



Highlights of Museum Policy Stakeholder Survey

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About the Museum Policy

At the National Culture Summit on the Future of Arts, Culture and Heritage in Canada in May 2022, the Honourable Pablo Rodriguez, Minister of Canadian Heritage announced that Canadian Heritage would begin work on renewing the Canadian Museum Policy. The renewal will take into account the information received following a consultation exercise running from October 2022 to June 2023. The consultations target the general public, Indigenous partners, heritage sector stakeholders, advocacy organizations, provincial and territorial representatives, and federal institutions and organizations.

The next Museum Policy will set out aspirations for the museums of the future and have an impact on how we protect our heritage and how Canadians will be able to access it. The renewed policy will guide future measures to support the heritage sector.

What is the Museum Policy Stakeholder Survey?

In October 2022, the Department of Canadian Heritage conducted a short survey of stakeholders to gather their views on current and emerging priorities of the museum and heritage sector. The following information represents condensed, national level highlights from the survey data. These results are subject to review and a more in-depth analysis is currently underway. Ultimately, these responses will complement input from broad consultations being held throughout the year. Taken together, this input will help the department better understand the sector and assist in the modernization of a national museum policy.

- Surveys were sent by email to 2,540 heritage stakeholders.
- 792 answered the survey (31% response rate).
- Stakeholders for this survey include museums, art museums, archives, historic sites, Indigenous cultural centres, science centres, botanical gardens, zoos, and academic institutions offering museological or archival programs.

Demographic information

Respondents were asked to provide information on their location, size, and type of institution.

Figure 1. Survey responses by location

Province or Territory	Number of responses
British Columbia	117
Alberta	90
Saskatchewan	78
Manitoba	56
Ontario	179
Quebec	126
New Brunswick	31
Nova Scotia	53
Prince Edward Island	8

Province or Territory	Number of responses
Newfoundland and Labrador	41
Nunavut	0
Northwest Territories	4
Yukon Territory	9
Total	792

Institution size was categorized based on annual operating revenue: Small (under \$100,000), Medium (\$100,000 - \$999,000), and Large (\$1 million and over).

- Small institutions: 295 responses; Medium: 356; Large: 133.
- We also received 8 responses from University/College programs.

Table 2 presents the breakdown of survey responses by type of heritage institution and size. Note that the number of museum responses includes 7 from Indigenous-governed heritage institutions, which is 23% of all Indigenous-governed heritage institutions who were sent the survey.

Figure 2. Survey responses by type and size of heritage institution

	Small	Medium	Large	Total number of responses
Archives	31	34	9	74
Art museums and galleries	3	72	30	105
Historic and heritage sites	38	49	13	100
Museums	22	199	74	493
Zoos and botanical gardens	3	3	6	12
University/College programs	-	-	-	8
Total number of responses	295	357	132	792

Survey highlights

In the community

Heritage institutions were asked how they interact with society and the relevance they play within their communities.

- Museums and other heritage institutions can take on varied roles within their communities. Most stakeholders surveyed described their role in their community as an educator (77%), tourist attraction (75%), and/or a memory repository (31%).

- The responses varied greatly by the type of heritage institution; for instance, archives more frequently identify as a research facility and memory repository while museums, art galleries, and historic sites tended to choose tourist attraction and educator (Table Q2a).
- In the past 5 years, 70% of organizations had partnered or networked with a community association, or another heritage institution. Other partnerships include with an academic institution (66%), a tourism organization (61%), a business (50%), a provincial heritage institution (48%), and a national museum (30%).
- Only 3% indicated they had not partnered or networked with other organizations in the past 5 years.

Digital transformation

Recent data shows that over the past two years museums and other heritage institutions have worked to increase their digital capability, digital experiences, and their online presence. Stakeholders were asked questions to learn more about their current capacity and needs for digitizing within the sector.

- Just over half of organizations surveyed (58%) have a digital strategy. We can see a difference, however, when we look at the breakdown by size of institution: small- and medium-sized institutions are less likely than large ones to have a digital strategy in place (Table Q5a).
- Of those who don't have a digital strategy, most cited a lack of resources (71%) and/or expertise (43%) as the reason why.
- In terms of current digital engagement, many organizations already do social media outreach (88%), digitization of artefacts (73%), and marketing (63%). Around half also host online virtual experiences (55%), programs (51%), or sales (48%). Some also offer onsite digital experiences (35%) or virtual reality (13%).
- If new funding became available to support it, many organizations would prioritize digitization of artefacts (60%), as well as hosting online virtual experiences (52%) and providing onsite digital experiences (42%).

Advancing reconciliation

Museums have a significant role to play in addressing truth and advancing reconciliation with Indigenous Peoples. When asked what actions the sector could undertake to advance reconciliation:

- Most respondents (61%) identified outreach and building relationships with Indigenous communities and organizations to engage them in core museum functions as one of the most important actions.
- Many also indicated co-developing public programming (55%) and/or exhibitions (46%) on Indigenous culture and history as priorities. Overall, 25% pointed to repatriation/rematriation of cultural property and ancestral remains as a priority, though the rate was higher among larger organizations.

Equity, diversity, and inclusion (EDI)

When asked how the federal government could best support the museum and heritage sector to address current societal issues of equity, diversity, and inclusion, many stakeholders prioritized federal support for the development of diverse and inclusive programming for public education (57%). Other priorities areas were support for the development of new diverse and inclusive exhibitions (54%) and for the development of EDI training for staff and volunteers (47%).

Climate change

Most respondents feel the sector is, or will be, negatively impacted by climate change (74%) and many (57%) indicated that the federal government could best support their response to this challenge by offering support for changes to capital infrastructure.

Future of the heritage sector

Respondents were asked to reflect on overall priorities moving forward and upcoming challenges. When considering priorities for future of the sector, most identified financial stability (64%).

- Updating capital infrastructure is important to large and medium-sized institutions (54% and 44% respectively), while small institutions were more focused on collections management (48%) (Table Q14a).

Over half of respondents reported that one of the greatest challenges to be faced by the sector in the next 5-10 years is handling the administrative burden of finding or applying to funding. Broken down by size (Table Q15a), the primary challenge cited is:

- Small organizations: finding and retaining volunteers
- Medium organizations: administrative burden of finding or applying for funding
- Large organizations: finding and retaining staff

In terms of the skills needed to advance these priorities and face these challenges, many respondents are looking for digitization or information technology skills (46%), the ability to do community outreach (43%), and fundraising skills (40%).

Financial sustainability

Only 23% of respondents feel that the museum and heritage sector is financially sustainable in the long term. Respondents feel that the sector struggles most with earning revenue through fundraising (70%), membership fees (44%) and admission fees (44%). Small institutions were more likely to indicate that broadening eligibility criteria for government funding is essential to manage the financial sustainability of the sector going forward, while large organizations were more likely to cite the need for building endowment funds (Table Q20a).

Federal Support

Overall, respondents would like to see improved federal support to build capacity to support the digital transformation (65%), as well as incentives to encourage partnerships (52%) and funding for heritage training or professional development (45%). The results varied slightly by size of institution, with small organizations more likely to cite “expertise in collections management, documentation” in their top three funding priorities (Table Q21a).

The highest priority indicated with regards to revenue support, specifically, is covering operational costs (88%), followed by funding for projects (67%) and incentives to encourage financial donations (57%).

In terms of support for projects, respondents chose infrastructure (70%), digitization (57%), and employment for youth or students (40%) as their highest priorities for improved federal support.

In your words

The following are a random sample of comments drawn from survey responses.

- “Please continue to support the many great small Canadian museums who completely operate with volunteer efforts. Heritage and culture have been preserved and promoted for many decades by these small groups, who desperately require funds to modernize their facilities, programming and display methods. It is important that we focus on diversification of exhibitions, telling the story of all Canadian cultural groups and inclusiveness of under-served rural regions.”
- “The labor shortage is a major issue in the sector, especially for seasonal jobs offered during the high tourist season. Current programs are not flexible enough for us to adapt to the current reality.”
[Translated from French]
- “I would like to highlight the need for more funding towards operational and infrastructure costs. Just keeping the building operational and the staff paid are the biggest costs and stressors in running the museum. When these no longer become a worry, then we can use our funds for special projects and collections management and training volunteers and staff.”
- “It is difficult in our rural communities to find the human and financial resources to advance our goals as a small museum. The lack of human resources and expertise in managing a museum is increasingly becoming a significant challenge. However, the federal government's support for smaller museums during the pandemic was remarkable and well appreciated. A small investment that allowed us to pay our operational costs with a major reduction in visitors.” [Translated from French]
- “Remoteness of museums should be a consideration in funding programs - northern museums need to offset higher costs of movement of museum loan objects, higher cost of infrastructure, etc.”
- “The energy and time spent on researching grant applications, reports, means that very little time is devoted to the collection, exhibitions and the organization of programs.” [Translated from French]
- “It is important that the local community supports the museum /cultural organizations. The local people should be proud of the community history and if it can be a type of community centre that would be ideal. The institution should be important to and relate to the local people. Easy access to history and culture is important for all people and should not be tied to money cost for individuals.”
- “The application process for grants has been and continues to be a very time consuming and frustrating activity. The activity is completed by volunteers for the most part, and the time spent on writing applications consumes volunteer hours that could be applied to other projects if the application process was simplified.”

Annex: Survey questions and results

Question 1: By type and province/territory

Q1. Please select from the list below which type of institution best describes your organization. (broken down by NAICS codes)

- ☐ Archives
- ☐ Art Museum and Galleries
- ☐ Historic and Heritage Sites
- ☐ Museum
- ☐ University/ College Museum Studies
- ☐ Zoos and Botanical Gardens

Table Q1a: By type of Heritage Institution

Heritage Institutions by Type	Q1 # of Responses
Archives	74
Small	31
Medium	34
Large	9
Art Museum and Galleries	105
Small	3
Medium	72
Large	30
Historic and Heritage Sites	100
Small	38
Medium	49
Large	13
Museum	493
Small	220
Medium	199
Large	74
University/ College Museum Studies	8
University	8
Zoos and Botanical Gardens	12
Small	3
Medium	3
Large	6
Grand Total	792

Table Q1b: By province/territory

All Heritage Institutions by P/T	Q1 # of Responses
AB	90
Small	29
Medium	40
Large	19
University	2
BC	117
Small	32
Medium	62
Large	22
University	1
MB	56
Small	26
Medium	22
Large	8
NB	31
Small	12
Medium	16
Large	3
NL	41
Small	19
Medium	17
Large	4
University	1
NS	53
Small	25
Medium	21
Large	7
NWT	4
Small	2
Medium	2
ON	179
Small	61
Medium	82
Large	34
University	2
PE	8
Small	5
Medium	2
Large	1
QC	126
Small	36
Medium	64
Large	25
University	1
SK	78
Small	46
Medium	25
Large	7
YK	9
Small	2
Medium	4
Large	2
University	1
Grand Total	792

Question 2: By type and province/territory

Q2. How would you describe your organization's relevance to your community?

Please choose your top 3 descriptions from the list below.

- ☐ Tourist attraction
- ☐ Educator (programming that is informative, educational, host school trips)
- ☐ Meeting space (weddings, conferences, events, etc.)
- ☐ Research facility
- ☐ Cultural community support
- ☐ Memory repository
- ☐ Community gathering space
- ☐ Other (please provide example)

Table Q2a: By type of Heritage Institution

Heritage Institutions by Type	Q2 # of Responses	Tourist attraction	Educator (programming that is informative, educational, host school trips)	Meeting space (weddings, conferences, events, etc.)	Research facility	Cultural community support	Memory repository	Community gathering space	Other
Archives	71	14%	54%	3%	76%	34%	70%	8%	15%
Small	29	21%	66%	0%	72%	31%	59%	10%	17%
Medium	34	12%	44%	6%	79%	38%	79%	3%	15%
Large	8	0%	50%	0%	75%	25%	75%	25%	13%
Art Museum and Galleries	105	59%	88%	6%	17%	45%	9%	48%	15%
Small	3	67%	67%	0%	0%	100%	0%	33%	33%
Medium	72	53%	88%	3%	25%	46%	8%	40%	18%
Large	30	73%	90%	13%	0%	37%	10%	67%	7%
Historic and Heritage Sites	99	93%	73%	32%	12%	22%	12%	26%	8%
Small	38	87%	63%	26%	8%	34%	13%	32%	5%
Medium	48	96%	77%	31%	17%	19%	10%	23%	10%
Large	13	100%	85%	54%	8%	0%	15%	23%	8%
Museum	484	85%	79%	17%	22%	28%	34%	19%	5%
Small	214	86%	70%	12%	25%	31%	40%	18%	5%
Medium	197	84%	84%	17%	22%	27%	36%	19%	3%
Large	73	82%	95%	33%	14%	23%	14%	23%	8%
University/ College Museum Studies	8	0%	75%	13%	100%	38%	13%	0%	13%
University	8	0%	75%	13%	100%	38%	13%	0%	13%
Zoos and Botanical Gardens	11	100%	82%	36%	9%	9%	18%	36%	0%
Small	3	100%	67%	33%	0%	0%	33%	67%	0%
Medium	2	100%	50%	50%	0%	50%	0%	50%	0%
Large	6	100%	100%	33%	17%	0%	17%	17%	0%
Grand Total	778	75%	77%	16%	26%	30%	31%	23%	7%
Small Heritage Institutions Total	287	79%	68%	13%	27%	32%	38%	20%	7%
Medium Heritage Institutions Total	353	73%	80%	15%	27%	31%	31%	23%	8%
Large Heritage Institutions Total	130	78%	90%	28%	14%	23%	17%	33%	8%

Table Q2b: By province/territory

All Heritage Institutions by P/T	Q2 # of Responses	Tourist attraction	Educator (programming that is informative, educational, host school trips)	Meeting space (weddings, conferences, events, etc.)	Research facility	Cultural community support	Memory repository	Community gathering space	Other
AB	88	74%	84%	19%	26%	25%	31%	27%	5%
Small	28	75%	93%	14%	29%	32%	36%	18%	0%
Medium	39	77%	77%	18%	21%	23%	36%	31%	8%
Large	19	74%	89%	32%	26%	16%	16%	37%	5%
University	2	0%	50%	0%	100%	50%	0%	0%	0%
BC	114	73%	82%	17%	21%	26%	35%	29%	5%
Small	31	81%	68%	16%	35%	6%	42%	29%	3%
Medium	61	72%	87%	13%	16%	34%	38%	26%	5%
Large	21	67%	90%	29%	10%	29%	19%	38%	10%
University	1	0%	100%	0%	100%	100%	0%	0%	0%
MB	56	66%	79%	16%	25%	32%	45%	23%	7%
Small	26	73%	77%	8%	15%	35%	58%	15%	8%
Medium	22	45%	77%	14%	45%	36%	36%	32%	9%
Large	8	100%	88%	50%	0%	13%	25%	25%	0%
NB	31	68%	65%	23%	29%	32%	39%	10%	16%
Small	12	83%	67%	17%	25%	25%	42%	8%	17%
Medium	16	56%	63%	25%	31%	38%	38%	13%	19%
Large	3	67%	67%	33%	33%	33%	33%	0%	0%
NL	40	95%	70%	10%	10%	40%	30%	13%	5%
Small	19	95%	63%	5%	0%	53%	42%	11%	0%
Medium	16	100%	69%	6%	19%	38%	19%	6%	13%
Large	4	100%	100%	50%	0%	0%	0%	50%	0%
University	1	0%	100%	0%	100%	0%	100%	0%	0%
NS	53	77%	66%	23%	30%	38%	19%	36%	2%
Small	25	72%	56%	20%	40%	48%	24%	32%	0%
Medium	21	76%	76%	24%	29%	33%	14%	33%	0%
Large	7	100%	71%	29%	0%	14%	14%	57%	14%
NWT	4	100%	100%	25%	0%	25%	25%	25%	0%
Small	2	100%	100%	0%	0%	50%	0%	50%	0%
Medium	2	100%	100%	50%	0%	0%	50%	0%	0%
ON	177	72%	80%	14%	34%	31%	32%	21%	7%
Small	59	83%	64%	14%	34%	29%	39%	14%	12%
Medium	82	70%	85%	10%	40%	27%	37%	18%	4%
Large	34	62%	94%	26%	15%	41%	12%	41%	3%
University	2	0%	100%	0%	100%	50%	0%	0%	50%
PE	8	100%	75%	0%	0%	0%	75%	13%	13%
Small	5	100%	80%	0%	0%	0%	80%	0%	0%
Medium	2	100%	50%	0%	0%	0%	50%	50%	50%
Large	1	100%	100%	0%	0%	0%	100%	0%	0%
QC	124	76%	74%	17%	27%	27%	23%	16%	14%
Small	35	54%	63%	14%	37%	29%	37%	17%	17%
Medium	64	81%	75%	19%	25%	30%	19%	17%	13%
Large	24	96%	92%	17%	13%	17%	17%	13%	13%
University	1	0%	0%	0%	100%	0%	0%	0%	0%
SK	74	82%	77%	14%	18%	39%	23%	24%	7%
Small	43	91%	67%	9%	16%	44%	26%	26%	0%
Medium	24	67%	92%	13%	21%	42%	21%	21%	13%
Large	7	86%	86%	43%	14%	0%	14%	29%	29%
YK	9	56%	56%	33%	33%	11%	33%	67%	11%
Small	2	100%	0%	0%	50%	0%	0%	100%	50%
Medium	4	50%	50%	50%	0%	25%	50%	75%	0%
Large	2	50%	100%	0%	50%	0%	50%	50%	0%
University	1	0%	100%	100%	100%	0%	0%	0%	0%
Grand Total	778	75%	77%	16%	26%	30%	31%	23%	7%

Question 3: By type and province/territory

Q3. In the past 5 years, has your organization ever partnered or networked with any of the following?
Please select all that apply.

- ☐ A national museum/heritage institution
- ☐ A provincial museum/heritage institution
- ☐ Other museum/heritage institution
- ☐ An academic institution (i.e., high school, college, university etc.)
- ☐ A business or commercial enterprise
- ☐ A community association
- ☐ A tourism organization
- ☐ Other (please provide example)
- ☐ No, have not partnered or networked with other organizations in the past 5 years
- ☐ Don't know

Table Q3a: By type of Heritage Institution

Heritage Institutions by Type	Q3 # of Responses	A national museum/heritage institution	A provincial museum/heritage institution	Other museum/heritage institution	An academic institution (i.e., high school, college, university etc.)	A business or commercial enterprise	A community association	A tourism organization	Other	No, have not partnered or networked with other organizations in the past 5 years	Don't know
Archives	69	25%	45%	65%	68%	33%	52%	23%	17%	7%	3%
Small	29	10%	38%	62%	62%	24%	45%	28%	14%	0%	3%
Medium	33	30%	45%	67%	73%	33%	55%	21%	24%	12%	0%
Large	7	57%	71%	71%	71%	71%	71%	14%	0%	14%	14%
Art Museum and Galleries	104	41%	60%	76%	84%	63%	84%	63%	19%	0%	2%
Small	3	0%	67%	33%	67%	0%	67%	33%	0%	0%	0%
Medium	71	32%	51%	70%	79%	54%	79%	56%	21%	0%	3%
Large	30	67%	80%	93%	97%	90%	97%	80%	17%	0%	0%
Historic and Heritage Sites	97	24%	44%	66%	58%	47%	68%	72%	12%	2%	1%
Small	37	16%	32%	54%	38%	30%	65%	54%	14%	5%	0%
Medium	47	26%	51%	81%	66%	53%	70%	81%	11%	0%	2%
Large	13	38%	54%	46%	85%	77%	69%	92%	15%	0%	0%
Museum	480	29%	46%	70%	62%	51%	69%	63%	16%	4%	3%
Small	211	20%	36%	57%	43%	32%	58%	46%	15%	7%	5%
Medium	196	30%	45%	76%	71%	61%	77%	72%	15%	2%	2%
Large	73	51%	75%	93%	92%	79%	82%	85%	23%	1%	0%
University/ College Museum Studies	7	43%	71%	71%	100%	14%	86%	29%	14%	0%	0%
University	7	43%	71%	71%	100%	14%	86%	29%	14%	0%	0%
Zoos and Botanical Gardens	11	36%	36%	45%	91%	45%	82%	91%	27%	0%	0%
Small	3	0%	0%	33%	67%	33%	67%	100%	33%	0%	0%
Medium	2	50%	50%	0%	100%	0%	50%	50%	0%	0%	0%
Large	6	50%	50%	67%	100%	67%	100%	100%	33%	0%	0%
Heritage Institutions Grand Total	768	30%	48%	70%	66%	50%	70%	60%	16%	3%	2%
Small Heritage Institutions Total	283	18%	36%	57%	45%	30%	58%	46%	14%	6%	4%
Medium Heritage Institutions Total	349	30%	47%	74%	72%	55%	74%	65%	16%	2%	2%
Large Heritage Institutions Total	129	53%	73%	86%	91%	81%	84%	81%	20%	2%	1%

Table Q3b: By province/territory

All Heritage Institutions by P/T	Q3 # of Responses	A national museum/heritage institution	A provincial museum/heritage institution	Other museum/heritage institution	An academic institution (i.e., high school, college, university etc.)	A business or commercial enterprise	A community association	A tourism organization	Other	No, have not partnered or networked with other organizations in the past 5 years	Don't know
AB	87	30%	38%	67%	59%	56%	77%	61%	16%	3%	1%
Small	28	18%	14%	36%	29%	25%	71%	46%	14%	7%	4%
Medium	38	29%	39%	82%	61%	66%	79%	63%	13%	3%	0%
Large	19	53%	74%	84%	95%	89%	84%	84%	26%	0%	0%
University	2	0%	0%	50%	100%	0%	50%	0%	0%	0%	0%
BC	113	24%	46%	66%	72%	52%	73%	66%	18%	4%	3%
Small	31	0%	35%	58%	61%	35%	68%	55%	10%	6%	0%
Medium	60	28%	40%	63%	72%	53%	72%	72%	18%	2%	5%
Large	21	48%	76%	86%	86%	76%	81%	71%	24%	5%	0%
University	1	0%	100%	100%	100%	0%	100%	0%	100%	0%	0%
MB	55	36%	58%	65%	64%	36%	71%	47%	16%	5%	4%
Small	25	28%	48%	52%	52%	28%	56%	40%	16%	12%	4%
Medium	22	36%	64%	73%	77%	32%	86%	41%	18%	0%	5%
Large	8	63%	75%	88%	63%	75%	75%	88%	13%	0%	0%
NB	31	32%	71%	65%	65%	39%	65%	58%	16%	3%	0%
Small	12	25%	75%	50%	42%	17%	50%	42%	17%	8%	0%
Medium	16	25%	63%	75%	75%	50%	69%	69%	19%	0%	0%
Large	3	100%	100%	67%	100%	67%	100%	67%	0%	0%	0%
NL	40	28%	68%	48%	60%	55%	75%	68%	10%	3%	0%
Small	19	21%	53%	47%	58%	53%	74%	58%	0%	5%	0%
Medium	16	31%	81%	44%	50%	50%	69%	69%	19%	0%	0%
Large	4	50%	75%	75%	100%	100%	100%	100%	25%	0%	0%
University	1	0%	100%	0%	100%	0%	100%	100%	0%	0%	0%
NS	52	29%	58%	62%	60%	54%	71%	58%	12%	4%	6%
Small	25	20%	56%	64%	48%	48%	64%	56%	12%	4%	8%
Medium	20	35%	50%	55%	65%	50%	75%	45%	15%	5%	5%
Large	7	43%	86%	71%	86%	86%	86%	100%	0%	0%	0%
NWT	4	25%	0%	75%	75%	0%	75%	75%	25%	0%	0%
Small	2	0%	0%	50%	50%	0%	50%	100%	0%	0%	0%
Medium	2	50%	0%	100%	100%	0%	100%	50%	50%	0%	0%
ON	176	31%	39%	83%	73%	55%	76%	60%	18%	3%	1%
Small	59	17%	24%	69%	46%	25%	58%	44%	29%	5%	2%
Medium	82	29%	37%	88%	82%	63%	83%	66%	11%	2%	0%
Large	33	58%	70%	94%	97%	88%	91%	76%	18%	0%	0%
University	2	100%	100%	100%	100%	50%	100%	50%	0%	0%	0%
PE	8	75%	75%	88%	88%	100%	100%	100%	0%	0%	0%
Small	5	80%	60%	100%	80%	100%	100%	100%	0%	0%	0%
Medium	2	50%	100%	50%	100%	100%	100%	100%	0%	0%	0%
Large	1	100%	100%	100%	100%	100%	100%	100%	0%	0%	0%
QC	121	31%	47%	74%	71%	47%	62%	63%	17%	1%	3%
Small	34	26%	24%	59%	38%	24%	38%	38%	18%	0%	6%
Medium	62	27%	50%	76%	79%	53%	68%	68%	13%	2%	2%
Large	24	46%	71%	92%	96%	67%	79%	88%	29%	0%	4%
University	1	100%	100%	100%	100%	0%	100%	0%	0%	0%	0%
SK	73	25%	45%	62%	44%	37%	49%	51%	12%	8%	4%
Small	41	12%	37%	54%	29%	22%	49%	34%	5%	7%	7%
Medium	25	36%	56%	76%	56%	52%	44%	68%	24%	8%	0%
Large	7	57%	57%	57%	86%	71%	71%	86%	14%	14%	0%
YK	8	25%	50%	63%	75%	63%	75%	63%	50%	0%	13%
Small	2	0%	50%	0%	50%	0%	0%	0%	0%	0%	50%
Medium	4	25%	50%	75%	75%	75%	100%	100%	100%	0%	0%
Large	2	50%	50%	100%	100%	100%	100%	50%	0%	0%	0%
Grand Total	768	30%	48%	70%	66%	50%	70%	60%	16%	3%	2%

Question 4: By type and province/territory

Q4. Over the past 5 years, what types of partnerships or networking has your organization participated in?
Please select all that apply.

- ☐ Achieve missions or mandates
- ☐ Capacity building
- ☐ Expertise sharing (i.e., professional development)
- ☐ Equipment sharing
- ☐ Fundraising
- ☐ Marketing
- ☐ Research
- ☐ Loans
- ☐ Other (please provide example)
- ☐ Don't know

Table Q4a: By type of Heritage Institution

Heritage Institutions by Type	Q4 # of Responses	Achieve missions or mandates	Capacity building	Expertise sharing (i.e., professional development)	Equipment sharing	Fundraising	Marketing	Research	Loans	Other	Don't know
Archives	68	57%	26%	74%	32%	19%	18%	62%	32%	15%	1%
Small	29	55%	24%	55%	28%	24%	17%	52%	14%	14%	3%
Medium	32	56%	25%	88%	31%	13%	22%	66%	41%	16%	0%
Large	7	71%	43%	86%	57%	29%	0%	86%	71%	14%	0%
Art Museum and Galleries	104	74%	64%	82%	56%	48%	61%	54%	53%	17%	2%
Small	3	67%	33%	67%	33%	33%	0%	0%	0%	0%	0%
Medium	71	70%	59%	79%	58%	46%	54%	49%	46%	20%	3%
Large	30	83%	80%	90%	53%	53%	83%	70%	73%	13%	0%
Historic and Heritage Sites	95	54%	45%	63%	34%	35%	58%	35%	26%	7%	3%
Small	35	34%	34%	51%	23%	49%	43%	34%	14%	11%	6%
Medium	47	60%	47%	68%	40%	26%	66%	38%	38%	6%	2%
Large	13	85%	69%	77%	38%	31%	69%	23%	15%	0%	0%
Museum	475	57%	42%	65%	36%	46%	51%	51%	40%	11%	4%
Small	209	41%	28%	55%	30%	41%	35%	43%	25%	13%	7%
Medium	193	64%	48%	70%	39%	52%	63%	54%	45%	8%	2%
Large	73	81%	67%	78%	44%	42%	62%	66%	67%	14%	3%
University/ College Museum Studies	7	57%	57%	100%	29%	14%	14%	86%	14%	14%	0%
University	7	57%	57%	100%	29%	14%	14%	86%	14%	14%	0%
Zoos and Botanical Gardens	11	82%	55%	73%	27%	64%	64%	45%	18%	18%	0%
Small	3	67%	0%	33%	0%	100%	67%	0%	0%	33%	0%
Medium	2	100%	50%	50%	0%	50%	50%	50%	0%	0%	0%
Large	6	83%	83%	100%	50%	50%	67%	67%	33%	17%	0%
Heritage Institutions Grand Total	760	59%	45%	68%	38%	42%	50%	50%	39%	12%	3%
Small Heritage Institutions Total	279	42%	28%	54%	29%	41%	34%	42%	22%	13%	6%
Medium Heritage Institutions Total	345	64%	48%	73%	42%	44%	58%	52%	44%	11%	2%
Large Heritage Institutions Total	129	81%	70%	82%	47%	43%	64%	64%	62%	12%	2%

Table Q4b: By province/territory

All Heritage Institutions by P/T	Q4 # of Responses	Achieve missions or mandates	Capacity building	Expertise sharing (i.e., professional development)	Equipment sharing	Fundraising	Marketing	Research	Loans	Other	Don't know
AB	84	62%	46%	69%	45%	45%	57%	46%	38%	13%	1%
Small	27	37%	19%	52%	33%	37%	33%	33%	15%	15%	4%
Medium	36	75%	58%	72%	50%	56%	69%	47%	36%	14%	0%
Large	19	79%	68%	84%	58%	42%	74%	63%	74%	11%	0%
University	2	0%	0%	100%	0%	0%	0%	50%	50%	0%	0%
BC	112	65%	44%	72%	26%	46%	49%	46%	40%	14%	2%
Small	31	42%	26%	58%	13%	45%	35%	35%	23%	16%	3%
Medium	59	69%	47%	73%	29%	47%	56%	51%	41%	14%	2%
Large	21	86%	57%	90%	38%	48%	52%	48%	67%	10%	0%
University	1	100%	100%	100%	0%	0%	0%	100%	0%	100%	0%
MB	56	57%	39%	68%	34%	41%	48%	43%	34%	14%	5%
Small	26	42%	15%	58%	35%	35%	35%	31%	27%	19%	8%
Medium	22	64%	55%	77%	27%	45%	59%	59%	32%	14%	5%
Large	8	88%	75%	75%	50%	50%	63%	38%	63%	0%	0%
NB	31	45%	39%	74%	35%	39%	32%	55%	42%	3%	6%
Small	12	33%	25%	75%	17%	42%	17%	50%	42%	8%	8%
Medium	16	44%	38%	69%	38%	44%	44%	56%	31%	0%	6%
Large	3	100%	100%	100%	100%	0%	33%	67%	100%	0%	0%
NL	39	56%	49%	72%	26%	44%	51%	44%	26%	8%	3%
Small	18	44%	50%	61%	22%	50%	56%	33%	17%	6%	6%
Medium	16	56%	38%	75%	31%	38%	50%	44%	31%	13%	0%
Large	4	100%	100%	100%	25%	50%	50%	75%	50%	0%	0%
University	1	100%	0%	100%	0%	0%	0%	100%	0%	0%	0%
NS	52	50%	46%	69%	52%	50%	46%	48%	27%	10%	4%
Small	25	28%	44%	64%	48%	56%	28%	52%	16%	16%	4%
Medium	20	60%	35%	70%	60%	50%	50%	45%	45%	0%	5%
Large	7	100%	86%	86%	43%	29%	100%	43%	14%	14%	0%
NWT	4	25%	0%	50%	0%	75%	0%	50%	25%	0%	0%
Small	2	0%	0%	50%	0%	100%	0%	0%	0%	0%	0%
Medium	2	50%	0%	50%	0%	50%	0%	100%	50%	0%	0%
ON	172	65%	54%	69%	44%	48%	59%	62%	47%	14%	2%
Small	56	54%	34%	52%	30%	43%	43%	55%	20%	16%	5%
Medium	81	69%	58%	77%	52%	52%	67%	62%	59%	12%	0%
Large	33	73%	76%	76%	42%	45%	70%	73%	67%	15%	0%
University	2	50%	100%	100%	100%	50%	50%	100%	0%	0%	0%
PE	8	38%	88%	63%	75%	50%	63%	63%	50%	0%	0%
Small	5	20%	80%	60%	60%	40%	40%	60%	60%	0%	0%
Medium	2	50%	100%	50%	100%	50%	100%	50%	50%	0%	0%
Large	1	100%	100%	100%	100%	100%	100%	100%	0%	0%	0%
QC	121	65%	35%	66%	40%	18%	42%	49%	49%	12%	5%
Small	34	59%	18%	41%	35%	9%	18%	32%	35%	9%	9%
Medium	62	61%	34%	74%	42%	15%	48%	45%	50%	10%	3%
Large	24	83%	58%	79%	46%	42%	63%	79%	67%	21%	4%
University	1	100%	100%	100%	0%	0%	0%	100%	0%	0%	0%
SK	73	42%	37%	62%	27%	53%	47%	41%	18%	12%	7%
Small	41	32%	22%	54%	20%	51%	37%	41%	12%	12%	7%
Medium	25	52%	48%	68%	36%	56%	60%	40%	24%	16%	4%
Large	7	71%	86%	86%	43%	57%	57%	43%	29%	0%	14%
YK	8	63%	63%	50%	50%	50%	38%	75%	25%	13%	13%
Small	2	50%	50%	0%	0%	50%	50%	50%	0%	0%	50%
Medium	4	75%	100%	75%	75%	75%	50%	75%	25%	0%	0%
Large	2	50%	0%	50%	50%	0%	0%	100%	50%	50%	0%
Grand Total	760	59%	45%	68%	38%	42%	50%	50%	39%	12%	3%

Question 5: By type and province/territory

Q5. Does your museum or heritage institution currently have a digital strategy?

- ☐ Yes
- ☐ No
- ☐ Don't know

Table Q5a: By type of Heritage Institution

Heritage Institutions by Type	Q5 # of Responses	Yes	No	Don't know
Archives	69	62%	33%	4%
Small	29	55%	41%	3%
Medium	33	64%	33%	3%
Large	7	86%	0%	14%
Art Museum and Galleries	103	63%	35%	2%
Small	3	33%	67%	0%
Medium	70	63%	36%	1%
Large	30	67%	30%	3%
Historic and Heritage Sites	95	49%	47%	3%
Small	36	50%	47%	3%
Medium	46	43%	52%	4%
Large	13	69%	31%	0%
Museum	474	57%	40%	3%
Small	207	51%	45%	3%
Medium	194	56%	41%	3%
Large	73	75%	25%	0%
University/ College Museum Studies	7	57%	14%	29%
University	7	57%	14%	29%
Zoos and Botanical Gardens	11	91%	9%	0%
Small	3	100%	0%	0%
Medium	2	100%	0%	0%
Large	6	83%	17%	0%
Heritage Institutions Grand Total	759	58%	39%	3%
Small Heritage Institutions Total	278	52%	45%	3%
Medium Heritage Institutions Total	345	57%	40%	3%
Large Heritage Institutions Total	129	74%	25%	2%

Table Q5b: By province/territory

All Heritage Institutions by P/T	Q5 # of Responses	Yes	No	Don't know
AB	85	64%	32%	5%
Small	28	68%	32%	0%
Medium	36	69%	25%	6%
Large	19	53%	47%	0%
University	2	0%	0%	100%
BC	113	62%	35%	4%
Small	31	65%	26%	10%
Medium	60	57%	42%	2%
Large	21	71%	29%	0%
University	1	100%	0%	0%
MB	52	54%	46%	0%
Small	23	48%	52%	0%
Medium	21	57%	43%	0%
Large	8	63%	38%	0%
NB	31	45%	55%	0%
Small	12	33%	67%	0%
Medium	16	50%	50%	0%
Large	3	67%	33%	0%
NL	40	33%	60%	8%
Small	19	32%	63%	5%
Medium	16	25%	63%	13%
Large	4	50%	50%	0%
University	1	100%	0%	0%
NS	51	55%	45%	0%
Small	24	67%	33%	0%
Medium	20	30%	70%	0%
Large	7	86%	14%	0%
NWT	4	25%	75%	0%
Small	2	0%	100%	0%
Medium	2	50%	50%	0%
ON	175	62%	35%	3%
Small	59	46%	53%	2%
Medium	81	62%	35%	4%
Large	33	94%	3%	3%
University	2	50%	50%	0%
PE	8	88%	0%	13%
Small	5	80%	0%	20%
Medium	2	100%	0%	0%
Large	1	100%	0%	0%
QC	120	58%	38%	3%
Small	33	45%	52%	3%
Medium	62	61%	35%	3%
Large	24	67%	29%	4%
University	1	100%	0%	0%
SK	72	56%	42%	3%
Small	40	55%	40%	5%
Medium	25	52%	48%	0%
Large	7	71%	29%	0%
YK	8	63%	38%	0%
Small	2	0%	100%	0%
Medium	4	75%	25%	0%
Large	2	100%	0%	0%
Grand Total	759	58%	39%	3%

Question 6: By type and province/territory

Q6. Why does your organizations not have a digital strategy?

- ☐ Do not have expertise
- ☐ Do not have resources
- ☐ Do not need one
- ☐ Other (please explain)
- ☐ Don't know

Table Q6a: By type of Heritage Institution

Heritage Institutions by Type	Q6 # of Responses	Do not have expertise	Do not have resources	Do not need one	Other	Don't know
Archives	23	30%	78%	0%	39%	0%
Small	12	25%	92%	0%	33%	0%
Medium	11	36%	64%	0%	45%	0%
Large		X	X	X	X	X
Art Museum and Galleries	36	25%	64%	0%	28%	8%
Small	2	0%	100%	0%	0%	0%
Medium	25	28%	68%	0%	20%	12%
Large	9	22%	44%	0%	56%	0%
Historic and Heritage Sites	44	41%	73%	0%	20%	5%
Small	17	59%	82%	0%	6%	12%
Medium	23	26%	61%	0%	35%	0%
Large	4	50%	100%	0%	0%	0%
Museum	191	48%	71%	4%	25%	3%
Small	94	48%	73%	9%	20%	1%
Medium	79	51%	71%	0%	29%	4%
Large	18	39%	56%	0%	28%	6%
University/ College Museum Studies	1	X	X	X	X	X
University	1	X	X	X	X	X
Zoos and Botanical Gardens	1	X	X	X	X	X
Small		X	X	X	X	X
Medium		X	X	X	X	X
Large	1	X	X	X	X	X
Grand Total	296	43%	71%	3%	26%	3%
Small	125	46%	77%	6%	19%	2%
Medium	138	41%	68%	0%	30%	4%
Large	32	34%	59%	0%	31%	3%

Table Q6b: By province/territory

All Heritage Institutions by P/T	Q6 # of Responses	Do not have expertise	Do not have resources	Do not need one	Other	Don't know
AB	27	56%	70%	0%	22%	0%
Small	9	67%	67%	0%	11%	0%
Medium	9	44%	78%	0%	22%	0%
Large	9	56%	67%	0%	33%	0%
University		X	X	X	X	X
BC	39	38%	74%	0%	21%	8%
Small	8	50%	100%	0%	0%	0%
Medium	25	40%	68%	0%	24%	12%
Large	6	17%	67%	0%	33%	0%
University	0	X	X	X	X	X
MB	24	50%	63%	0%	33%	8%
Small	12	58%	67%	0%	42%	0%
Medium	9	56%	56%	0%	33%	11%
Large	3	0%	67%	0%	0%	33%
NB	17	41%	76%	6%	24%	0%
Small	8	38%	75%	13%	13%	0%
Medium	8	50%	75%	0%	38%	0%
Large	1	0%	100%	0%	0%	0%
NL	23	30%	78%	9%	9%	9%
Small	12	33%	75%	17%	0%	17%
Medium	9	22%	89%	0%	22%	0%
Large	2	50%	50%	0%	0%	0%
University	0	X	X	X	X	X
NS	23	39%	78%	0%	39%	4%
Small	8	38%	88%	0%	50%	0%
Medium	14	43%	79%	0%	29%	7%
Large	1	0%	0%	0%	100%	0%
NWT	3	33%	100%	0%	33%	0%
Small	2	50%	100%	0%	0%	0%
Medium	1	0%	100%	0%	100%	0%
ON	61	34%	69%	2%	31%	2%
Small	31	35%	74%	3%	23%	0%
Medium	28	36%	68%	0%	36%	4%
Large	1	50%	100%	0%	0%	0%
University	1	0%	100%	0%	100%	0%
PE	0	X	X	X	X	X
Small	0	X	X	X	X	X
Medium	0	X	X	X	X	X
Large	0	X	X	X	X	X
QC	46	48%	67%	0%	24%	2%
Small	17	59%	82%	0%	18%	6%
Medium	22	36%	59%	0%	27%	0%
Large	7	57%	57%	0%	29%	0%
University	0	X	X	X	X	X
SK	30	57%	70%	10%	20%	0%
Small	16	56%	81%	19%	13%	0%
Medium	12	67%	58%	0%	25%	0%
Large	2	0%	50%	0%	50%	0%
YK	3	0%	0%	33%	67%	0%
Small	2	0%	0%	50%	50%	0%
Medium	1	0%	0%	0%	100%	0%
Large	0	X	X	X	X	X
Grand Total	296	43%	71%	3%	26%	3%

Question 7: By type and province/territory

Q7. Which digital activities does your organization currently undertake?

Please select all that apply.

- ☐ Digitization of artefacts
- ☐ Offering your programs online
- ☐ Marketing
- ☐ Online sales
- ☐ Hosting online virtual experiences (i.e., virtual tours of exhibitions, streaming content etc.)
- ☐ Social media outreach
- ☐ Provide onsite digital experiences
- ☐ Virtual reality
- ☐ Other (please explain)
- ☐ Don't know

Table Q7a: By type of Heritage Institution

Heritage Institutions by Type	Q7 # of Responses	Digitization of artefacts	Offering your programs online	Marketing	Online sales	Hosting online virtual experiences (i.e., virtual tours of exhibitions, streaming content etc.)	Social media outreach	Provide onsite digital experiences	Virtual reality	Other	Don't know
Archives	42	74%	48%	24%	31%	52%	76%	24%	2%	29%	0%
Small	16	88%	44%	25%	31%	50%	75%	19%	0%	19%	0%
Medium	21	76%	52%	24%	33%	52%	76%	29%	5%	29%	0%
Large	5	20%	40%	20%	20%	60%	80%	20%	0%	60%	0%
Art Museum and Galleries	65	71%	86%	80%	63%	80%	97%	51%	18%	9%	0%
Small	1	0%	100%	100%	0%	100%	100%	100%	0%	100%	0%
Medium	44	68%	80%	75%	57%	73%	100%	34%	16%	0%	0%
Large	20	80%	100%	90%	80%	95%	90%	85%	25%	25%	0%
Historic and Heritage Sites	47	51%	38%	70%	47%	47%	94%	32%	15%	11%	0%
Small	18	44%	22%	56%	28%	28%	89%	17%	17%	17%	0%
Medium	20	60%	55%	80%	55%	60%	95%	30%	10%	5%	0%
Large	9	44%	33%	78%	67%	56%	100%	67%	22%	11%	0%
Museum	270	79%	45%	64%	47%	51%	86%	34%	14%	10%	0%
Small	106	82%	19%	40%	28%	28%	78%	23%	8%	10%	1%
Medium	109	75%	52%	72%	52%	62%	89%	39%	14%	12%	0%
Large	55	80%	82%	95%	75%	75%	95%	45%	24%	5%	0%
University/ College Museum Studies	4	75%	50%	25%	0%	100%	75%	0%	0%	0%	0%
University	4	75%	50%	25%	0%	100%	75%	0%	0%	0%	0%
Zoos and Botanical Gardens	10	10%	70%	70%	70%	30%	100%	30%	0%	10%	0%
Small	3	0%	33%	67%	33%	67%	100%	0%	0%	33%	0%
Medium	2	0%	100%	50%	50%	0%	100%	0%	0%	0%	0%
Large	5	20%	80%	80%	100%	20%	100%	60%	0%	0%	0%
Heritage Institutions Grand Total	438	73%	51%	63%	48%	55%	88%	35%	13%	12%	0%
Small Heritage Institutions Total	144	76%	23%	41%	28%	32%	80%	22%	8%	13%	1%
Medium Heritage Institutions Total	196	71%	59%	68%	52%	63%	91%	35%	13%	10%	0%
Large Heritage Institutions Total	94	70%	79%	87%	73%	73%	94%	55%	21%	13%	0%

Table Q7b: By province/territory

All Heritage Institutions by P/T	Q7 # of Responses	Digitization of artefacts	Offering your programs online	Marketing	Online sales (i.e., ticket sales, gift shop)	Hosting online virtual experiences (i.e., virtual tours of exhibitions, streaming content etc.)	Social media outreach	Provide onsite digital experiences	Virtual reality	Other	Don't know
AB	54	70%	43%	63%	43%	46%	80%	26%	13%	9%	0%
Small	19	79%	5%	37%	16%	21%	74%	21%	5%	11%	0%
Medium	25	76%	56%	72%	52%	56%	76%	28%	20%	8%	0%
Large	10	40%	80%	90%	70%	70%	100%	30%	10%	10%	0%
University		X	X	X	X	X	X	X	X	X	X
BC	70	59%	60%	61%	39%	60%	86%	34%	14%	16%	1%
Small	20	55%	30%	30%	20%	35%	65%	20%	0%	10%	5%
Medium	34	59%	62%	74%	38%	62%	94%	32%	12%	24%	0%
Large	15	67%	93%	80%	67%	87%	93%	60%	40%	7%	0%
University	1	0%	100%	0%	0%	100%	100%	0%	0%	0%	0%
MB	28	71%	46%	64%	54%	50%	93%	25%	4%	7%	0%
Small	11	73%	9%	45%	55%	9%	91%	9%	0%	9%	0%
Medium	12	75%	75%	75%	42%	83%	100%	25%	8%	8%	0%
Large	5	60%	60%	80%	80%	60%	80%	60%	0%	0%	0%
NB	14	71%	43%	43%	43%	50%	71%	7%	14%	7%	0%
Small	4	100%	25%	0%	0%	25%	50%	0%	25%	0%	0%
Medium	8	63%	38%	63%	75%	50%	88%	13%	13%	0%	0%
Large	2	50%	100%	50%	0%	100%	50%	0%	0%	50%	0%
NL	13	62%	46%	46%	31%	69%	92%	15%	15%	8%	0%
Small	6	67%	50%	17%	17%	83%	83%	17%	33%	17%	0%
Medium	4	50%	25%	75%	25%	75%	100%	0%	0%	0%	0%
Large	2	50%	50%	100%	100%	0%	100%	50%	0%	0%	0%
University	1	100%	100%	0%	0%	100%	100%	0%	0%	0%	0%
NS	28	82%	21%	54%	32%	29%	100%	14%	4%	4%	0%
Small	16	88%	13%	38%	19%	13%	100%	6%	6%	6%	0%
Medium	6	100%	50%	67%	33%	50%	100%	17%	0%	0%	0%
Large	6	50%	17%	83%	67%	50%	100%	33%	0%	0%	0%
NWT	1	100%	0%	0%	0%	100%	100%	0%	0%	0%	0%
Small		X	X	X	X	X	X	X	X	X	X
Medium	1	100%	0%	0%	0%	100%	100%	0%	0%	0%	0%
ON	108	84%	63%	75%	55%	70%	93%	42%	13%	12%	0%
Small	27	81%	22%	52%	30%	41%	85%	22%	11%	15%	0%
Medium	50	82%	68%	72%	54%	76%	96%	42%	10%	8%	0%
Large	30	90%	93%	100%	80%	87%	93%	60%	20%	17%	0%
University	1	100%	0%	100%	0%	100%	100%	0%	0%	0%	0%
PE	7	86%	71%	86%	100%	86%	100%	71%	0%	43%	0%
Small	4	100%	100%	75%	100%	100%	100%	75%	0%	75%	0%
Medium	2	100%	0%	100%	100%	50%	100%	50%	0%	0%	0%
Large	1	0%	100%	100%	100%	100%	100%	100%	0%	0%	0%
QC	70	67%	61%	53%	59%	53%	84%	49%	23%	13%	0%
Small	15	80%	33%	33%	47%	40%	80%	40%	13%	20%	0%
Medium	38	55%	66%	53%	61%	50%	84%	47%	21%	11%	0%
Large	16	81%	81%	75%	69%	69%	94%	63%	38%	13%	0%
University	1	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%
SK	40	75%	33%	63%	40%	35%	83%	33%	8%	10%	0%
Small	22	68%	18%	55%	23%	23%	73%	23%	9%	9%	0%
Medium	13	92%	46%	62%	46%	54%	92%	31%	0%	8%	0%
Large	5	60%	60%	100%	100%	40%	100%	80%	20%	20%	0%
YK	5	60%	0%	80%	80%	60%	100%	60%	20%	20%	0%
Small		X	X	X	X	X	X	X	X	X	X
Medium	3	67%	0%	100%	100%	67%	100%	67%	33%	0%	0%
Large	2	50%	0%	50%	50%	50%	100%	50%	0%	50%	0%
Grand Total	438	73%	51%	63%	48%	55%	88%	35%	13%	12%	0%

Question 8: By type and province/territory

Q8. What 3 digital activities would be your organization's top priority if funding became available to support it?

- ☐ Digitization of artefacts
- ☐ Offering your programs online
- ☐ Marketing
- ☐ Online sales (i.e., ticket sales, gift shop)
- ☐ Hosting online virtual experiences (i.e., virtual tours of exhibitions, streaming content etc.)
- ☐ Social media outreach
- ☐ Provide onsite digital experiences
- ☐ Virtual reality
- ☐ Other (please explain)
- ☐ Don't know

Table Q8a: By type of Heritage Institution

Heritage Institutions by Type	Q8 # of Responses	Digitization of artefacts	Offering your programs online	Marketing	Online sales (i.e., ticket sales, gift shop)	Hosting online virtual experiences (i.e., virtual tours of exhibitions, streaming content etc.)	Social media outreach	Provide onsite digital experiences	Virtual reality	Other	Don't know
Archives	69	59%	45%	13%	6%	59%	25%	23%	4%	29%	1%
Small	29	55%	52%	7%	3%	69%	28%	21%	7%	24%	0%
Medium	33	70%	39%	21%	9%	52%	21%	24%	3%	30%	0%
Large	7	29%	43%	0%	0%	57%	29%	29%	0%	43%	14%
Art Museum and Galleries	103	41%	45%	35%	11%	63%	20%	39%	22%	9%	0%
Small	3	33%	67%	67%	33%	33%	33%	0%	0%	33%	0%
Medium	70	41%	44%	31%	11%	66%	26%	33%	24%	7%	0%
Large	30	40%	43%	40%	7%	60%	7%	57%	20%	10%	0%
Historic and Heritage Sites	96	52%	26%	29%	24%	49%	28%	44%	13%	6%	3%
Small	36	50%	28%	28%	25%	36%	53%	25%	8%	6%	6%
Medium	47	53%	23%	32%	21%	51%	17%	53%	13%	9%	2%
Large	13	54%	31%	23%	31%	77%	0%	62%	23%	0%	0%
Museum	479	67%	29%	24%	16%	49%	29%	46%	12%	5%	2%
Small	210	73%	20%	24%	14%	48%	35%	37%	9%	5%	4%
Medium	196	65%	32%	24%	16%	49%	29%	52%	11%	5%	1%
Large	73	55%	44%	25%	21%	48%	11%	53%	22%	5%	1%
University/ College Museum Studies	7	43%	43%	0%	0%	43%	43%	0%	14%	29%	14%
University	7	43%	43%	0%	0%	43%	43%	0%	14%	29%	14%
Zoos and Botanical Gardens	11	18%	36%	45%	27%	64%	18%	45%	18%	9%	0%
Small	3	33%	67%	67%	33%	33%	33%	0%	0%	33%	0%
Medium	2	0%	0%	50%	0%	100%	0%	100%	0%	0%	0%
Large	6	17%	33%	33%	33%	67%	17%	50%	33%	0%	0%
Heritage Institutions Grand Total	765	60%	32%	25%	15%	52%	27%	42%	13%	8%	2%
Small Heritage Institutions Total	281	68%	26%	24%	15%	48%	36%	33%	9%	8%	4%
Medium Heritage Institutions Total	348	59%	34%	27%	15%	53%	26%	46%	13%	8%	1%
Large Heritage Institutions Total	129	48%	42%	27%	18%	55%	10%	53%	21%	8%	2%

Table Q8b: By province/territory

All Heritage Institutions by P/T	Q8 # of Responses	Digitization of artefacts	Offering your programs online	Marketing	Online sales (i.e., ticket sales, gift shop)	Hosting online virtual experiences (i.e., virtual tours of exhibitions, streaming content etc.)	Social media outreach	Provide onsite digital experiences	Virtual reality	Other	Don't know
AB	85	48%	29%	38%	18%	49%	34%	47%	9%	8%	2%
Small	28	50%	18%	43%	14%	32%	46%	43%	11%	11%	4%
Medium	36	44%	28%	42%	22%	58%	33%	50%	6%	6%	0%
Large	19	53%	53%	26%	16%	58%	16%	53%	16%	11%	0%
University	2	50%	0%	0%	0%	50%	50%	0%	0%	0%	50%
BC	114	60%	39%	21%	17%	47%	23%	39%	9%	15%	2%
Small	31	65%	48%	16%	13%	52%	19%	35%	3%	16%	3%
Medium	61	59%	28%	25%	15%	39%	31%	39%	13%	18%	0%
Large	21	57%	57%	19%	29%	62%	5%	43%	5%	0%	5%
University	1	0%	100%	0%	0%	100%	0%	0%	0%	100%	0%
MB	54	63%	39%	24%	19%	61%	24%	37%	6%	11%	2%
Small	24	83%	29%	17%	21%	42%	38%	25%	8%	8%	4%
Medium	22	64%	50%	14%	18%	73%	9%	50%	5%	14%	0%
Large	8	0%	38%	75%	13%	88%	25%	38%	0%	13%	0%
NB	31	77%	35%	35%	6%	55%	23%	35%	13%	3%	0%
Small	12	83%	17%	33%	0%	50%	33%	33%	17%	0%	0%
Medium	16	75%	38%	44%	13%	63%	13%	38%	13%	0%	0%
Large	3	67%	100%	0%	0%	33%	33%	33%	0%	33%	0%
NL	40	63%	15%	23%	18%	50%	45%	40%	20%	3%	0%
Small	19	74%	5%	16%	21%	42%	53%	37%	21%	0%	0%
Medium	16	56%	19%	31%	19%	56%	44%	44%	13%	0%	0%
Large	4	25%	50%	25%	0%	75%	0%	50%	50%	25%	0%
University	1	100%	0%	0%	0%	0%	100%	0%	0%	0%	0%
NS	52	60%	27%	17%	12%	65%	31%	50%	15%	2%	2%
Small	25	64%	28%	8%	16%	68%	36%	32%	12%	0%	4%
Medium	20	65%	15%	30%	5%	70%	30%	55%	15%	5%	0%
Large	7	29%	57%	14%	14%	43%	14%	100%	29%	0%	0%
NWT	4	100%	25%	0%	25%	25%	25%	25%	0%	0%	0%
Small	2	100%	0%	0%	0%	0%	50%	0%	0%	0%	0%
Medium	2	100%	50%	0%	50%	50%	0%	50%	0%	0%	0%
ON	176	72%	40%	23%	14%	50%	24%	44%	12%	5%	0%
Small	59	73%	34%	29%	8%	56%	34%	41%	0%	7%	0%
Medium	82	76%	43%	18%	16%	46%	23%	49%	13%	4%	0%
Large	33	67%	42%	27%	21%	48%	9%	42%	30%	3%	0%
University	2	0%	50%	0%	0%	50%	50%	0%	0%	50%	0%
PE	8	13%	25%	25%	38%	63%	25%	13%	13%	63%	0%
Small	5	20%	40%	20%	40%	60%	20%	0%	0%	80%	0%
Medium	2	0%	0%	50%	50%	50%	50%	0%	0%	50%	0%
Large	1	0%	0%	0%	0%	100%	0%	100%	100%	0%	0%
QC	120	49%	28%	28%	16%	52%	16%	48%	23%	12%	1%
Small	33	55%	27%	27%	24%	45%	24%	30%	15%	9%	3%
Medium	62	47%	29%	29%	15%	56%	16%	52%	23%	11%	0%
Large	24	46%	21%	29%	8%	50%	4%	63%	29%	17%	0%
University	1	100%	100%	0%	0%	0%	0%	0%	100%	0%	0%
SK	73	59%	22%	26%	14%	51%	42%	33%	10%	3%	8%
Small	41	76%	10%	24%	15%	44%	49%	27%	10%	2%	10%
Medium	25	40%	48%	28%	4%	64%	44%	32%	8%	4%	4%
Large	7	29%	0%	29%	43%	43%	0%	71%	14%	0%	14%
YK	8	25%	38%	13%	13%	38%	38%	38%	0%	0%	25%
Small	2	50%	0%	0%	0%	50%	50%	0%	0%	0%	50%
Medium	4	25%	50%	25%	25%	25%	25%	25%	0%	0%	25%
Large	2	0%	50%	0%	0%	50%	50%	100%	0%	0%	0%
Grand Total	765	60%	32%	25%	15%	52%	27%	42%	13%	8%	2%

Question 9: By type and province/territory

Q9. When it comes to advancing reconciliation with Indigenous Peoples, which 3 activities or actions are most important for the museum and heritage sector to undertake?

Please select top 3 activities.

- ☐ Co-develop public programming on Indigenous culture and history
- ☐ Outreach and build relationships with Indigenous communities and organizations to engage them in core museum functions
- ☐ Develop exhibitions pertaining to Indigenous Peoples culture and history
- ☐ Meaningful engagement among Indigenous Peoples
- ☐ Repatriation/rematriation of cultural property and ancestral remains
- ☐ Collections management (behind the scenes access to collections, co management opportunities, etc.)
- ☐ Hiring practices to increase Indigenous representativity (human resource practices)
- ☐ Other (please explain)
- ☐ No activity, it's not needed
- ☐ Don't know

Table Q9a: By type of Heritage Institution

Heritage Institutions by Type	Q9 # of Responses	Co-develop public programming on Indigenous culture and history	Outreach and build relationships with Indigenous communities and organizations to engage them in core museum functions	Develop exhibitions pertaining to Indigenous Peoples culture and history	Meaningful engagement among Indigenous Peoples	Repatriation/rematriation of cultural property and ancestral remains	Collections management (behind the scenes access to collections, co management opportunities, etc.)	Hiring practices to increase Indigenous representativity (human resource practices)	Other	No activity, it's not needed	Don't know
Archives	67	46%	57%	39%	40%	28%	22%	28%	7%	0%	3%
Small	28	64%	57%	46%	29%	21%	21%	25%	0%	0%	4%
Medium	33	33%	55%	30%	45%	33%	24%	30%	15%	0%	3%
Large	6	33%	67%	50%	67%	33%	17%	33%	0%	0%	0%
Art Museum and Galleries	101	46%	66%	35%	50%	33%	9%	48%	9%	0%	0%
Small	3	67%	33%	100%	33%	0%	0%	33%	33%	0%	0%
Medium	70	50%	67%	39%	46%	34%	7%	46%	7%	0%	0%
Large	28	32%	68%	18%	64%	32%	14%	54%	11%	0%	0%
Historic and Heritage Sites	95	55%	48%	43%	46%	26%	14%	16%	2%	4%	6%
Small	36	42%	39%	44%	47%	22%	14%	8%	0%	8%	17%
Medium	46	63%	48%	35%	48%	28%	17%	24%	2%	2%	0%
Large	13	62%	77%	69%	38%	31%	0%	8%	8%	0%	0%
Museum	477	60%	62%	50%	41%	22%	13%	13%	4%	3%	4%
Small	209	56%	56%	56%	36%	17%	14%	5%	5%	7%	5%
Medium	196	63%	69%	47%	47%	24%	12%	13%	3%	1%	3%
Large	72	64%	61%	40%	36%	28%	14%	33%	6%	0%	6%
University/ College Museum											
Studies	7	29%	43%	14%	14%	57%	43%	71%	14%	0%	0%
University	7	29%	43%	14%	14%	57%	43%	71%	14%	0%	0%
Zoos and Botanical Gardens	10	40%	70%	50%	60%	0%	20%	20%	10%	0%	0%
Small	2	0%	50%	50%	50%	0%	0%	0%	50%	0%	0%
Medium	2	0%	100%	50%	100%	0%	50%	0%	0%	0%	0%
Large	6	67%	67%	50%	50%	0%	17%	33%	0%	0%	0%
Heritage Institutions Grand Total	757	55%	61%	46%	43%	24%	14%	20%	5%	3%	4%
Small Heritage Institutions Total	278	54%	54%	54%	37%	18%	14%	8%	4%	6%	6%
Medium Heritage Institutions Total	347	57%	65%	42%	47%	28%	13%	23%	5%	1%	2%
Large Heritage Institutions Total	125	55%	65%	39%	45%	28%	13%	35%	6%	0%	3%

Table Q9b: By province/territory

All Heritage Institutions by P/T	Q9 # of Responses	Co-develop public programming on Indigenous culture and history	Outreach and build relationships with Indigenous communities and organizations to engage them in core museum functions	Develop exhibitions pertaining to Indigenous Peoples culture and history	Meaningful engagement among Indigenous Peoples	Repatriation/rematriation of cultural property and ancestral remains	Collections management (behind the scenes access to collections, co management opportunities, etc.)	Hiring practices to increase Indigenous representativity (human resource practices)	Other	No activity, it's not needed	Don't know
AB	83	52%	63%	45%	48%	22%	11%	24%	2%	4%	2%
Small	27	56%	56%	56%	37%	19%	19%	11%	0%	7%	0%
Medium	36	58%	58%	42%	56%	25%	3%	14%	3%	3%	6%
Large	18	39%	83%	39%	56%	11%	11%	56%	6%	0%	0%
University	2	0%	50%	0%	0%	100%	50%	100%	0%	0%	0%
BC	111	50%	59%	46%	46%	40%	16%	17%	5%	1%	0%
Small	29	48%	52%	52%	48%	28%	21%	0%	7%	3%	0%
Medium	61	51%	62%	44%	44%	46%	15%	21%	3%	0%	0%
Large	20	55%	60%	45%	45%	40%	15%	25%	5%	0%	0%
University	1	0%	0%	0%	100%	0%	0%	100%	100%	0%	0%
MB	53	51%	64%	32%	42%	21%	8%	32%	8%	4%	8%
Small	24	46%	58%	42%	42%	17%	8%	8%	4%	8%	13%
Medium	21	48%	76%	29%	43%	33%	0%	48%	14%	0%	0%
Large	8	75%	50%	13%	38%	0%	25%	63%	0%	0%	13%
NB	31	55%	61%	52%	35%	26%	26%	13%	3%	0%	6%
Small	12	58%	67%	50%	33%	25%	33%	8%	0%	0%	8%
Medium	16	50%	56%	50%	38%	25%	25%	19%	0%	0%	6%
Large	3	67%	67%	67%	33%	33%	0%	0%	33%	0%	0%
NL	40	60%	45%	45%	48%	20%	8%	8%	5%	8%	8%
Small	19	42%	37%	47%	37%	11%	16%	0%	5%	16%	16%
Medium	16	69%	44%	38%	69%	25%	0%	19%	6%	0%	0%
Large	4	100%	75%	75%	25%	25%	0%	0%	0%	0%	0%
University	1	100%	100%	0%	0%	100%	0%	0%	0%	0%	0%
NS	52	62%	71%	50%	42%	15%	10%	21%	8%	0%	4%
Small	25	60%	64%	64%	36%	12%	4%	16%	12%	0%	8%
Medium	20	60%	75%	45%	50%	10%	20%	25%	0%	0%	0%
Large	7	71%	86%	14%	43%	43%	0%	29%	14%	0%	0%
NWT	4	50%	100%	50%	75%	0%	0%	25%	0%	0%	0%
Small	2	50%	100%	50%	100%	0%	0%	0%	0%	0%	0%
Medium	2	50%	100%	50%	50%	0%	0%	50%	0%	0%	0%
ON	175	58%	67%	36%	47%	29%	17%	18%	5%	3%	2%
Small	59	66%	54%	46%	39%	19%	14%	5%	5%	7%	3%
Medium	82	55%	77%	32%	50%	32%	20%	21%	5%	1%	1%
Large	32	53%	69%	31%	56%	41%	13%	31%	6%	0%	0%
University	2	0%	50%	0%	0%	50%	100%	100%	0%	0%	0%
PE	8	100%	25%	63%	75%	13%	13%	0%	0%	0%	0%
Small	5	100%	40%	80%	80%	0%	0%	0%	0%	0%	0%
Medium	2	100%	0%	50%	50%	0%	50%	0%	0%	0%	0%
Large	1	100%	0%	0%	100%	100%	0%	0%	0%	0%	0%
QC	119	59%	56%	58%	29%	16%	18%	20%	7%	3%	5%
Small	33	45%	55%	58%	15%	18%	18%	15%	6%	6%	9%
Medium	62	65%	60%	56%	39%	16%	18%	18%	6%	2%	3%
Large	23	61%	52%	61%	26%	13%	17%	35%	9%	0%	4%
University	1	100%	0%	100%	0%	0%	0%	0%	0%	0%	0%
SK	73	48%	51%	55%	37%	21%	8%	19%	3%	4%	10%
Small	41	46%	46%	66%	32%	20%	12%	7%	0%	7%	10%
Medium	25	60%	60%	44%	48%	16%	0%	32%	8%	0%	4%
Large	7	14%	43%	29%	29%	43%	14%	43%	0%	0%	29%
YK	8	63%	63%	25%	63%	25%	0%	50%	0%	0%	0%
Small	2	100%	100%	50%	50%	0%	0%	0%	0%	0%	0%
Medium	4	50%	25%	25%	50%	50%	0%	75%	0%	0%	0%
Large	2	50%	100%	0%	100%	0%	0%	50%	0%	0%	0%
Grand Total	757	55%	61%	46%	43%	24%	14%	20%	5%	3%	4%

Question 10: By type and province/territory

Q10. How can the federal government best support the museum and heritage sector advance reconciliation?
Please select top 3 choices.

- ☐ Continue/expand the ability to facilitate Canadians' access to Indigenous heritage (i.e., through exhibitions, educational programming, etc.)
- ☐ Continue/expand fostering the preservation of Indigenous cultural heritage
- ☐ Continue/expand research, documentation, and interpretation of Indigenous cultural heritage
- ☐ Support to facilitate consultation with Indigenous organizations and communities
- ☐ Support to facilitate the repatriation/rematriation of Indigenous cultural property and ancestral remains
- ☐ Create/update/promote Indigenous cultural centres
- ☐ Other (please explain)
- ☐ Don't know

Table Q10a: By type of Heritage Institution

Heritage Institutions by Type	Q10 # of Responses	Continue/expand the ability to facilitate Canadians' access to Indigenous heritage (i.e., through exhibitions, educational programming, etc.)	Continue/expand fostering the preservation of Indigenous cultural heritage	Continue/expand research, documentation, and interpretation of Indigenous cultural heritage	Support to facilitate consultation with Indigenous organizations and communities	Support to facilitate the repatriation/rematriation of Indigenous cultural property and ancestral remains	Create/update/promote Indigenous cultural centres	Other	Don't know
Archives	66	44%	44%	61%	53%	30%	27%	9%	5%
Small	28	57%	43%	64%	50%	29%	21%	4%	4%
Medium	32	28%	44%	56%	56%	34%	31%	13%	6%
Large	6	67%	50%	67%	50%	17%	33%	17%	0%
Art Museum and Galleries	102	66%	28%	43%	68%	40%	36%	8%	0%
Small	3	67%	33%	67%	100%	0%	33%	0%	0%
Medium	70	67%	34%	43%	66%	37%	36%	4%	0%
Large	29	62%	14%	41%	69%	52%	38%	17%	0%
Historic and Heritage Sites	94	57%	49%	39%	63%	24%	21%	2%	10%
Small	35	60%	43%	31%	51%	17%	9%	3%	23%
Medium	46	50%	54%	48%	67%	28%	33%	2%	0%
Large	13	77%	46%	31%	77%	31%	15%	0%	8%
Museum	477	61%	40%	46%	59%	26%	22%	6%	9%
Small	209	53%	43%	50%	50%	18%	21%	4%	14%
Medium	196	64%	40%	43%	64%	31%	22%	5%	6%
Large	72	75%	32%	39%	71%	32%	25%	13%	3%
University/ College Museum Studies	7	29%	14%	29%	71%	43%	43%	29%	0%
University	7	29%	14%	29%	71%	43%	43%	29%	0%
Zoos and Botanical Gardens	10	50%	50%	50%	50%	10%	20%	10%	10%
Small	2	100%	50%	0%	50%	50%	50%	0%	0%
Medium	2	0%	50%	50%	50%	0%	0%	0%	50%
Large	6	50%	50%	67%	50%	0%	17%	17%	0%
Heritage Institutions Grand Total	756	59%	40%	46%	60%	28%	24%	6%	7%
Small Heritage Institutions Total	277	55%	43%	49%	51%	19%	20%	4%	14%
Medium Heritage Institutions Total	346	59%	41%	45%	64%	32%	27%	5%	4%
Large Heritage Institutions Total	126	71%	31%	41%	69%	34%	27%	13%	2%

Table Q10b: By province/territory

All Heritage Institutions by P/T	Q10 # of Responses	Continue/ expand the ability to facilitate Canadians' access to Indigenous heritage (i.e., through exhibitions, educational programming, etc.)	Continue/ expand fostering the preservation of Indigenous cultural heritage	Continue/ expand research, documentation, and interpretation of Indigenous cultural heritage	Support to facilitate consultation with Indigenous organizations and communities	Support to facilitate the repatriation/ rematriation of Indigenous cultural property and ancestral remains	Create/ update/ promote Indigenous cultural centres	Other	Don't know
AB	84	58%	42%	42%	57%	29%	20%	6%	11%
Small	27	56%	37%	52%	52%	26%	15%	4%	15%
Medium	36	58%	47%	39%	53%	25%	17%	6%	11%
Large	19	68%	42%	37%	68%	32%	26%	11%	5%
University	2	0%	0%	0%	100%	100%	100%	0%	0%
BC	111	51%	37%	46%	62%	41%	27%	9%	3%
Small	29	38%	38%	55%	52%	17%	28%	10%	7%
Medium	61	49%	39%	39%	69%	51%	31%	3%	2%
Large	20	80%	30%	55%	55%	45%	15%	20%	0%
University	1	0%	0%	0%	100%	100%	0%	100%	0%
MB	53	51%	36%	42%	70%	32%	26%	8%	8%
Small	24	42%	46%	50%	54%	25%	25%	0%	17%
Medium	21	62%	24%	33%	81%	43%	24%	19%	0%
Large	8	50%	38%	38%	88%	25%	38%	0%	0%
NB	31	68%	26%	55%	68%	26%	26%	10%	0%
Small	12	75%	42%	42%	75%	25%	17%	8%	0%
Medium	16	63%	13%	63%	63%	25%	38%	6%	0%
Large	3	67%	33%	67%	67%	33%	0%	33%	0%
NL	40	55%	53%	48%	60%	20%	13%	0%	15%
Small	19	53%	37%	42%	53%	16%	0%	0%	32%
Medium	16	50%	75%	56%	63%	19%	25%	0%	0%
Large	4	100%	25%	25%	75%	50%	25%	0%	0%
University	1	0%	100%	100%	100%	0%	0%	0%	0%
NS	52	71%	33%	50%	69%	19%	25%	2%	6%
Small	25	76%	24%	52%	56%	16%	20%	4%	12%
Medium	20	60%	35%	60%	80%	20%	30%	0%	0%
Large	7	86%	57%	14%	86%	29%	29%	0%	0%
NWT	4	25%	75%	75%	25%	0%	25%	25%	0%
Small	2	50%	100%	50%	0%	0%	0%	0%	0%
Medium	2	0%	50%	100%	50%	0%	50%	50%	0%
ON	175	62%	37%	41%	65%	33%	25%	10%	6%
Small	59	59%	47%	56%	47%	19%	17%	3%	14%
Medium	82	63%	38%	33%	73%	40%	27%	9%	2%
Large	32	63%	16%	38%	75%	41%	34%	22%	0%
University	2	50%	0%	0%	50%	0%	50%	50%	0%
PE	8	50%	50%	50%	38%	13%	63%	0%	0%
Small	5	60%	40%	40%	40%	0%	60%	0%	0%
Medium	2	50%	100%	100%	0%	0%	50%	0%	0%
Large	1	0%	0%	0%	100%	100%	100%	0%	0%
QC	117	68%	47%	53%	49%	17%	26%	2%	9%
Small	32	53%	47%	47%	41%	16%	28%	0%	19%
Medium	61	70%	52%	56%	49%	16%	28%	0%	7%
Large	23	83%	35%	52%	61%	22%	17%	9%	4%
University	1	100%	0%	100%	0%	0%	0%	0%	0%
SK	73	56%	45%	40%	52%	22%	19%	4%	12%
Small	41	54%	51%	39%	51%	20%	17%	7%	12%
Medium	25	60%	36%	48%	52%	24%	16%	0%	12%
Large	7	57%	43%	14%	57%	29%	43%	0%	14%
YK	8	13%	25%	75%	100%	38%	50%	0%	0%
Small	2	0%	50%	50%	100%	50%	50%	0%	0%
Medium	4	0%	25%	75%	100%	50%	50%	0%	0%
Large	2	50%	0%	100%	100%	0%	50%	0%	0%
Grand Total	756	59%	40%	46%	60%	28%	24%	6%	7%

Question 11: By type and province/territory

Q11. How could the federal government best support the museum and heritage sector address current societal issues of equity, diversity, and inclusion?

Please select top 3 choices.

- ☐ Support the development of EDI training for staff and volunteers
- ☐ Support the development of EDI hiring practices within the museum sector
- ☐ Support the diversification of acquisitions
- ☐ Support the redevelopment of permanent exhibitions to include diverse stories
- ☐ Support the development of new diverse and inclusive exhibitions
- ☐ Support the development of diverse and inclusive programming/education for public consumption
- ☐ Other (please explain)
- ☐ Don't know

Table Q11a: By type of Heritage Institution

Heritage Institutions by Type	Q11 # of Responses	Support the development of EDI training for staff and volunteers	Support the development of EDI hiring practices within the museum sector	Support the diversification of acquisitions	Support the redevelopment of permanent exhibitions to include diverse stories	Support the development of new diverse and inclusive exhibitions	Support the development of diverse and inclusive programming/education for public consumption	Other	Don't know
Archives	66	35%	32%	44%	44%	48%	55%	6%	5%
Small	28	36%	32%	25%	43%	54%	57%	4%	7%
Medium	32	34%	34%	53%	44%	41%	53%	9%	3%
Large	6	33%	17%	83%	50%	67%	50%	0%	0%
Art Museum and Galleries	100	48%	45%	34%	31%	57%	71%	5%	0%
Small	3	33%	0%	0%	33%	67%	67%	33%	0%
Medium	69	46%	43%	35%	35%	58%	71%	3%	0%
Large	28	54%	54%	36%	21%	54%	71%	7%	0%
Historic and Heritage Sites	95	54%	32%	11%	37%	51%	55%	3%	12%
Small	36	44%	14%	11%	31%	39%	47%	6%	22%
Medium	46	59%	43%	9%	41%	57%	65%	2%	4%
Large	13	62%	38%	15%	38%	62%	38%	0%	8%
Museum	477	48%	29%	19%	48%	54%	55%	4%	10%
Small	209	48%	22%	22%	46%	46%	47%	2%	16%
Medium	196	46%	33%	16%	48%	57%	62%	5%	6%
Large	72	50%	38%	17%	54%	69%	61%	6%	0%
University/ College Museum Studies	7	29%	71%	43%	43%	43%	29%	14%	0%
University	7	29%	71%	43%	43%	43%	29%	14%	0%
Zoos and Botanical Gardens	9	56%	33%	22%	33%	44%	78%	11%	0%
Small	2	100%	50%	0%	0%	50%	100%	0%	0%
Medium	2	0%	0%	0%	50%	50%	100%	0%	0%
Large	5	60%	40%	40%	40%	40%	60%	20%	0%
Heritage Institutions Grand Total	754	47%	32%	22%	44%	53%	57%	4%	8%
Small Heritage Institutions Total	278	46%	22%	21%	43%	46%	49%	3%	16%
Medium Heritage Institutions Total	345	47%	36%	22%	44%	56%	63%	5%	4%
Large Heritage Institutions Total	124	52%	40%	25%	44%	64%	60%	6%	1%

Table Q11b: By province/territory

All Heritage Institutions by P/T	Q11 # of Responses	Support the development of EDI training for staff and volunteers	Support the development of EDI hiring practices within the museum sector	Support the diversification of acquisitions	Support the redevelopment of permanent exhibitions to include diverse stories	Support the development of new diverse and inclusive exhibitions	Support the development of diverse and inclusive programming/ education for public consumption	Other	Don't know
AB	83	52%	35%	12%	40%	45%	55%	5%	13%
Small	27	48%	30%	11%	48%	33%	41%	0%	19%
Medium	36	53%	25%	8%	36%	44%	69%	8%	14%
Large	18	56%	56%	17%	33%	67%	50%	6%	6%
University	2	50%	100%	50%	50%	0%	50%	0%	0%
BC	110	46%	26%	24%	46%	59%	56%	5%	7%
Small	29	28%	21%	24%	41%	52%	52%	3%	21%
Medium	60	50%	25%	23%	47%	63%	62%	5%	3%
Large	20	60%	40%	20%	55%	55%	50%	10%	0%
University	1	100%	0%	100%	0%	100%	0%	0%	0%
MB	53	49%	42%	26%	42%	51%	60%	4%	6%
Small	24	54%	21%	25%	54%	50%	50%	0%	13%
Medium	21	38%	57%	29%	33%	57%	71%	10%	0%
Large	8	63%	63%	25%	25%	38%	63%	0%	0%
NB	31	52%	23%	23%	58%	48%	55%	3%	6%
Small	12	58%	17%	17%	58%	42%	42%	8%	8%
Medium	16	44%	31%	25%	63%	50%	56%	0%	6%
Large	3	67%	0%	33%	33%	67%	100%	0%	0%
NL	40	63%	33%	13%	38%	50%	48%	3%	15%
Small	19	53%	11%	16%	26%	37%	42%	5%	32%
Medium	16	75%	56%	6%	38%	63%	56%	0%	0%
Large	4	75%	25%	25%	75%	50%	50%	0%	0%
University	1	0%	100%	0%	100%	100%	0%	0%	0%
NS	52	62%	29%	19%	52%	50%	58%	2%	6%
Small	25	72%	24%	20%	44%	48%	48%	4%	12%
Medium	20	50%	35%	10%	65%	50%	70%	0%	0%
Large	7	57%	29%	43%	43%	57%	57%	0%	0%
NWT	4	25%	0%	25%	50%	50%	25%	25%	0%
Small	2	0%	0%	0%	50%	100%	50%	0%	0%
Medium	2	50%	0%	50%	50%	0%	0%	50%	0%
ON	175	41%	35%	25%	42%	50%	61%	6%	9%
Small	59	47%	24%	17%	37%	46%	47%	5%	19%
Medium	82	38%	39%	29%	45%	48%	66%	6%	5%
Large	32	38%	44%	28%	44%	66%	75%	3%	0%
University	2	0%	100%	0%	50%	0%	50%	50%	0%
PE	8	25%	25%	13%	38%	75%	75%	0%	0%
Small	5	20%	20%	0%	40%	80%	80%	0%	0%
Medium	2	0%	0%	50%	50%	100%	50%	0%	0%
Large	1	100%	100%	0%	0%	0%	100%	0%	0%
QC	117	39%	36%	26%	50%	62%	56%	0%	5%
Small	33	33%	24%	24%	58%	48%	45%	0%	15%
Medium	61	41%	43%	26%	44%	66%	61%	0%	2%
Large	22	45%	36%	27%	59%	73%	59%	0%	0%
University	1	0%	0%	100%	0%	100%	0%	0%	0%
SK	73	52%	22%	25%	34%	56%	59%	7%	8%
Small	41	46%	20%	27%	34%	49%	59%	5%	10%
Medium	25	60%	28%	20%	36%	60%	64%	4%	8%
Large	7	57%	14%	29%	29%	86%	43%	29%	0%
YK	8	63%	50%	25%	13%	50%	50%	25%	0%
Small	2	50%	50%	100%	50%	0%	50%	0%	0%
Medium	4	75%	75%	0%	0%	50%	50%	25%	0%
Large	2	50%	0%	0%	0%	100%	50%	50%	0%
Grand Total	754	47%	32%	22%	44%	53%	57%	4%	8%

Question 12: By type and province/territory

Q12. Do you feel that the museum and heritage sector is or will be negatively impacted by climate change?

- ☐ Yes
- ☐ No
- ☐ Don't know

Table Q12a: By type of Heritage Institution

Heritage Institutions by Type	Q12 # of Responses	Yes	No	Don't know
Archives	66	80%	5%	15%
Small	28	71%	7%	21%
Medium	32	88%	3%	9%
Large	6	83%	0%	17%
Art Museum and Galleries	99	86%	2%	12%
Small	3	33%	0%	67%
Medium	68	87%	1%	12%
Large	28	89%	4%	7%
Historic and Heritage Sites	94	74%	12%	14%
Small	36	61%	19%	19%
Medium	45	89%	4%	7%
Large	13	62%	15%	23%
Museum	476	70%	13%	17%
Small	208	60%	17%	23%
Medium	196	77%	9%	14%
Large	72	81%	11%	8%
University/ College Museum Studies	7	100%	0%	0%
University	7	100%	0%	0%
Zoos and Botanical Gardens	9	89%	0%	11%
Small	2	100%	0%	0%
Medium	2	50%	0%	50%
Large	5	100%	0%	0%
Heritage Institutions Grand Total	751	74%	10%	16%
Small Heritage Institutions Total	277	61%	16%	23%
Medium Heritage Institutions Total	343	81%	6%	13%
Large Heritage Institutions Total	124	81%	9%	10%

Table Q12b: By province/territory

All Heritage Institutions by P/T	Q12 # of Responses	Yes	No	Don't know
AB	82	66%	18%	16%
Small	26	50%	31%	19%
Medium	36	61%	19%	19%
Large	18	94%	0%	6%
University	2	100%	0%	0%
BC	109	77%	8%	15%
Small	29	55%	17%	28%
Medium	59	85%	2%	14%
Large	20	85%	15%	0%
University	1	100%	0%	0%
MB	53	79%	9%	11%
Small	24	63%	17%	21%
Medium	21	100%	0%	0%
Large	8	75%	13%	13%
NB	31	81%	6%	13%
Small	12	67%	17%	17%
Medium	16	94%	0%	6%
Large	3	67%	0%	33%
NL	39	62%	18%	21%
Small	19	32%	32%	37%
Medium	15	87%	7%	7%
Large	4	100%	0%	0%
University	1	100%	0%	0%
NS	52	77%	8%	15%
Small	25	72%	12%	16%
Medium	20	80%	5%	15%
Large	7	86%	0%	14%
NWT	4	50%	25%	25%
Small	2	50%	50%	0%
Medium	2	50%	0%	50%
ON	176	76%	6%	18%
Small	60	68%	8%	23%
Medium	82	80%	4%	16%
Large	32	78%	9%	13%
University	2	100%	0%	0%
PE	8	100%	0%	0%
Small	5	100%	0%	0%
Medium	2	100%	0%	0%
Large	1	100%	0%	0%
QC	117	79%	8%	13%
Small	33	67%	12%	21%
Medium	61	87%	5%	8%
Large	22	77%	9%	14%
University	1	100%	0%	0%
SK	72	58%	21%	21%
Small	40	58%	18%	25%
Medium	25	60%	24%	16%
Large	7	57%	29%	14%
YK	8	88%	0%	13%
Small	2	50%	0%	50%
Medium	4	100%	0%	0%
Large	2	100%	0%	0%
Grand Total	751	74%	10%	16%

Question 13: By type and province/territory

Q13. How could the federal government best support the museum and heritage sector respond to climate change?

- Support changes to capital infrastructure (i.e., upgrade windows, lights, HVAC systems etc.)
- Provide incentives for reduce energy consumption, waste, etc.
- Support the digital transformation
- Support the development of policies that incorporate sustainable climate practices and minimizing carbon footprint
- Provide support for public programming on climate change
- Other (please explain)
- Don't know
- Does not need to support museums to respond to climate change

Table Q13a: By type of Heritage Institution

Heritage Institutions by Type	Q13 # of Responses	Support changes to capital infrastructure (i.e., upgrade windows, lights, HVAC systems etc.)	Provide incentives for reduce energy consumption, waste, etc.	Support the digital transformation	Support the development of policies that incorporate sustainable climate practices and minimizing carbon footprint	Provide support for public programming on climate change	Other	Don't know	Does not need to support museums to respond to climate change
Archives	67	49%	6%	16%	12%	1%	7%	3%	4%
Small	28	43%	7%	21%	11%	4%	7%	0%	7%
Medium	32	59%	3%	13%	13%	0%	6%	3%	3%
Large	7	29%	14%	14%	14%	0%	14%	14%	0%
Art Museum and Galleries	99	57%	9%	1%	22%	8%	2%	1%	0%
Small	3	67%	0%	0%	0%	33%	0%	0%	0%
Medium	68	54%	9%	1%	24%	9%	1%	1%	0%
Large	28	61%	11%	0%	21%	4%	4%	0%	0%
Historic and Heritage Sites	94	59%	11%	2%	13%	3%	7%	3%	2%
Small	36	39%	22%	3%	8%	6%	11%	8%	3%
Medium	45	73%	4%	2%	11%	2%	4%	0%	2%
Large	13	62%	0%	0%	31%	0%	8%	0%	0%
Museum	475	58%	9%	8%	9%	7%	2%	4%	3%
Small	208	56%	11%	8%	10%	3%	2%	5%	5%
Medium	195	59%	9%	8%	8%	9%	2%	4%	2%
Large	72	63%	6%	6%	10%	10%	3%	3%	1%
University/ College Museum Studies	7	29%	14%	0%	43%	0%	14%	0%	0%
University	7	29%	14%	0%	43%	0%	14%	0%	0%
Zoos and Botanical Gardens	9	56%	11%	0%	11%	22%	0%	0%	0%
Small	2	0%	50%	0%	50%	0%	0%	0%	0%
Medium	2	50%	0%	0%	0%	50%	0%	0%	0%
Large	5	80%	0%	0%	0%	20%	0%	0%	0%
Heritage Institutions Grand Total	751	57%	9%	7%	12%	6%	3%	3%	3%
Small Heritage Institutions Total	277	52%	12%	9%	10%	4%	4%	5%	5%
Medium Heritage Institutions Total	342	60%	8%	6%	12%	7%	2%	3%	2%
Large Heritage Institutions Total	125	61%	6%	4%	14%	7%	4%	2%	1%

Table Q13b: By province/territory

All Heritage Institutions by P/T	Q13 # of Responses	Support changes to capital infrastructure (i.e., upgrade windows, lights, HVAC systems etc.)	Provide incentives for reduce energy consumption, waste, etc.	Support the digital transformation	Support the development of policies that incorporate sustainable climate practices and minimizing carbon footprint	Provide support for public programming on climate change	Other	Don't know	Does not need to support museums to respond to climate change
AB	82	56%	13%	9%	5%	4%	4%	4%	6%
Small	26	50%	15%	15%	8%	0%	0%	4%	8%
Medium	36	53%	11%	6%	3%	8%	6%	6%	8%
Large	18	72%	17%	6%	0%	0%	6%	0%	0%
University	2	50%	0%	0%	50%	0%	0%	0%	0%
BC	109	52%	7%	9%	15%	8%	6%	3%	0%
Small	29	41%	10%	14%	14%	3%	14%	3%	0%
Medium	59	59%	7%	7%	12%	10%	2%	3%	0%
Large	20	50%	5%	10%	25%	10%	0%	0%	0%
University	1	0%	0%	0%	0%	0%	100%	0%	0%
MB	53	60%	9%	2%	15%	2%	2%	6%	4%
Small	24	54%	13%	4%	13%	0%	0%	8%	8%
Medium	21	71%	5%	0%	14%	0%	5%	5%	0%
Large	8	50%	13%	0%	25%	13%	0%	0%	0%
NB	31	48%	23%	6%	10%	13%	0%	0%	0%
Small	12	58%	17%	0%	17%	8%	0%	0%	0%
Medium	16	38%	31%	6%	6%	19%	0%	0%	0%
Large	3	67%	0%	33%	0%	0%	0%	0%	0%
NL	39	54%	10%	10%	8%	3%	5%	5%	5%
Small	19	37%	16%	16%	5%	5%	5%	5%	11%
Medium	15	67%	7%	7%	13%	0%	0%	7%	0%
Large	4	75%	0%	0%	0%	0%	25%	0%	0%
University	1	100%	0%	0%	0%	0%	0%	0%	0%
NS	52	69%	10%	0%	13%	0%	4%	4%	0%
Small	25	68%	12%	0%	4%	0%	8%	8%	0%
Medium	20	70%	10%	0%	20%	0%	0%	0%	0%
Large	7	71%	0%	0%	29%	0%	0%	0%	0%
NWT	4	50%	25%	0%	25%	0%	0%	0%	0%
Small	2	50%	50%	0%	0%	0%	0%	0%	0%
Medium	2	50%	0%	0%	50%	0%	0%	0%	0%
ON	176	58%	10%	6%	11%	9%	3%	1%	2%
Small	60	57%	17%	7%	8%	3%	2%	2%	5%
Medium	82	59%	6%	7%	12%	11%	2%	1%	1%
Large	32	63%	6%	0%	13%	13%	6%	0%	0%
University	2	0%	50%	0%	50%	0%	0%	0%	0%
PE	8	88%	0%	0%	0%	0%	0%	13%	0%
Small	5	100%	0%	0%	0%	0%	0%	0%	0%
Medium	2	50%	0%	0%	0%	0%	0%	50%	0%
Large	1	100%	0%	0%	0%	0%	0%	0%	0%
QC	118	57%	3%	9%	16%	4%	3%	5%	2%
Small	33	48%	0%	12%	15%	6%	3%	9%	6%
Medium	61	61%	7%	10%	15%	3%	3%	2%	0%
Large	23	61%	0%	4%	17%	4%	4%	9%	0%
University	1	0%	0%	0%	100%	0%	0%	0%	0%
SK	71	54%	4%	8%	10%	10%	1%	4%	8%
Small	40	48%	8%	10%	10%	10%	3%	5%	8%
Medium	24	67%	0%	8%	8%	8%	0%	0%	8%
Large	7	43%	0%	0%	14%	14%	0%	14%	14%
YK	8	63%	25%	0%	0%	0%	0%	13%	0%
Small	2	0%	50%	0%	0%	0%	0%	50%	0%
Medium	4	100%	0%	0%	0%	0%	0%	0%	0%
Large	2	50%	50%	0%	0%	0%	0%	0%	0%
Grand Total	751	57%	9%	7%	12%	6%	3%	3%	3%

Question 14: By type and province/territory

Q14. Of the initiatives listed below, which 3 priorities are the most important for the future of the museum and heritage sector?

Please select top 3 priorities.

- ☐ Collections management
- ☐ Providing educational programming
- ☐ Advancing reconciliation with Indigenous Peoples
- ☐ Employee skill development
- ☐ Digitization of collections
- ☐ Online business model (i.e., sales, providing digital experiences, etc.)
- ☐ Diversifying collections, practices, and workforce to be more inclusive
- ☐ Updating capital infrastructure, including “greening” initiatives to adapt to climate change
- ☐ Financial sustainability
- ☐ Other (please provide example)
- ☐ Don't know

Table Q14a: By type of Heritage Institution

Heritage Institutions by Type	Q14 # of Responses	Collections management	Providing educational programming	Advancing reconciliation with Indigenous Peoples	Employee skill development	Digitization of collections	Online business model (i.e., sales, providing digital experiences, etc.)	Diversifying collections, practices, and workforce to be more inclusive	Updating capital infrastructure, including “greening” initiatives to adapt to climate change	Financial sustainability	Other	Don't know
Archives	67	40%	19%	36%	18%	52%	6%	39%	25%	52%	6%	0%
Small	28	54%	32%	21%	25%	64%	7%	21%	14%	50%	7%	0%
Medium	32	34%	13%	47%	9%	44%	6%	44%	34%	53%	6%	0%
Large	7	14%	0%	43%	29%	43%	0%	86%	29%	57%	0%	0%
Art Museum and Galleries	99	15%	24%	49%	16%	13%	7%	58%	58%	55%	4%	0%
Small	3	0%	67%	33%	33%	0%	0%	33%	33%	67%	33%	0%
Medium	68	18%	29%	49%	18%	13%	9%	54%	57%	50%	1%	0%
Large	28	11%	7%	54%	11%	14%	4%	68%	61%	64%	7%	0%
Historic and Heritage Sites	93	33%	34%	24%	23%	25%	9%	24%	48%	68%	2%	1%
Small	35	40%	37%	14%	17%	31%	3%	17%	37%	77%	0%	3%
Medium	45	33%	27%	24%	27%	24%	11%	24%	58%	67%	4%	0%
Large	13	15%	54%	46%	23%	8%	15%	38%	46%	46%	0%	0%
Museum	473	41%	37%	25%	18%	35%	7%	26%	36%	67%	4%	0%
Small	208	50%	38%	20%	17%	49%	7%	20%	29%	65%	2%	0%
Medium	195	38%	38%	27%	15%	29%	8%	34%	37%	66%	5%	0%
Large	70	23%	31%	34%	24%	14%	9%	24%	56%	79%	4%	0%
University/ College Museum Studies	7	14%	0%	71%	14%	14%	0%	71%	57%	43%	14%	0%
University	7	14%	0%	71%	14%	14%	0%	71%	57%	43%	14%	0%
Zoos and Botanical Gardens	9	44%	56%	44%	11%	11%	22%	11%	44%	56%	0%	0%
Small	2	50%	50%	50%	0%	50%	50%	0%	0%	50%	0%	0%
Medium	2	50%	50%	50%	0%	0%	0%	50%	50%	50%	0%	0%
Large	5	40%	60%	40%	20%	0%	20%	0%	60%	60%	0%	0%
Heritage Institutions Grand Total	748	36%	33%	30%	18%	32%	7%	32%	40%	64%	4%	0%
Small Heritage Institutions Total	276	48%	37%	20%	18%	47%	7%	20%	28%	65%	3%	1%
Medium Heritage Institutions Total	342	33%	32%	33%	17%	26%	8%	38%	44%	61%	4%	0%
Large Heritage Institutions Total	123	20%	28%	41%	21%	15%	8%	38%	54%	70%	4%	0%

Table Q14b: By province/territory

All Heritage Institutions by P/T	Q14 # of Responses	Collections management	Providing educational programing	Advancing reconciliation with Indigenous Peoples	Employee skill development	Digitization of collections	Online business model (i.e., sales, providing digital experiences, etc.)	Diversifying collections, practices, and workforce to be more inclusive	Updating capital infrastructure, including "greening" initiatives to adapt to climate change	Financial sustainability	Other	Don't know
AB	81	30%	40%	28%	25%	25%	10%	30%	36%	70%	2%	0%
Small	26	42%	46%	23%	27%	31%	8%	27%	19%	69%	0%	0%
Medium	35	29%	43%	29%	23%	29%	11%	23%	34%	77%	0%	0%
Large	18	17%	28%	28%	28%	11%	11%	39%	56%	67%	11%	0%
University	2	0%	0%	100%	0%	0%	0%	100%	100%	0%	0%	0%
BC	109	34%	34%	47%	13%	33%	6%	38%	31%	55%	6%	0%
Small	29	45%	38%	17%	7%	62%	7%	24%	21%	69%	3%	0%
Medium	59	32%	31%	51%	12%	29%	7%	44%	39%	46%	7%	0%
Large	20	25%	40%	75%	25%	5%	5%	35%	25%	60%	5%	0%
University	1	0%	0%	100%	0%	0%	0%	100%	0%	100%	0%	0%
MB	52	42%	33%	33%	13%	27%	2%	37%	35%	67%	4%	2%
Small	23	70%	35%	26%	9%	39%	0%	22%	22%	65%	4%	4%
Medium	21	14%	24%	52%	14%	19%	5%	52%	38%	67%	5%	0%
Large	8	38%	50%	0%	25%	13%	0%	38%	63%	75%	0%	0%
NB	31	58%	29%	16%	23%	35%	10%	26%	26%	71%	6%	0%
Small	12	58%	33%	17%	42%	50%	0%	17%	8%	67%	8%	0%
Medium	16	50%	25%	19%	13%	25%	19%	38%	38%	69%	6%	0%
Large	3	100%	33%	0%	0%	33%	0%	0%	33%	100%	0%	0%
NL	38	39%	37%	16%	26%	45%	5%	24%	45%	55%	3%	0%
Small	18	39%	33%	6%	28%	50%	6%	11%	44%	72%	0%	0%
Medium	15	53%	40%	7%	27%	53%	7%	33%	47%	27%	7%	0%
Large	4	0%	50%	75%	25%	0%	0%	25%	25%	100%	0%	0%
University	1	0%	0%	100%	0%	0%	0%	100%	100%	0%	0%	0%
NS	52	38%	35%	17%	21%	33%	10%	33%	46%	63%	2%	0%
Small	25	48%	28%	12%	16%	44%	16%	24%	44%	64%	0%	0%
Medium	20	35%	45%	20%	30%	30%	0%	50%	30%	55%	5%	0%
Large	7	14%	29%	29%	14%	0%	14%	14%	100%	86%	0%	0%
NWT	4	25%	25%	25%	50%	50%	0%	25%	25%	50%	25%	0%
Small	2	0%	50%	0%	100%	100%	0%	0%	0%	50%	0%	0%
Medium	2	50%	0%	50%	0%	0%	0%	50%	50%	50%	50%	0%
ON	177	32%	25%	32%	14%	32%	8%	37%	45%	69%	5%	0%
Small	61	48%	31%	16%	18%	51%	7%	21%	34%	59%	7%	0%
Medium	82	29%	24%	35%	9%	24%	9%	43%	48%	74%	4%	0%
Large	32	9%	16%	50%	16%	16%	9%	50%	59%	75%	0%	0%
University	2	0%	0%	50%	50%	0%	0%	50%	50%	50%	50%	0%
PE	8	13%	38%	38%	13%	13%	25%	25%	75%	63%	0%	0%
Small	5	0%	20%	40%	20%	20%	20%	20%	80%	80%	0%	0%
Medium	2	50%	100%	0%	0%	0%	50%	0%	50%	50%	0%	0%
Large	1	0%	0%	100%	0%	0%	0%	100%	100%	0%	0%	0%
QC	117	41%	38%	15%	24%	30%	9%	24%	49%	62%	3%	0%
Small	33	55%	45%	12%	21%	42%	9%	15%	30%	61%	0%	0%
Medium	61	41%	41%	15%	26%	21%	8%	28%	54%	61%	3%	0%
Large	22	18%	23%	18%	23%	32%	14%	27%	64%	68%	9%	0%
University	1	100%	0%	0%	0%	100%	0%	0%	0%	100%	0%	0%
SK	71	39%	38%	39%	8%	42%	3%	28%	32%	62%	1%	1%
Small	40	48%	48%	33%	8%	53%	3%	15%	18%	68%	3%	3%
Medium	25	32%	28%	48%	8%	32%	4%	40%	48%	56%	0%	0%
Large	6	17%	17%	50%	17%	17%	0%	67%	67%	50%	0%	0%
YK	8	25%	13%	75%	50%	13%	13%	25%	25%	50%	0%	0%
Small	2	50%	0%	100%	50%	50%	0%	0%	0%	50%	0%	0%
Medium	4	0%	0%	75%	50%	0%	25%	25%	50%	50%	0%	0%
Large	2	50%	50%	50%	50%	0%	0%	50%	0%	50%	0%	0%
Grand Total	748	36%	33%	30%	18%	32%	7%	32%	40%	64%	4%	0%

Question 15: By type and province/territory

Q15. Of the concerns listed below, which 3 factors represent the greatest challenges faced by the museum and heritage sector?

Please select top 3 greatest challenges.

- ☐ Attracting visitors
- ☐ Finding and retaining staff
- ☐ Finding and retaining volunteers
- ☐ Discrimination or racism
- ☐ Eligibility criteria for public funding programs too restrictive
- ☐ Administrative burden of finding or applying for funding
- ☐ Deteriorating capital infrastructure
- ☐ Fundraising
- ☐ Lack of storage space
- ☐ Other (please provide example)
- ☐ Don't know

Table Q15a: By type of Heritage Institution

Heritage Institutions by Type	Q15 # of Responses	Attracting visitors	Finding and retaining staff	Finding and retaining volunteers	Discrimination or racism	Eligibility criteria for public funding programs too restrictive	Administrative burden of finding or applying for funding	Deteriorating capital infrastructure	Fundraising	Lack of storage space	Other	Don't know
Archives	67	30%	24%	12%	9%	42%	58%	43%	25%	40%	9%	1%
Small	28	36%	21%	25%	4%	46%	50%	39%	32%	29%	4%	4%
Medium	32	19%	25%	3%	16%	41%	69%	44%	16%	56%	13%	0%
Large	7	57%	29%	0%	0%	29%	43%	57%	43%	14%	14%	0%
Art Museum and Galleries	99	30%	37%	6%	13%	28%	65%	37%	40%	30%	8%	0%
Small	3	33%	33%	0%	0%	67%	67%	0%	100%	0%	0%	0%
Medium	68	28%	35%	9%	13%	26%	74%	38%	34%	37%	3%	0%
Large	28	36%	43%	0%	14%	29%	43%	39%	50%	18%	21%	0%
Historic and Heritage Sites	94	38%	49%	34%	4%	28%	46%	49%	22%	21%	2%	1%
Small	36	44%	28%	64%	3%	33%	44%	25%	25%	17%	0%	3%
Medium	45	36%	56%	18%	4%	24%	51%	62%	18%	27%	4%	0%
Large	13	31%	85%	8%	8%	23%	31%	69%	31%	15%	0%	0%
Museum	474	39%	35%	40%	4%	32%	49%	33%	34%	25%	7%	0%
Small	208	44%	28%	58%	2%	31%	45%	27%	34%	23%	5%	0%
Medium	195	37%	37%	31%	4%	32%	54%	36%	34%	26%	7%	0%
Large	71	30%	51%	11%	11%	32%	48%	42%	32%	27%	11%	0%
University/ College Museum Studies	7	14%	29%	0%	29%	29%	100%	71%	14%	0%	0%	0%
University	7	14%	29%	0%	29%	29%	100%	71%	14%	0%	0%	0%
Zoos and Botanical Gardens	9	33%	56%	44%	0%	33%	56%	44%	11%	11%	11%	0%
Small	2	0%	50%	100%	0%	0%	100%	0%	0%	50%	0%	0%
Medium	2	50%	50%	50%	0%	50%	100%	0%	0%	0%	0%	0%
Large	5	40%	60%	20%	0%	40%	20%	80%	20%	0%	20%	0%
Heritage Institutions Grand Total	750	37%	36%	32%	6%	32%	52%	37%	32%	26%	7%	0%
Small Heritage Institutions Total	277	43%	28%	55%	2%	33%	46%	28%	33%	23%	4%	1%
Medium Heritage Institutions Total	342	33%	38%	23%	7%	31%	59%	41%	30%	31%	6%	0%
Large Heritage Institutions Total	124	33%	52%	8%	10%	31%	44%	47%	36%	22%	13%	0%

Table Q15b: By province/territory

All Heritage Institutions by P/T	Q15 # of Responses	Attracting visitors	Finding and retaining staff	Finding and retaining volunteers	Discrimination or racism	Eligibility criteria for public funding programs too restrictive	Administrative burden of finding or applying for funding	Deteriorating capital infrastructure	Fundraising	Lack of storage space	Other	Don't know
AB	82	37%	22%	32%	9%	35%	55%	35%	43%	20%	11%	0%
Small	26	35%	12%	65%	8%	35%	58%	15%	50%	23%	0%	0%
Medium	36	33%	31%	25%	3%	31%	67%	42%	36%	17%	11%	0%
Large	18	50%	17%	0%	17%	50%	22%	44%	50%	22%	28%	0%
University	2	0%	50%	0%	50%	0%	100%	100%	0%	0%	0%	0%
BC	110	23%	34%	30%	11%	39%	55%	36%	33%	26%	9%	0%
Small	29	28%	21%	69%	3%	41%	41%	28%	24%	31%	7%	0%
Medium	59	20%	34%	17%	12%	39%	68%	42%	27%	31%	8%	0%
Large	21	24%	52%	14%	19%	38%	38%	29%	57%	10%	14%	0%
University	1	0%	0%	0%	0%	0%	100%	100%	100%	0%	0%	0%
MB	53	36%	21%	38%	4%	28%	66%	34%	26%	30%	6%	2%
Small	24	42%	8%	50%	0%	38%	67%	38%	21%	17%	8%	4%
Medium	21	33%	29%	19%	5%	29%	67%	29%	33%	48%	5%	0%
Large	8	25%	38%	50%	13%	0%	63%	38%	25%	25%	0%	0%
NB	31	39%	32%	19%	3%	39%	58%	42%	29%	35%	3%	0%
Small	12	50%	42%	33%	0%	42%	58%	33%	33%	8%	0%	0%
Medium	16	31%	31%	13%	6%	38%	56%	44%	31%	44%	6%	0%
Large	3	33%	0%	0%	0%	33%	67%	67%	0%	100%	0%	0%
NL	38	47%	47%	39%	0%	34%	50%	45%	13%	16%	0%	0%
Small	18	44%	44%	50%	0%	33%	44%	33%	11%	22%	0%	0%
Medium	15	53%	47%	40%	0%	27%	47%	53%	20%	13%	0%	0%
Large	4	25%	75%	0%	0%	75%	75%	50%	0%	0%	0%	0%
University	1	100%	0%	0%	0%	0%	100%	100%	0%	0%	0%	0%
NS	52	35%	33%	46%	4%	19%	52%	44%	50%	17%	0%	0%
Small	25	40%	28%	56%	0%	16%	40%	44%	60%	16%	0%	0%
Medium	20	30%	20%	50%	10%	25%	65%	40%	40%	20%	0%	0%
Large	7	29%	86%	0%	0%	14%	57%	57%	43%	14%	0%	0%
NWT	4	0%	50%	25%	0%	25%	50%	25%	0%	75%	50%	0%
Small	2	0%	50%	50%	0%	50%	50%	0%	0%	50%	50%	0%
Medium	2	0%	50%	0%	0%	0%	50%	50%	0%	100%	50%	0%
ON	176	32%	26%	32%	7%	36%	52%	37%	32%	35%	8%	1%
Small	60	40%	20%	57%	2%	33%	42%	25%	30%	38%	8%	2%
Medium	82	30%	24%	23%	10%	37%	57%	40%	32%	39%	7%	0%
Large	32	25%	44%	9%	9%	34%	53%	50%	41%	22%	9%	0%
University	2	0%	0%	0%	50%	100%	100%	50%	0%	0%	0%	0%
PE	8	38%	50%	63%	0%	50%	13%	13%	13%	63%	0%	0%
Small	5	40%	60%	80%	0%	20%	0%	20%	20%	60%	0%	0%
Medium	2	0%	0%	50%	0%	100%	50%	0%	0%	100%	0%	0%
Large	1	100%	100%	0%	0%	100%	0%	0%	0%	0%	0%	0%
QC	117	54%	74%	15%	3%	26%	41%	38%	20%	24%	4%	0%
Small	33	61%	58%	36%	3%	42%	33%	24%	24%	18%	0%	0%
Medium	61	51%	77%	10%	3%	25%	48%	39%	20%	25%	3%	0%
Large	22	55%	86%	0%	0%	9%	32%	55%	14%	32%	14%	0%
University	1	0%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%
SK	71	42%	25%	49%	6%	24%	55%	32%	44%	11%	6%	0%
Small	41	54%	24%	61%	2%	27%	51%	24%	41%	5%	5%	0%
Medium	24	33%	25%	42%	4%	17%	63%	38%	50%	21%	4%	0%
Large	6	0%	33%	0%	33%	33%	50%	67%	33%	17%	17%	0%
YK	8	0%	75%	13%	13%	0%	63%	63%	25%	25%	13%	0%
Small	2	0%	50%	50%	0%	0%	50%	50%	50%	0%	0%	0%
Medium	4	0%	75%	0%	25%	0%	75%	75%	0%	50%	0%	0%
Large	2	0%	100%	0%	0%	0%	50%	50%	50%	0%	50%	0%
Grand Total	750	37%	36%	32%	6%	32%	52%	37%	32%	26%	7%	0%

Question 16: By type and province/territory

Q16. Of the skills listed below, which 3 will take on the greatest importance to the heritage sector in the next 5-10 years?

Please select top 3 skills needed in the future.

- ☐ Conservation/preservation skills
- ☐ Collections management
- ☐ Exhibition development
- ☐ Business administration and management skills
- ☐ Promoting diversity and inclusion
- ☐ Business development
- ☐ Digitization or information technology skills
- ☐ Fundraising skills
- ☐ Community outreach
- ☐ Other (Please provide example)
- ☐ Don't know

Table Q16a: By type of Heritage Institution

Heritage Institutions by Type	Q16 # of Responses	Conservation/preservation skills	Collections management	Exhibition development	Business administration and management skills	Promoting diversity and inclusion	Business development	Digitization or information technology skills	Fundraising skills	Community outreach	Other	Don't know
Archives	67	40%	33%	9%	27%	28%	10%	72%	24%	49%	0%	1%
Small	28	50%	32%	7%	32%	18%	4%	71%	32%	43%	0%	4%
Medium	32	34%	34%	9%	25%	25%	16%	78%	22%	50%	0%	0%
Large	7	29%	29%	14%	14%	86%	14%	43%	0%	71%	0%	0%
Art Museum and Galleries	99	11%	21%	23%	32%	54%	23%	44%	43%	43%	3%	0%
Small	3	0%	0%	100%	0%	67%	0%	33%	67%	33%	0%	0%
Medium	68	10%	24%	22%	34%	50%	25%	46%	44%	41%	3%	0%
Large	28	14%	18%	18%	32%	61%	21%	43%	39%	50%	4%	0%
Historic and Heritage Sites	94	41%	28%	29%	29%	27%	16%	36%	39%	44%	3%	1%
Small	36	28%	28%	22%	31%	19%	11%	31%	53%	58%	3%	3%
Medium	45	49%	29%	29%	31%	33%	18%	36%	29%	42%	4%	0%
Large	13	54%	23%	46%	15%	23%	23%	54%	38%	8%	0%	0%
Museum	474	27%	31%	32%	27%	26%	19%	45%	41%	42%	5%	0%
Small	207	32%	40%	28%	26%	20%	14%	53%	40%	40%	4%	0%
Medium	196	28%	26%	34%	28%	29%	19%	40%	43%	45%	4%	0%
Large	71	13%	20%	39%	30%	35%	37%	35%	39%	37%	11%	0%
University/ College Museum Studies	7	29%	0%	0%	43%	57%	14%	57%	14%	71%	0%	0%
University	7	29%	0%	0%	43%	57%	14%	57%	14%	71%	0%	0%
Zoos and Botanical Gardens	9	33%	22%	11%	33%	44%	22%	33%	44%	33%	22%	0%
Small	2	50%	0%	0%	50%	50%	0%	0%	100%	50%	0%	0%
Medium	2	0%	50%	0%	0%	50%	50%	50%	50%	50%	0%	0%
Large	5	40%	20%	20%	40%	40%	20%	40%	20%	20%	40%	0%
Heritage Institutions Grand Total	750	28%	29%	28%	28%	30%	19%	46%	39%	43%	4%	0%
Small Heritage Institutions Total	276	33%	37%	26%	27%	20%	12%	51%	41%	43%	3%	1%
Medium Heritage Institutions Total	343	27%	27%	28%	29%	34%	20%	44%	39%	45%	3%	0%
Large Heritage Institutions Total	124	19%	20%	33%	28%	43%	30%	40%	36%	38%	9%	0%

Table Q16b: By province/territory

All Heritage Institutions by P/T	Q16 # of Responses	Conservation/ preservation skills	Collections management	Exhibition development	Business administration and management skills	Promoting diversity and inclusion	Business development	Digitization or information technology skills	Fundraising skills	Community outreach	Other	Don't know
AB	82	32%	27%	29%	21%	27%	15%	39%	54%	50%	2%	0%
Small	26	42%	23%	35%	23%	19%	4%	46%	69%	35%	0%	0%
Medium	36	33%	36%	22%	19%	22%	22%	31%	47%	58%	6%	0%
Large	18	11%	17%	39%	22%	39%	17%	44%	50%	50%	0%	0%
University	2	50%	0%	0%	0%	100%	0%	50%	0%	100%	0%	0%
BC	110	18%	32%	42%	33%	32%	10%	38%	37%	41%	11%	0%
Small	29	24%	41%	38%	34%	17%	7%	52%	38%	34%	7%	0%
Medium	59	14%	31%	46%	31%	36%	7%	37%	39%	47%	5%	0%
Large	21	24%	24%	38%	33%	38%	19%	24%	33%	33%	33%	0%
University	1	0%	0%	0%	100%	100%	100%	0%	0%	0%	0%	0%
MB	53	19%	25%	30%	28%	26%	23%	55%	40%	45%	2%	0%
Small	24	21%	38%	25%	21%	13%	13%	71%	42%	46%	0%	4%
Medium	21	14%	14%	29%	33%	43%	29%	52%	38%	43%	5%	0%
Large	8	25%	13%	50%	38%	25%	38%	13%	38%	50%	0%	0%
NB	31	29%	42%	32%	29%	26%	26%	35%	39%	39%	3%	0%
Small	12	17%	50%	42%	42%	25%	17%	17%	50%	33%	8%	0%
Medium	16	25%	31%	31%	25%	31%	31%	44%	38%	44%	0%	0%
Large	3	100%	67%	0%	0%	0%	33%	67%	0%	33%	0%	0%
NL	37	57%	32%	38%	22%	41%	19%	30%	27%	30%	5%	0%
Small	17	41%	41%	47%	12%	29%	24%	47%	29%	24%	6%	0%
Medium	15	93%	27%	27%	40%	40%	7%	13%	13%	33%	7%	0%
Large	4	0%	25%	50%	0%	75%	50%	0%	75%	25%	0%	0%
University	1	0%	0%	0%	0%	100%	0%	100%	0%	100%	0%	0%
NS	52	31%	21%	23%	27%	37%	15%	38%	48%	52%	0%	0%
Small	25	32%	32%	20%	20%	28%	12%	44%	52%	56%	0%	0%
Medium	20	30%	10%	15%	35%	40%	20%	40%	45%	55%	0%	0%
Large	7	29%	14%	57%	29%	57%	14%	14%	43%	29%	0%	0%
NWT	4	100%	25%	25%	50%	0%	25%	25%	0%	50%	0%	0%
Small	2	100%	50%	50%	0%	0%	50%	50%	0%	0%	0%	0%
Medium	2	100%	0%	0%	100%	0%	0%	0%	0%	100%	0%	0%
ON	176	20%	28%	17%	28%	30%	19%	60%	39%	50%	3%	1%
Small	60	28%	40%	13%	25%	12%	12%	67%	35%	55%	3%	2%
Medium	82	18%	23%	20%	26%	35%	23%	60%	43%	48%	2%	0%
Large	32	9%	19%	19%	38%	53%	25%	50%	38%	44%	6%	0%
University	2	0%	0%	0%	50%	0%	0%	50%	50%	100%	0%	0%
PE	8	0%	13%	13%	63%	25%	50%	38%	13%	63%	13%	0%
Small	5	0%	0%	0%	80%	20%	60%	20%	20%	60%	20%	0%
Medium	2	0%	50%	50%	50%	0%	50%	50%	0%	50%	0%	0%
Large	1	0%	0%	0%	0%	100%	0%	100%	0%	100%	0%	0%
QC	117	45%	23%	30%	32%	26%	26%	48%	32%	32%	3%	0%
Small	33	61%	21%	27%	33%	18%	15%	45%	39%	36%	0%	0%
Medium	61	43%	25%	33%	33%	28%	23%	46%	33%	33%	2%	0%
Large	22	27%	23%	27%	23%	32%	50%	55%	23%	27%	9%	0%
University	1	100%	0%	0%	100%	0%	0%	100%	0%	0%	0%	0%
SK	72	24%	44%	22%	21%	35%	15%	47%	47%	36%	3%	1%
Small	41	29%	49%	20%	24%	32%	5%	46%	39%	41%	5%	2%
Medium	25	16%	44%	20%	16%	36%	24%	48%	60%	36%	0%	0%
Large	6	17%	17%	50%	17%	50%	50%	50%	50%	0%	0%	0%
YK	8	0%	25%	50%	50%	63%	25%	25%	0%	50%	13%	0%
Small	2	0%	50%	50%	50%	50%	0%	50%	0%	50%	0%	0%
Medium	4	0%	25%	50%	50%	75%	25%	25%	0%	25%	25%	0%
Large	2	0%	0%	50%	50%	50%	50%	0%	0%	100%	0%	0%
Grand Total	750	28%	29%	28%	28%	30%	19%	46%	39%	43%	4%	0%

Question 17: By type and province/territory

Q17. Do you feel that the museum and heritage sector is financially sustainable in the long term?

- ☐ Yes
- ☐ No
- ☐ Don't know

Table Q17a: By type of Heritage Institution

Heritage Institutions by Type	Q17 # of Responses	Yes	No	Don't know
Archives	66	20%	53%	27%
Small	27	26%	52%	22%
Medium	32	16%	56%	28%
Large	7	14%	43%	43%
Art Museum and Galleries	98	28%	45%	28%
Small	3	33%	33%	33%
Medium	67	28%	40%	31%
Large	28	25%	57%	18%
Historic and Heritage Sites	93	19%	53%	28%
Small	35	26%	49%	26%
Medium	45	13%	58%	29%
Large	13	23%	46%	31%
Museum	468	24%	51%	25%
Small	206	21%	44%	35%
Medium	192	29%	54%	17%
Large	70	17%	64%	19%
University/ College Museum Studies	7	0%	71%	29%
University	7	0%	71%	29%
Zoos and Botanical Gardens	8	38%	25%	38%
Small	2	50%	50%	0%
Medium	1	0%	0%	100%
Large	5	40%	20%	40%
Heritage Institutions Grand Total	740	23%	50%	26%
Small Heritage Institutions Total	273	23%	45%	32%
Medium Heritage Institutions Total	337	26%	52%	23%
Large Heritage Institutions Total	123	20%	58%	22%

Table Q17b: By province/territory

All Heritage Institutions by P/T	Q17 # of Responses	Yes	No	Don't know
AB	79	23%	48%	29%
Small	25	24%	44%	32%
Medium	34	26%	50%	24%
Large	18	17%	50%	33%
University	2	0%	50%	50%
BC	108	19%	51%	31%
Small	28	21%	50%	29%
Medium	58	16%	53%	31%
Large	21	24%	43%	33%
University	1	0%	100%	0%
MB	51	14%	53%	33%
Small	23	9%	48%	43%
Medium	20	20%	60%	20%
Large	8	13%	50%	38%
NB	30	23%	50%	27%
Small	12	17%	58%	25%
Medium	15	27%	40%	33%
Large	3	33%	67%	0%
NL	38	21%	55%	24%
Small	18	22%	44%	33%
Medium	15	27%	53%	20%
Large	4	0%	100%	0%
University	1	0%	100%	0%
NS	52	25%	48%	27%
Small	25	28%	40%	32%
Medium	20	25%	50%	25%
Large	7	14%	71%	14%
NWT	4	0%	25%	75%
Small	2	0%	0%	100%
Medium	2	0%	50%	50%
ON	175	19%	59%	22%
Small	60	15%	58%	27%
Medium	81	23%	58%	19%
Large	32	19%	59%	22%
University	2	0%	100%	0%
PE	8	25%	63%	13%
Small	5	20%	60%	20%
Medium	2	0%	100%	0%
Large	1	100%	0%	0%
QC	115	37%	44%	19%
Small	32	41%	34%	25%
Medium	61	38%	44%	18%
Large	21	29%	62%	10%
University	1	0%	0%	100%
SK	72	29%	38%	33%
Small	41	29%	29%	41%
Medium	25	32%	44%	24%
Large	6	17%	67%	17%
YK	8	13%	63%	25%
Small	2	0%	50%	50%
Medium	4	25%	50%	25%
Large	2	0%	100%	0%
Grand Total	740	23%	50%	26%

Question 18: By type and province/territory

Q18. Which earned revenue sources do you feel the museum and heritage sector have the most trouble generating/obtaining?

Please select top 3 choices

- ☐ Gross income from rental of facilities
- ☐ Membership fees
- ☐ Admission fees
- ☐ Public program fees
- ☐ Fundraising
- ☐ Sales of goods and services (i.e., giftshop, restaurant, etc.)
- ☐ Other earned revenue (please explain)
- ☐ Don't know

Table Q18a: By type of Heritage Institution

Heritage Institutions by Type	Q18 # of Responses	Gross income from rental of facilities	Membership fees	Admission fees	Public program fees	Fundraising	Sales of goods and services (i.e., giftshop, restaurant, etc.)	Other earned revenue (please explain)	Don't know
Archives	66	15%	29%	32%	42%	61%	21%	3%	20%
Small	7	22%	30%	33%	41%	74%	30%	4%	7%
Medium	32	9%	28%	38%	41%	56%	19%	0%	28%
Large	27	14%	29%	0%	57%	29%	0%	14%	29%
Art Museum and Galleries	99	21%	48%	36%	36%	74%	36%	8%	6%
Small	28	0%	100%	33%	67%	67%	0%	33%	0%
Medium	68	21%	43%	37%	34%	76%	37%	6%	7%
Large	3	25%	57%	36%	39%	68%	39%	11%	4%
Historic and Heritage Sites	94	24%	36%	46%	45%	64%	26%	6%	9%
Small	13	17%	25%	44%	42%	64%	19%	14%	11%
Medium	45	33%	40%	49%	49%	62%	31%	2%	7%
Large	36	15%	54%	38%	38%	69%	23%	0%	8%
Museum	470	20%	47%	47%	39%	71%	29%	8%	6%
Small	70	13%	42%	47%	32%	67%	30%	10%	10%
Medium	191	26%	54%	45%	45%	77%	28%	5%	2%
Large	209	23%	44%	57%	41%	70%	26%	7%	3%
University/ College Museum Studies	7	29%	29%	0%	57%	57%	14%	0%	14%
University	7	29%	29%	0%	57%	57%	14%	0%	14%
Zoos and Botanical Gardens	8	38%	63%	25%	88%	63%	13%	0%	0%
Small	5	50%	100%	0%	50%	100%	0%	0%	0%
Medium	1	0%	0%	100%	100%	0%	100%	0%	0%
Large	2	40%	60%	20%	100%	60%	0%	0%	0%
Heritage Institutions Grand Total	744	20%	44%	44%	40%	70%	28%	7%	7%
Small Heritage Institutions Total	123	15%	40%	45%	35%	68%	28%	10%	10%
Medium Heritage Institutions Total	337	24%	47%	43%	43%	73%	30%	4%	6%
Large Heritage Institutions Total	277	23%	48%	46%	44%	67%	26%	7%	5%

Table Q18b: By province/territory

All Heritage Institutions by P/T	Q18 # of Responses	Gross income from rental of facilities	Membership fees	Admission fees	Public program fees	Fundraising	Sales of goods and services (i.e., giftshop, restaurant, etc.)	Other earned revenue (please explain)	Don't know
AB	80	28%	39%	41%	31%	78%	34%	8%	6%
Small	26	19%	46%	58%	19%	73%	27%	8%	8%
Medium	34	29%	38%	26%	32%	85%	44%	9%	6%
Large	18	39%	33%	50%	50%	78%	22%	6%	0%
University	2	0%	0%	0%	0%	0%	50%	0%	50%
BC	109	24%	55%	39%	42%	79%	21%	6%	5%
Small	29	14%	52%	34%	34%	66%	21%	14%	10%
Medium	58	28%	55%	41%	45%	83%	24%	3%	2%
Large	21	24%	62%	38%	43%	86%	14%	0%	5%
University	1	100%	0%	0%	100%	100%	0%	0%	0%
MB	52	13%	42%	48%	38%	65%	29%	8%	8%
Small	24	4%	33%	46%	29%	71%	33%	13%	8%
Medium	20	20%	50%	50%	50%	70%	20%	0%	5%
Large	8	25%	50%	50%	38%	38%	38%	13%	13%
NB	30	30%	43%	47%	47%	57%	20%	20%	0%
Small	12	42%	50%	58%	33%	58%	8%	33%	0%
Medium	15	27%	47%	40%	60%	60%	27%	7%	0%
Large	3	0%	0%	33%	33%	33%	33%	33%	0%
NL	38	11%	18%	58%	45%	61%	29%	5%	16%
Small	18	6%	11%	50%	28%	61%	28%	6%	22%
Medium	15	13%	13%	60%	53%	60%	40%	7%	13%
Large	4	0%	50%	100%	75%	75%	0%	0%	0%
University	1	100%	100%	0%	100%	0%	0%	0%	0%
NS	52	27%	38%	38%	42%	85%	40%	6%	0%
Small	25	16%	32%	40%	44%	92%	48%	12%	0%
Medium	20	40%	40%	30%	50%	75%	40%	0%	0%
Large	7	29%	57%	57%	14%	86%	14%	0%	0%
NWT	4	0%	25%	25%	25%	0%	25%	25%	50%
Small	2	0%	0%	0%	0%	0%	50%	50%	50%
Medium	2	0%	50%	50%	50%	0%	0%	0%	50%
ON	175	13%	56%	48%	38%	71%	29%	6%	6%
Small	60	10%	53%	47%	37%	68%	30%	7%	10%
Medium	81	15%	58%	49%	36%	73%	25%	5%	6%
Large	32	16%	56%	50%	41%	72%	41%	9%	0%
University	2	0%	50%	0%	100%	100%	0%	0%	0%
PE	8	13%	25%	75%	50%	38%	25%	0%	0%
Small	5	0%	0%	80%	60%	40%	20%	0%	0%
Medium	2	0%	50%	50%	50%	50%	50%	0%	0%
Large	1	100%	100%	100%	0%	0%	0%	0%	0%
QC	116	30%	39%	39%	44%	64%	29%	4%	9%
Small	33	27%	39%	42%	36%	61%	33%	0%	9%
Medium	61	33%	39%	41%	44%	67%	31%	5%	8%
Large	21	29%	38%	29%	57%	57%	19%	10%	10%
University	1	0%	0%	0%	0%	100%	0%	0%	0%
SK	72	15%	40%	43%	40%	68%	26%	10%	10%
Small	41	15%	32%	39%	39%	66%	20%	15%	12%
Medium	25	20%	52%	48%	44%	80%	32%	0%	4%
Large	6	0%	50%	50%	33%	33%	50%	17%	17%
YK	8	0%	25%	25%	38%	13%	13%	13%	50%
Small	2	0%	50%	0%	50%	50%	0%	0%	50%
Medium	4	0%	25%	50%	25%	0%	25%	25%	50%
Large	2	0%	0%	0%	50%	0%	0%	0%	50%
Grand Total	744	20%	44%	44%	40%	70%	28%	7%	7%

Question 19: By type and province/territory

Q19. Which unearned revenue sources do you feel the museum and heritage sector have the most trouble generating/obtaining?

Please select top 3 choices.

- ☐ Federal government funding
- ☐ Provincial government funding
- ☐ Local government funding
- ☐ Donations (tax and nontax receipted)
- ☐ Donations from other charities (i.e., foundations)
- ☐ Endowment funds
- ☐ Interest/investments
- ☐ Don't know

Table Q19a: By type of Heritage Institution

Heritage Institutions by Type	Q19 # of Responses	Federal government funding	Provincial government funding	Local government funding	Donations (tax and nontax receipted)	Donations from other charities (i.e., foundations)	Endowment funds	Interest/investments	Don't know
Archives	65	55%	55%	42%	23%	18%	29%	18%	14%
Small	27	59%	56%	44%	30%	19%	30%	22%	11%
Medium	31	55%	61%	45%	19%	16%	29%	16%	10%
Large	7	43%	29%	14%	14%	29%	29%	14%	43%
Art Museum and Galleries	99	48%	45%	34%	36%	32%	43%	20%	8%
Small	3	100%	67%	67%	67%	0%	0%	0%	0%
Medium	68	47%	44%	28%	34%	37%	38%	24%	12%
Large	28	46%	46%	46%	39%	25%	61%	14%	0%
Historic and Heritage Sites	94	57%	47%	33%	46%	31%	24%	11%	13%
Small	36	64%	61%	44%	42%	17%	17%	8%	11%
Medium	45	58%	36%	27%	49%	38%	27%	16%	13%
Large	13	38%	46%	23%	46%	46%	38%	0%	15%
Museum	471	53%	59%	46%	42%	28%	30%	14%	4%
Small	209	57%	62%	44%	42%	23%	22%	10%	6%
Medium	192	50%	55%	50%	41%	34%	34%	17%	2%
Large	70	49%	57%	39%	43%	29%	44%	16%	3%
University/ College Museum Studies	7	43%	29%	14%	29%	29%	29%	0%	43%
University	7	43%	29%	14%	29%	29%	29%	0%	43%
Zoos and Botanical Gardens	8	75%	50%	25%	63%	25%	0%	25%	13%
Small	2	50%	100%	0%	100%	0%	0%	50%	0%
Medium	1	0%	0%	0%	0%	0%	0%	0%	100%
Large	5	100%	40%	40%	60%	40%	0%	20%	0%
Heritage Institutions Grand Total	744	53%	55%	42%	40%	28%	31%	15%	7%
Small Heritage Institutions Total	277	59%	62%	44%	42%	21%	21%	11%	7%
Medium Heritage Institutions Total	337	51%	51%	42%	39%	34%	33%	18%	7%
Large Heritage Institutions Total	123	49%	51%	37%	41%	30%	45%	14%	6%

Table Q18b: By province/territory

All Heritage Institutions by P/T	Q19 # of Responses	Federal government funding	Provincial government funding	Local government funding	Donations (tax and nontax receipts)	Donations from other charities (i.e., foundations)	Endowment funds	Interest/ investments	Don't know
AB	80	50%	73%	40%	44%	29%	34%	15%	3%
Small	26	65%	92%	50%	46%	4%	8%	12%	4%
Medium	34	35%	62%	47%	50%	41%	38%	18%	0%
Large	18	56%	72%	17%	33%	39%	61%	17%	0%
University	2	50%	0%	0%	0%	50%	50%	0%	50%
BC	109	60%	61%	36%	50%	26%	28%	12%	6%
Small	29	79%	76%	38%	45%	17%	17%	10%	3%
Medium	58	60%	59%	33%	50%	29%	28%	12%	5%
Large	21	33%	48%	43%	57%	29%	43%	14%	5%
University	1	0%	0%	0%	0%	0%	0%	0%	100%
MB	53	57%	51%	53%	42%	28%	26%	21%	4%
Small	24	50%	46%	58%	46%	25%	25%	13%	8%
Medium	21	71%	52%	48%	43%	24%	33%	24%	0%
Large	8	38%	63%	50%	25%	50%	13%	38%	0%
NB	30	53%	53%	43%	33%	27%	30%	17%	7%
Small	12	58%	58%	42%	42%	17%	42%	17%	0%
Medium	15	47%	53%	40%	27%	33%	20%	20%	13%
Large	3	67%	33%	67%	33%	33%	33%	0%	0%
NL	38	58%	45%	37%	50%	32%	21%	8%	11%
Small	18	56%	61%	39%	44%	11%	11%	11%	11%
Medium	15	60%	27%	33%	53%	47%	27%	7%	13%
Large	4	50%	25%	25%	75%	75%	50%	0%	0%
University	1	100%	100%	100%	0%	0%	0%	0%	0%
NS	52	54%	56%	40%	38%	33%	38%	10%	6%
Small	25	68%	60%	44%	32%	28%	24%	8%	8%
Medium	20	30%	55%	45%	35%	40%	55%	10%	5%
Large	7	71%	43%	14%	71%	29%	43%	14%	0%
NWT	4	50%	50%	0%	25%	50%	25%	0%	25%
Small	2	50%	50%	0%	0%	0%	0%	0%	50%
Medium	2	50%	50%	0%	50%	100%	50%	0%	0%
ON	175	46%	59%	47%	41%	29%	41%	14%	5%
Small	60	42%	62%	47%	48%	37%	35%	5%	5%
Medium	81	49%	58%	47%	35%	27%	38%	21%	5%
Large	32	44%	56%	50%	41%	19%	59%	13%	3%
University	2	50%	50%	0%	100%	50%	50%	0%	0%
PE	8	63%	63%	63%	38%	25%	13%	13%	0%
Small	5	80%	80%	60%	40%	0%	0%	0%	0%
Medium	2	50%	50%	50%	0%	50%	50%	50%	0%
Large	1	0%	0%	100%	100%	100%	0%	0%	0%
QC	116	55%	41%	38%	30%	28%	21%	20%	13%
Small	33	61%	58%	33%	27%	18%	15%	21%	12%
Medium	61	48%	31%	41%	34%	36%	23%	25%	11%
Large	21	71%	43%	38%	24%	24%	24%	5%	14%
University	1	0%	0%	0%	0%	0%	0%	0%	100%
SK	71	58%	51%	46%	35%	27%	27%	14%	8%
Small	41	61%	46%	49%	41%	20%	17%	12%	10%
Medium	24	63%	58%	50%	21%	38%	38%	13%	4%
Large	6	17%	50%	17%	50%	33%	50%	33%	17%
YK	8	50%	13%	0%	25%	13%	38%	13%	38%
Small	2	100%	50%	0%	50%	0%	0%	0%	0%
Medium	4	25%	0%	0%	25%	25%	50%	25%	50%
Large	2	50%	0%	0%	0%	0%	50%	0%	50%
Grand Total	744	53%	55%	42%	40%	28%	31%	15%	7%

Question 20: By type and province/territory

Q20. Of the financial challenges listed below, which is most essential to managing the financial sustainability of the museum and heritage sector going forward?

- Enhancing fundraising capacity
- Encouraging donations from private individuals
- Encouraging corporate sector funding/donations
- Building endowment funds
- Broadening eligibility criteria for government funding
- Other (please explain)
- Don't know

Table Q20a: By type of Heritage Institution

Heritage Institutions by Type	Q20 # of Responses	Enhancing fundraising capacity	Encouraging donations from private individuals	Encouraging corporate sector funding/donations	Building endowment funds	Broadening eligibility criteria for government funding	Other	Don't know
Archives	66	8%	5%	20%	9%	52%	0%	8%
Small	27	7%	7%	26%	4%	41%	0%	15%
Medium	32	9%	3%	16%	13%	59%	0%	0%
Large	7	0%	0%	14%	14%	57%	0%	14%
Art Museum and Galleries	98	14%	8%	14%	27%	23%	11%	2%
Small	3	0%	0%	0%	0%	100%	0%	0%
Medium	67	13%	9%	18%	19%	25%	12%	3%
Large	28	18%	7%	7%	46%	11%	11%	0%
Historic and Heritage Sites	94	13%	3%	22%	7%	36%	7%	11%
Small	36	17%	3%	17%	0%	39%	8%	17%
Medium	45	7%	2%	27%	11%	38%	9%	7%
Large	13	23%	8%	23%	15%	23%	0%	8%
Museum	469	17%	4%	20%	12%	38%	6%	3%
Small	208	15%	4%	20%	6%	45%	4%	5%
Medium	191	20%	4%	21%	15%	32%	6%	3%
Large	70	16%	3%	17%	24%	30%	10%	0%
University/ College Museum Studies	7	0%	0%	0%	14%	43%	29%	14%
University	7	0%	0%	0%	14%	43%	29%	14%
Zoos and Botanical Gardens	8	13%	0%	25%	13%	25%	13%	13%
Small	2	0%	0%	50%	0%	50%	0%	0%
Medium	1	100%	0%	0%	0%	0%	0%	0%
Large	5	0%	0%	20%	20%	20%	20%	20%
Heritage Institutions Grand Total	742	15%	4%	19%	13%	37%	7%	5%
Small Heritage Institutions Total	276	14%	4%	20%	5%	45%	4%	8%
Medium Heritage Institutions Total	336	16%	4%	21%	15%	34%	7%	3%
Large Heritage Institutions Total	123	15%	4%	15%	28%	26%	9%	2%

Table Q20b: By province/territory

All Heritage Institutions by P/T	Q20 # of Responses	Enhancing fundraising capacity	Encouraging donations from private individuals	Encouraging corporate sector funding/donations	Building endowment funds	Broadening eligibility criteria for government funding	Other	Don't know
AB	80	24%	4%	21%	14%	29%	3%	6%
Small	26	15%	12%	19%	0%	42%	0%	12%
Medium	34	32%	0%	26%	12%	26%	3%	0%
Large	18	22%	0%	17%	33%	17%	6%	6%
University	2	0%	0%	0%	50%	0%	0%	50%
BC	109	13%	4%	17%	15%	41%	9%	1%
Small	29	7%	0%	14%	7%	62%	7%	3%
Medium	58	16%	5%	17%	14%	40%	9%	0%
Large	21	14%	5%	24%	29%	19%	10%	0%
University	1	0%	0%	0%	0%	0%	100%	0%
MB	53	8%	6%	21%	21%	34%	6%	6%
Small	24	4%	0%	29%	13%	42%	0%	13%
Medium	21	10%	14%	14%	19%	29%	14%	0%
Large	8	13%	0%	13%	50%	25%	0%	0%
NB	30	17%	10%	37%	7%	27%	3%	0%
Small	12	25%	8%	42%	0%	25%	0%	0%
Medium	15	13%	13%	40%	7%	20%	7%	0%
Large	3	0%	0%	0%	33%	67%	0%	0%
NL	38	16%	0%	16%	8%	47%	5%	8%
Small	18	6%	0%	11%	0%	56%	11%	17%
Medium	15	27%	0%	20%	13%	40%	0%	0%
Large	4	25%	0%	25%	25%	25%	0%	0%
University	1	0%	0%	0%	0%	100%	0%	0%
NS	52	27%	2%	17%	19%	25%	8%	2%
Small	25	32%	4%	16%	8%	32%	8%	0%
Medium	20	15%	0%	25%	30%	20%	5%	5%
Large	7	43%	0%	0%	29%	14%	14%	0%
NWT	4	0%	0%	0%	0%	75%	0%	25%
Small	2	0%	0%	0%	0%	50%	0%	50%
Medium	2	0%	0%	0%	0%	100%	0%	0%
ON	174	14%	5%	14%	13%	38%	10%	5%
Small	60	18%	7%	20%	7%	35%	3%	10%
Medium	80	11%	4%	13%	15%	41%	13%	4%
Large	32	16%	6%	9%	19%	34%	16%	0%
University	2	0%	0%	0%	0%	50%	50%	0%
PE	8	38%	0%	0%	13%	50%	0%	0%
Small	5	40%	0%	0%	0%	60%	0%	0%
Medium	2	0%	0%	0%	50%	50%	0%	0%
Large	1	100%	0%	0%	0%	0%	0%	0%
QC	114	11%	7%	25%	12%	37%	3%	5%
Small	32	13%	6%	22%	3%	47%	3%	6%
Medium	60	12%	7%	30%	12%	32%	2%	7%
Large	21	5%	10%	19%	29%	33%	5%	0%
University	1	0%	0%	0%	0%	100%	0%	0%
SK	72	14%	1%	22%	8%	42%	7%	6%
Small	41	7%	2%	22%	2%	54%	7%	5%
Medium	25	28%	0%	20%	12%	28%	8%	4%
Large	6	0%	0%	33%	33%	17%	0%	17%
YK	8	13%	0%	0%	25%	25%	13%	25%
Small	2	50%	0%	0%	0%	50%	0%	0%
Medium	4	0%	0%	0%	50%	25%	0%	25%
Large	2	0%	0%	0%	0%	0%	50%	50%
Grand Total	742	15%	4%	19%	13%	37%	7%	5%

Question 21: By type and province/territory

Q21. Of the heritage supports and services outlined below, which are the greatest priority for improved federal support?

Please select top 3.

- ☐ Heritage training or professional development
- ☐ Expertise in conservation science, treatment, and preventative conservation
- ☐ Incentives for donations of cultural artefacts
- ☐ Expertise in collections management, documentation, etc.
- ☐ Capacity to support the digital transformation
- ☐ Incentives to encourage partnerships and collaboration
- ☐ Other (please explain)
- ☐ Don't know

Table Q21a: By type of Heritage Institution

Heritage Institutions by Type	Q21 # of Responses	Heritage training or professional development	Expertise in conservation science, treatment, and preventative conservation	Incentives for donations of cultural artefacts	Expertise in collections management, documentation, etc.	Capacity to support the digital transformation	Incentives to encourage partnerships and collaboration	Other	Don't know
Archives	65	42%	48%	12%	38%	75%	37%	12%	6%
Small	27	52%	48%	11%	52%	74%	22%	7%	7%
Medium	31	39%	52%	10%	29%	77%	45%	19%	3%
Large	7	14%	29%	29%	29%	71%	57%	0%	14%
Art Museum and Galleries	98	39%	20%	24%	31%	61%	64%	11%	4%
Small	3	0%	33%	33%	33%	67%	33%	33%	0%
Medium	67	43%	21%	21%	34%	64%	63%	7%	4%
Large	28	32%	18%	32%	21%	54%	71%	18%	4%
Historic and Heritage Sites	94	54%	39%	12%	46%	60%	43%	6%	3%
Small	36	44%	19%	14%	42%	56%	50%	6%	6%
Medium	45	58%	56%	11%	51%	64%	36%	9%	0%
Large	13	69%	38%	8%	38%	54%	46%	0%	8%
Museum	470	45%	28%	17%	40%	66%	52%	12%	4%
Small	208	43%	31%	16%	48%	64%	41%	8%	6%
Medium	192	48%	27%	16%	41%	69%	59%	13%	2%
Large	70	41%	24%	20%	17%	66%	69%	23%	3%
University/ College Museum Studies	7	57%	29%	14%	14%	43%	86%	0%	0%
University	7	57%	29%	14%	14%	43%	86%	0%	0%
Zoos and Botanical Gardens	8	38%	25%	13%	38%	63%	50%	25%	0%
Small	2	0%	50%	0%	50%	50%	50%	0%	0%
Medium	1	100%	0%	0%	0%	0%	0%	0%	0%
Large	5	40%	20%	20%	40%	80%	60%	40%	0%
Heritage Institutions Grand Total	742	45%	30%	17%	39%	65%	52%	11%	4%
Small Heritage Institutions Total	276	43%	31%	16%	47%	64%	40%	8%	6%
Medium Heritage Institutions Total	336	48%	32%	16%	40%	68%	55%	12%	2%
Large Heritage Institutions Total	123	41%	24%	22%	22%	63%	66%	19%	4%

Table Q21b: By province/territory

All Heritage Institutions by P/T	Q21 # of Responses	Heritage training or professional development	Expertise in conservation science, treatment, and preventative conservation	Incentives for donations of cultural artefacts	Expertise in collections management, documentation, etc.	Capacity to support the digital transformation	Incentives to encourage partnerships and collaboration	Other	Don't know
AB	79	52%	27%	18%	29%	63%	61%	19%	3%
Small	25	56%	28%	24%	44%	64%	48%	8%	4%
Medium	34	53%	29%	15%	24%	68%	56%	21%	3%
Large	18	44%	17%	17%	22%	61%	83%	33%	0%
University	2	50%	50%	0%	0%	0%	100%	0%	0%
BC	109	39%	31%	22%	40%	65%	56%	8%	3%
Small	29	38%	38%	14%	48%	76%	45%	3%	3%
Medium	58	40%	31%	17%	45%	69%	59%	9%	2%
Large	21	38%	24%	43%	19%	43%	62%	14%	5%
University	1	100%	0%	100%	0%	0%	100%	0%	0%
MB	53	38%	32%	13%	43%	70%	51%	4%	8%
Small	24	33%	29%	17%	42%	71%	38%	4%	13%
Medium	21	38%	33%	10%	43%	76%	62%	5%	5%
Large	8	50%	38%	13%	50%	50%	63%	0%	0%
NB	30	50%	43%	30%	30%	53%	47%	13%	0%
Small	12	50%	42%	17%	42%	50%	58%	17%	0%
Medium	15	53%	33%	40%	20%	60%	40%	13%	0%
Large	3	33%	100%	33%	33%	33%	33%	0%	0%
NL	38	61%	42%	11%	39%	53%	39%	11%	3%
Small	18	50%	22%	6%	44%	50%	17%	17%	6%
Medium	15	73%	60%	13%	40%	60%	53%	0%	0%
Large	4	75%	50%	25%	25%	25%	75%	25%	0%
University	1	0%	100%	0%	0%	100%	100%	0%	0%
NS	52	56%	27%	13%	40%	63%	65%	10%	4%
Small	25	52%	32%	12%	56%	60%	60%	0%	4%
Medium	20	60%	15%	20%	35%	65%	65%	15%	5%
Large	7	57%	43%	0%	0%	71%	86%	29%	0%
NWT	4	75%	75%	0%	50%	25%	25%	25%	0%
Small	2	100%	100%	0%	100%	0%	0%	0%	0%
Medium	2	50%	50%	0%	0%	50%	50%	50%	0%
ON	174	44%	22%	17%	34%	73%	57%	13%	4%
Small	60	38%	30%	17%	42%	73%	43%	5%	8%
Medium	80	48%	21%	15%	38%	74%	59%	19%	1%
Large	32	44%	13%	22%	13%	72%	78%	16%	3%
University	2	50%	0%	0%	50%	50%	100%	0%	0%
PE	8	0%	25%	13%	0%	50%	50%	50%	0%
Small	5	0%	20%	20%	0%	40%	60%	60%	0%
Medium	2	0%	0%	0%	0%	50%	0%	50%	0%
Large	1	0%	100%	0%	0%	100%	100%	0%	0%
QC	116	38%	41%	14%	49%	75%	41%	8%	3%
Small	33	36%	48%	15%	61%	73%	24%	3%	3%
Medium	61	41%	43%	11%	49%	69%	51%	7%	3%
Large	21	29%	24%	19%	33%	95%	43%	19%	0%
University	1	100%	0%	0%	0%	100%	0%	0%	0%
SK	71	48%	23%	18%	48%	49%	39%	10%	7%
Small	41	46%	17%	17%	46%	49%	37%	12%	7%
Medium	24	54%	38%	21%	54%	58%	42%	4%	0%
Large	6	33%	0%	17%	33%	17%	50%	17%	33%
YK	8	63%	25%	0%	38%	50%	38%	13%	13%
Small	2	100%	0%	0%	100%	50%	0%	0%	0%
Medium	4	75%	25%	0%	25%	50%	75%	0%	0%
Large	2	0%	50%	0%	0%	50%	0%	50%	50%
Grand Total	742	45%	30%	17%	39%	65%	52%	11%	4%

Question 22: By type and province/territory

Q22. Of the heritage supports related to revenue outlined below, which are the greatest priority for improved federal support?

Please select top 3.

- ☐ Incentives to encourage financial donations
- ☐ Supports to help generate earned revenues
- ☐ Operational costs
- ☐ Project funding
- ☐ Other (please explain)
- ☐ Don't know

Table Q22a: By type of Heritage Institution

Heritage Institutions by Type	Q22 # of Responses	Incentives to encourage financial donations	Supports to help generate earned revenues	Operational costs	Project funding	Other	Don't know
Archives	66	47%	35%	80%	76%	2%	9%
Small	27	48%	41%	74%	81%	0%	11%
Medium	32	47%	28%	91%	78%	3%	3%
Large	7	43%	43%	57%	43%	0%	29%
Art Museum and Galleries	99	69%	58%	88%	56%	6%	2%
Small	3	33%	33%	100%	100%	0%	0%
Medium	68	63%	57%	82%	59%	6%	3%
Large	28	86%	61%	100%	43%	7%	0%
Historic and Heritage Sites	93	47%	53%	89%	67%	5%	4%
Small	36	50%	33%	83%	64%	8%	8%
Medium	45	44%	62%	96%	71%	4%	0%
Large	12	50%	75%	83%	58%	0%	8%
Museum	468	58%	51%	89%	68%	7%	1%
Small	206	51%	48%	86%	70%	4%	3%
Medium	192	64%	52%	92%	68%	7%	0%
Large	70	61%	57%	89%	63%	14%	0%
University/ College Museum Studies	7	29%	43%	71%	57%	0%	29%
University	7	29%	43%	71%	57%	0%	29%
Zoos and Botanical Gardens	8	63%	25%	100%	50%	13%	0%
Small	2	50%	50%	100%	0%	0%	0%
Medium	1	100%	0%	100%	100%	0%	0%
Large	5	60%	20%	100%	60%	20%	0%
Heritage Institutions Grand Total	741	57%	50%	88%	67%	6%	3%
Small Heritage Institutions Total	274	51%	45%	85%	70%	4%	4%
Medium Heritage Institutions Total	338	60%	52%	90%	67%	6%	1%
Large Heritage Institutions Total	122	65%	57%	89%	57%	11%	2%

Table Q22b: By province/territory

All Heritage Institutions by P/T	Q22 # of Responses	Incentives to encourage financial donations	Supports to help generate earned revenues	Operational costs	Project funding	Other	Don't know
AB	78	64%	53%	87%	58%	9%	3%
Small	25	68%	36%	84%	64%	0%	4%
Medium	34	59%	53%	91%	65%	12%	0%
Large	17	76%	76%	88%	35%	18%	0%
University	2	0%	50%	50%	50%	0%	50%
BC	107	59%	45%	90%	70%	9%	3%
Small	27	48%	44%	89%	81%	11%	4%
Medium	58	59%	40%	90%	69%	7%	3%
Large	21	71%	57%	90%	62%	14%	0%
University	1	100%	100%	100%	0%	0%	0%
MB	53	64%	38%	89%	66%	6%	2%
Small	24	58%	42%	83%	67%	4%	4%
Medium	21	67%	33%	100%	67%	10%	0%
Large	8	75%	38%	75%	63%	0%	0%
NB	30	47%	57%	93%	73%	3%	0%
Small	12	33%	58%	92%	58%	8%	0%
Medium	15	60%	60%	93%	80%	0%	0%
Large	3	33%	33%	100%	100%	0%	0%
NL	38	34%	61%	89%	71%	3%	5%
Small	18	22%	39%	78%	83%	0%	11%
Medium	15	47%	73%	100%	60%	7%	0%
Large	4	50%	100%	100%	50%	0%	0%
University	1	0%	100%	100%	100%	0%	0%
NS	52	52%	65%	94%	67%	2%	2%
Small	25	52%	64%	92%	60%	4%	4%
Medium	20	60%	55%	95%	75%	0%	0%
Large	7	29%	100%	100%	71%	0%	0%
NWT	4	25%	50%	100%	100%	0%	0%
Small	2	0%	50%	100%	100%	0%	0%
Medium	2	50%	50%	100%	100%	0%	0%
ON	175	60%	55%	89%	64%	4%	3%
Small	60	55%	43%	83%	73%	3%	8%
Medium	81	63%	59%	91%	63%	5%	0%
Large	32	63%	69%	94%	47%	3%	3%
University	2	50%	0%	100%	100%	0%	0%
PE	8	38%	38%	88%	38%	13%	0%
Small	5	40%	20%	100%	40%	20%	0%
Medium	2	0%	50%	50%	50%	0%	0%
Large	1	100%	100%	100%	0%	0%	0%
QC	116	60%	46%	82%	75%	5%	3%
Small	33	48%	42%	85%	76%	3%	3%
Medium	61	62%	54%	80%	75%	3%	2%
Large	21	76%	29%	86%	76%	14%	0%
University	1	0%	0%	0%	0%	0%	100%
SK	72	54%	46%	85%	63%	10%	1%
Small	41	54%	49%	80%	66%	5%	0%
Medium	25	56%	48%	92%	60%	12%	0%
Large	6	50%	17%	83%	50%	33%	17%
YK	8	38%	38%	75%	50%	13%	13%
Small	2	50%	50%	50%	100%	0%	0%
Medium	4	50%	50%	100%	25%	0%	0%
Large	2	0%	0%	50%	50%	50%	50%
Grand Total	741	57%	50%	88%	67%	6%	3%

Question 23: By type and province/territory

Q23. Of the heritage projects outlined below, which are the greatest priority for improved federal support?
Please select top 3.

- ☐ Infrastructure
- ☐ Digitization and digital access
- ☐ Indigenous heritage
- ☐ Exhibition development
- ☐ Employment opportunities for youth or students in heritage organizations
- ☐ Repatriation of Indigenous artefacts and ancestral remains
- ☐ Collections management
- ☐ Other (please explain)
- ☐ Don't know

Table Q23a: By type of Heritage Institution

Heritage Institutions by Type	Q23 # of Responses	Infrastructure	Digitization and digital access	Indigenous heritage	Exhibition development	Employment opportunities for youth or students in heritage organizations	Repatriation of Indigenous artefacts and ancestral remains	Collections management	Other	Don't know
Archives	66	70%	71%	41%	18%	24%	18%	42%	5%	2%
Small	27	63%	74%	44%	22%	22%	11%	48%	0%	4%
Medium	32	75%	75%	34%	13%	22%	22%	44%	9%	0%
Large	7	71%	43%	57%	29%	43%	29%	14%	0%	0%
Art Museum and Galleries	99	72%	44%	35%	43%	26%	27%	25%	9%	2%
Small	3	67%	33%	67%	67%	0%	0%	33%	33%	0%
Medium	68	68%	46%	32%	41%	35%	28%	25%	3%	3%
Large	28	82%	43%	39%	46%	7%	29%	25%	21%	0%
Historic and Heritage Sites	94	74%	56%	22%	37%	46%	7%	26%	4%	2%
Small	36	58%	56%	17%	39%	50%	6%	31%	6%	3%
Medium	45	87%	60%	24%	36%	42%	7%	29%	4%	0%
Large	13	77%	46%	31%	38%	46%	15%	0%	0%	8%
Museum	471	68%	58%	27%	39%	44%	13%	27%	7%	1%
Small	209	63%	59%	23%	33%	48%	8%	32%	8%	2%
Medium	192	72%	59%	29%	39%	42%	16%	24%	7%	0%
Large	70	73%	49%	33%	57%	36%	20%	19%	6%	1%
University/ College Museum Studies	7	71%	29%	43%	0%	57%	43%	14%	0%	0%
University	7	71%	29%	43%	0%	57%	43%	14%	0%	0%
Zoos and Botanical Gardens	8	88%	63%	25%	25%	50%	25%	13%	0%	0%
Small	2	50%	100%	0%	0%	50%	50%	50%	0%	0%
Medium	1	100%	100%	0%	0%	0%	0%	0%	0%	0%
Large	5	100%	40%	40%	40%	60%	20%	0%	0%	0%
Heritage Institutions Grand Total	745	70%	57%	29%	37%	40%	15%	28%	7%	1%
Small Heritage Institutions Total	277	62%	60%	25%	33%	45%	8%	34%	7%	2%
Medium Heritage Institutions Total	338	73%	58%	29%	36%	39%	18%	27%	6%	1%
Large Heritage Institutions Total	123	76%	46%	36%	50%	32%	22%	17%	8%	2%

Table Q23b: By province/territory

All Heritage Institutions by P/T	Q23 # of Responses	Infrastructure	Digitization and digital access	Indigenous heritage	Exhibition development	Employment opportunities for youth or students in heritage organizations	Repatriation of Indigenous artefacts and ancestral remains	Collections management	Other	Don't know
AB	80	70%	53%	36%	36%	43%	16%	19%	9%	0%
Small	26	58%	50%	42%	38%	50%	23%	15%	8%	0%
Medium	34	76%	59%	32%	26%	41%	6%	24%	12%	0%
Large	18	78%	50%	33%	56%	33%	22%	17%	6%	0%
University	2	50%	0%	50%	0%	50%	50%	0%	0%	0%
BC	109	66%	56%	39%	37%	29%	26%	29%	5%	2%
Small	29	66%	66%	28%	31%	28%	10%	45%	3%	3%
Medium	58	62%	59%	38%	36%	36%	28%	26%	3%	2%
Large	21	76%	38%	57%	48%	10%	38%	19%	10%	0%
University	1	100%	0%	0%	0%	100%	100%	0%	0%	0%
MB	53	64%	53%	28%	28%	43%	23%	38%	8%	2%
Small	24	58%	63%	29%	25%	42%	8%	50%	4%	4%
Medium	21	76%	43%	29%	33%	29%	38%	29%	14%	0%
Large	8	50%	50%	25%	25%	88%	25%	25%	0%	0%
NB	30	67%	60%	10%	47%	40%	10%	40%	3%	0%
Small	12	58%	75%	8%	58%	25%	8%	42%	0%	0%
Medium	15	80%	53%	13%	40%	47%	13%	33%	7%	0%
Large	3	33%	33%	0%	33%	67%	0%	67%	0%	0%
NL	38	82%	53%	26%	42%	50%	13%	11%	5%	0%
Small	18	72%	61%	6%	39%	50%	6%	17%	11%	0%
Medium	15	93%	53%	33%	40%	60%	13%	7%	0%	0%
Large	4	100%	0%	75%	75%	25%	25%	0%	0%	0%
University	1	0%	100%	100%	0%	0%	100%	0%	0%	0%
NS	52	83%	56%	23%	29%	62%	10%	29%	6%	0%
Small	25	80%	52%	16%	32%	68%	4%	36%	8%	0%
Medium	20	80%	65%	35%	20%	50%	15%	30%	0%	0%
Large	7	100%	43%	14%	43%	71%	14%	0%	14%	0%
NWT	4	50%	25%	0%	50%	0%	25%	0%	25%	25%
Small	2	0%	0%	0%	50%	0%	0%	0%	0%	50%
Medium	2	100%	50%	0%	50%	0%	50%	0%	50%	0%
ON	175	70%	61%	32%	31%	38%	17%	29%	6%	2%
Small	60	63%	75%	22%	25%	42%	3%	40%	5%	3%
Medium	81	70%	60%	35%	32%	38%	22%	27%	5%	0%
Large	32	78%	41%	44%	44%	28%	28%	13%	13%	3%
University	2	100%	0%	50%	0%	100%	0%	50%	0%	0%
PE	8	88%	38%	0%	13%	13%	13%	13%	38%	0%
Small	5	100%	20%	0%	20%	20%	0%	20%	40%	0%
Medium	2	50%	50%	0%	0%	0%	0%	0%	50%	0%
Large	1	100%	100%	0%	0%	0%	100%	0%	0%	0%
QC	116	69%	66%	13%	48%	38%	7%	36%	4%	2%
Small	33	52%	67%	15%	39%	45%	9%	45%	6%	3%
Medium	61	75%	62%	13%	49%	39%	7%	34%	3%	2%
Large	21	76%	76%	10%	62%	24%	5%	29%	5%	0%
University	1	100%	100%	0%	0%	0%	0%	0%	0%	0%
SK	72	65%	44%	39%	39%	49%	10%	17%	10%	1%
Small	41	59%	41%	41%	29%	59%	10%	17%	10%	0%
Medium	25	76%	56%	32%	48%	36%	12%	20%	8%	0%
Large	6	67%	17%	50%	67%	33%	0%	0%	17%	17%
YK	8	75%	50%	63%	63%	0%	13%	13%	0%	0%
Small	2	50%	50%	100%	100%	0%	0%	0%	0%	0%
Medium	4	75%	50%	50%	25%	0%	25%	25%	0%	0%
Large	2	100%	50%	50%	100%	0%	0%	0%	0%	0%
Grand Total	745	70%	57%	29%	37%	40%	15%	28%	7%	1%