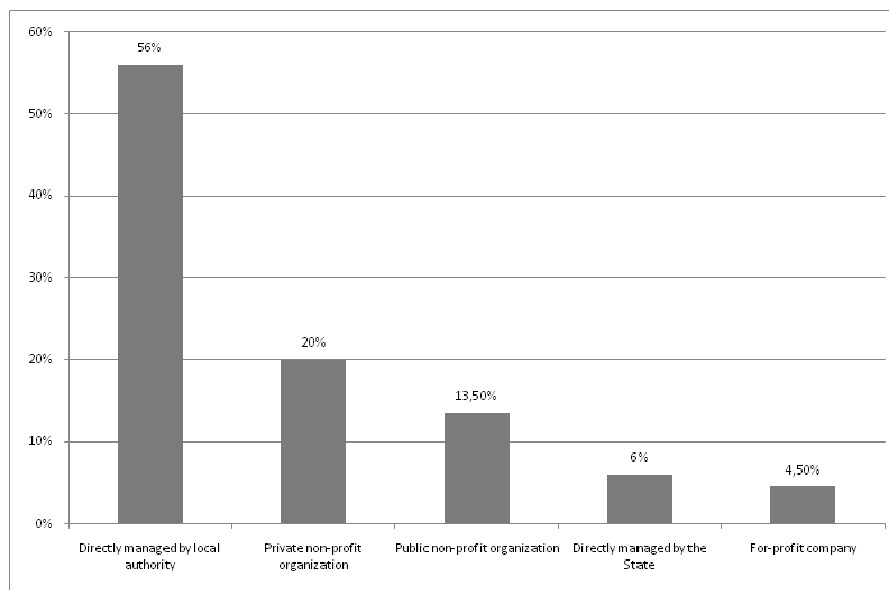


The Relationship Between Museums and Municipalities in Europe

- ◆ The National Art Center, Tokyo
 - ◆ National Graduate Institute for Policies Studies
 - ◆ [*Cultural Policies Program – Professor Kakiuchi*]
 - ◆ February 16th, 2011
- ◆ Professor Xavier Greffe
- ◆ Université Paris I Sorbonne & CNRS

A Strategic Relationship

- ◆ Municipalities have inherited or built up numerous collections entrusted to a very large number of museums
- ◆ Decentralisation leads to local authorities taking on greater responsibilities, in the cultural sphere,
- ◆ The financial crisis causes the State to reduce its contribution to museums and galleries, which must then reinforce their partnerships with local authorities



Some Effects of the Economic Crisis

- ◆ Lower financial contributions from local authorities and central government, down by 20% for 2008
- ◆ The reduction of the workforce, due to state policies of not replacing personnel as they retire, results in an increase of the average age of museum staff
- ◆ There is a general decrease in exhibitions and programmes aimed at target audiences, especially young ones
- ◆ Educational institutions are increasingly reluctant to maintain their cultural activities and trips

Outline

- ◆ **How do museums and municipalities consider the role of museums?**
- ◆ **Which are their shared expectations and requirements?**
- ◆ **Which partnerships?**

How do Museums and Municipalities consider the role of museums?

- ◆ A relative agreement on the traditional functions of the museums
- ◆ A distance considering the relative positions on social inclusion
- ◆ Differences relatively to the recognition of the cultural diversity
- ◆ Different weighting of the contribution of the museums to the economic development

MUSEUM'S EDUCATION ROLE FOR YOUNG PEOPLE ACCORDING TO:	MUNICIPALITIES	MUSEUMS
To develop inquiring minds and curiosity among school children?	70.5%	81.1%
To encourage the practice of art activities by children?	6.8%	5.4%
To counteract poor performance in school?	9.1%	3.4%
To encourage museums visits by the whole family?	13.6%	10.1%
Total	100%	100%

MUSEUMS STRENGTHEN COMMUNITY COHESION AS:	MUNICIPALITIES	MUSEUMS
Place of cultural experience?	56.8%	48.0%
Place to get together?	22.7%	22.3%
Place where shared values are expressed?	20.5%	26.3%
Way to integrate disadvantaged people?	N.A	3.3%
Total	100%	100%

HOW DO MUSEUMS CONTRIBUTE TO THE EXPRESSION OF CULTURAL DIVERSITY?	MUNICIPALITIES	MUSEUMS
By bringing together different communities?	23.3%	27.5%
By displaying their objects?	27.9%	28.0%
By organizing activities related to specific cultures and traditions?	48.8%	44.5%
Total	100%	100%

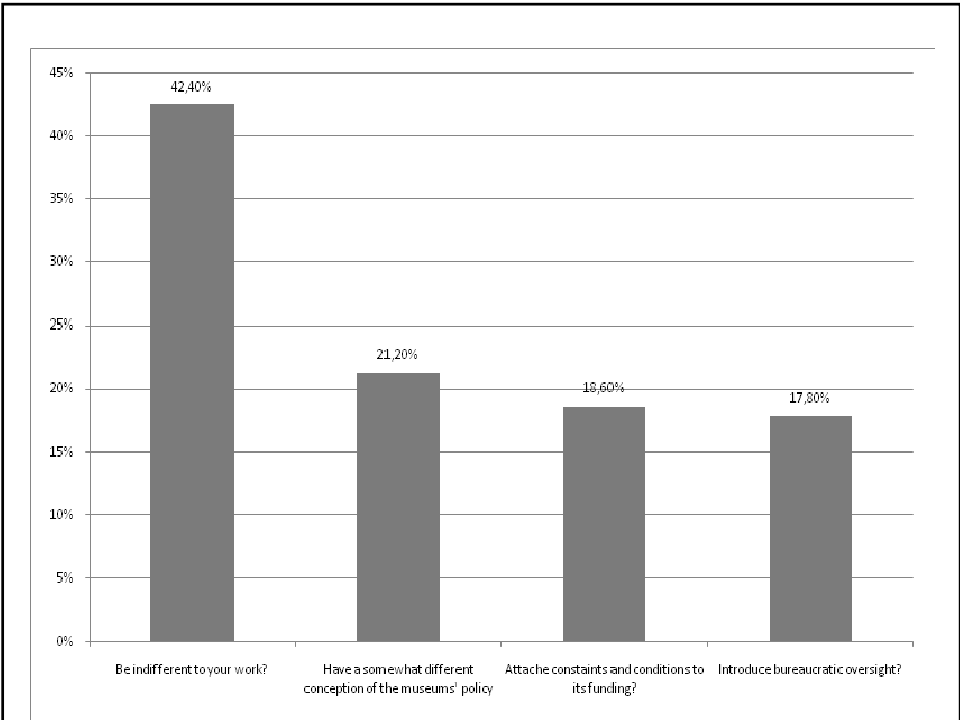
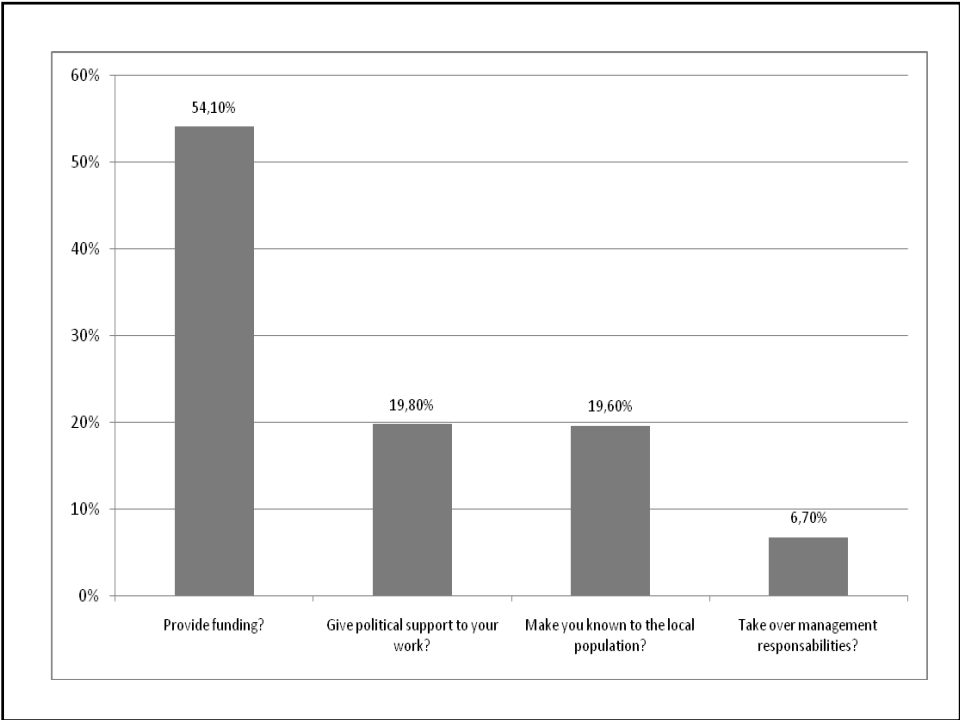
DO MUSEUMS CONTRIBUTE TO ECONOMIC DEVELOPMENT?	MUSEUMS	MUNICIPALITIES
By generating tourism?	5.4%	86.9%
By creating products for general public?	11.6%	60.0%
By enabling local residents to develop their skills?	7.5%	65.2%
By piloting innovation and technologies?	39.6%	46.7%

Which Are Their Shared Expectations and Requirements?

- ◆ Museums demand for financial solutions and fear the indifference of the communities
- ◆ Municipalities would like to see a museum as a place for everybody
- ◆ From both sides, a demand for new institutional design

Expectations of the Museums

- ◆ What do museums are asking for?
 - ◆ *Firstly Funding*
 - ◆ *Secondly Political Support*
- ◆ What do museums fear from municipalities?
 - ◆ *An indifference to the work of the museums*
 - ◆ *A different view on their role*



Municipalities Would Like To See a Museum as 'A Place For Everybody'

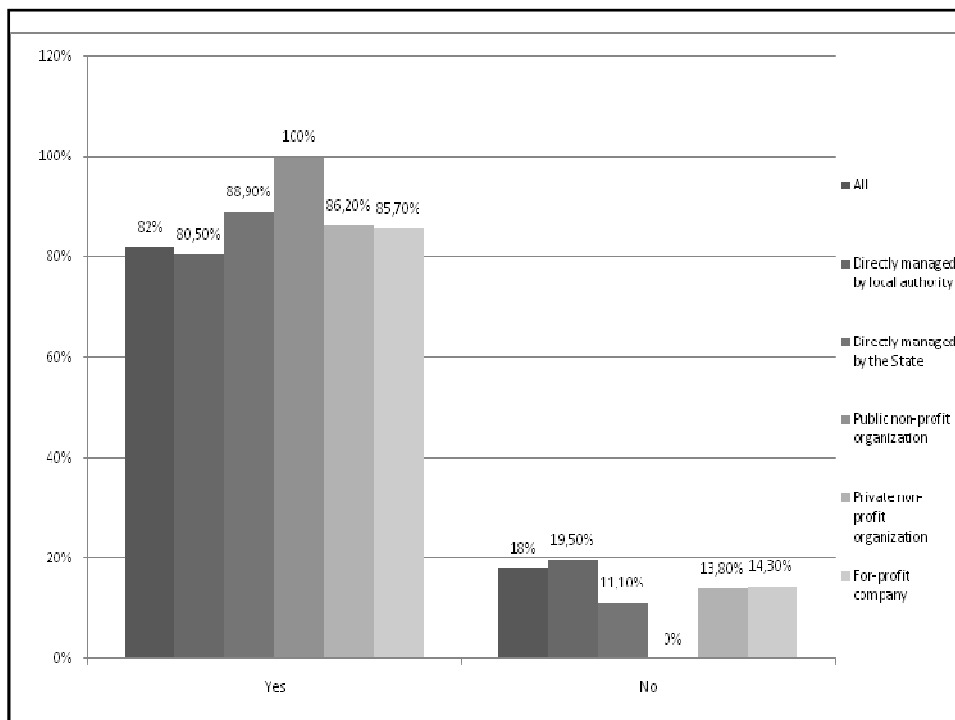
Municipalities consider that museums can and should:

- ◆ Bring together people of different profiles and origins
- ◆ Contribute to develop other sectors, starting of course with economic and social sectors
- ◆ Disseminate a powerful and attractive image of the area m.

As a result museums, ought to have a broad understanding of their responsibilities, be accessible to all, and be responsive to needs expressed by other sectors.

A General Will to Rationalize their Institutional Design

- ◆ 82% of the museums are asking for such changes
- ◆ 80.5% of the museums directly managed by the municipalities
- ◆ 88.9% of the museums owned by the central government
- ◆ Much more surprising 5.72% of the museums managed by private companies are asking for such changes



Which Partnerships?

- ◆ Relatively to different organisational structures: Mixed partnership
- ◆ Priority to multiyear financial commitments
- ◆ Human resources: From quantity to quality
- ◆ A demand for more social indicators?

WHAT TYPE OF ORGANIZATIONAL STRUCTURE BEST FACILITATES CO-OPERATION,	Museums	Municipalities
Museums directed by local government?	14.6%	43.2%
Mixed direction, both national and local?	27.1%	11.4%
Public Private-Partnership?	39.6%	31.8%
Private Non profit?	12.5%	13.6%

WHAT FINANCIAL RESOURCES ARE THE MOST STRATEGIC?	Museums	Municipalities
Entrance charges?	48.0%	29.3%
Budget allocation on annual basis?	54.0%	58.0%
Resources for acquiring objects?	49.0%	65.9%
Patrons/Sponsors?	61.0%	64.%

WHAT TYPE OF FINANCIAL RELATIONSHIP DO YOU PREFER?	Museums	Municipalities
Case by case subsidies?	29.2%	15.9%
Participation in the museum administration?	15.7%	11.4%
A medium-term contractual relationship?	41.5%	50.0%
Direct management?	13.6%	22.7%

WHAT IS THE MOST IMPORTANT HUMAN RESOURCE ASSET?	Municipalities	Museums
Training of the curators?	81.8%	81.6%
Training of the staff?	79.5%	78.0%
Number of employees?	34.1%	41.3%
Presence of volunteers?	61.0%	54.5%

ARE THESE TYPES OF INDICATORS DESIRABLE?	Municipalities	Museums
Social welfare?	67.6%	58%
Economic development?	62.1%	49%
Reception of visitors?	42.6%	36%
Education and training?	17.4%	36%

Which Prospect?

- ◆ Attractive for locals as well as for tourists
- ◆ A cluster of intrinsic and extrinsic cultural values
- ◆ Open and movable
- ◆ Back to the future