

departments and agencies as well as corporations, foundations and private benefactors - will play a responsible role. Herein lies the major challenge facing the Department of External Affairs. It must provide real financial leadership, but provide it in such a way that many other agencies and institutions in the public and private sectors become active in the field.

As far as the Department's financial support is concerned, a fundamental distinction should be made between support for infrastructure and support for programs. Increased Departmental support in both areas is essential if Canada ever hopes to achieve a dynamic cultural life throughout the world. As far as support for infrastructure is concerned, time and again throughout this publication, emphasis has been placed on the need to build up the infrastructural side of Canada's operations in Ottawa and abroad. No amount of program expenditure can make up for deficiencies in infrastructure, since it is only through the erection of an effective network of infrastructural resources that Canada's cultural relations will receive the sustained, on-the-spot attention they need and deserve. As far as financial support for programs is concerned, what is required here is a steady expansion of the Department's program budget. This will enable the Department to provide badly-needed financial assistance to the myriad of individuals, organizations, professional associations and service agencies which are committed to enhancing Canada's position in international cultural affairs. Failure to provide this support will drastically reduce the gains to be realized from cultural relations with other countries and will condemn Canada to an inferior status throughout the world.

As far as the application of this financial support is concerned, the Department should use its funds to "lever" and "multiply" funds from other sources. How is this best accomplished? Wherever possible, the Department should employ the matching grant principle and cost-sharing arrangements to generate funds from provincial and municipal sources, corporations, foundations and private benefactors. Although there are certain programs where this is not possible - such as the scholarship program where the awards are made outright and the number of awards is prescribed largely through formal agreements - in most cases, it would not be unreasonable to expect individuals and organizations to raise some part of their financial requirement from other sources. In the main, this is now an established practice for domestic funding, with the obvious result that domestic funding for cultural purposes has risen in leaps and bounds in the last decade. The problem is that it has yet to become an established practice in international funding. However, unless the Department utilizes these aforementioned devices, funds will never rise above a nominal level and will certainly not be forthcoming in the amounts that are necessary to do the job that has to be done.

While it will be necessary to escalate financial support in all areas over the next decade, some comparative shift in emphasis should be effected in order to take advantage of the more recent findings of international experience in this field. Of particular importance here is the development of many more exchanges involving individuals. There is a very high pay-off when individuals travel abroad. While large performances and exhibitions may be more spectacular, it is the individual student, academic, artist, craftsman or athlete who tends to forge permanent links with officials and citizens abroad - links that may grow and develop for years into the future. What is true for Canadians travelling abroad as individuals is equally true of foreigners coming to Canada. In fact, the pay-off here may