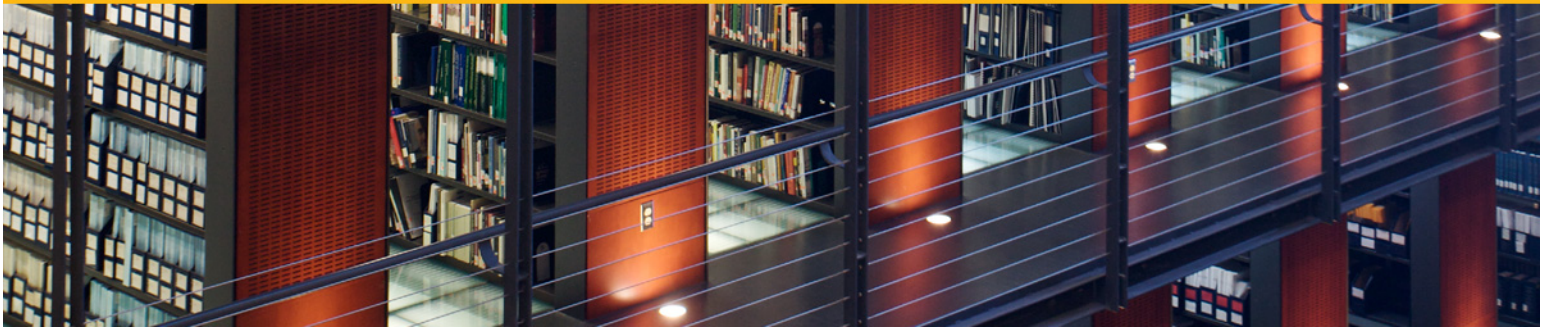




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BACKGROUND PAPER



Canada's National Museums

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Canada's National Museums (Background Paper)

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CANADA'S NATIONAL MUSEUMS

1 INTRODUCTION

In the fall of 2012, the Honourable James Moore, Minister of Canadian Heritage and Official Languages, announced changes to the name and mandate of the Canadian Museum of Civilization: the institution would become the Canadian Museum of History.¹ These changes were made through a bill introduced in the House of Commons in November 2012 to amend, among other things, various provisions of the *Museums Act*.² The government conducted nation-wide consultations from November 2012 to January 2013, in order to obtain public input and answer questions about the creation of this new museum.³

To put this change into context, this background paper provides an overview of the history, governance, funding and future of Canada's national museums. It begins with a look at the country's museum policy from 1968 to the present day, focusing on federal legislation and official documents concerning these museums. It then examines the role, operations and financial resources of the Crown corporations that are Canada's national museums. Lastly, the paper describes the federal government's future plans for managing and funding the national museums, as set out in Budget 2012.⁴

2 CANADA'S MUSEUM POLICY: HISTORY AND EVOLUTION

Until the late 1960s, the Canadian government had no official national museum policy:

By mid-century, many Canadian museums had been established and had grown into dynamic institutions, but this largely reflected the dedication of private citizens, rather than of governments at any level. In official thinking, there was no significant museum policy.⁵

Canada's centennial in 1967 significantly increased public interest in Canadian heritage and was a pivotal moment in the growth of the country's museum sector. Other factors also kindled public interest in museums: the various sociocultural groups making up Canadian society wanted their traditions recognized, and science was becoming an increasingly important part of people's general knowledge.⁶ This new public enthusiasm would have a significant impact on future government decisions.

2.1 THE *NATIONAL MUSEUMS ACT* AND THE NATIONAL MUSEUMS OF CANADA CORPORATION (1968)

In 1968, an official museum policy was introduced with the creation of the National Museums of Canada Corporation under the *National Museums Act*.⁷ By establishing the corporation, the government sought to establish more dynamic leadership and expand the role of museums nationally in order to achieve such objectives as attracting more private-sector funding. The government also wanted to simplify the institutions' reporting procedures.⁸

Under the *National Museums Act*, the corporation was headed by a board of trustees and reported to the minister of Communications.⁹ Its purpose was “to demonstrate the products of nature and the works of man, with special but not exclusive reference to Canada, so as to promote interest therein throughout Canada and to disseminate knowledge thereof.”¹⁰ The *National Museums Act* brought the following four institutions under a single administrative structure: the National Gallery of Canada, the National Museum of Man, the National Museum of Natural Sciences, and the National Museum of Science and Technology.¹¹

2.2 THE NATIONAL MUSEUM POLICY (1972)

Implementation of the National Museum Policy a few years later formalized the role of the national museums and enabled Canada to establish an overall vision for the country's public and private museum sector.

The policy was announced by Secretary of State Gérard Pelletier in March 1972, and it presented five main themes: pluralism, democratization and decentralization of the country's museums, federal–provincial cooperation, and international liaison.¹² It focused in particular on strengthening the role of all Canadian museums and establishing the government's intentions for their management and funding. The policy proposed that:

the movement of objects, collections and exhibits be increased and expanded throughout Canada for the benefit of more people.

The objective, therefore, is to better distribute those cultural resources which are obtainable through Canadian museums, both national and regional, to the end that the greatest number of Canadians be exposed to our national heritage.¹³

Administered by the National Museums of Canada Corporation, the National Museum Policy was a program designed to decentralize and democratize museums across the country and to provide them with grants enabling them to:

- build new facilities or add to existing facilities;
- raise standards so that they could host more challenging exhibits;
- increase employees' skills through training; and
- purchase heritage artifacts of national significance so that they not end up in foreign hands.¹⁴

In addition to providing financial support to museums, the program set out the following objectives:

- establish a collection of artifacts that could be loaned across the country;
- create the Canadian Conservation Institute;¹⁵
- set up a national inventory of the major collections across the country;
- assist museums with the aim of allowing them to contribute to the national inventory; and
- introduce museumobiles.¹⁶

The board of trustees of the National Museums of Canada Corporation appointed a consultative committee to evaluate program applications. It also appointed non-federal associate museums that were expected to:

[a]ssist the Consultative Committee with the evaluation of regional requests for financial assistance and, in cooperation with other Associate Museums, to assemble, exchange and circulate travelling exhibitions and loan collections in Canada.¹⁷

The corporation administered the program, since the movement of objects, collections and exhibits was primarily the responsibility of the national museums, which were the largest facilities of their kind in the country.¹⁸ Under the policy, the corporation had a wide range of activities in addition to its management responsibilities:

- publication of the *Guide to Federal Services for Museums* in 1977, which offered a list of the services available to museums across the country;¹⁹
- participation in various studies in cooperation with Statistics Canada and the Canadian Museums Association;²⁰
- organization of conferences to encourage the sharing of ideas among Canadian museums; and
- production of a range of publications for both scientific and general audiences.²¹

The federal government had contributed to the growth of the museum and heritage sectors prior to 1972. However, an unprecedented amount of public funding was allocated to the national museums following the introduction of the National Museum Policy. For example, the government practically doubled the national museum budget in one stroke by giving the corporation an additional \$9.5 million.²²

2.3 THE *MUSEUMS ACT* (1990)

It would be some 20 years before the federal government would announce any other major national museums initiatives.

The most significant was the *Museums Act*, passed in 1990. It disbanded the National Museums of Canada Corporation and created four separate Crown corporations, each with its own board of directors: the National Gallery of Canada, Canadian Museum of Civilization, Canadian Museum of Nature, and National Museum of Science and Technology, which is called the Canada Science and Technology Museum (see the appendix for the boards' mandates).²³ Under the *Museums Act*, these Crown corporations also included other national museums (see the full list in the appendix).

The Act provides for the preservation of Canada's heritage, as it is an important part of world heritage. It further stipulates that each of the four national museums:

- plays an essential role ... in preserving and promoting the heritage of Canada and all its peoples throughout Canada and abroad and in contributing to the collective memory and sense of identity of all Canadians; and

- is a source of inspiration, research, learning and entertainment that belongs to all Canadians and provides, in both official languages, a service that is essential to Canadian culture and available to all.²⁴

The dismantling of the National Museums Corporation also marked the end of the National Museum Policy, which the corporation had administered. The federal government has yet to develop a Canadian museum policy to replace it.

2.4 LEGISLATION AMENDING THE *MUSEUMS ACT* (2008 AND 2010)

It was not until 2008, when the House of Commons passed *An Act to amend the Museums Act and to make consequential amendments to other Acts*, that a new Crown corporation was established: the Canadian Museum for Human Rights (see the appendix),²⁵ which is scheduled to open its doors in 2014.²⁶

A second piece of legislation amended the *Museums Act* in 2010 to create the Crown corporation of the Canadian Museum of Immigration at Pier 21 (see the appendix).²⁷ This museum, located in Halifax, Nova Scotia, began operating in February 2011.²⁸

2.5 BILL C-49: CANADIAN MUSEUM OF HISTORY ACT (2012)

Following the announcement by the Minister of Canadian Heritage and Official Languages in autumn 2012 of changes to the name and mandate of the Canadian Museum of Civilization,²⁹ the government introduced Bill C-49 in the House of Commons on 27 November 2012.³⁰

The bill would amend sections 7, 8 and 9 of the *Museums Act* and replace the Canadian Museum of Civilization with the Canadian Museum of History, which is mandated to:

enhance Canadians' knowledge, understanding and appreciation of events, experiences, people and objects that reflect and have shaped Canada's history and identity, and also to enhance their awareness of world history and cultures.³¹

3 GOVERNANCE OF NATIONAL MUSEUMS

Since the *Museums Act* was passed in 1990, all federal museums have been administered as separate Crown corporations.³² The portfolio of the Department of Canadian Heritage – the group of federal organizations that report to the minister of that department – includes 10 Crown corporations, six of which are the national museums addressed in this paper.³³

The responsible minister, in this case the minister of Canadian Heritage and Official Languages, serves as the link between the national museums and Parliament, and has the delegated responsibility to act for the Crown in all matters concerning these institutions.³⁴ The minister carries out the following specific duties:

- appoints or makes recommendations on the appointment of directors and auditors;
- recommends the approval of corporate plans, budgets, borrowings and payments of corporate surpluses;

- tables annual reports and summaries of corporate plans and budgets in Parliament; and
- answers questions in Parliament on matters relating to national museums.³⁵

Each national museum has a board of directors, whose role is to ensure a clear separation between the Crown and the day-to-day management of the institution's activities, while providing a link between the museum's executive and the Crown.³⁶ Although the responsible minister can seek the advice of Canadian Heritage in some instances,³⁷ he or she generally relies on the museum's board of directors for all matters related to the institution's activities.

As they are part of the federal government structure, national museums must take into account the government's priorities and policy objectives on such subjects as official languages and employment equity, and they must comply with any fiscal restraint initiatives.³⁸

4 FUNDING FOR NATIONAL MUSEUMS

4.1 PUBLIC FUNDING

Funding of the six national museums falls under the Canadian Heritage portfolio, which includes the department, four other departmental agencies and 10 Crown corporations.³⁹ The national museums are supported primarily by public funding.

As shown in Table 1, the federal government allocated more than \$200 million to the six national museums in 2011–2012, accounting for approximately 6% of the overall budget for Canadian Heritage.⁴⁰

Table 1 – Parliamentary Appropriations Recorded as Revenue, 2011–2012^a

Crown Corporation	Parliamentary Appropriations (\$ millions)	Proportion of Total Funding ^b
National Gallery of Canada	49.5 ^c	83.7%
Canadian Museum of Civilization	71.2 ^d	83.9%
Canadian Museum of Nature	33.2 ^e	87.9%
Canadian Museum of Immigration at Pier 21	6.4 ^f	81.5%
Canadian Museum for Human Rights	10.8 ^g	N/A
Canada Science and Technology Museum	31.3 ^h	82.6%

- Notes:
- These are the total parliamentary appropriations approved for the fiscal year, less the parliamentary appropriations for the current fiscal year that are not recorded as revenue, plus the parliamentary appropriations for the previous fiscal year recorded as revenue for the current year.
 - The ratio of parliamentary appropriations recorded as revenue to all revenues (excluding investment gains and interest).
 - National Gallery of Canada, *Annual Report 2011–12*, p. 86.
 - Canadian Museum of Civilization, *Annual Report 2011/2012*, p. 63.
 - Canadian Museum of Nature, *2011–2012 Annual Report*, p. 44.
 - Canadian Museum of Immigration at Pier 21, *Annual Report 2011–2012*, p. 42.
 - Canadian Museum for Human Rights, *2011–2012 Annual Report*, p. P-37.
 - Canada Science and Technology Museums Corporation, *Annual Report 2011–2012*, p. 55.

Source: Table prepared by the author based on information in the 2011–2012 annual reports of each national museum.

Parliamentary appropriations for the national museums have decreased in recent years. Between 2009 and 2012, the Canadian Museum of Civilization, the National Gallery and the Canada Science and Technology Museum saw their federal funding reduced by 6.2%, 12.7% and 14.7%, respectively. Funding for the Canadian Museum of Nature was cut by more than half during the same period, decreasing from \$63.5 million in 2009 to \$28.6 million in 2012.⁴¹ The most significant cuts made between 2009 and 2012 were made in the fiscal year 2009–2010.

4.2 OTHER FUNDING SOURCES

Since the mid-1990s, public funding for museums has not been sufficient to allow the effective operation of the museums. Museums have generally sought to “attract more corporate sponsors and donors, broaden their revenue base and expand business ventures such as gift shops.”⁴² All museums, both national and otherwise, generate revenues from “tickets or admissions, concessions, facility rentals, memberships, sales or rentals of works, gift shops, and other operations.”⁴³ The proportion of these revenues in relation to all sources of funding does not vary much from one museum to the next. On average, these other sources of revenue account for 16% of the national museums’ total funding.

Some national museums have made it a strategic objective to increase resources through various supplementary funding sources.⁴⁴ In addition to government funding, these funding sources consist of the museums’ own revenues as well as support from the private sector (companies or not-for-profit organizations), foundations and individuals. For example, national museums give the private sector the opportunity to sponsor specific exhibits, projects or programs that enhance the museums’ reputation as world-renowned institutions and enable the sponsors to benefit through their association with the initiative.⁴⁵ Museums also emphasize that sponsorship opportunities offer a good return on investment.⁴⁶

In addition to sponsorships, the private sector may make donations in the form of cash or goods and services such as works of art, artifacts or collections. These donations are usually made through national museum foundations.

5 THE NATIONAL MUSEUMS AND BUDGET 2012

When Finance Minister Jim Flaherty held pre-budget consultations and brought down the federal budget in March 2012, the federal government had been in a period of fiscal restraint since 2007.⁴⁷

5.1 PRE-BUDGET CONSULTATIONS

During the 2011 pre-budget consultations leading up to the 2012 federal budget, the Canadian Museums Association (CMA) tabled with the House of Commons Standing Committee on Finance a brief that focused on the following question: “What is the federal role in supporting Canadian culture while trying to eliminate the deficit by 2014–15?”⁴⁸

The CMA made recommendations on how to “attain high levels of job growth and business investment in Canada’s cultural sector for Budget 2012.”⁴⁹ These recommendations and remarks made by CMA officials during the consultations concerned all Canadian museums, not just the national museums.

In its brief, the CMA emphasized that museums across Canada are “centres of lifelong learning” and “valuable resources in the research, preservation and interpretation of Canada’s heritage” and that they “foster a better understanding of Canadian life and its history with new Canadian citizens” while working to “promote Canadian identity beyond our borders.”⁵⁰

The CMA also made the following more specific recommendations, which would affect non-federal museums (national museums are ineligible for these Canadian Heritage funding programs):⁵¹

- Increase funding to the Young Canada Works program.⁵²
- Create a matching donations program, the Canadians Supporting Their Museums Fund.
- Conduct an administrative review of the Canada Travelling Exhibitions Indemnification Program⁵³ and the Museums Assistance Program.⁵⁴

The CMA believes that the federal government must continue to invest in culture and heritage, since visitors to museums across the country inject about \$17 billion into the Canadian economy each year:⁵⁵

Through their commitment to accessibility and innovation, Canada’s museums generate revenues, create jobs and represent a significant return on the federal government’s investment in the cultural sector.⁵⁶

5.2 THE 2012 FEDERAL BUDGET AND THE SIGNIFICANCE OF THE MUSEUM SECTOR

In the section of the 2012 federal budget entitled, “Investments in Arts and Culture,” the government clearly stated that it “recognizes that arts and culture is an important generator of jobs and growth,”⁵⁷ which explains its decision to increase funding for arts and culture during a global economic recession.

As a primary means of assisting the museum sector, Budget 2012 proposes to provide “additional support to museums and galleries through the Canada Travelling Exhibitions Indemnification Program to help attract new exhibitions.”⁵⁸ The government also makes the following commitments:

- maintain the funding allocated for national museums;
- improve community access to art; and
- enhance the Youth Employment Strategy.⁵⁹

Budget 2012 was well received, as indicated by John McAvity, CMA Executive Director:

At the very beginning we'd like to point out how very pleased we were with the federal budget last week. I want to do that because the federal budget last week clearly showed the value and importance of museums that Canada and Canadians place in these institutions. We are thankful for this vote of confidence.⁶⁰

The Canadian Conference of the Arts also recognized that, in the heritage sector, "museums were certainly privileged by Minister Flaherty's budget."⁶¹ Cultural stakeholders were also very pleased with the following praise for the heritage community contained in the budget:⁶²

Canadians are proud of their museums. Taken together, national and local museums in communities all across Canada are some of the best in the world. The Government created two new national museums: the Canadian Museum of Immigration at Pier 21 in Halifax and the Canadian Museum for Human Rights in Winnipeg. Canadians value museums, the stories they tell, the collections they house, and the role they play in preserving culture.⁶³

National museums were spared the budget cuts experienced throughout the federal government. The more than \$191 million in planned savings announced in the 2012 Economic Action Plan, which will affect Canadian Heritage over the next three years, will also not have any impact on resources for museums.⁶⁴ The six museums are among the few institutions in the Canadian Heritage portfolio that will see their budgets remain intact until 2014–2015.

The CMA pointed out that "[n]ational museums and the Canada Council for the Arts have been singled out in the Heritage portfolio, and will not see any reductions to funding in each of the next 3 years."⁶⁵ Three of the four other Crown corporations in the portfolio will see their budgets cut by \$2 million to \$10 million over the same period.⁶⁶

Another indication of federal government interest in the museum sector is the introduction of Bill C-49, with its amendments to the *Museums Act*, and the resources that have been allocated to effect changes contained in the bill. The industry is in favour of these efforts:

The Canadian Museums Association (CMA) welcomes these improvements to one of Canada's flagship national museums. ... By investing in a new strategic vision for the Museum, the federal government is sending a strong message that museums play an important role in our society.⁶⁷

Finally, the high profile that museums will likely enjoy as part of the 150th anniversary of Canadian Confederation is another sign of government interest in the sector. When announcing the creation of the new Canadian Museum of History, Minister James Moore stated that this was the first in a series of measures leading to the celebrations in 2017, which offer "an unprecedented opportunity to celebrate our history and those achievements that define who we are as Canadians."⁶⁸

6 A NEW NATIONAL MUSEUM POLICY

The attention that the museum sector receives from the federal government and the role of the sector in our society are two subjects that re-emerge continually on the Canadian political scene.

Stakeholders in the cultural and heritage sectors frequently point out the need for a new national museum policy.⁶⁹ They have been calling for the government to take action for several years, as it did in the 1970s when it created the National Museum Policy, which set out a vision for the National Museums of Canada Corporation and for all museums across the country. The CMA hopes to become an “influential voice for the sector” by championing “the need for a national museum policy at a federal level.”⁷⁰ One of the objectives in its *Strategic Plan, 2009–2013* is to “be a strong advocate for the museum sector and help shape public policy.”⁷¹

In 2005, the government announced that Canada would develop a vision for all museums across the country. Canadian Heritage prepared a discussion guide to “stimulate discussion about key issues that could be addressed in the new policy.”⁷² In the guide, the department stated that it was developing “a new policy in order to assist museums to position themselves to meet the challenges they face and to mobilize the support they need from all stakeholders.”⁷³

In 2006, the House of Commons Standing Committee on Canadian Heritage report on Canadian museums recommended that “the government implement as soon as possible the new museum policy discussed in 2005 and respect the work and consultations undertaken by the Department.”⁷⁴

In 2007, the new Minister of Canadian Heritage and Status of Women rejected this recommendation, stating that the measures already in place for the national collections and museum support programs were the government’s priorities.⁷⁵ This news was a great disappointment to the museum community.⁷⁶

In 2010, in an independent evaluation of the Museums Assistance Program administered by Canadian Heritage, the department’s Office of the Chief Audit and Evaluation Executive recommended that the department review and update its museum policy:

The Department’s museum policy needs to be updated, taking into consideration the needs of the museum community; the role of the federal government vis-à-vis other levels of government; and the range of support programs currently available.⁷⁷

Canadian Heritage confirmed in its response that the role of the Museums Assistance Program would be defined in terms of a new federal policy if the government decided to develop one. Canadian Heritage made a commitment to:

seek Ministerial direction as to whether there should be an updated statement of museum policy to reflect the changes in the federal approach to and support for museums that have been introduced since the last policy in 1990.⁷⁸

According to Canadian Heritage, introducing a new museum policy would renew Government of Canada support for all museums and enable them to deal with new challenges regarding public programming and issues such as conserving and preserving collections and maintaining museum buildings.⁷⁹ It said that this policy would reflect the circumstances currently facing Canada's museum sector and articulate a vision and a role for all of the country's museums:

Since the first comprehensive federal policy enunciated in 1972, the Canadian museum community has grown and matured. It encompasses the national museums, the provincial museums and other major collections, the mid-sized institutions in regional centres, Aboriginal cultural centres and small community institutions that reflect the local experiences of the forces that have shaped Canada. Each segment of the sector has a role to play in Canada's heritage "ecology" and each segment must contend with unique issues.⁸⁰

7 CONCLUSION

Following the rise in public enthusiasm for the museum sector in the late 1960s, the federal government implemented a number of initiatives, in particular the National Museum Policy, and introduced and amended various pieces of legislation, such as the *National Museums Act* and the *Museums Act*. In recent years, amendments to the *Museums Act* have created two new museums and led to a change in name and mandate for the Canadian Museum of Civilization.

The national museums did not experience budget cuts in the 2012 federal budget, although they had seen a decrease in federal funding in previous years. The government's decision not to reduce funding pleased stakeholders in Canada's museum sector, who have nonetheless called for a new museum policy to replace the policy introduced in 1972.

NOTES

1. Canadian Heritage, "[Harper Government to Create the Canadian Museum of History](#)," News release, Gatineau, 16 October 2012.
2. [Bill C-49: An Act to amend the Museums Act in order to establish the Canadian Museum of History and to make consequential amendments to other Acts](#), 1st Session, 41st Parliament (first reading version, 27 November 2012).
3. Canadian Museum of Civilization and Canadian War Museum, [My History Museum](#).
4. Given the significant differences between national museums and non-federal museums regarding management, funding, objectives and role, this background paper will focus primarily on the federal government's direct involvement in heritage activities through Canada's national museums.
5. David W. Bartlett, "[Museum Policy](#)," *The Canadian Encyclopedia*.
6. Ibid.
7. *National Museums Act*, S.C. 1967–68, c. 21.
8. Robert Bothwell, "[National Museums of Canada](#)," *The Canadian Encyclopedia*.
9. The Department of Communications was established in 1969 and eliminated in 1993. Canadian Heritage assumed responsibility for its agencies and authorities.

10. *National Museums Act*, s. 5(1).
11. Office of the Auditor General of Canada, "[Chapter 11 – National Museums of Canada](#)," in *1981 Report of the Auditor General of Canada*, Ottawa, 1981.
12. Léo A. Dorais, "Twenty Years of National Museum Policy in Canada: From Democratization and Decentralization to Special Operation Agencies," *MUSE*, Summer–Fall 1992, p. 48.
13. National Museums of Canada, *The National Museum Policy – A Programme for Canadian Museums*, Ottawa, 1973, p. 1.
14. *Ibid.*
15. "The [Canadian Conservation] Institute was created in 1972 to promote the proper care and preservation of Canada's cultural heritage and to advance the practice, science, and technology of conservation" (Canadian Conservation Institute, [About CCI](#)).
16. National Museums of Canada (1973).
17. *Ibid.*, p. 2.
18. *Ibid.*, p. 3.
19. National Museums of Canada, *Guide to Federal Services for Museums*, Ottawa, 1977.
20. The Canadian Museums Association (CMA) is a national, not-for-profit organization that promotes the advancement of Canadian museums and represents museum professionals (CMA, [About the CMA](#)).
21. Les Musées nationaux du Canada, *Un sentiment nouveau, 1972-1977*, Ottawa, 1977, p. 24 [activities detailed in the French version of this publication only].
22. Dorais (1992), p. 48.
23. [Museums Act](#), S.C. 1990, c. 3.
24. *Ibid.*, s. 3.
25. [An Act to amend the Museums Act and to make consequential amendments to other Acts](#), S.C. 2008, c. 9.
26. Canadian Museum for Human Rights, "[Canadian Museum for Human Rights' 2012–13 Corporate Plan Summary tabled in Parliament](#)," News release, 29 November 2012.
27. [Creating Canada's New National Museum of Immigration at Pier 21 Act](#), S.C. 2010, c. 7.
28. Canadian Heritage, "[Minister MacKay Officially Opens Canadian Museum of Immigration at Pier 21; Government of Canada fulfills commitment to preserve important chapter of our history](#)," News release, Halifax, 7 February 2011.
29. Canadian Heritage (2012).
30. Bill C-49. For information on this bill, see Michael Dewing, [Legislative Summary of Bill C-49: An Act to amend the Museums Act in order to establish the Canadian Museum of History and to make consequential amendments to other Acts](#), Publication no. 41-1-C49-E, Parliamentary Information and Research Service, Library of Parliament, Ottawa, 4 December 2012.
31. Bill C-49, s. 8.
32. Crown corporations are bodies established by Parliament to achieve public policy objectives without political interference when there is a need for a clear separation of the Crown from day-to-day management activities. See Treasury Board of Canada Secretariat, "[Crown Corporations and Boards of Directors](#)," *Directors of Crown Corporations: An Introductory Guide to Their Roles and Responsibilities*, July 1993.
33. Canadian Heritage, [Portfolio Organizations](#).

34. Treasury Board of Canada Secretariat, "[The Federal Government and Crown Corporations](#)," *Directors of Crown Corporations: An Introductory Guide to Their Roles and Responsibilities*, July 1993.
35. Ibid.
36. Treasury Board of Canada Secretariat (1993), "Crown Corporations and Boards of Directors."
37. Treasury Board of Canada Secretariat (1993), "The Federal Government and Crown Corporations."
38. Treasury Board of Canada Secretariat (1993), "Crown Corporations and Boards of Directors." For more information on the operations and governance of Crown corporations, see Tara Gray, [Crown corporation governance and accountability framework: a review of recently proposed reforms](#), Publication no. 05-80E, Parliamentary Information and Research Service, Library of Parliament, Ottawa, 16 March 2006.
39. Canadian Heritage, [Portfolio Organizations](#).
40. Government of Canada, [Public Accounts of Canada 2012: Volume II – Details of Expenses and Revenues](#), p. 5.17.
41. As calculated by the author based on data from *ibid.*, pp. 5.11–5.15; Government of Canada, [Public Accounts of Canada 2009: Volume II – Details of Expenses and Revenues](#), pp. 5.11–5.15.
42. George Lammers (updated by Jocelyn Harvey), "[Art Galleries and Museums](#)," *The Canadian Encyclopedia*.
43. Jocelyn Harvey, "[Arts, Heritage and Cultural Industries Funding](#)," *The Canadian Encyclopedia*.
44. Canadian Museum of Civilization, [Your Country. Your History. Your Museums. Annual Report 2011/2012](#), p. 56.
45. Canadian Museum of Civilization, [Sponsorships and Partnerships](#); National Gallery of Canada, [Sponsorship at the Gallery](#); Canadian Museum of Nature, [Sponsorship](#); and Canada Science and Technology Museum, [Corporate Sponsorship](#).
46. Canadian Museum of Civilization, [Sponsorships and Partnerships](#).
47. Government of Canada, "[Annex 1: Responsible Spending](#)," *Budget 2012*.
48. CMA, "[Brief from the Canadian Museums Association \(CMA\)](#)," Submission to the House of Commons Standing Committee on Finance Pre-Budget Consultations 2012.
49. Ibid.
50. Ibid.
51. Ibid.
52. Young Canada Works:

Young Canada Works (YCW) offers students and recent graduates the chance to put their skills to the test, build career equity, earn money for their education or get started on the right career path. Summer jobs and internships give young people access to unique opportunities to learn and work, whether to practice their second language, work in a museum, an Aboriginal friendship centre or even travel abroad.

Young Canada Works also offers employers an opportunity to benefit from innovative ideas and competitive skills. Wage subsidies are available for eligible employers.

(Canadian Heritage, [About Young Canada Works](#)).

53. Canada Travelling Exhibitions Indemnification Program:
has two objectives: first, to increase access for Canadians to Canada's and the world's heritage through the exchange of artifacts and exhibitions in Canada; and second, to provide Canadian art galleries, museums, archives, and libraries with a competitive advantage when competing for the loan of prestigious international exhibitions.
(Canadian Heritage, [Canada Travelling Exhibitions Indemnification Program](#)).
54. The Museums Assistance Program "supports heritage institutions and workers in the preservation and presentation of heritage collections" (Canadian Heritage, [Museums Assistance Program](#)). See also CMA, "Brief from the Canadian Museums Association (CMA)."
55. As calculated by the CMA based on Statistics Canada, [National Tourism Indicators, Quarterly Estimates](#) (personal communications from the CMA, 6 February 2013).
56. CMA, "Brief from the Canadian Museums Association (CMA)."
57. Government of Canada, [Jobs, Growth and Long-Term Prosperity: Economic Action Plan 2012](#), Ottawa, 29 March 2012, p. 174.
58. Ibid.
59. Ibid., pp. 140–141.
60. House of Commons, Standing Committee on Canadian Heritage, [Evidence](#), 1st Session, 41st Parliament, 3 April 2012, 1110 (John McAvity, Executive Director, Canadian Museums Association).
61. Canadian Conference of the Arts, [National Museums Saved](#).
62. Canadian Conference of the Arts, "[The Federal Budget 2012–13 and Culture](#)," *CCA Bulletin 06/12*, 30 March 2012.
63. Government of Canada (2012), *Jobs, Growth and Long-Term Prosperity*, p. 174.
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80. Ibid., p. 1.

APPENDIX – THE NATIONAL MUSEUMS AND THEIR MANDATES

NATIONAL GALLERY OF CANADA

The mandate of the National Gallery of Canada¹ is to:

develop, maintain and make known, throughout Canada and internationally, a collection of works of art, both historic and contemporary, with special but not exclusive reference to Canada, and to further knowledge, understanding and enjoyment of art in general among all Canadians.²

CANADIAN MUSEUM OF CONTEMPORARY PHOTOGRAPHY

The National Gallery of Canada includes the Canadian Museum of Contemporary Photography.³

CANADIAN MUSEUM OF CIVILIZATION

The National Museum of Man was renamed the Canadian Museum of Civilization in 1986 following public input and a contest among museum staff.⁴ Its mandate is to:

increase, throughout Canada and internationally, interest in, knowledge and critical understanding of and appreciation and respect for human cultural achievements and human behavior by establishing, maintaining and developing for research and posterity a collection of objects of historical or cultural interest, with special but not exclusive reference to Canada, and by demonstrating those achievements and behaviour, the knowledge derived from them and the understanding they represent.⁵

CANADIAN WAR MUSEUM

The Canadian Museum of Civilization includes the Canadian War Museum.⁶

CANADIAN MUSEUM OF NATURE

The National Museum of Natural Sciences became the Canadian Museum of Nature in 1990 following adoption of the *Museums Act*.⁷ It is mandated to:

increase, throughout Canada and internationally, interest in, knowledge of and appreciation and respect for the natural world by establishing, maintaining and developing for research and posterity a collection of natural history objects, with special but not exclusive reference to Canada, and by demonstrating the natural world, the knowledge derived from it and the understanding it represents.⁸

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

The Canadian Museum of Immigration at Pier 21 was established in 2010 under the *Creating Canada's New National Museum of Immigration at Pier 21 Act*.⁹ Its mandate is to:

explore the theme of immigration to Canada in order to enhance public understanding of the experiences of immigrants as they arrived in Canada, of the vital role immigration has played in the building of Canada and of the contributions of immigrants to Canada's culture, economy and way of life.¹⁰

CANADIAN MUSEUM FOR HUMAN RIGHTS

The Canadian Museum for Human Rights was established in 2008 under *An Act to amend the Museums Act and to make consequential amendments to other Acts*.¹¹ Its mandate is to:

explore the subject of human rights, with special but not exclusive reference to Canada, in order to enhance the public's understanding of human rights, to promote respect for others and to encourage reflection and dialogue.¹²

CANADA SCIENCE AND TECHNOLOGY MUSEUM

The Canada Science and Technology Museum was established as the National Museum of Science and Technology in the *Museums Act* of 1990. The mandate of the Canada Science and Technology Museum is as follows:

to foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technological objects, with special but not exclusive reference to Canada, and by demonstrating the products and processes of science and technology and their economic, social and cultural relationships with society.¹³

CANADA AVIATION AND SPACE MUSEUM

The Canada Science and Technology Museum includes the Canada Aviation and Space Museum.¹⁴

CANADA AGRICULTURE MUSEUM

The Canada Science and Technology Museum includes the Canada Agriculture Museum.¹⁵

NOTES

1. Following the adoption of the *Miscellaneous Statute Law Amendment Act, 1984* (S.C. 1984, c. 40, s. 51(2)), the French title of the museum changed from Galerie nationale du Canada to Musée des beaux-arts du Canada.
2. [Museums Act](#), S.C. 1990, c. 3, s. 5.

CANADA'S NATIONAL MUSEUMS

3. Ibid., s. 4(2).
4. Victor Rabinovitch, "Timeline: Canadian Museum of Civilization," *Canada's History*.
5. *Museums Act*, s. 8.
6. Ibid., s. 7(2).
7. *Museums Act*, s. 10.
8. Ibid., s. 11.
9. [*Creating Canada's New National Museum of Immigration at Pier 21 Act*](#), S.C. 2010, c. 7.
10. Ibid., s. 2.
11. [*An Act to amend the Museums Act and to make consequential amendments to other Acts*](#), S.C. 2008, c. 9.
12. Ibid., s. 2.
13. Ibid., s. 14.
14. Ibid., s. 13(2).
15. Ibid.