21,740	41,242
Rouleau Museum	R	2,193	884	554	3,706	21	62	228	0	7,648
Saskatoon Regional Zoological Soc.	R	0	15,500	0	1,000	0	4,000	1,686	0	22,186
Signal Hill Arts Centre	R	0	0	0	0	0	0	0	0	0
St Angela's Museum	R	0	318	0	0	702	0	0	0	1,020
Swift Current Museum	R	3,181	411	300	463	941	1,006	114	0	6,416
Willow Bunch Museum	R	21,777	185,481	22,333	66,112	31,157	53,241	16,689	29,168	426,979
Regional Members Sub-total										
Members, No Group Selected										
Moose Jaw Art Museum	R	1,362	3,468	1,337	8,220	1,270	3,877	1,205	6,640	27,379
TOTAL SELF GENERATED FUNDING SUMMARY		450,780	1,162,860	184,010	565,648	251,436	296,488	67,077	203,807	3,290,980

Self-Generated Income Summary - Local Museums

Group	Admissions	Donations	Food Services	Project Fundraising	Gift Shop	Interest	Membership	Programs Revenue	Other	Total Self-Generated
Abemethy Nature-Heritage Museum	L	1,042	518	746	11,903	753	2,098	65	0	17,125
Al Mazur Memorial Heritage Park	L	1,614	52	3,845	41,756	436	104	0	4,483	52,290
Assinboia & District Historical Museum	L	1,666	1,500	0	2,049	0	0	46	0	5,261
Avonlea & District Museum	L	752	6,867	0	13,104	523	796	200	0	22,242
Bressaylor Heritage Museum	L	0	1,787	0	553	391	233	0	88	3,052
Briercrest Museum	L	0	121	0	198	0	60	0	0	379
Broadview Historical Museum	L	1,436	3,846	0	2,523	271	448	282	0	8,806
Clayton McClain Memorial Museum	L	396	3,500	0	4,289	1,093	168	2,050	848	12,344
Climax Community Museum	L	0	206	0	0	0	143	125	25	499
Coronach District Museum	L	0	38	280	0	300	80	3	0	701
Doddsland & District Museum	L	0	200	0	325	510	0	0	0	1,035
Dunwell & Community Museum	L	0	549	0	130	0	14	0	0	693
Dysart & District Museum	L	0	638	0	1,518	673	66	23	174	3,092
Eastend Historical Museum	L	2,212	1,170	0	3,319	3,386	87	405	0	10,579
Elrose Brick Museum	L	0	222	0	1,703	304	151	0	0	2,380
Foam Lake Museum	L	0	931	0	1,040	0	0	105	0	2,371
Fort Peely Livingstone Museum	L	831	309	0	896	0	55	45	151	2,287
Frank Cameron Museum	L	0	186	0	0	51	0	0	0	237
Frenchman Butte Museum	L	1,668	2,132	0	27,465	762	302	180	1,099	33,618
Goodsoil Historical	L	1,166	0	0	334	10	0	20	0	1,530
Gravelbourg & District Museum	L	491	700	0	0	0	0	1,310	0	2,501
Greenleaf Museum	L	0	847	0	2,080	185	889	30	0	4,031
Harris & District Museum	L	401	160	0	645	678	0	665	1,147	3,696
Herbert Heritage Assoc.	L	0	10,217	1,384	6,641	613	489	30	165	19,539
Hudson Bay Museum	L	0	90	0	481	369	68	110	725	1,843
Indian Head Museum Society	L	864	405	0	448	381	34	247	140	2,519
Kamsack Museum	L	627	3,052	23	141	33	111	315	0	4,302
Kaposvar Historic Site	L	0	2,920	0	1,332	472	1,048	0	0	5,772
Kinderley & District Plains Museum	L	882	2,328	1,129	7,750	1,890	606	15	0	14,600
Lalleche Museum	L	335	873	513	0	329	167	0	176	2,393
Le Beau Village	L	0	212	0	141	15	0	0	0	368
Leroy & District Heritage Museum	L	0	619	0	2,867	0	585	0	0	4,071
Lumsden Historical Museum	L	399	611	0	2,423	0	6,758	715	0	10,906
Luseland Museum	L	573	1,822	320	3,802	0	462	665	0	7,644

Self-Generated Income Summary - Local Museums, continued

Group	Admissions	Donations	Food Services	Project Fundraising	Gift Shop	Interest	Membership	Programs Revenue	Other	Total Self-Generated
Macklin Museum	150	560	0	526	750	67	0	0	0	2,053
Maidstone Museum	108	2,837	0	10,904	387	52	0	0	0	14,288
McCord Museum	0	165	0	0	147	0	0	0	0	312
Mossbank & District Museum	231	1,056	0	583	30	0	0	0	0	1,900
Nokomis District Museum	1,420	3,343	0	3,310	221	292	0	0	245	8,831
Outlook & District Museum	0	2,301	0	382	24	1,280	147	0	0	4,134
Porcupine Plain & District Museum	214	1,402	505	263	45	262	46	50	0	2,787
Prairie Pioneer Museum	125	12	0	564	0	12	0	0	0	713
Prairie West Museum	0	11,269	2,907	1,108	208	1,284	1,517	468	0	18,761
Rose Valley Museum	0	1,269	0	1,389	356	37	85	0	94	3,230
Rusty Relics Museum	1,119	187	0	721	934	626	130	0	0	3,717
Saltcoats Museum	0	244	0	565	0	75	12	0	0	896
Sask. Agricultural Museum	0	25,970	0	6,560	4,520	768	1,575	0	54	39,447
Sask Railway Museum	2,038	6,127	0	1,060	2,663	0	840	0	877	13,625
Sask River Valley Museum	679	9,591	0	5,215	743	707	0	0	0	16,192
Soo Line Museum	769	126,584	2,945	9,769	664	984	69	80	0	141,953
Spy Hill Museum	50	1,373	72	664	66	164	30	0	125	2,544
St Brieux Museum	0	732	0	4,083	25	183	0	0	44	5,067
St Walburg Museum	2,173	0	0	0	334	293	0	0	0	2,800
Stoughton & District Museum	148	431	0	1,222	20	0	25	0	41	1,887
Sturgis Station House Museum	0	604	434	4,641	13	0	0	0	254	5,946
SW Sask Orlimers Museum	2,324	548	0	236	1,339	644	0	0	40	5,131
Tisdale Museum	392	1,998	1,369	1,590	254	0	255	0	0	5,858
Unity & District Museum	231	2,494	2,699	402	704	73	36	0	0	6,639
Wadena & District Museum	0	1,546	0	1,169	0	0	35	0	220	2,970
Watson & District Museum	339	2,652	100	892	0	247	0	0	2,488	6,718
Wawota & District Museum	437	0	0	1,679	0	164	0	0	20	2,300
Weyburn Area Heritage Village	1,038	0	376	0	172	0	422	0	0	2,008
Whitewood Historical Museum	0	2,050	0	673	0	0	0	0	0	2,723
Wilkie & District Museum	0	654	0	1,085	0	175	10	0	3,100	5,024
Wolseley & District Museum	0	2,070	0	620	473	0	0	0	2,049	5,212
Wood Mountain Rodeo	824	0	0	227	3,244	30	13	2,250	0	6,588
Local Members Sub-total	32,164	259,897	19,647	203,958	32,120	24,451	12,908	4,048	17,967	606,960

Self-Generated Income Summary - Folk Museums

Self-Generated Income BY GROUP III										
Group	Admissions	Donations	Food Services	Project Fundraising	Gift Shop	Interest	Membership	Programs Revenue	Other	Total Self-Generated
Borden Museum	193	0	0	3,205	90	0	0	0	0	3,488
Cabri Museum	298	220	0	195	0	17	0	0	0	730
Central Butte Museum	0	325	0	0	0	0	60	0	0	385
Cupar & District Heritage Museum	0	563	0	1,992	509	0	105	3,169	0	6,338
Esterhazy Museum	0	346	0	0	0	155	0	0	0	501
F.T. Hill Museum	482	54	0	0	441	654	0	0	0	1,631
Kinistino Museum	0	121	0	550	0	59	0	0	0	730
Langham & District Museum	0	893	0	2,287	0	0	135	0	0	3,315
Macrorie Museum	0	444	0	763	0	18	26	0	0	1,251
Naicam Museum	0	837	0	14	0	2	187	0	0	1,040
Plenty Museum	0	233	109	0	0	0	0	0	381	723
Rocanville Museum	989	4,524	2,354	2,229	110	111	201	0	6,550	17,068
Shell Lake Museum	392	0	0	0	0	0	0	0	0	392
Sintaluta Community Museum	0	445	372	1,564	62	11	72	0	90	2,616
Star City Heritage Museum	45	0	0	0	11	1,097	0	0	581	1,734
Yester Year's Community Museum	66	5	0	1,644	0	36	0	0	0	1,751
Yorkton Arts Council	673	241	1,793	51,631	2,522	4,417	2,860	62,833	2,593	129,563
Folk Sub-total Self-Generated	3,138	9,251	4,628	66,074	3,745	6,577	3,646	66,002	10,195	173,256

Appendix IV - History of Museums Funding in Saskatchewan

The following historical milestones are relevant to the development of the Saskatchewan museum community.

- 1906 Saskatchewan exhibit of natural history specimens prepared for Dominion Fair in Halifax returned to Saskatchewan establishing provincial museum of natural history.
- 1948 Saskatchewan Arts Board Act is passed establishing an arms length agency to support the arts.
- 1949 Western Development Museum Act is passed establishing a permanent public collection of pioneer artifacts.
- 1967 Museums Association of Saskatchewan (MAS), originally known as Saskatchewan Museums Association, was formed to represent the interests of Saskatchewan museums. Incorporation was completed in 1968.
- 1972 Department of Culture and Youth is created in recognition of the province's responsibility toward culture and began supporting community museums.
- 1972 National Museum Policy outlining federal support for museums is announced. This included a national grant program (MAP) under the National Museums Corporation.
- 1974 Interprovincial Lotteries Act is passed establishing Saskatchewan Lotteries Trust Fund to support sport, culture and recreation organizations.
- 1980 Heritage Property Act is passed defining government's authority to preserve and manage heritage property. This includes artifacts, sites, structures and specimens.
- 1980 Saskatchewan Council of Cultural Organizations (SCCO) is created.
- 1981 SCCO takes on the responsibility of determining the parameters for the distribution of lottery funding to the cultural sector.
- 1982 Department of Culture and Youth announces government's cultural policy. This included the establishment of the Museum and Gallery Grant Program (MGGP).
- 1982 Culture Section of Trust (lottery funding) is no longer available to priority II organizations.

- 1985 Responsibility for the funding of the MGGP transferred from the provincial government's general revenue fund to the Minister's directed fund (from lottery proceeds).
- 1988 Museums Association of Saskatchewan develops "Standards for Saskatchewan Museums".
- 1989 The Wanuskewin Heritage Park Act is passed, establishing a crown corporation to operate and develop a heritage site.
- 1989 "Heritage 2000" is published by the province, outlining a strategy to improve the conservation and expand the development of Saskatchewan's heritage resources, with specific references to encouraging tourism and enabling private and corporate investment in heritage properties.
- 1990 Museum Policy for Saskatchewan is drafted by the province. This proposed a strategy for the support and development of museums, defined roles of government and museums, and prioritized program development.
- 1990 Saskatchewan Heritage Foundation (SHF) Act is passed, establishing a crown corporation to fund the conservation and development of heritage property.
- 1992 SaskCulture, formerly SCCO, as manager of the Culture Section of Saskatchewan Lotteries Trust Fund assumes funding responsibility for MGGP with the administration being done by MAS.
- 1993 MAS conducts a review of MGGP which results in a revised funding program which is more closely aligned with museum standards.
- 1997 SaskCulture, formerly SCCO, organizes a funding review of museums in the province involving the Saskatchewan Arts Board, the Museums Association of Saskatchewan, Canadian Heritage, Canada Council, Saskatchewan Municipal Affairs, Culture & Housing and the Saskatchewan Heritage Foundation.

Appendix V - Community Consultation Meetings

From September to November of 1997, a series of Community Consultation Meetings were held with museum representatives from around the province. This section highlights the issues of concern that were raised at these meetings.

Main Needs

This section outlines the main needs of museums, as identified in the Community Consultation Meetings.

Summary

- The most critical funding needs are for paid staff (seasonal and permanent) and capital.
- Volunteers are not the answer for sustainable museums
- There is no funding support for capital - and museums are capital intensive
- There is need to develop/maintain the organizational capacity of museums by providing stable, ongoing, and increased levels of provincial support for museum operations
- There is need for funding dedicated to programming in non-art museums in order to address the differential that exists between funding that supports the art function relative to the non-art function of museums.
- Lack of paid staff is the critical inhibitor to the ability of museums to develop public programming and increase relevancy to their community
- There is need for provincial funding to mirror a policy for the development of museums

Human Resources

Volunteers

- most museums can get "worker volunteers" for one-of special events help
- critical lack of leadership volunteers and people to work on a sustained basis on boards/committees
- volunteer burnout has reached crisis proportions

- volunteers are not the answer for sustainable museums; concern about government/lottery focus on volunteers

Seasonal staff

- federal seasonal employment grants are the mainstay of most museums, supporting the only paid workers available to them. Provincial grants are less helpful (useless ...).
- federal program should provide at least 16 weeks help
- federal program should let museums know earlier so they can make better plans
- employment grant information should reach museums sooner
- summer staff are essential; need more funding in seasonal employment grants

Paid permanent staff

- critical need; partial or full year
- will give museums consistency, leadership and enable them to make better use of volunteer and financial resources
- training summer staff is difficult without paid staff – many summer students waste time/money with limited direction from volunteers
- will enable museums in their efforts to develop and deliver public programming
- decreases vandalism; standardizes open hours; provides much better place for visitors
- museums with staff are reporting high levels of stress/burnout

Capital/Infrastructure Costs

Capital

- critical need for additional/better storage facilities (environmental controls) so collections would be protected
- aging infrastructure of larger institutions - built by federal/provincial governments and "down loaded" to the community level (eg. the Mendel)

- need for wheelchair access
- need for programming space

General Maintenance/Repairs

- looking after things (roof, floor, windows, doors) so they don't become major capital costs
- costs are high in the generally "recycled" buildings that house many museums

Heritage Buildings

- infrastructure/capital costs of heritage buildings is an added burden

Operating Costs

Provincial Support for All Museums

- "basic"/core operating grant for everyone: staff, programming, utilities, projects, planning, budgeting all hinge on the organizational capacity this would provide
- need stable, predictable provincial grant to stay in business; something to "count on" and enhance with other funding
- trend to project grants is dangerous - need more reliable operating/programming and less project support

Heat, Light, & Power

- high costs of operating the old buildings which house most museums (some have heritage designation which adds to costs)

Security

- vandalism and theft are growing problems

Programming Costs

- need for program funding dedicated to non-art museums, comparable to Arts Board and Canada Council

- need for researchers/curators (paid positions) to enable programming
- "curators" - in museums that have 1-2 paid staff, are really administrators; lack of curatorial expertise is critical inhibitor to exhibit development and public programming
- need for support to develop better education programming; attract schools and school-aged children
- need to increase/maintain capacity of museums to generate and circulate exhibits

Other Needs

- Collections acquisition funding
- Support to enable bigger museums to take on collections of smaller ones that will, increasingly, close
- Stronger support to non-art museums to increase their capacity to loan their collections (art museums do this much more readily; non-art museums deal with large collections of often cumbersome objects and haven't the person-power to access and loan them with ease. Funding is needed to reduce barriers like low-no staff, manageability of collections, conservation issues, safe transport)
- Support to promote museums (to their communities, tourism, province, country)
- Museum policy - overarching vision for museum development that would guide the establishment of funding priorities and direct funding agencies in applying financial support
- Restoration/conservation funding

Benefits / Values of Museums (Why They Should Be Funded)

The following benefits and values of museums are cited by meeting participants as reasons why museums should be funded.

Collections

- museums keep heritage objects and stories surrounding them for future generations

Education

- museums are resources for the education system; community museums offer local schools affordable access to heritage resources
- museums are centres of learning, contributing to an informed public

Identity/Pride

- museums engender a sense of identity and pride (individual right up to national)
- as rural Saskatchewan dwindles, the museum is often the one thing that holds the community together
- museums are catalysts for (renewed) community pride
- museums are the "heart of the community"

Tourism

- museums attract and keep tourists - bringing economic benefit
- museums create tourist interest in Saskatchewan - give tourists a positive feeling about the province; make them curious about other places to see in Saskatchewan

Employment

- museums provide employment and have greatly unrealized potential to provide (cheap) jobs
- museums employ youth and give them valuable work experience

Volunteer/Community Activity

- museums provide opportunities for meaningful volunteer/social activity
- museums engage seniors, in particular, in volunteer activity

Business

- museums enhance the local business community, especially but not exclusively through tourism

Who Should Fund Museum Needs and Why

Community Consultation Meeting participants offered the following suggestions as to who should fund museum needs and why they should do so.

Summary

- Funding from the federal, provincial and municipal (local) level will vary from museum to museum; it should be proportionate to the public service the museum provides to each level (the mandate and scope of the museum determines who bears the funding responsibility)
- Overall, the province and local (municipal government plus self-generated) should share the bulk of the funding responsibility
- The federal government provides critical support through seasonal employment programs
- The federal government should increase its support by providing capital funding and by making project funding accessible to smaller museums
- Tourism and education get much more out of museums than they put in
- The burden of fundraising is too great and takes human resources away from doing museum work.

Federal Government/Agencies

- should provide essential seasonal employment assistance
- should provide capital funding
- should provide project funding
- should provide funding that is accessible to smaller museums

Rationale

- because all museums preserve portions of Canadian heritage
- because all museums contribute to Canadian identity and pride; unity; inter-provincial exchange and understanding

- because museums create employment

Provincial Government/Agencies

- should increase provincial support
- should provide stable, predictable operational funding to all museums (staffing and other core operations)
- should return a portion of VLT money to the community in grants to museums
- should provide funding for capital costs
- provincial tourism agency should provide substantial support to museums
- provincial education system should provide support to museums

Rationale

- because all museums preserve portions of Saskatchewan heritage
- because all museums contribute to Saskatchewan identity and pride
- because museums benefit the province through tourism
- because museums are a way to channel VLT and lottery dollars back to the communities they came from
- because tourism industry reaps considerable benefit from museums attracting and keeping tourists
- because museums are and are used as educational resources by teachers
- because museums provide work experience for students and jobs for residents

Municipal Government/Agencies

- should provide capital funding
- should provide assistance in kind (provide building, heat, lights, waive taxes, loan equipment, share staff)

- should access community assistance grants and pass a portion on to the museum
- should strike a better balance between their considerable support for sport and recreation and less-generous support for museum/culture

Rationale

- because museums are an important component of community life; keep community alive; "heart of the community"
- direct benefit of attracting/keeping tourists
- economic benefit to local business
- museums provide work experience for students and jobs for residents

Self-Generated

- burden of generating revenue through fundraising activities needs to be lowered; people involved in museums have no time for museum work - too busy baking, doing bingos, selling raffle tickets, etc.; small museums frequently raise half their funding
- municipal and self-generated revenues should be combined - it's the same "pool" - the immediate community paying either directly from their pockets or from their tax levy,

Rationale

- because museums are public institutions they should not/cannot be expected to be self-sustaining, but they should raise a some of their own funds
- fundraising activities create interest in the museum and ownership among volunteers and members

Issues Concerning Specific Funding Programs

The following issues concerning specific funding programs were identified by meeting participants.

General

- stable, guaranteed level of funding

- simplified application processes
- "help desks" to interpret requirements
- longer-term (multi-year) funding
- increased funding
- diverse funding sources (but recognize handicap of museums without staff to access them)
- coordinate application requirements (share basic info; especially employment programs)
- sensitive and stable deadlines
- eliminate "matching dollar" requirement

Museum Gallery Grant Program (MGGP)

- program should be inclusive - ALL museums eligible , including those now ineligible
- program should continue to fund museums that get Arts Board funding
- should fund only the smaller/rural museums - "big"/city museums currently ineligible should remain ineligible (are "looked after" by other provincial sources and/or have greater capacity to fundraise in larger centres)
- program should not be available to museums with other sources of provincial funding
- should not fund museums that get Arts Board funding unless Arts Board opens its funding to all museums with a visual arts function
- present "standards based" criteria are acceptable
- provide consistent direction to clients (suggestions for improvement)
- form forces museums to take a hard look at what they should be doing
- form is too hard for volunteers
- should fund all applicants - standard of excellence for basic funding is too high (provide basic sum for all applicants and then reward excellence)

- increase grants to smaller museums and decrease grants to larger museums in the program
- increase grants to rural museums and decrease grants to city museums (rural costs are higher)
- apportion funds by "groups"
- simple application form for "basic" (\$500) grant; apply standards differently to make basic grant available to all
- consider impact on MAS of being a funding agency ; consider advisability of MAS making decisions around eligibility to MGGP

Provincial

- should fund operations
- should provide increased operational funding
- should provide core operating support, not tied to any funding agencies particular mandate
- should be a more equal commitment to all museums
- should be transparent rationale and open accountability mechanisms for direct provincial funding
- should not be predicated on volunteer support
- should address lack of funding available to non-art museums relative to art museums
- funding from all provincial sources should be coordinated and allocated according to an accepted policy for museum development; we're not likely to get more money so need to channel what we have to the "right" portions of the community; can't continue to fund "all museums" inadequately - must support some well rather than all poorly

Arts Board/Agency

- should be the single (provincial) funding source for art museums

- should open its funding to all museums with visual arts function

Federal

- should fund capital
- should fund seasonal employment
- seasonal employment programs should be more sensitively timed (earlier)
- seasonal employment programs should be increased to provide funding for a longer period
- provide more help interpreting grant requirements
- recognize that museums cannot pay (much) more than minimum wage
- should be accessible to all (smaller) museums (inequities in access, especially on prairies)

Attendance at Community Consultation Meetings

The following is an attendance summary of the community consultation meetings which were held in the Fall of 1997.

Summary of All Meetings

- meetings - 11
 - participants - 169
 - museums - 90, whose group distribution was as follows:
 - 47 local (52%) - local museums are 46% of membership
 - 15 regional (16%) - regional museums are 18% of membership
 - 9 national (10%) - national museums are 10% of membership
 - 10 folk (11%) - folk museums are 17% of membership
 - 1 provincial (1%) - provincial museums are 5% of membership
 - 8 undesignated
-

Summary of Individual Meetings

HUMBOLDT, September 13, 1997

- 16 participants
- 2 MAS board members; 1 MAS staff; no other Review partners
- 10 museums represented, including:
 - Lanigan
 - Leroy
 - Prud'homme
 - Rose Valley
 - Wadena
 - Humboldt
 - Foam Lake
 - St. Brieux
 - Watson
 - Naicam

BROADVIEW, September 29, 1997

- 11 participants
- 2 MAS board members; 1 MAS staff; no other Review partners
- 6 museums represented, including:
 - Broadview
 - Whitewood
 - Kipling
 - Grenfell
 - Rocanville
 - Kaposvar (Esterhazy)

MOSSBANK, October 16, 1997

- 20 participants
- 3 MAS board members; no other Review partners
- 10 museums represented, including:
 - Avonlea
 - Bengough
 - WillowBunch
 - St. Victor (Le Beau Village)
 - Assiniboia
 - McCord
 - Wood Mountain
 - Gravelbourg
 - Mossbank
 - Lafleche

SASKATOON, October 22, 1997

- 14 participants
- 2 MAS board members; 1 MAS staff; 2 Arts Board representatives
- 11 museums represented, including:
 - Saskatoon Zoo
 - WDM
 - Mendel
 - Little Gallery
 - AKA Gallery
 - Ukrainian Museum of Canada
 - Museum of Antiquities (U of S)
 - Allan Sapp Gallery
 - Chapel Gallery
 - Diefenbaker Centre
 - Royal Canadian Legion Artifacts Room

HERBERT, October 23, 1997

- 8 participants
- 2 MAS board members; 1 MAS staff; no other Review partners
- 8 museums represented, including:
 - Main Centre
 - Morse
 - Herbert
 - Shamrock
 - Swift Current Museum
 - Art Gallery of Swift Current
 - Ponteix (Notukeu)
 - Central Butte

MAPLE CREEK, October 29, 1997

- 12 participants
- 2 MAS Board members; 1 MAS staff; no other Review Partners
- 8 museums represented, including:
 - Maple Creek Oldtimers
 - Eastend Museum
 - Eastend Fossil Research Station
 - Climax
 - Shaunavon
 - Lancer
 - Fort Walsh
 - Jasper Centre

SCEPTRE, November 3, 1997

- 12 participants
- 1 MAS Board member; 1 MAS staff; no other Review Partners
- 5 museums represented, including:
 - Sceptre
 - Cabri
 - Rosetown
 - Eston
 - Kindersley

RABBIT LAKE, November 4, 1997

- 32 participants
- 1 MAS board member; 1 MAS staff; no other Review partners
- 10 museums represented, including:
 - Frenchman Butte
 - Lashburn
 - Glaslyn
 - Unity
 - Wilkie
 - Rabbit Lake
 - Loon Lake
 - Turtleford
 - Cut Knife
 - Maidstone

REGINA, October 24, 1997

- 5 participants
- 3 MAS board members; 1 MAS staff; 1 Arts Board representative
- 4 museums represented, including:
 - Indian Head
 - Southey
 - Rosemont Gallery
 - Military Museum

STURGIS, October 27, 1997

- 23 participants
- 1 MAS board member; 1 MAS staff; no other Review partners
- 7 museums represented, including:
 - National Doukhobour
 - Ukrainian Heritage Museum (Canora)
 - Melville
 - Fort Pelly-Livingstone
 - Rusty Relics (Carlyle)
 - Sturgis Station House
 - Saltcoats

PRAIRIE RIVER, November 3, 1997

- 16 participants
- 2 MAS board members; 1 MAS staff; no other Review Partners
- 11 museums represented, including:
 - Heritage Park, Hudson Bay
 - Tisdale
 - Nipawin
 - Hudson Bay Museum
 - Dunwell Museum, (Weekes)
 - Porcupine Plain
 - Choiceland
 - Birch Hills
 - Star City
 - Prairie River
 - Melfort

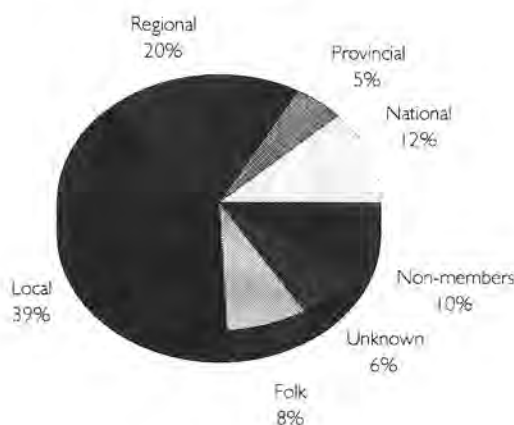
Appendix VI Survey of Museum Funding Needs

The Survey of Museum Funding Needs was mailed to every museum in Saskatchewan in the fall of 1997. One hundred surveys were completed and returned. It is important to note that the museums which provided information to this survey and to the funding data of the MAS database overlap, but are not necessarily the same. This limits the comparability between these two sets of information. However, each provides a reflection of important funding issues to museums in Saskatchewan.

Respondents by Group

Exhibit I - Respondents by Group

100 Valid Cases

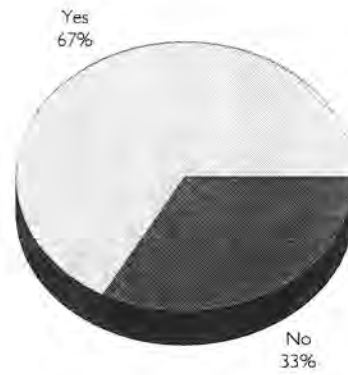


- The response rate by group is generally reflective of the membership of the Museums Association of Saskatchewan (MAS). Local museums are the largest member group, followed by regional museums.
- Non-members (10% of all respondents) are generally from small communities.
- Museums in the "unknown" group (6% of all respondents) did not include their name or any other distinguishing information in their responses.

Funding Reductions

Exhibit 2 - Funding Reductions

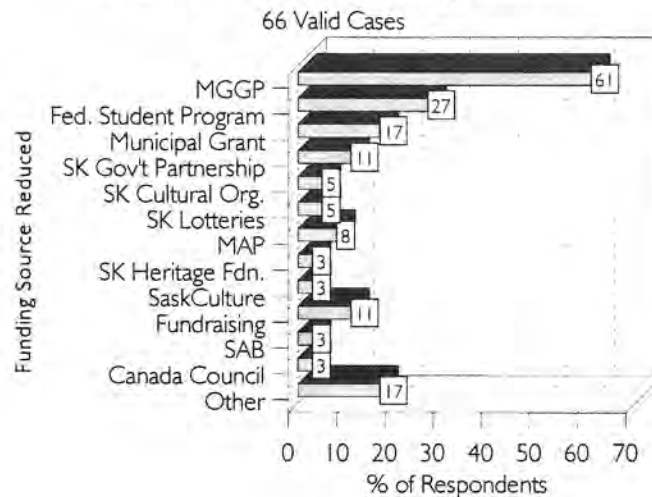
100 Valid Cases



- Two-thirds (67%) of respondents said their museums have experienced reductions in funding in the last three years.
 - 83% of national museums report funding reductions in the last three years
 - 80% of provincial museums that responded report funding reductions
 - 75% of regional museums report funding reductions
 - 67% of local museums responding report funding reductions
 - 63% of folk museums report funding reductions
 - 30% of non-members report funding reductions
 - 67% of museums whose identity is unknown report funding reductions

Types of Funding Reduced

Exhibit 3 - Types of Funding Reduced



- Of those respondents who experienced funding cuts in the last three years, 61% lost funding from the MGGP, while 27% lost funding from the Federal Government's Summer Student Career Placement Program.
- 5% of respondents in this group cited a loss of funding from Saskatchewan Lotteries. These respondents did not clarify which agency or funding source these lottery funds were accessed through.

Table 1 Funding Source Reductions by Classification

Funding Source	Museum Classification				
	National	Provincial	Regional	Local	Folk
MGGP	17%	60%	70%	38%	38%
SK Gov't Partnership Grant	17%	—	15%	6%	—
Fed. Summer Student Program	17%	20%	35%	24%	—
Municipal Grant	34%	20%	5%	12%	—
MAP	25%	—	10%	—	—
Sask. Cultural Organizations	8%	20%	5%	3%	—
Canada Council	8%	—	—	—	—
Saskatchewan Lotteries	—	—	5%	6%	—
Saskatchewan Arts Board	8%	—	5%	—	—
Sask. Heritage Foundation	8%	—	5%	—	—
SaskCulture	—	—	—	—	25%
Fundraising	8%	60%	—	6%	—

- National, regional, and local museums, as groups, have experienced cuts from the widest variety of sources.
- Regional museums, as a group, are most likely to have experienced cuts from the MGGP.

level trends and their impacts.

The second task focussed on summarizing the various sources of funding to Saskatchewan museums. Through direct consultation with various funding sources, a representative profile was prepared of the various funding streams and their respective contributions. A profile of museum revenues was also prepared. This profile was built from information contained in the MAS museums operations database, which collects data from members every two years.

The final task included in the information gathering stage of Phase One was a consultation process which sought to gather opinions from various stakeholders in Saskatchewan. These stakeholders included members of the tourism and education sectors, members of First Peoples communities and municipal heritage committees, as well as museum representatives. As such, the views expressed in these consultations represent a broad spectrum of issues and concerns regarding museum funding.

Phase Two Analysis of Data

The information gathered in Phase One was compiled and presented in report format for consideration by the review partners. The key funding issues and trends contained in this information were collaboratively identified and defined for the purpose of setting direction for the strategic discussion.

Phase Three Setting of Strategic Direction

A responsive, strategic framework for discussion was developed by the review partners and the consultant team. This framework served as a guide through which the partners could reach consensus on the determination of key strategic initiatives and recommendations. This framework was implemented over a number of meetings, which led to the final set of recommendations regarding the strategic approach to museum funding.

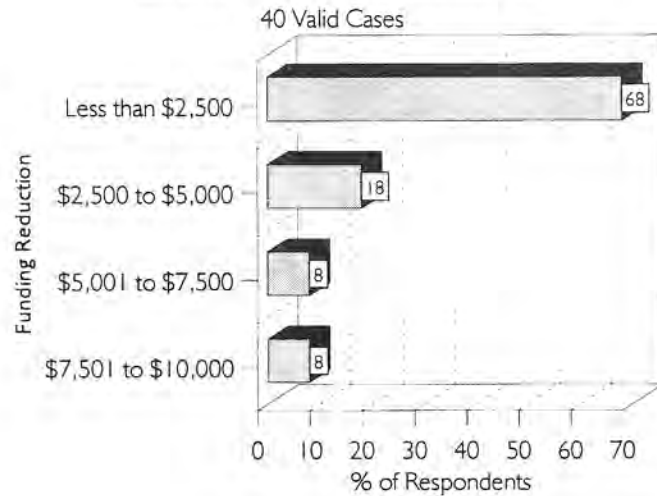
1.4 Structure of the Report

The report is organized into five main sections, including this introduction, Section 1.0. Section 2.0 provides a brief history and overview of the museum community in Saskatchewan. It includes a discussion of museum roles, groups, and important community trends.

Section 3.0 presents a summary of museum funding. This includes an overview of main funding sources and funding level trends. Section 4.0 presents the findings of the review needs assessment phase. This includes information from both the focus group and direct consultations, as well as the museum survey.

MGGP Reductions

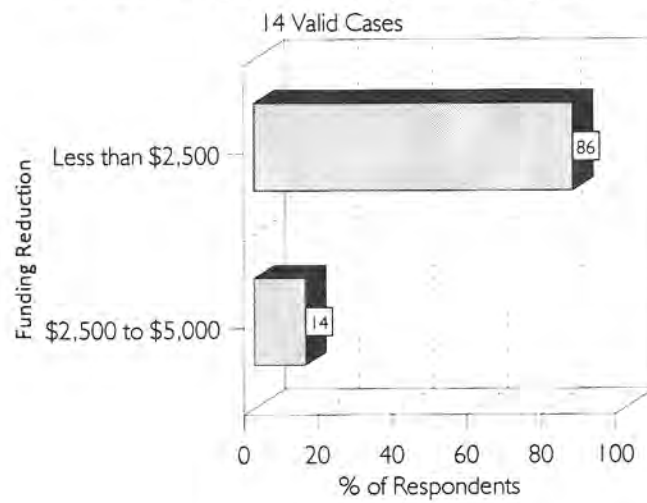
Exhibit 4 - MGGP Reductions



- Of those museums which have experienced funding cuts from MGGP, 68% have had their MGGP funding reduced by less than \$2,500 over the past three years.
- 18% of museums which have experienced funding cuts from MGGP have lost between \$2,500 and \$5,000 over the past three years.

Federal Employment Program Reductions

Exhibit 5 - Federal Employment Programs



- Most (86%) of those museums which received a cut in Federal employment programs had their funding reduced by less than \$2,500.

Other Funding Source Reductions in the Last Three Years

Saskatchewan Government Partnership Grant

- Four museums report funding cuts from the Saskatchewan Government Partnership Grant. The amount of cuts ranges widely. One received a funding cut of between \$2,500 and \$5,000; the other received a cut of less than \$2,500.

Municipal Grant

- Three museums had their municipal grants reduced; one was reduced between \$50,000 and \$100,000.

Saskatchewan Cultural Organizations

- One museum had its funding from Saskatchewan cultural organizations cut by less than \$2,500.

Canada Council

- Two museums experienced funding reductions from the Canada Council. One received a cut of \$2,500 to \$5,000, while the other had its funding reduced by between \$10,000 and \$20,000.

SaskCulture

- Three museums had their funding from the Saskatchewan Council reduced. Two received a cut of less than \$2,500, while the other had its funding reduced by between \$2,500 and \$5,000.

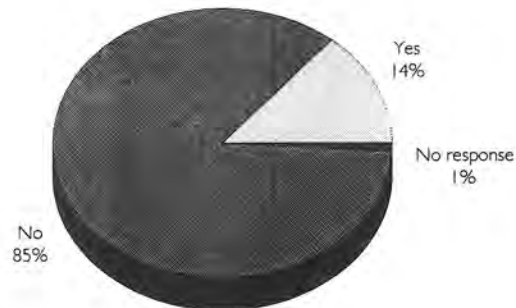
MAP

- Five museums had MAP funding reduced. Two regional museums had their funding reduced by \$18,700 and \$74,700 respectively, while three national museums experienced cuts of \$21,000, \$64,424, and \$80,000 respectively.

Impacts from Other Museums' Cuts

Exhibit 6 - Impacts from Others' Cuts

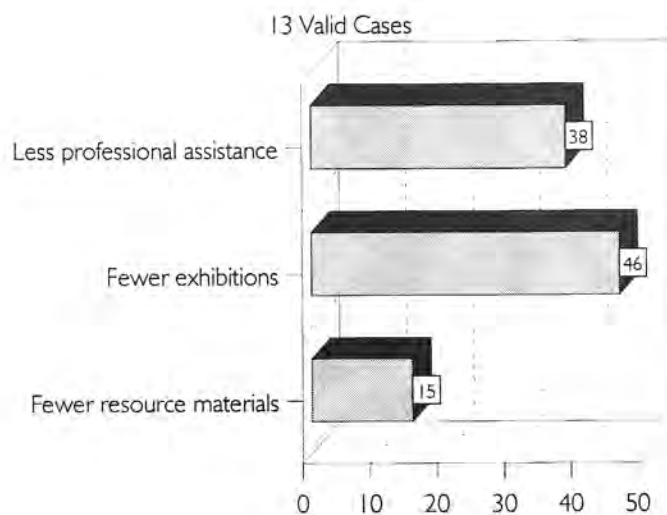
100 Valid Cases



- 14% of respondents' museums have experienced negative impacts because another Saskatchewan museum has not been able to provide them with the same level of service or support.

Lost Service & Effect

Exhibit 7 - Lost Service & Effect

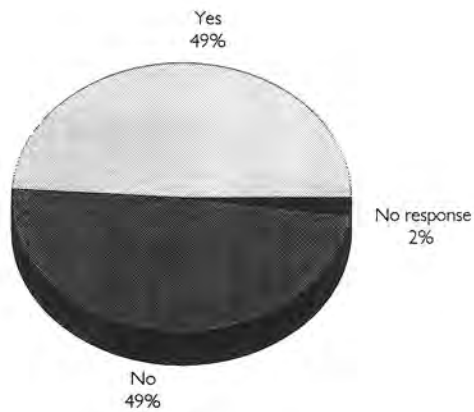


- Those who answered "yes" in Exhibit 6 have experienced negative impacts because another museum cannot provide the same level of service and support that it used to. Of those in this situation, 38% say the service they have lost is professional assistance, while 46% say they receive fewer travelling exhibitions, and 15% receive fewer resource materials.

Museums Anticipating Funding Cuts

Exhibit 8 - Anticipating Funding Cuts

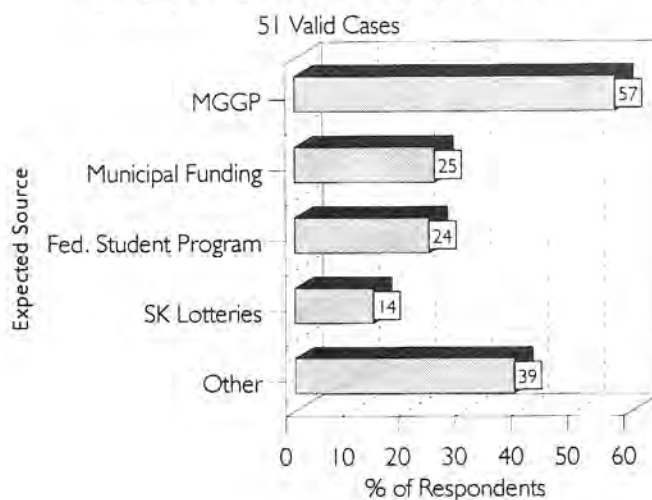
100 Valid Cases



- Nearly half (49%) of respondents anticipate funding cuts in the foreseeable future.

Expected Sources of Cuts

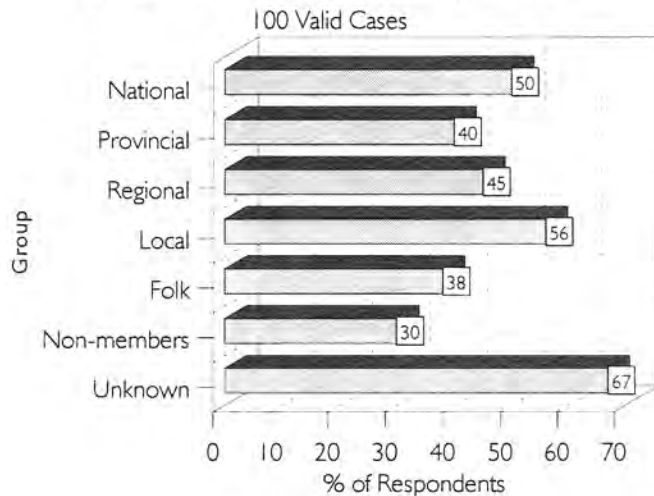
Exhibit 9 - Expected Sources of Cuts



- Those who are anticipating cuts expect them to come from the following sources:
 - MAS/MGGP - 57% of respondents
 - Municipal funding - 25% of respondents
 - Federal Summer Student Programs - 24% of respondents
 - Saskatchewan Lotteries - 14% of respondents (the sources through which these lottery funds are expected to be cut were not identified).
 - Other responses include MAP, the Saskatchewan Arts Board, Human Resource Development Canada, and self-generated income, among others.

Expected Cuts by Group

Exhibit 10 - Expected Cuts by Group

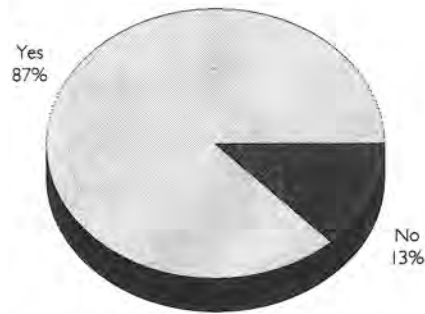


- Between 38% and 56% of all member museums anticipate funding cuts in the foreseeable future. Local museums are most likely to anticipate cuts.

Unaddressed Functions

Exhibit 11 - Unaddressed Functions

100 Valid Cases

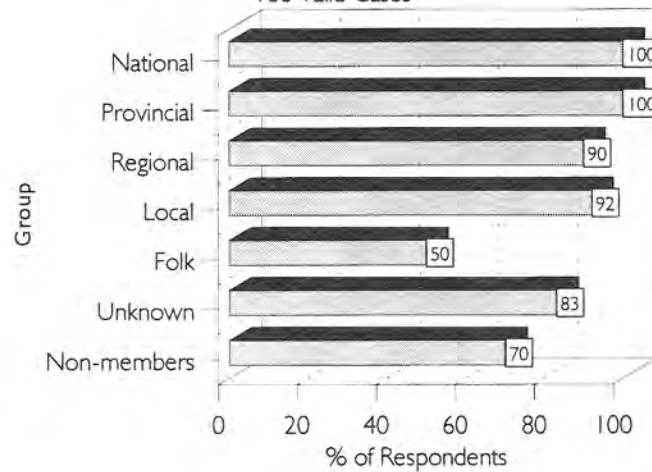


- Most respondents (87%) agree there are essential functions that are not being addressed in their museums due to insufficient funding.

Functions by Group

Exhibit 12 - Functions by Group

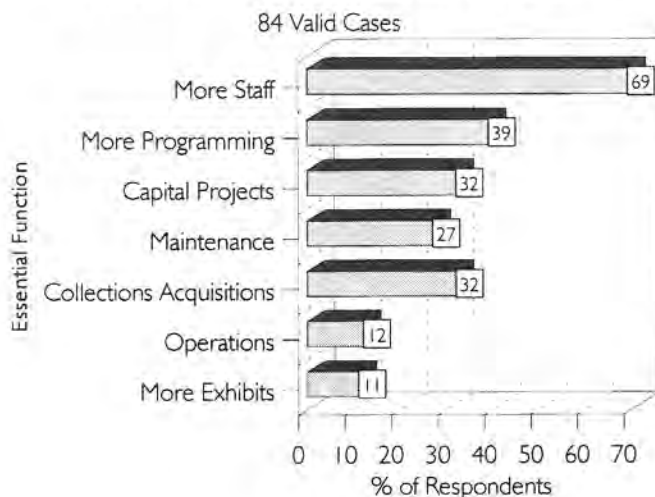
100 Valid Cases



- All national and provincial museums report essential functions that are not being addressed due to insufficient funding, as do most regional and local museums. Half of folk museums say they have unaddressed essential functions.

Desired Essential Function

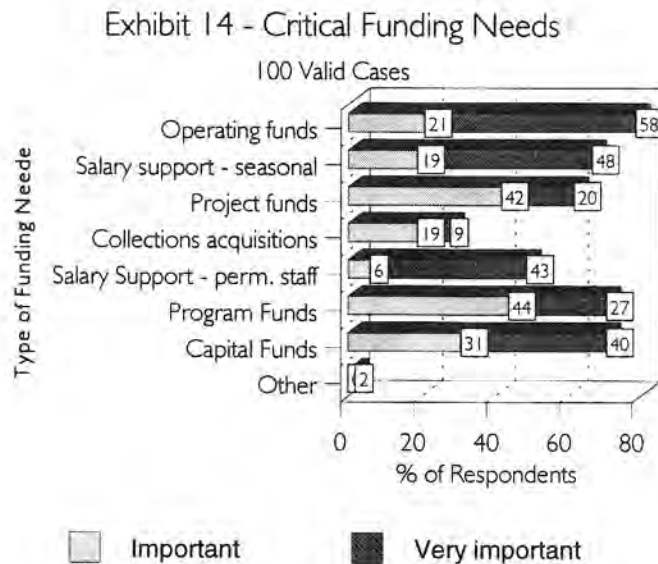
Exhibit 13 - Desired Essential Function



- More than two-thirds (69%) of those museums which have unaddressed essential functions say that they would hire more staff if they had sufficient funding.
- 32% of museums in this situation would make collections acquisitions if they had sufficient funding.
- 11% of respondents stated that they would either bring in or produce more exhibits if they had sufficient funding.

Section 5.0 introduces the strategic commitments and conclusions as well as the recommendations collaboratively established by the review partners. These encompass the key initiatives recommended for focus by the community and funding partners over the next number of years.

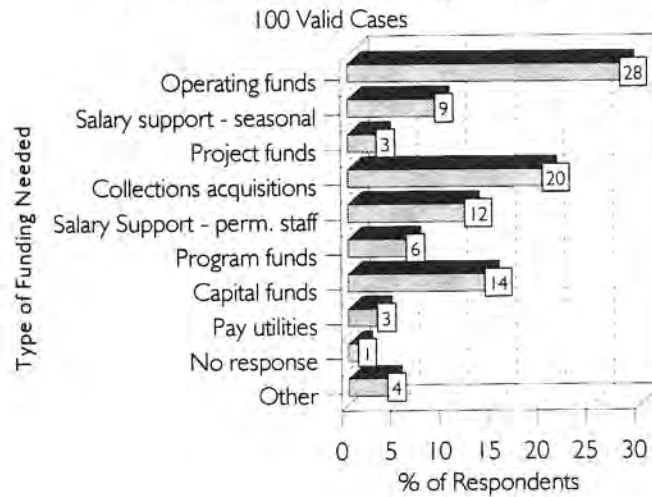
Critical Funding Needs



- Operating funds (79% total / 58% very important) are the most critical funding need for responding museums over the next five years.
- Capital funds (71% total), program funds (71%), and salary support - seasonal (68%) are also ranked highly as critical funding needs.

Public Funding Needs

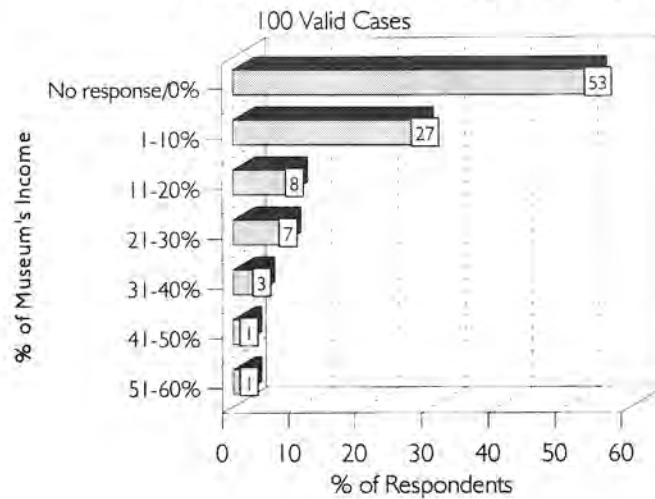
Exhibit 15 - Public Funding Needs



- 28% of respondents see the greatest need for more public funding should be for museum operating funds, while 20% say the greatest need for more public funding should be for collections acquisitions.

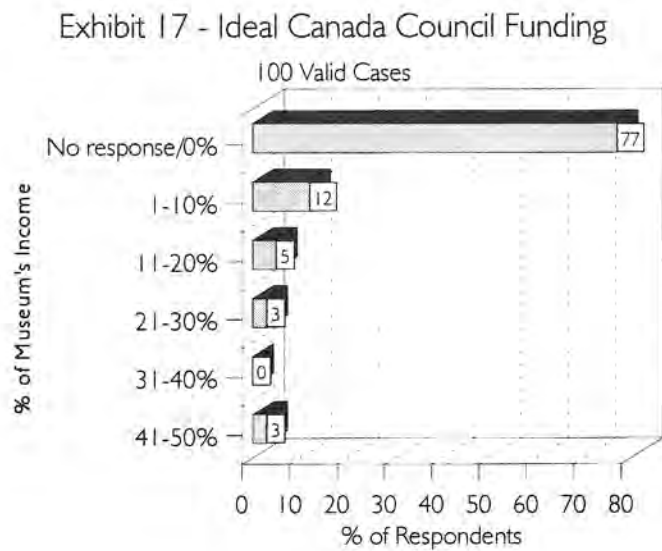
Ideal Canadian Heritage Funding

Exhibit 16 - Ideal Canadian Heritage Funding



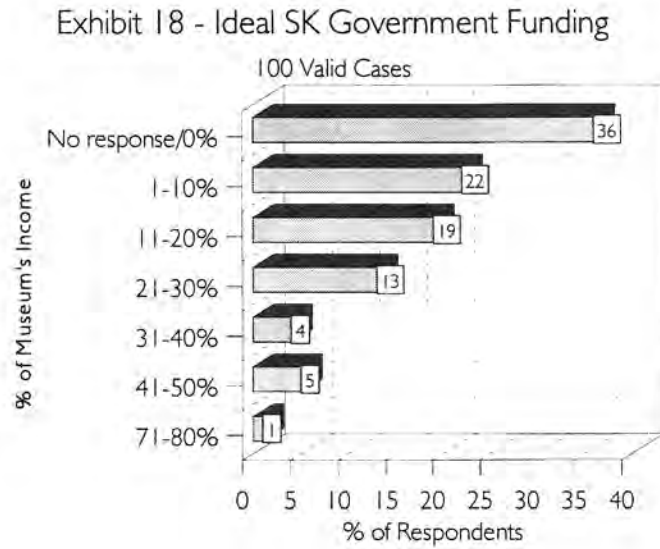
- Nearly half (47%) of respondents say the Department of Canadian Heritage should provide funds to their museums. Most see this support as a relatively small amount of their museum's incomes. However, 12% believe Canadian Heritage should be responsible for more than 20% of their respective incomes.

Ideal Canada Council Funding



- Most respondents (77%) do not see the Canada Council as having a responsibility to fund their museums. Of those that do see a funding role for the Canada Council, most (17% of all respondents) estimate that it should provide less than 20% of their respective museums' incomes.

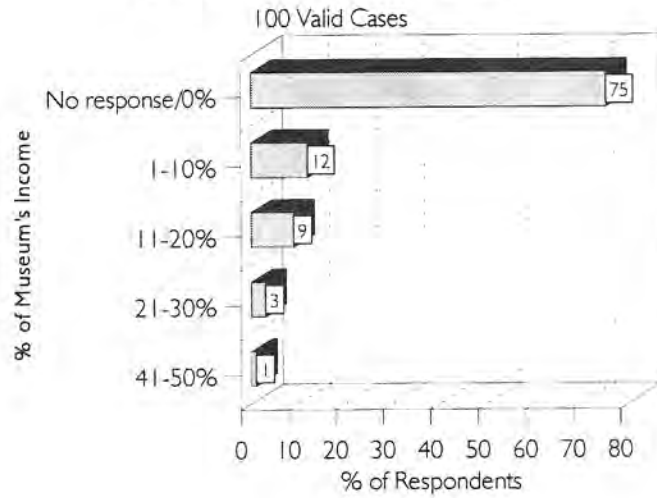
Ideal Saskatchewan Government Funding



- A relatively high number of respondents (64%) envision the Saskatchewan Government as having a role in their funding. While 41% of museums say the Government should provide less than 20% of their incomes, 22% of museums say it should provide between 21% and 50%.

Ideal Saskatchewan Arts Board Funding

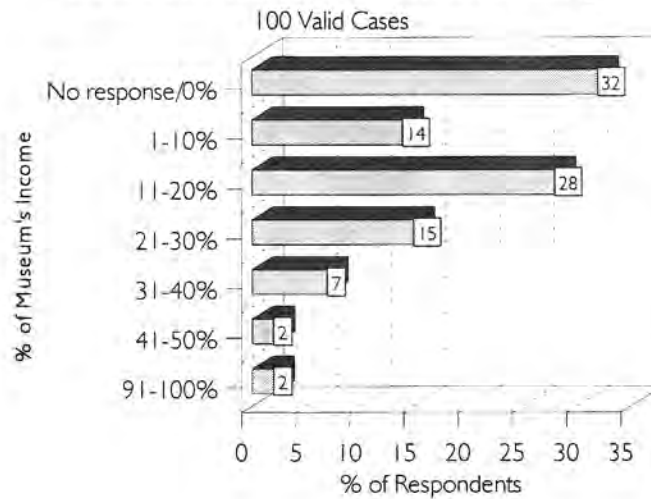
Exhibit 19 - Ideal SAB Funding



- Most respondents see a relatively minor role, if any, for the Saskatchewan Arts Board (SAB) to play in their museums' funding. About one-fifth (21%) estimate that the SAB should provide 20% or less of their museums' total incomes.

Ideal Saskatchewan Lotteries Funding

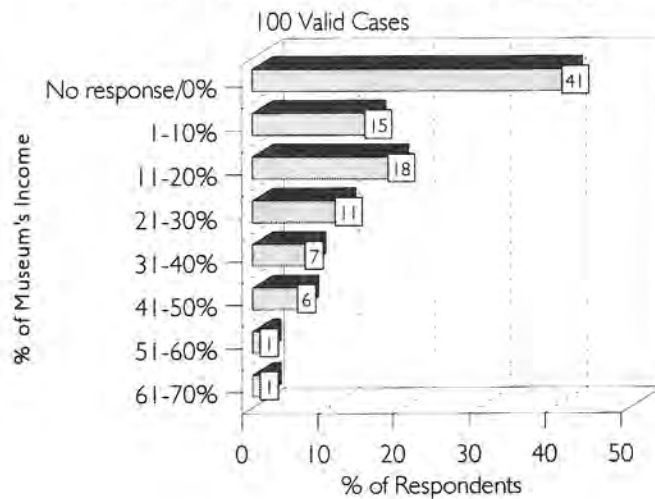
Exhibit 20 - Ideal Sask. Lotteries Funding



- Museums in the survey see Saskatchewan Lotteries as having a relatively high responsibility to fund their museums. More than two-thirds (68%) see it as providing at least some of their incomes.
- The survey instrument provides no clarification of which grant programs would provide museums access to Saskatchewan Lotteries funds.
- More than one-quarter (28%) of museums feel that Saskatchewan Lotteries funds should account for between 11% and 20% of their incomes, while 15% say these funds should account for between 21% to 30% of their museums' incomes.

Ideal Municipal Government Funding

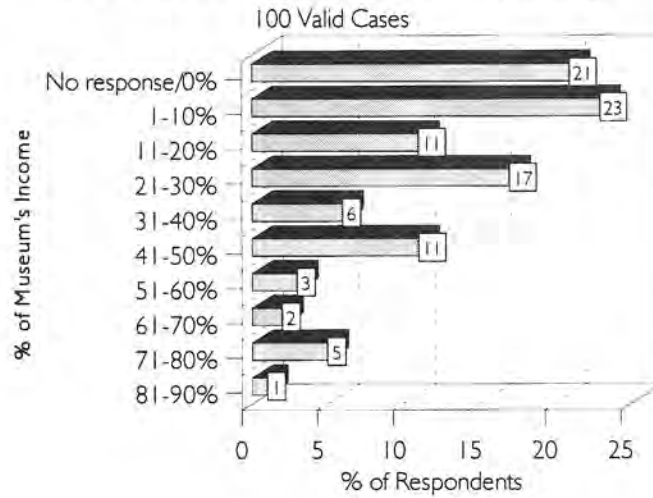
Exhibit 21 - Ideal Municipal Gov't Funding



- Municipal governments are viewed as being partly responsible for museums funding by nearly 60% of respondents. Nearly one-quarter (24%) say municipal governments should provide between 21% and 50% of museums' incomes.

Ideal Self-Generated Funding

Exhibit 22 - Ideal Self-Generated Funding



- Most museums (79%) say they should generate a portion of their incomes themselves. Their responses vary widely as to the percentage of their funding that should be derived from self-generated income.



Appendix VII Consultations with Municipalities and the Aboriginal Community

The Heritage Branch of the Department of Municipal Government undertook consultations with several stakeholders from the aboriginal community and from municipal heritage advisory committees. The following summaries reflect the stakeholders' comments in these discussions.

Consultations with Six Municipal Heritage Advisory Committees

Relationships

- most municipalities have direct responsibility for a community museum including: appointing the museum board, providing the building(s) and core operating fund, providing services such as utilities, maintenance
- those that are not directly involved in operating museums are providing indirect support through grants and tax concessions
- recent changes included greater awareness of municipal involvement in museums/heritage/culture and increasing funding to museums to make up shortfall when other funding sources have been reduced

Strengths

- contribute to cultural and economic well-being of the community
- define community identity
- attract tourists
- educational service (personal enrichment)
- recreational opportunity (social enrichment)
- increases community reputation for providing variety and quality of activities

Concerns

- funding cuts from all sources and instability (lack of permanent funding)
- not enough staff (both professional and volunteer)
- inadequate facilities (storage, administration, exhibition, programs)

Weaknesses

- duplication and lack of coordination with other cultural institutions and organizations
- marketing
- no long term planning
- inadequately trained staff and volunteers

Opportunities

- focus on 2005 Provincial Centennial
- co-sponsor activities with exhibitions, malls, libraries
- Internet
- umbrella boards for all community cultural institutions
- shared resources and facilities

Partnerships

- city, RMS, First Nations, province, federal governments
- Chamber of Commerce, transportation sector, tourism region
- education system
- seniors organizations
- cultural institutions and organizations

Consultations with Aboriginal Community

Relationships

- Metis and First Nations do not "own" museums interpreting their cultures and aspire to
- recently have limited involvement in some museums interpreting their histories
- hold and loan artifacts
- currently planning and fundraising to develop their own museums
- Saskatchewan Indian Cultural Center has recently become a member of MAS, both are lobbying to be recognized as a Provincial Cultural Organization by SaskCulture

Strengths

- rich cultural heritages
- educate their own peoples and the general public
- their own museums will allow accurate, authentic interpretation, repatriation of artifacts held elsewhere, encourage donation, preserve endangered artifacts, provide employment opportunities and cultural rebirth, present setting, service tourism, education, and legal sectors

Concerns

- traditions, language, documents, artifacts already lost or threatened
- their cultures are misunderstood, inaccessible, under valued
- at least one small Metis museum has closed

Weaknesses

- lack of resources
- competition for funds

Opportunities

- Elders still available to advise and carry on traditions
- extension programs to school system and other public institutions
- POWWOW experiences have piloted financial support from govts, businesses, tourism

Partnerships

- government at all levels
- MAS and other cultural organizations
- other aboriginal organizations (Gabriel Dumont Institute, national councils)
- educational system
- tourism

Contacts for Consultations with Municipalities and the Aboriginal Community

The comments in Appendix VII combine and summarize the views of the following members of the aboriginal community and Municipal Heritage Advisory Committees.

Municipal Heritage Committees

City of Regina
Bill Wells, Plains Museum board member
Date contacted: December 11, 1997

Regina Mun. Heritage Advisory Committee
Fred Clipsham
Date contacted: December 9, 1997

City of Regina
Rob Deglau
Date contacted: December 15, 1997

Melfort Municipal Heritage Advisory Committee
Darrell Collins
Date contacted: January 12, 1998

Métis Society/Gabriel Dumont Institute
Murray Hamilton
Date contacted: November 27, 1997

Yorkton Mun. Heritage Advisory Committee
Bonnie Holtsbaum, Chair
Date contacted: December 10, 1997

Swift Current Municipal Heritage Advisory Council
Hugh Henry
Date contacted: November 26, 1997

Moose Jaw Municipal Heritage Advisory Committee
Lois Bailee
Date contacted: November 14, 1997

Saskatoon Municipal Heritage Advisory Committee
Regine Haensel
Date contacted: December 17, 1997

Saskatchewan Indian Cultural Centre
Linda Pelly-Landrie
Date contacted: November 17, 1997





