

CANADIAN MUSEUM OF CIVILIZATION CORPORATION



SUMMARY OF THE
CORPORATE PLAN
(2002–2003 to 2006–2007)

SUMMARY OF THE OPERATING
AND CAPITAL BUDGETS
(2002–2003)



CANADIAN MUSEUM OF CIVILIZATION
MUSÉE CANADIEN DES CIVILISATIONS



Canada

CANADIAN MUSEUM OF CIVILIZATION CORPORATION

Canadian Museum of Civilization
100 Laurier Street
Hull, Quebec
J8X 4H2

www.civilization.ca



CANADIAN MUSEUM MUSÉE CANADIEN
OF CIVILIZATION DES CIVILISATIONS

Canadian War Museum
General Motors Court
330 Sussex Drive
Ottawa, Ontario
K1A 0M8

www.warmuseum.ca



Cover Photos:

Vikings:

Photo: Antonio Otto Rabasca. Courtesy of skipper Gunnar Eggertsson.

This image is featured in the new exhibition, **Vikings: The North Atlantic Saga**, presented at the CMC from May 8 to October 14, 2002.

LeBreton Flats:

© Copyright Canadian Aerial Photo Corporation.

This image is the aerial photo of the official site on LeBreton Flats, announced by the Government of Canada May 15, 2001, for the new Canadian War Museum to be opened late in 2005.

CONTENTS

1. INTRODUCTION	1
2. CORPORATE MANDATE	3
3. CORPORATE PROFILE	4
3.1 The Canadian Museum of Civilization	4
3.2 The Canadian War Museum	4
3.3 The Virtual Museum of New France	4
3.4 Outreach	5
3.5 Corporate Structure	5
3.6 Relationships with Other Institutions and Government Bodies	5
3.7 Memoranda of Understanding and Cooperation	5
3.8 Private-Sector Partnerships	6
3.9 Fundraising Activities	6
3.10 Organization of the Canadian Museum of Civilization Corporation	6
3.11 Business Activities of the Corporation	7
3.12 Resource Allocation by Business Activity	7
4. INTERNAL AND EXTERNAL ENVIRONMENTS	8
4.1 National Identity	8
4.2 Fiscal Outlook	8
4.3 Economy	8
4.4 Museum Visitors	9
4.5 Repatriation of Aboriginal Cultural Collections	9
4.6 New Canadian War Museum Facility Project	9
4.7 Assessment of Corporate Resources — Strengths and Challenges	10
5. STRATEGIC ISSUES, OBJECTIVES AND STRATEGIES	12
5.1 Strategic Issue No. 1: Canadian Identity in the Global Environment	12
5.2 Strategic Issue No. 2: Safeguard and Promote Canada's Heritage	18
5.3 Strategic Issue No. 3: Challenges to Financial and Operational Viability	23
FINANCIAL STATEMENTS	29

SUMMARY OF THE CORPORATE PLAN 2002–2003 TO 2006–2007

1 INTRODUCTION

The Canadian Museum of Civilization Corporation (CMCC) is a Crown Corporation established pursuant to the 1990 *Museums Act*. Its primary responsibilities are the management of Canada's national museum of human history — the Canadian Museum of Civilization (CMC); Canada's national museum of military history — the Canadian War Museum (CWM), and a virtual museum on the Web — the Virtual Museum of New France (VMNF). In its operations, the Corporation practices museological excellence, thereby promoting a greater understanding of Canada's identity, history and culture. In addition to its presence within the National Capital Region (NCR), the Corporation disseminates its knowledge throughout Canada and the world, with an increasing emphasis on electronic outreach. Together, the CMC and the CWM attract more than 1.4 million onsite visitors per year, and the CMCC Web site was accessed over 17 million times during 2001–2002.

The CMCC is a member of the Canadian Heritage Portfolio, with a role to protect and exhibit Canada's human heritage for current and future generations. The Corporation's activities play a central part in fostering a sense of Canadian identity, both within Canada and abroad.

In May 2001, the CMC was named the “best cultural attraction in Canada”, taking first place in the Attractions Canada Indoor Site category for institutions with a budget of over \$400,000. The award recognized the Museum's record of innovation, its very high level of visitor satisfaction, its competence in promotion and marketing, and its economic and social benefits for the broader community.

Statistical surveys of visitors undertaken at the CMC during Summer 2001 indicate exceptional levels of satisfaction with the Museum's offerings: 99% indicated that they were either satisfied or very satisfied; 98% stated that either all or most of their expectations had been met. Overall, 98% felt that the CMC was either excellent or good in comparison with any other museum they had visited. In addition, despite the terrorist attacks of September 11, 2001 — and the ensuing decline on North American and European tourism, as well as a general economic recession — the 2001–2002 fiscal year was very successful for the Corporation. Visitorship overall met budget plans and generated revenues of over \$10 million. In this regard, the CMCC bucked a trend of declines in visitors and revenues evident in major museums across western Europe and North America.

The Canadian War Museum is located between the National Gallery of Canada and the Royal Canadian Mint on Sussex Drive, in Ottawa. It presents Canadian military exhibitions, as well as interpretative and commemorative programmes. It stands as a memorial to Canadians who served in war or were lost as a result of war, while also presenting and documenting Canada's war-related history and peacekeeping activities. The collections of the CWM are maintained at the separate Vimy House site.

The CWM's potential is currently hampered by a number of factors: a lack of adequate facilities to allow the proper safeguarding and display of national military heritage collections; a lack of public programming spaces; and a lack of parking and other visitor amenities. In Spring 2001, the federal government announced construction of a new CWM facility, as part of the redevelopment of Ottawa's prime LeBreton Flats area. The project budget is \$105.6 million, financed by the federal government (\$83.6 million), fundraising from the private sector (\$15 million), and a contribution from the internal resources of the CMCC (\$7 million). In Fall 2001, the architectural team of Moriyama & Teshima and Griffiths Rankin Cook was selected to begin design of the new Museum, and the team of Haley Sharpe Associates and Origin Studios was selected for the Museum's exhibition design. Construction of the new CWM is expected to begin in late 2002, with the aim being to open in 2005 — the 60th anniversary of the ending of the Second World War.

The Virtual Museum of New France (VMNF) is mandated to present exhibitions and activities related to the history and cultural heritage of Canada from 1534 to 1763. The VMNF can be accessed at www.vmnf.civilization.ca.

STRATEGIC ISSUES FOR THE PLANNING PERIOD

Three key strategic issues will be addressed over the planning period. These are:

Canadian Identity in the Global Environment — with a stated objective “to increase appreciation and understanding of Canada’s heritage”, which the Corporation will achieve by:

- expanding and enriching the presentation of Canada’s history and culture both in the CMC and in the CWM facility;
- developing exhibitions and delivering programmes that reflect Canada’s history, culture and elements of identity, and
- further developing a client-focussed approach to guide the organization’s programming and services, and to broaden the visitor base.

Safeguard and Promote Canada’s Heritage — with a stated objective “to conduct research and develop the Museums’ national collections and share the related knowledge”, which it will achieve by:

- carrying out sound research in museum disciplines related to Canada’s heritage (e.g. archaeology, ethnology, history, popular culture, etc.);
- developing and managing the collections, and providing accessible, detailed, accurate and timely information on the collections;
- continuing to develop agreements and understandings on repatriation requests, while preserving the national collections of material and artifacts;
- communicating its knowledge throughout Canada and the world by traditional and non-traditional methods of information dissemination, and
- sharing its expertise with others.

Challenges to Financial and Operational Viability — with a stated objective “to continue to strengthen the financial and operational viability of the Corporation”.

- maximizing net commercial revenues;
- increasing fundraising efforts, and
- continuing to seek alternative sources of funds.

It will continue to explore new and cost efficient ways to ensure its operational viability by:

- reviewing the corporate performance management framework, in view of improving the measurement of results;
- implementing innovative human resource strategies, and
- maintaining and repairing the CMC building infrastructure as the facility ages (dependent on government funding).

2 CORPORATE MANDATE

The Canadian Museum of Civilization Corporation (CMCC) is a Crown Corporation established by the *Museums Act* (Statutes of Canada 1990, Chapter 3) which came into force on July 1, 1990. As an agent Crown Corporation, the CMCC is named in Part 1 of Schedule III to the *Financial Administration Act*.

The *Museums Act* declares that: “the heritage of Canada and all its peoples is an important part of the world heritage and must be preserved for present and future generations and that each national museum established by this *Act* (a) plays an essential role, individually and together with other museums and like institutions, preserving and promoting the heritage of Canada and all its peoples throughout Canada and abroad and in contributing to the collective memory and sense of identity of all Canadians; and (b) is a source of inspiration, research, learning and entertainment that belongs to all Canadians and provides, in both official languages, a service that is essential to Canadian culture and available to all.”

The *Act* states that the purpose of the Canadian Museum of Civilization Corporation is “to increase, throughout Canada and internationally, interest in, knowledge and critical understanding of and appreciation and respect for human cultural achievements and human behaviour by establishing, maintaining and developing for research and posterity a collection of objects of historical or cultural interest, with special but not exclusive reference to Canada, and by demonstrating those achievements and behaviour, the knowledge derived from them and the understanding they represent.”

The CMCC conforms to and is influenced by federal and provincial legislation. This legislation includes: the *Museums Act*; the *Access to Information Act*; the *Financial Administration Act*; the *Official Languages Act*; the *Historic Sites and Monuments Act*; the *Municipal Grants Act*; the *National Archives of Canada Act*; the *Privacy Act*; the *Public Service Superannuation Act*; the *Canada Labour Code*; the *Retail Sales Act*; the *Alternative Fuel Act*; the *Pay Equity Act*; the *Employment Equity Act*; the *Canadian Human Rights Act*; various Collective Agreements; the *Occupational Health & Safety Act*; *An Act Respecting Industrial Accidents and Occupational Diseases*; *NAFTA*; the *Agreement on Internal Trade*; Goods and Services Tax legislation; firearms legislation; copyright legislation, the *Cultural Property Export and Import Act* and the *Employment Insurance Act*.

3 CORPORATE PROFILE

The Corporation is responsible for the management of three museum operations: the Canadian Museum of Civilization (CMC), the Canadian War Museum (CWM), and the Virtual Museum of New France (VMNF).

3.1. THE CANADIAN MUSEUM OF CIVILIZATION

Located in Hull, Quebec, the Canadian Museum of Civilization (CMC) is housed in a magnificent complex designed by world-renowned architect Douglas Cardinal. The location provides accessible and unparalleled panoramic views of Canada's Parliament buildings, located directly across the Ottawa River.

The CMC is Canada's largest and most popular museum, with average attendance of over 1.4 million visitors each year. It draws tourists to the National Capital Region from across Canada and around the world — not only for its superior exhibitions of historic objects and its reputation for museological excellence, but also because of the opportunities it provides for interactive experiences throughout its facilities. These include educational programmes and other activities and events in the permanent and special exhibition areas known as the Canadian Children's Museum, the Canadian Postal Museum, the Canada Hall, and the Grand Hall. There is also an IMAX® Theatre, and seasonal outdoor activities which maximize the CMC's unique historical site and sensitively landscaped grounds. The CMC has 3.75 million artifacts in its research collections, covering human social heritage disciplines such as archaeology, ethnology, folk culture, postal communications, and childhood activity. The core national collection of artifacts consists of approximately 800,000 objects. At any time, about 18,000 items are on display in the CMC's public exhibition spaces.

3.2. THE CANADIAN WAR MUSEUM

Originating in 1880 as a collection of battlefield mementoes of the Canadian Militia, the Canadian War Museum (CWM) is Canada's national museum of military history. It is currently housed in two separate Ottawa facilities: its exhibitions and programmes are presented in a historic building on Ottawa's Sussex Drive; its collections are stored and maintained at Vimy House, on the opposite side of the city's downtown core. The CWM has over 500,000 military artifacts in its care, ranging from tanks and works of art to uniforms. Through exhibitions, publications, educational programmes, re-enactments, ceremonial and commemorative events and electronic outreach, it enriches and increases the knowledge of Canada's military history among visitors both within the National Capital Region and beyond.

Plans to replace the CWM's highly inadequate current facilities are underway. In Spring 2001, the federal government approved construction of a new facility, as part of a comprehensive redevelopment of Ottawa's prime LeBreton Flats area. The architectural and exhibition design teams have been selected, and construction is slated to begin in late 2002 with the aim of opening in 2005.

3.3. THE VIRTUAL MUSEUM OF NEW FRANCE

The Virtual Museum of New France (VMNF), is dedicated to profiling the history of Canada from 1534 to 1763. The site features virtual exhibitions, as well as activities and databases designed to serve scholars, educators and the general public. It includes an e-commerce genealogy module, which enables visitors to document the origins and the lives of their ancestors in New France. In 2001–2002, the VMNF attracted approximately 850,000 Web site visitors — a number which is expected to rise to one million in 2002–2003. The VMNF can be accessed at www.vmnf.civilization.ca.

3.4. OUTREACH

One of the Corporation's key objectives is to enhance understanding of Canada's heritage, thereby instilling a sense of national identity in all Canadians. The CMCC places considerable emphasis on outreach programmes which bring its collections and knowledge to audiences beyond the National Capital Region. In order to achieve this, it employs both traditional approaches — travelling exhibitions, lectures and publications — and, to an increasing degree, innovative electronic outreach initiatives.

3.5. CORPORATE STRUCTURE

The Canadian Museum of Civilization Corporation (CMCC) is an agent Crown Corporation named in Part 1 of Schedule III to the *Financial Administration Act*. This designation has important implications for the structure, reporting requirements, and management accountabilities of the Corporation. The Corporation includes the Canadian Museum of Civilization, the Canadian War Museum and the Virtual Museum of New France, and reports to Parliament through the Minister of Canadian Heritage. The Corporation is a separate employer and employs 452 full- and part-time staff.

As stated in the *Museums Act*, the Board of Trustees is responsible for fulfilling the purposes, and managing the business, activities and affairs of the Corporation's three museums. The eleven members of the Board of Trustees are part-time appointees, chosen by the Governor-in-Council, and representing different regions of Canada. The President and Chief Executive Officer of the Corporation is a full-time appointee, chosen by the Board to direct all activities of the Corporation, and appointed by the Governor-in-Council.

The Corporation's Board of Trustees sets the organization's broad strategic direction, long-term objectives and priorities. The Board is also responsible for ensuring that the CMCC management team fulfils the range of its responsibilities with respect to the effective, efficient and economic operation of the organization. There are seven Board committees: the Audit Committee, the Executive Committee, the Governance Committee, the Finance and Compensation Committee, the Development Committee, the Canadian War Museum Committee and a CWM Building Committee (to oversee the development of the new CWM facility).

3.6. RELATIONSHIPS WITH OTHER INSTITUTIONS AND GOVERNMENT BODIES

In carrying out its activities, the CMCC works closely with other public- and private-sector organizations to administer and share various programmes, events, and joint ventures. This includes partnerships — many of which have been ongoing from year to year — with federal cultural institutions, research bodies and corporations; federal departments ranging from Indian and Northern Affairs to National Defence; embassies; Canadian and foreign museums; educational institutions, aboriginal and ethnic organizations; tourism organizations; veteran's organizations; arts and culture organizations; media; international institutions; professional associations; and a wide range of private-sector partners and sponsors. Ongoing work relationships exist with Parliamentary Committees of the Senate and House of Commons, and with the Privy Council Office, the Treasury Board of Canada, the Department of Canadian Heritage, and the Auditor General.

3.7. MEMORANDA OF UNDERSTANDING AND COOPERATION

The Canadian Museum of Civilization (CMC) and the Canadian War Museum (CWM) are active in joint projects with other museums and institutions. A programme of Memoranda of Understanding and Cooperation gives formal recognition to these relationships, and encourages the sharing of knowledge and expertise with other organizations, promoting collaboration and bringing about both inter-institutional exhibitions and special events. Over 184 institutions have signed Memoranda of Understanding and Cooperation with the CMC or the CWM.

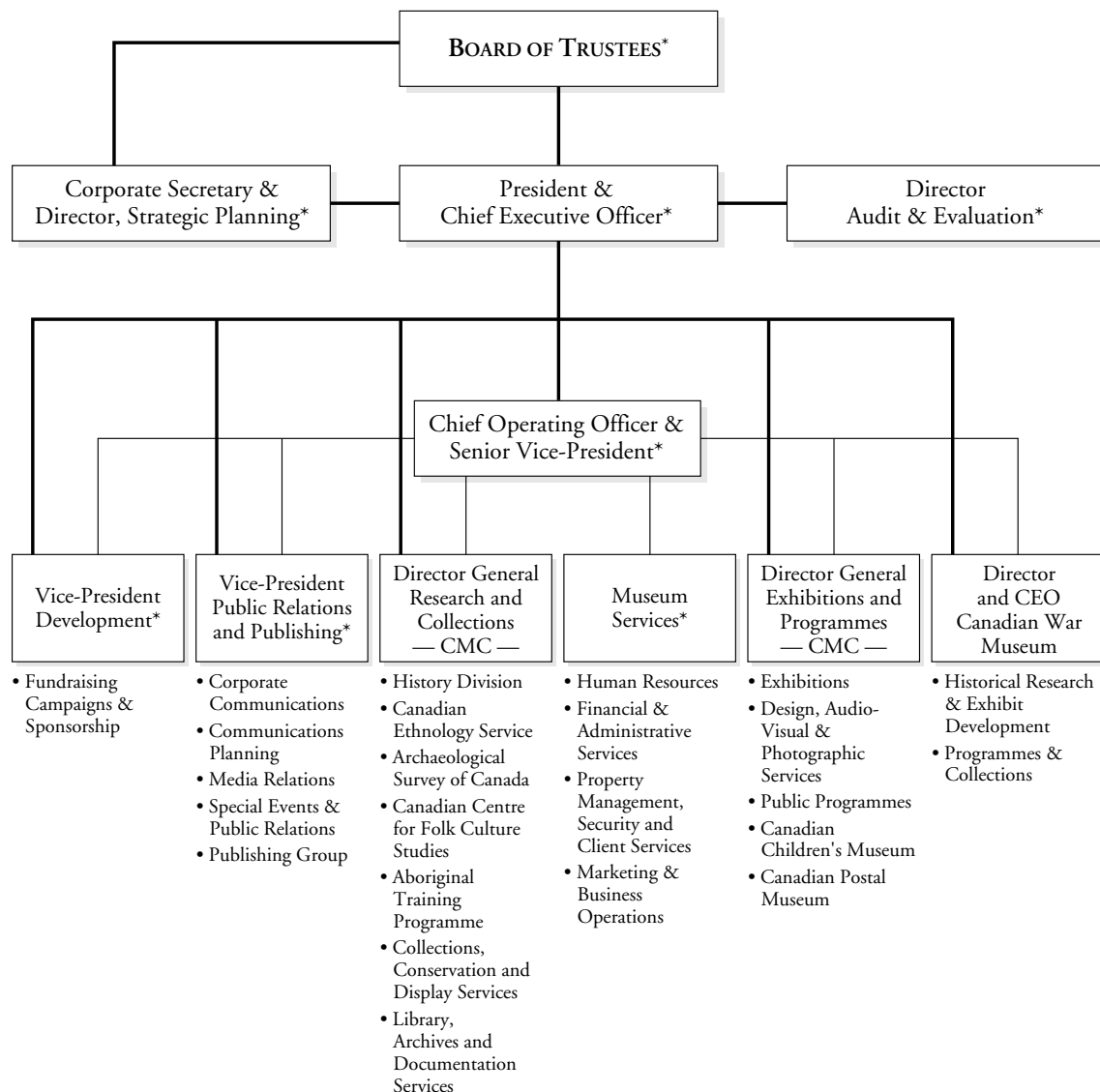
3.8. PRIVATE-SECTOR PARTNERSHIPS

The Corporation operates in partnership with private-sector companies to assist it in meeting its long-term objectives and strategies. At present, commercial relationships exist with Computer Associates Canada, Black & McDonald Limited, National Geographic, GEAC Canada Incorporated, Corel, KE Software, Douglas and McIntyre, TicketMaster, University of Washington Press, UBC Press, Ingenuity Works, KeyPorter Books, and others.

3.9. FUNDRAISING ACTIVITIES

The Corporation's Development Office seeks to secure private-sector support for many CMCC activities, notably by seeking philanthropic donations or commercial sponsorships for individual exhibitions, for the capital funding of the new CWM (the Passing the Torch campaign), and for other museum projects. In addition, the CMC Membership Programme and the CWM Friends Programme provide an important source of ongoing visitorship, financial and voluntary support.

3.10. ORGANIZATION OF THE CANADIAN MUSEUM OF CIVILIZATION CORPORATION



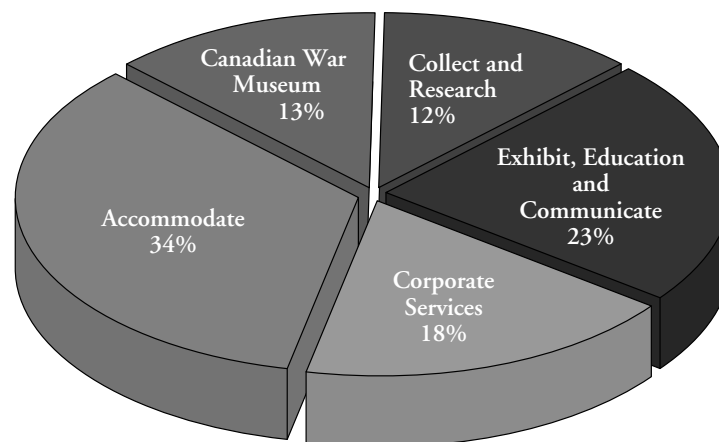
3.11. BUSINESS ACTIVITIES OF THE CORPORATION

The primary functions of the Corporation relate to collections, research, exhibitions and programmes. All are designed to inform and engage visitor interest in cultural aspects of Canada. To achieve its aims, the Corporation has established the following business activities:

- *Collect and Research* — managing, developing, conserving and undertaking research on the collections, maintaining archival services, to enhance programme delivery and augment social scientific knowledge base.
- *Exhibit, Educate and Communicate* — developing and maintaining exhibitions, communicating information, operating publishing activities, conducting programmes and activities to further knowledge, understanding, and respect for human cultural achievements and human behaviour.
- *Accommodate* — managing and maintaining all facilities and related security and hosting services.
- *Canadian War Museum* — an affiliated museum dedicated to Canada’s military history and commitment to peacekeeping.
- *Corporate Services* — governance, corporate management, audit and evaluation, fundraising, commercial activities, finance and administration, human resources and information systems.

3.12. RESOURCE ALLOCATION BY BUSINESS ACTIVITY

CMCC Operating and Capital Resources 2002–2003



4 INTERNAL AND EXTERNAL ENVIRONMENTS

4.1. NATIONAL IDENTITY

“Canada is defined by far more than its political boundaries or economic relationships. In these times of rapid change and globalization, it is more important than ever that we know who we are as Canadians and what brings us together. The focus of our cultural policies for the future must be on excellence in the creative process, diverse Canadian content, and access to the arts and heritage for all Canadians.”* The CMCC can help convey and develop Canada’s sense of nation by preserving, interpreting and presenting aspects of Canada’s material history through its programmes. This strengthens the links between culture and national identity, explaining to visitors in a creative and imaginative way the past and present of Canadian social dimensions, as well as helping to prepare for the future.

Canada’s demographics are changing at an accelerating pace. Immigration now accounts for 53% of Canada’s population growth, and almost half the population reports an ethnic origin other than British, French or Aboriginal. In addition, the forces of globalization and technological change are creating a world in which there is a greater movement of information, commerce and people. This creates a greater need for Canadians to create, retain and protect a stronger sense of collective history, values, and identity.

Through its exhibitions, programmes and activities, the Corporation encourages that sense of history and national identity which is essential to the security, strength and well-being of any nation — and plays an important role in reinforcing and strengthening the social fabric of the country.

4.2. FISCAL OUTLOOK

During most of the 1990s, government financial support declined significantly, as part of its effort to achieve a balanced budget. With a stronger federal fiscal situation, government support has stabilized. Several modest increases in funding have been received for specific purposes over the past several years.

Large fixed-cost budget items — such as property taxes and facilities maintenance — have been recognized as areas which may require additional funding. In late 2001, the Corporation received an additional \$6.2 million, allocated over three years, to respond to property tax pressures as well as interior and exterior building repairs and maintenance. These significant improvements in funding will assist the Corporation in responding to its most critical maintenance pressures. However, the long-term issue of an adequate funding base to maintain the ageing CMC facilities complex must still be addressed.

The Corporation will continue to review its programmes and operations, in order to implement more effective, economical, and efficient policies, procedures and processes. Alternative service delivery and emerging technologies will continue to be used wherever appropriate.

4.3. ECONOMY

At the tabling of the last Corporate Plan (2000–2001 to 2005–2006), Canada was enjoying strong and sustained economic growth — a trend that was expected to continue. The unforeseen circumstances of both a global economic slowdown and the terrorist attacks of September 11, 2001 have had an exceptional impact on the environment in which all museums and similar institutions operate. As noted in the 2001 budget speech, tourism and airline industries have been particularly affected.

On average, economic forecasters anticipate GNP growth of 1.3% in 2001 — down dramatically from 4.4% the previous year. They predict a 1.1% growth for 2002, with a stronger second half as exports recover, confidence is rebuilt, and consumers and businesses respond to recent reductions in both interest rates and taxes.

*Speech from the Throne to open the First Session of the 37th Parliament of Canada.

The CMCC's Corporate Plan takes recent economic developments into account, and assumes that its base budget will not be increased. However, it is also assumed that — based on the strength of the Corporation's programmes, and its position as the country's premiere cultural attraction — the Corporation will be able to maintain its solid attendance of paying visitors.

4.4. MUSEUM VISITORS

The Corporation continues to lead all museums within the National Capital Region and elsewhere in Canada, in both attendance and revenues.

The CMC's audience is diverse. Men and women attend almost equally, and the average CMC visitor is highly-educated, with 46% of all visitors having a B.A. or graduate degree. This is not surprising, given that museum visitors around the world tend to be motivated by an interest in learning. Approximately 62% of the CMC's visitors are anglophone and nearly 38% are francophone, mirroring the demographics of the National Capital Region. Nearly 44% of CMC visitors spend four or more hours at the Museum.

The CWM's typical visitor is also very well educated, with an average 41% having a B.A. or graduate degree. In Summer 2001, one-quarter of CWM visitors had performed some form of military service. The audience is largely male (64%), anglophone (80%) and from Ontario (50%). A large proportion of CWM visitors (41%) are in the 31–40 age range. The CWM also welcomes a sizeable number of groups — particularly groups with children (37%).

4.5. REPATRIATION OF ABORIGINAL CULTURAL COLLECTIONS

The Corporation applies a Repatriation Policy which establishes a framework for returning sacred items and human remains to aboriginal communities. This policy aims to facilitate the repatriation process, both within and outside the treaty negotiation process.

The CMCC is actively involved, in the negotiation of repatriation in the context of comprehensive claims and/or self-government, with approximately 34 First Nations in British Columbia, Labrador, Quebec, Ontario and the Northwest Territories. As other First Nations enter the treaty process or begin negotiations on self-government, the number of repatriation requests is expected to increase. As finances permit, the information on artifacts shared with First Nations at the negotiation table is enhanced by digital imagery. In addition, information on the scope and history of CMCC collections, as well as current exhibit and outreach programmes, has been provided to federal treaty negotiators through workshops by CMCC staff in Hull, Vancouver and Victoria.

Recent repatriations include the return of human remains to Haida Gwaii, and to First Nations in Saskatchewan, as well as the return of several sacred objects to aboriginal communities on the Plains. In its consideration of requests for repatriation, the CMCC applies protocols which balance the specific interests of First Nations with the Museum's obligation to hold collections in trust for all Canadians. The Corporation's experiences and practices with regard to repatriation are shared at national and international conferences, working meetings of curators and directors, and through publications.

4.6. NEW CANADIAN WAR MUSEUM FACILITY PROJECT

The federal government's March 2000 announcement of funding for a new CWM facility, and the April 2001 announcement of supplemental funding in order to locate the new building on downtown LeBreton Flats created a great deal of excitement. It also increased the pressure on existing CMCC staff and resources in many different sectors, and will continue to do so throughout the construction period. During this time, the Corporation's infrastructure will be called upon to provide greater planning and administration leadership; CWM staff will be called upon to develop new programmes, exhibition frameworks, and new systems, and some CMC staff will be called upon to contribute their expertise to the CWM project.

4.7. ASSESSMENT OF CORPORATE RESOURCES — STRENGTHS AND CHALLENGES

In common with all public-sector organizations, the Corporation continues to face the challenges of responding to pressures and priorities with a reduced but stable resource base. In this context, the Corporation has conducted a review of the strengths and challenges of its operations, as summarized below.

The Corporation's strengths include:

- *CMC facility and programming* — The Canadian Museum of Civilization is renowned internationally as an architectural marvel, and continues to attract Canadian and foreign visitors every year. With a reputation for museological excellence in its exhibitions and programming, outstanding architecture, and a highly attractive outdoor site, the CMC enjoys an extraordinarily high level of visitor satisfaction.
- *Corporate culture* — The Corporation emphasizes staff competencies and continuous training. This has created a highly-skilled workforce, able to respond effectively to rapid changes in technology and museology.
- *Electronic outreach capabilities* — The CMC remains one of the most advanced museums in the world in fibre optic and advanced communications capabilities. The Corporation uses this technology to extend its reach, to offer new museological tools and services, and to improve its operational efficiency.
- *Collections* — The collections under the Corporation's stewardship, and the knowledge base which supports and expands them, remain the Corporation's greatest assets. Those considered most exceptional are the ethnography, war art, folk art, costume, postal communications and archaeology collections. The printed document and manuscript collections are considered national anthropological treasures.
- *Canadian War Museum* — The CWM's potential to develop new programmes attracting new and younger visitors is highly encouraging. Replacement of current facilities will provide an opportunity for total exhibitions renewal. The CWM collections are also strong, with world-class vehicle and war art collections, and an exceptionally strong collections of arms, uniforms and medals. The 12,500-piece war art collection — considered a national treasure — has been scanned and is now accessible to Internet users. The CWM archives contain rare and invaluable documents, photographs and newsreels.
- *Canadian Children's Museum* — The Canadian Children's Museum continues to be one of the most popular destinations within the Canadian Museum of Civilization. Visitors with children continuously rate their experiences in this child- and youth-oriented exhibition area as having met or surpassed all their expectations.
- *Canadian Postal Museum* — The Canadian Postal Museum is the second-most-attended postal museum in the world, and is the only museum in Canada dedicated to preserving the heritage of Canadian postal communication and objects representative of international postal heritage.
- *Hosting staff* — Hosting staff and animators at both the CMC and the CWM continue to receive numerous compliments from the visiting public. Their attention to the needs of all visitors, courteous and professional demeanour and excellent language skills have all contributed to increasing scales of overall visitor satisfaction. They have also been noted for the service they provide in helping visitors navigate the large and complex CMC building.
- *Living culture at the CMC* — The CMC is one of the few research-based museums in the world to provide an ongoing programme of living culture, both within its exhibitions and as part of special events and celebrations. Visitors enjoy numerous opportunities to interact with historical

characters from the Museum's in-house theatre company; to observe crafts demonstrators at work; to converse with members of cultural communities, and to watch performances of traditional music and dance.

- *Educational programming* — The Corporation's educational programmes transcend traditional exhibition tours to include hands-on activities, discussions, and encounters with live historical personalities. These programmes have been expanded beyond the classroom to include seniors' groups. The CMC also provides educational opportunities to secondary and post-secondary students through placements and apprenticeships.
- *Corporate Web site* — A major revamping of Canada's largest museum Web site culminated in its relaunch in September 2001. The new site is located at www.civilization.ca, and now offers additional navigation tools, as well as pathways to news and many interactive features. These include exhibitions, publications, scholarly material, educational games, online shopping and quick links to the CMCC's special areas of interest. It is expected that these improvements will encourage cyber-visitors to further explore the wealth of CMCC museological content.

The Corporation's challenges include:

- *Canadian War Museum* — Accommodated in two ageing buildings that can neither adequately display nor store the collections, the CWM is not housed in a manner befitting a museum of national scope and importance. The Corporation's most important current priority is renewal of the CWM's physical facilities. This is necessary if the CWM is to both safeguard its collections and enhance its programmes, in order to maintain a viable level of visitors as it looks towards the creation of its new home. During this planning period, the Corporation will take on the challenge of planning, building, and opening a new CWM facility on LeBreton Flats in Ottawa.
- *Maintenance of the Canadian Museum of Civilization* — The CMC facility in Hull has been open to the public for 13 years, and high levels of visitorship have contributed to significant wear and tear in all public areas. Internal budgetary allocations for regular maintenance and repair have been reduced, but remain stable. In recent years, as the facility has begun to show its age, the federal government has recognized the necessity of certain capital repairs required in the short term, and has provided funding assistance to meet the CMC's most critical needs. A mid-to long-term funding strategy is required, in order to address ongoing requirements for capital infrastructure repair and maintenance. The Corporation has identified its needs as part of the federal government's initiative aimed at maintaining the infrastructure of federal facilities.

5 STRATEGIC ISSUES, OBJECTIVES AND STRATEGIES

The Corporation has identified three strategic issues which must be addressed during this planning period, in order for the Corporation to fulfil its national mandate and remain a centre of museological excellence.

5.1. STRATEGIC ISSUE NO. 1: Canadian Identity in the Global Environment

The Corporation's principal role is to preserve and promote the material history that is part of the heritage of Canada and its people. Such collections, and the knowledge based around them, contribute to collective Canadian memory and identity. In view of Canada's increasing ethno-cultural diversity, the burgeoning impact of technology, the pressures of globalization, and the after-effects of the September 11, 2001 terrorist attacks, there is particular interest in Canada and questions of national identity.

Cultural dialogue, historical knowledge, and community understanding are highly important to social cohesion, and highlight the importance of values and memories shared as a nation. The CMCC makes significant contributions to the enhancement of a Canadian identity by promoting a greater understanding of aspects of our heritage. Through exhibitions, programmes and outreach initiatives, the Corporation continues to make its knowledge base relevant to the widest possible constituency.

An important element of the Corporation's exhibition activities that help foster Canadian identity will be the completion of unfinished permanent exhibition spaces at the CMC — notably in the immense and highly popular Canada Hall and the soon-to-be opened First Peoples Hall. The Corporation is also planning a complete renewal of exhibition at the CWM, while administering the construction and inauguration of the new CWM building. The CWM will seek to assist current and future generations to become more conversant with the military dimension to Canada's history. The completion of these major exhibition spaces will enable the two museums to tell a comprehensive story of Canada's human history, thereby enhancing visitor understanding of Canadian society, evolution, culture and values.

OBJECTIVE: *To increase appreciation and understanding of Canada's heritage*

The Corporation will meet this objective by:

- expanding and enriching the presentation of Canada's history and cultures both in the CMC and in the CWM facility;
- developing exhibitions and delivering programmes that reflect Canada's history, culture and elements of identity, and
- further developing a client-focussed approach to guide the organization's programming and services, and to broaden the visitor base.

RECENT PERFORMANCE AND FUTURE PERFORMANCE GOALS

5.1.1. Construction of a New CWM Facility

Replacement of existing CWM facilities will enable the Corporation to provide a more comprehensive presentation of Canada's military history and heritage. In Spring 2001, federal approval was received for construction of a new CWM facility on LeBreton Flats in Ottawa. This \$105.6-million facility will be financed with \$83.6 million in federal government contributions, \$15 million from fundraising, and \$7 million from internal CMCC funds. As of December 31, 2001, the Passing the Torch campaign had raised \$11.2 million in cash, pledges and conditional contributions from non-government donors — the largest-ever fundraising achievement by a Canadian federal cultural institution.

The new facility will enable the CWM to display more of its collections, in order to give visitors a more experiential view of Canada's military history. During the planning period, the primary focus will be on planning and implementing construction of the new facility, and ensuring that staff have the necessary skills to run a world-class museum by 2005. Construction is slated to begin late in 2002, with the opening of the new museum intended for 2005. This target date assumes no significant delays in any aspect of the project.

Mindful of the need to maintain and serve current levels of visitorship while also attracting new audiences, the CWM has also developed a long-term exhibition plan, which encompasses both new exhibitions for its current Sussex Drive facility, and exhibits for the new facility.

5.1.2. Completion of CMC Permanent Exhibition Spaces

When the CMC opened its new facility in 1989, the federal government had provided the funds to complete only 50% of the museum's long-term exhibitions. Since then, as funding was re-allocated from other areas of operation, the CMC has worked towards completion of its permanent exhibition installations. Both the Canada Hall and the First Peoples Hall will be completed in 2002–2003, thereby creating the world's most comprehensive museum treatment of the history and culture of Canada.

New exhibition modules have been added to the Canada Hall over the past year, and the creation of others are underway. At the Hall's entrance, a new orientation section introduces visitors to the overall content of the Hall, and highlights the country's territorial evolution. In the new **Many Voices: Language and Culture in Manitoba**, visitors can enter two modules which are rich in cultural artifacts — the Winnipeg Book and Music Supply Store, and Winnipeg's North Star Press. An exhibition on West Coast communities will open in 2002, to introduce visitors to the diverse economic and ethnic history of a number of Canadian Pacific communities to the late 1960s. In **Northern Visions**, recordings of pioneer voices, together with an exact replica of the famous Wildcat Cafe in Yellowknife, and a Bell 47-D helicopter complete an impressive explanation of the complexity of communications in the Northwest Territories. One more module on the Pacific Rim is currently in development. As well, planning has begun on introducing modules on Canadian political history, and on refreshing the original elements of the Hall which are now ten years old.

Significant progress continues in the development of the immense First Peoples Hall. It is now well into its production phase, and is scheduled to open in October 2002, despite the delays of previous years.

5.1.3. Exhibitions

Exhibitions are one key way of communicating information and knowledge about history and heritage at the local, national and international levels. In many ways, exhibitions are the driving force for public information activity at both the CMC and the CWM. Although they require a considerable investment of financial and staff resources, exhibitions contribute significantly to the creation and dissemination of knowledge, visitor attraction, partnering with communities, revenue generation, collections development, and conservation.

The Museum has implemented a comprehensive, disciplined exhibitions planning and development process that is attracting positive attention from the broader museum community. A number of special temporary exhibitions and travelling exhibitions will be presented during the planning period.

NUMBER OF SPECIAL EXHIBITIONS OPENING DURING THE YEAR

	Actual 2000–2001	Forecast 2001–2002	Expected 2001–2002	Forecast 2002–2003	Forecast 2003–2004	Forecast 2004–2005	Forecast 2005–2006	Forecast 2006–2007
CMC	21	15	15	18	19	19	19	19
CWM	7	2	2	1	0	TBD*	TBD*	TBD*

NUMBER OF TRAVELLING EXHIBITIONS

	Actual 2000–2001	Forecast 2001–2002	Expected 2001–2002	Forecast 2002–2003	Forecast 2003–2004	Forecast 2004–2005	Forecast 2005–2006	Forecast 2006–2007
CMC Exhibitions	17	18	17	16	16	16	13	13
CMC Venues	42	39	49	41	44	46	45	48
CWM Exhibitions	6	7	7	5	1	1	TBD*	TBD*
CWM Venues	6	10	10	8	3	1	TBD*	TBD*

*TBD: To be determined

Special Exhibitions

During the past year, the CMCC opened a number of special exhibitions, including:

- **Philatelic Stars: Canada's Most Beautiful Stamps** — Featuring Canada's 20 most beautiful stamps, as selected by the curator of the Canadian Postal Museum.
- **Newfoundland: Land of Cod** — Presenting Portugal's tradition of cod-fishing off the coast of Newfoundland, presented in partnership with the National Museum of Ethnology in Lisbon.
- **Resonance: Musical Heritage of La Francophonie** — Showcasing the lively musical traditions of the francophone world.
- **Vimy Memorial Sculptures** — Featuring the five allegorical sculptures designed by Canadian sculptor Walter Allward for the Vimy Memorial in France.
- **The Lands within Me — Expressions by Canadian Artists of Arab Origin** — An examination of the immigrant cultural experience, through the works of 26 Canadian artists of Arab origin.
- **Excellence: Saidye Bronfman Award Recipients, 1997–2001** — Featuring works by the five most recent winners of the Saidye Bronfman Award for Excellence in the Crafts.
- **Nuvisavik, "The Place Where We Weave": Inuit Tapestries from Arctic Canada** — Forty-nine beautifully crafted tapestries, evoking the traditional ways of life of the Pangnirtung community on Baffin Island.
- **Show and Tell: Growing Up Canadian** — A Canadian Children's Museum exhibition offering visitors a glimpse into the world of children's television and radio programming, presented in partnership with the CBC and Radio-Canada.

- **Windows on The World: Wings to Fly!** — Featuring the Canadian Postal Museum's international stamp collection.
- **Lifelines: Canada's East Coast Fisheries** — The largest ever public exhibition on the Atlantic fisheries, exploring the history of fishing, from Native fishing thousands of years ago and cod fishing in the 1600s, to whaling, sealing and sport fishing, presented in partnership with the New Brunswick Museum, the Newfoundland Museum, the P.E.I. Museum and Heritage Foundation, and the Nova Scotia Art Gallery.
- **Stolen Dreams: Portraits of the World's Working Children** — An exhibition of photographs by occupational health physician David Parker, depicting child labourers throughout the world, in partnership with the Manitoba Museum of Man and Nature.
- **Imaginarium** — A Canadian Children's Museum exhibition celebrating the spirit of creativity, while improving children's problem-solving skills and providing opportunities for self-expression.
- **First Son: Portraits by C.D. Hoy** — An exhibition of photographs taken by Chow Dong Hoy, a Chinese immigrant who settled in the B.C. Interior early in the twentieth century, where he opened up a general store and photo portrait studio.
- **Across Borders: Beadwork in Iroquois Life** — A groundbreaking exhibition tracing the story of Iroquois beadwork from pre-contact times to the present day. Produced by the McCord Museum.
- **The Art of Peacemaking: The Gun Sculpture** — a world-renowned exhibition presented on the Canadian War Museum courtyard, featuring a five-tonne art installation constructed from over 7,000 deactivated weapons, supported by interpretive materials developed by CWM staff.
- **Colours of War: Parts 1 and 2** — two Canadian War Museum exhibitions, each featuring 25 watercolours produced by Canadian war artists during the First and Second World Wars.
- **Past and Present: Military Equipment from the Canadian War Museum and the Canadian Forces** — a summer exhibition on the Canadian War Museum courtyard, featuring historic artillery equipment and vehicles from the Museum's collections, along with present-day equipment presented by members of the Canadian Forces.

Travelling Exhibitions

During the past year, many exhibitions toured to Canadian and international venues, including:

- **Lost Visions Forgotten Dreams: Life and Art of an Ancient Arctic People** — Following a successful tour of Europe, this award-winning CMC exhibition was recently shown at the McCord Museum in Montreal, and the Public Museum of Grand Rapids in Michigan.
- **Reservation X: The Power of Place in Aboriginal Contemporary Art** — This CMC exhibition is currently being presented at the Hood Museum of Art in Hanover, New Hampshire, after a successful showing at the Smithsonian's National Museum of the American Indian.
- **Iqqaipaa: Celebrating Inuit Art, 1948–1970** — This CMC exhibition had a highly successful showing at the Eiteljorg Museum of American Indians and Western Art in Indianapolis, Indiana.
- **Isumavut: The Artistic Expression of Nine Cape Dorset Women** — This unique exhibition was shown at the National Museum of Ethnology in Lisbon, Portugal, as part of celebrations commemorating Portuguese activities in the New World.
- **This Other Eden: Canadian Folk Art Outdoors** — This CMC exhibition was presented at the Glenbow Museum in Calgary, and will soon be presented at the Manitoba Museum of Man and Nature (with support from Investors Group).

- **From the Hands of a Master: Tradition Revealed by Contemporary Artisans** — This travelling exhibition was produced by the Société internationale des entreprises ÉCONOMUSÉE® and the Canadian Postal Museum. It has already toured many smaller Canadian museums and is fully booked through August 2003.
- **World Circus** — After touring the seven American member museums of the Youth Museum Exhibit Collaborative, this Canadian Children's Museum exhibition was presented in Beirut, Lebanon, hosted by the Association pour le progrès de l'enfant libanais (APPEL).
- **Siqiniq: Under the Same Sun** — This Canadian Children's Museum exhibition was recently presented at the Musée d'art de Saint-Laurent in Ville Saint-Laurent (Quebec City) after being shown at a wide range of North American children's museums and science/discovery museums.
- **Places of Power, Objects of Veneration** — This CMC photographic exhibition was shown at the Centro Cultural Recoleta in Buenos Aires, Argentina, during the state visit of Governor General Adrienne Clarkson. Since then, it has toured many other cities in Argentina, under the auspices of the Canadian Embassy.
- **Canvas of War: Masterpieces from the Canadian War Museum** — This exhibition was presented at the Art Gallery of Ontario in Toronto from October 12, 2001 to January 6, 2002. An educational programme sponsored by the Donner Foundation was an outstanding success. The exhibition opened at the Beaverbrook Art Gallery in Fredericton on January 26, 2002, and will continue to tour all ten provinces.

5.1.4. Public Programmes

Public programmes are an important means by which the Corporation communicates its knowledge of Canada's history and Canadian and world cultures. Designed around the needs and interests of specific audiences, the Corporation's public programmes include cultural celebrations, performing arts events, live animation, educational programmes, outreach and revenue-generating events.

Public Programmes — Recent Performance Highlights

In partnership with cultural communities, local agencies, embassies, and other museums and institutions around the world, the Corporation continued to stage a wide range of events over the year. These included:

- artisan demonstrations, performances, films and calendrical events;
- two series of daytime and evening programming for adults;
- seasonal programming at the Canadian Children's Museum;
- increased programming at the Canadian Postal Museum;
- summer and spring day camps, theme parties and sleepovers at the Canadian Children's Museum (all sold out);
- numerous special events and galas in association with the openings of major exhibitions;
- special activities held in conjunction with Canada Day and school breaks;
- the continued development of programmes for schools and family audiences, and
- Remembrance Day activities and other commemorations at the CWM.

The CMCC presented a significant portion of its public programming with the support of both public- and private-sector partners which, in 2001–2002, included: the embassies of Japan and Sweden, corporations such as the CBC and Canada Post; and organizations such as Festival 4-15, Alternative, the International Writers Festival and the Jeux de la Francophonie.

Educational programmes continued to be an important initiative, and this year included modifications to align the Corporation's educational offerings with changes to the Ontario and Quebec curricula.

In keeping with the Corporation's commitment to increase appreciation and understanding of Canada's heritage, a variety of programmes will continue to be developed for schools as well as family audiences. Members of aboriginal and other cultural communities will continue to participate in their delivery and development, and the Canadian Children's Museum is preparing to market to a new generation of young people through a variety of programmes including those for early learners, youth and pre-teens.

PUBLIC PROGRAMMES — CMC

		Actual 2000–2001	Forecast 2001–2002	Expected 2001–2002	Forecast 2002–2003	Forecast 2003–2004	Forecast 2004–2005	Forecast 2005–2006	Forecast 2006–2007
Onsite School Programmes	No. of Groups	1,526	1,500	1,200	1,600	1,600	1,600	1,600	1,600
	Projected Attendance	40,110	31,121	38,000	31,300	31,300	31,300	31,300	31,300
Reserved Programmes*	No. of Groups	338	150	250	350	250	250	250	300
	No. of Participants	8,025	2,500	8,000	8,700	6,000	6,000	6,000	6,500
Unstructured Programmes	No. of Participants**	252,000	220,000	200,000	220,000	220,000	220,000	220,000	225,000

*Examples: sleepovers, seniors' programmes, day camps

**Increase is due to restructuring of programming function to increase unstructured programmes, which are viewed by more visitors (includes artisan demonstrations, music and dance performances, Dramamuse presentations).

PUBLIC PROGRAMMES — CWM

		Actual 2000–2001	Forecast 2001–2002	Expected 2001–2002	Forecast 2002–2003	Forecast 2003–2004	Forecast 2004–2005	Forecast 2005–2006	Forecast 2006–2007
Special Events*	No. of Events	36	21	26	30	30	40	50	TBD**
	No. of Participants	44,248	62,000	63,154	65,000	65,000	70,000	75,000	TBD**
Hollywood Goes to War (films)	No. of Films	12	12	12	12	12	0	12	TBD**
	No. of Participants	460	460	480	500	520	0	1200	TBD**
School Programmes	No. of Programmes	300	300	300	300	300	150	400	TBD**
	No. of Participants	7,500	10,000	10,000	10,000	10,000	5,000	12,500	TBD**

*Includes summer courtyard events, re-enactments, openings, book launches and commemorative events

**TBD: To be determined as planning of the new CWM facility takes place.

5.1.5. Client-Focussed Approach

The Corporation will further develop its client-focussed approach, in order to make its subject matter as relevant as possible to its clientele. Using visitor data from the past 12 years — as well as in-house expertise in marketing, tourism trends and business-to-business research — the CMCC is beginning to diversify its audiences by defining and targeting those who will respond to exhibitions and programmes currently in development. Both the CMC and the CWM will undertake qualitative research on non-visitors to the Museums, which they will use to provide offerings designed to attract new audiences. The CWM will also undertake an audience research study, to help staff understand public expectations for the new CWM.

The Corporation will continue to evaluate its programmes to determine audience needs, to define programme parameters, to monitor quality and performance, and to evaluate outcomes. It will also participate, along with other members of the Canadian Heritage Portfolio, in offering services to the general public through government-wide initiatives such as Government On-line.

5.2. STRATEGIC ISSUE NO. 2: Safeguard and Promote Canada's Heritage

The CMCC reflects the world's cultural diversity and celebrates human achievement, with a particular focus on Canada. Globalization and the increasing power and scope of communication technologies enable the wide dissemination of Canadian culture both at home and abroad, while also opening up the Canadian market to outside influences. It is no longer always clear what content is Canadian in origin and values, and what is external. Canada's national museums can play a key role in explaining the difference, ensuring the safeguard and promotion of Canada's heritage through the dissemination of their exhibitions and programmes, and through an ongoing commitment to museological excellence in the new global community.

Providing quality museum experiences is the cornerstone of CMCC operations, and the collections of the CMC and CWM are its primary strength. Collections and research provide the knowledge base around which the Corporation creates the exhibitions and programmes which are essential to the understanding of Canada's heritage. The Corporation's continuing high standards of research, display, interpretation, conservation, handling, housing, and documenting the collections reflect the importance of these treasures to the nation and its future generations.

Museum visitors are increasingly conversant with computers and multimedia technologies. The unimaginable outreach potential offered by digital technologies, and the pressures to conform to audience expectations, will be key factors in the ongoing transformation of today's museums. In order to communicate with a computer-literate clientele, the Corporation places particular emphasis on improving its outreach capability through electronic technologies and other methods. This enables the Corporation to offer a wide range of accessible, in-depth and meaningful knowledge to the educational sector, special interest groups and the general public.

One recent outreach initiative is the Corporation's partnership in the Learning Window™ on the Web, produced by the educational company, Ingenuity Works. The Learning Window project is designed to reach young Canadians by partnering with the educational sector and other institutions, to develop national programmes for this crucial audience. The CMCC's contribution includes 20 bilingual educational modules on various aspects of Canada's human heritage.

The CMCC is a repository for millions of artifacts, hundreds of thousands of historical photos, 27,000 hours of audio recordings, 8,000 hours of archival video recordings, and hundreds of text publications. Most of this information concerns Canada's human heritage, and the CMCC has a mandate to make this information as accessible as possible to the public.

A significant tool in achieving this mandate is the CMCC's revamped Web site, accessible at www.civilization.ca. The revised site enables visitors to search for information on a specific subject, or to browse through material in thematic sections which include arts and crafts, civilizations, cultures, First Peoples, history, treasures and military history. Special resources for children, educators, scholars

and the media are also available. From its launch as the first Canadian museum Web site in 1995, to its current 78 million hits a year, the CMCC Web site has won numerous awards, and currently features over 30,000 screens of information in English and French. It also has extensive collection databases available online, along with various audiovisual resources.

The Corporation also recognizes the importance of partnering with other museums and organizations and, since 1991, has been signing Memoranda of Understanding and Cooperation with Canadian and foreign institutions to explore means of cooperation, and to examine mutually-beneficial initiatives related to curatorship, conservation, public programming and other museum activities. The CMCC currently has 184 active Memoranda of Understanding and Cooperation.

OBJECTIVE: *To conduct research on and develop the Museum's national collections and share the related knowledge.*

The Corporation will meet this objective by:

- carrying out sound developmental research in museum disciplines related to Canada's heritage (e.g. archaeology, ethnology, history, popular culture, etc.);
- developing and managing the collections, and providing accessible, detailed, accurate and timely information on the collections;
- continuing to develop agreements and understandings on repatriation requests, while preserving the national collections of materials and artefacts;
- communicating its knowledge throughout Canada and the world by traditional and non-traditional methods of information dissemination; and
- sharing its expertise with others.

RECENT PERFORMANCE AND FUTURE PERFORMANCE GOALS

5.2.1. Developmental Research

Developmental research is ongoing, exploratory research that adds new information to the Corporation's knowledge base. This is usually achieved through fieldwork and archival work, and typically has a not-yet-specified end product. Most will eventually have an associated product (e.g., publication, exhibition, conference paper, etc.).

Developmental Research — Recent Performance Highlights

Research Associates Programme

In recognition of the importance of this activity, the Corporation encourages outside research through its Research Associates programme, which enables non-employee researchers to contribute to the CMCC's knowledge base. These include researchers, scholars or museologists (individuals on sabbatical leave, retired museum professionals and other museum professionals) who have worked at the CMCC and who wish to continue research, writing and publishing through association with the Corporation. It also includes those who wish to conduct research using the Museums' facilities or collections in a way relevant to the Corporation's mandate. The work of research associates benefits the CMCC in numerous ways, increasing our knowledge base, providing valuable volunteer expertise, and extending our reach to colleague institutions and individuals. A number of employees who have retired from their positions as researchers at the CMCC have opted to continue their research work through the Research Associates programme.

During 2001–2002, numerous CMCC curators emeritus, research associates and visiting researchers worked with CMCC staff and collections. A portion of this work contributed directly to the development of CMCC exhibitions, publications, educational programmes, and to collections research and documentation. In addition, they helped carry the work of the Corporation to conferences, symposia, public lectures and policy forums. A modest estimate of time committed by researchers to this programme is 1,800 hours.

5.2.2. Collections

The maintenance and development of its collections are at the heart of the CMCC's mandate. These collections include three-dimensional objects, works of art, books and other publications, documents, manuscripts, photographs and audiovisual materials.

The Corporation's conservation staff actively maintains these collections, prepares objects for exhibition, and provides advice and training to other institutions. The Corporation continues to apply high standards of museological expertise to these functions, and continues to use new technologies to record and make the collections more accessible to others. This is achieved through such initiatives as the CMCC digitization project, which processes the photographs of an average 20,000 objects per year.

A collections plan identifies strengths and gaps in the CMCC collections and the areas that need to be developed. The plan will be implemented according to set priorities. As in most — if not all — museums, there remains a backlog of collections material to register and document. The Museums work through this backlog on an ongoing basis, often hiring summer students and using Museum volunteers to assist. Occasionally, donors of collections also provide funds to ensure earlier cataloguing of that collection.

The CWM has updated several key collections-related policies and procedures. Considerable attention has been focused on the reorganization of artifact storage areas. Collections refinement continues as part of preparations for the move to the new Museum, as well as providing a resource for new exhibition galleries. A total of 10,000 surplus artifacts have been distributed this year to outside institutions.

5.2.3. Communication of Knowledge

The Corporation strives to reach as wide an audience as possible both on- and off-site, and through electronic means.

In 2001–2002 an audit was conducted of the Library, Archives and Documentation Services (LADS) at both the CMC and the CWM. These are critical services, involving significant human and financial resources. The audit assessed the management framework and operations related to all corporate activities dealing with artifact documentation and library and archival records. In addition, the audit looked at the two critical information systems used at both museums, assessing their functionality and implementation.

The audit found no significant deficiencies in the management of LADS and the two information systems, although some recommendations were made for improvements. An action plan has been developed to address these recommendations over the planning period.

One of the CMC's most popular venues is its IMAX[®] Theatre, which has become a key outreach tool in disseminating human history themes to a general public. It is the CMC's goal to programme its IMAX Theatre with material that is mandate-related, profiling human achievement, cultural heritage and other aspects of civilization. Due to an existing shortage of such films, the CMC co-produces IMAX-format films in cooperation with institutions having similar mandates, to ensure that the highest quality of historical scholarship is brought to the filmmaking process. The CMCC has recently entered into a contract with MacGillivray Freeman Films to participate in the co-production of an IMAX film project called *Greek Odyssey*. This film, which is scheduled to open in Spring 2004, will transport audiences on a journey of discovery to one of world's the most culturally-rich destinations.

AUDIENCE OUTREACH

	Actual 2000–2001	Forecast 2001–2002	Expected 2001–2002	Forecast 2002–2003	Forecast 2003–2004	Forecast 2004–2005	Forecast 2005–2006	Forecast 2006–2007
CMC Visitors	1,388,656	1,300,000	1,284,000	1,306,000	1,370,000	1,340,000	1,340,000	1,340,000
CWM Visitors	135,889	125,000	130,993	130,000	110,000	80,000	400,000	300,000
CMCC World Wide Web site accesses	17,441,071	18,470,000	21,612,730	22,970,000	25,970,000	28,220,000	29,720,000	30,920,000
Circulation of Promotional Material*	1,700,000	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000
Advertising Reach	63,619,800	50,000,000	72,334,725	200,000,000**	200,000,000**	200,000,000**	200,000,000**	200,000,000**

* Includes Calendar of Events, Lure Brochure, Visitors' Guide and This Week at the Museum.

** Includes IMAX Theatre

Canadians and others visiting the CMC and the CWM via the electronic highway outnumber those physically visiting the two museums. The CMCC has remained responsive to this continuing trend by redesigning and relaunching its World Wide Web site with increased content. The CMCC Web site is also linked to existing and developing Web sites with complementary content, as well as to other museological institutions that have a formal cooperative relationship with the CMC and the CWM. The CMCC will explore the expansion of this approach to other networks.

In addition, the Canadian Postal Museum made a reference tool on the postal history of Canada available to the public, entitled a Chronology of Canadian Postal History. The new Web module was launched together with the new CMCC site in Fall 2001.

Outstanding examples

The CMC collaborated with the Samuel and Saidye Bronfman Family Foundation and the CBC to produce a series of "Artspots" to be shown on the CBC, featuring the recipients of the Saidye Bronfman Award for Excellence in the Crafts. The footage comes primarily from CMC productions.

The Corporation also maintains an active publishing programme, producing traditional print publications, as well as such products as interactive CD-ROMs and other educational and museological tools.

PUBLICATIONS

		Actual 2000–2001	Forecast 2001–2002	Expected 2001–2002	Forecast 2002–2003	Forecast 2003–2004	Forecast 2004–2005	Forecast 2005–2006	Forecast 2006–2007
Print Publications	CMC	12	10–15	7	10–15	10–15	10–15	10–15	10–15
	CWM	8	3–5	3–5	3–5	3–5	3–5	3–5	TBD
Electronic Publications*	CMC	5	2–5	6	2–5	2–5	2–5	2–5	2–5
	CWM	0	2	3	2	2	2	2	2

*Includes CD-ROMs and Web site publications

Publications — Recent Performance Highlights

The CMCC Publishing Programme posted 12 essays on the Museum's Oracle Web site, providing educators and students with pertinent material for their school curricula in the areas of history, ethnology, archaeology, traditional culture, and museology. The programme was made possible through a contract partnership between the Canadian Museum of Civilization and Ingenuity Works Inc., within the scope of the Learning Window portal. This project gratefully acknowledges funding provided by Industry Canada through the SchoolNet Learnware program.

Additional co-publishing partnerships resulted in the following successful releases:

- *La vie quotidienne dans la vallée du Saint-Laurent, 1790-1835*, with Les Éditions du Septentrion;
- *The Arctic Voyages of Martin Frobisher: An Elizabethan Adventure*, with McGill-Queen's University Press, the British Museum Press, and the University of Washington Press, and
- Separate English and French editions of *The Great Peace: Chronicle of a Diplomatic Saga*, with Éditions Libre Expression and the Corporation des fêtes du tricentenaire de la Grande Paix de Montréal.

During 2001–2002, CMCC publications were featured at 39 international trade expositions as part of the travelling exhibitions of the Association for the Export of Canadian Books, and at all major conferences in Canada and the United States by our distributors, the University of British Columbia Press and the University of Washington Press. CMCC staff organized seven book displays and multimedia presentations.

Special Delivery, a Canadian Postal Museum book co-published with Goose Lane and Les Éditions du Boréal, has received two awards: in Fall 2001, it received First Prize in the Publication Category at the National Association for Interpretation, and in late Spring 2001, it was awarded an Honourable Mention by the American Association of Museums.

5.2.5. Sharing Expertise

The CMCC will maintain and share its museological expertise with others. During the planning period, Corporation staff will continue to interact with colleagues in museums, universities and interest-based groups and societies through participation in research seminars, lectures and graduate thesis presentations. The Corporation will also continue to establish networks for sharing, exchanging expertise and co-operating on projects that benefit the CMCC and colleague institutions.

The Corporation is also a training institution, each year welcoming a large number of interns and trainees, who are with the Corporation anywhere from several weeks to a year. During 2001–2002, the Corporation hosted 24 trainees in museology, design, audiovisual production and the fine arts, as well as students from secondary and post-secondary educational institutions.

The Aboriginal Training Programme in Museum Practices (ATPMP) began its ninth year in September 2001, with five interns. By April 2002, a total of 54 interns, from across Canada, will have successfully completed the training programme. The ATPMP is further continuing its relationships with aboriginal communities and supporting their initiatives to open museums/cultural centres in their regions — sometimes as a result of concluding agreements concerning repatriation of artifacts from the CMC collections. The ATPMP has transferred its Web site course to the Saskatchewan Indian Federated College, which received \$47,000 from the Museum Assistance Program to complete the content for the course. In September 2002, two interns from the ATPMP will be part of a pilot project to evaluate the course.

In addition to these on-site training initiatives, the Corporation administers various training programmes, seminars and information sessions at conferences, festivals and other venues. During 2001–2002, these included:

- a Canadian Postal Museum research initiative on the history of mail order catalogues, in partnership with the History Department of the Université de Sherbrooke, in which graduate students carried out research on various aspects of mail order history, culminating in a session on the history of the mail order catalogue, presented at the Annual Meeting of the Institut d'histoire de l'Amérique française.

As part of the Corporation's traditional outreach initiatives, CMCC staff continued to share their expertise by giving lectures and participating in conferences across Canada and around the world. This year's highlights include:

- a presentation at the Canadian Studies Conference by staff from the CMC's Programmes Division, Canadian Children's Museum, and Dramamuse on the use of theatre in museum educational programmes;
- production of a video with the CMC's Curator of Inuit art, as a teaching aid for art students in northern communities, and
- a presentation to the Ontario Art Galleries Association by the CMC's Manager of Travelling Exhibitions on issues related to touring exhibitions.

5.3. STRATEGIC ISSUE NO. 3: Challenges to Financial and Operational Viability

The CMCC has always had a programme of preventative maintenance, in anticipation of inevitable wear and tear on its facilities. At the CMC, some parts of the structure have worn less well than others, and will require additional funding for essential repairs. In addition, changes in legislative arrangements governing municipal taxes and other non-discretionary items will need to be funded. The Treasury Board has recognized these pressures, and the Corporation has received some increases in its capital funding to address its most critical building-related issues. There is also recognition by the Treasury Board and the Department of Canadian Heritage that a long-term solution to the Museum's capital funding requirements is required.

The CMCC will continue to review its programmes and operations for opportunities to implement more effective, economical, and efficient policies, procedures and processes. Alternative service delivery and emerging technologies will be used where possible to meet these challenges.

The Corporation will also continue to work with private-sector partners in managing elements of its operations and reducing associated costs. The Corporation's modestly successful fundraising efforts must still be improved in order to contribute to the Corporation's long-term success, and may be expanded during the planning period through additional effort.

Part of the CMCC corporate culture is its active support of continuous learning by individuals and working groups. In order to compete in a constantly changing work environment, the Corporation will emphasize the development of its human resources through strategies designed to retain expertise and corporate memory while developing and training staff and planning for succession. In addition, the CMCC is committed to organizing itself in a manner which increases corporate leadership, fiscal responsibility, productivity and client service.

The CMCC is also committed to maintaining its leadership position in attracting visitors to its institutions. The Corporation will emphasize its work on visitor studies, and will undertake new initiatives to research the Museum market, towards increasing the effectiveness of its marketing resources.

OBJECTIVE: *to continue to strengthen the financial and operational viability of the Corporation.*

The Corporation will continue to improve its financial self-sufficiency by:

- maximizing net commercial revenues;
- increasing fundraising efforts, and
- continuing to seek alternative sources of funds.

The Corporation will continue to explore new and cost-effective ways of ensuring its operational viability by:

- reviewing the corporate performance management framework in view of improving the measurement of results;
- implementing innovative human resource strategies, and
- maintaining and repairing the CMC building infrastructure as the facility ages (dependent on government funding).

RECENT PERFORMANCE GOALS

RECENT PERFORMANCE SUMMARY (\$000) BY ACTIVITY/BUSINESS ELEMENT

Activity/Business Element	Budget 2001–2002	Forecast 2001–2002	Variance
Collect and Research — Manages, develops, conserves and undertakes research on the collections, maintains archival services, to enhance programme delivery and augment social scientific knowledge base.	\$7,147	\$7,911	(\$764)
Exhibit, Educate and Communicate — Develops and maintains exhibitions, communicates information, operates publishing activities, conducts programmes and activities to further knowledge, understanding, and respect for human cultural achievements and human behaviour.	\$14,181	\$14,733	(\$552)
Accommodate — Manages and maintains all facilities and related security and hosting services.	\$20,599	\$23,515	(\$2,916)
Canadian War Museum — An affiliated museum dedicated to Canada's military history and continuing commitment to peacekeeping.	\$7,818	\$7,987	(\$169)
Corporate Services — Governance, corporate management, audit and evaluation, fundraising, commercial activities, finance and administration, human resources and information systems.	\$10,600	\$10,822	(\$222)
Total	\$60,345	\$64,968	(\$4,623)
Less Revenues of the Corporation	(\$10,600)	\$10,937	\$337
Total Budget Requirement	\$49,745	\$54,031	(\$4,286)

5.3.1. Financial Viability

5.3.1.a. Increasing net commercial revenues

The CMCC continues to enhance its client services, while generating revenues from these services. Revenues include general admission, IMAX[®] Theatre, boutique sales, facility rentals, food services, parking and membership.

COMMERCIAL REVENUES

	Actual 2000–2001	Forecast 2001–2002	Budget 2002–2003	Budget 2003–2004	Budget 2004–2005	Budget 2005–2006	Budget 2006–2007
CMC Onsite Revenue	\$7.766M	\$7.521M	\$7.830M	\$8.140M	\$7.895M	\$8.010M	\$8.010M
CMC Revenue per Visitor	\$5.59	\$5.79	\$6.00	\$5.94	\$5.89	\$5.98	\$5.98
CWM Onsite Revenue	\$0.319M	\$0.290M	\$0.300M	\$0.260M	\$0.190M	\$0.950M	\$0.950M
CWM Revenue per Visitor	\$2.35	\$2.32	\$2.31	\$2.36	\$2.38	\$2.38	\$2.38

5.3.1.b. Fundraising

Throughout the planning period, the Corporation will continue to seek ways of supplementing government funding. The CMCC Development Branch is actively pursuing corporations, foundations, associations and individuals for financial support of the Corporation's many activities.

Sponsorships and philanthropic support for major temporary exhibitions is very important. Accordingly, new partnerships are being pursued with corporations, foundations and associations for the following upcoming exhibitions: **Vikings: The North Atlantic Saga**, **The Mysterious Bog People**, as well as a not-yet-named exhibitions on Italo-Canadians and New France.

The Development Branch is also developing new guidelines for donor recognition, naming opportunities, sponsorship/partnership and planned giving. These guidelines will help to develop a systematic approach for the various solicitations to come.

Fundraising Highlights

As of December 2001, the Passing the Torch campaign for the new Canadian War Museum had raised more than \$11 million in cash, pledges and conditional contributions, making it the most successful fundraising effort ever for a federal cultural institution. It is expected that the total campaign objective of \$15 million will be realized by the end of 2002.

The Friends of the Canadian Postal Museum also promote the CPM and develop a variety of fundraising initiatives. In February 2002, the third annual Valentine's Day Ball was held to raise funds for the CPM.

5.3.2. Operational Viability

The CMCC will continue to seek new and cost efficient ways of delivering programmes and services.

5.3.2.a. Corporate Management Framework

In 2000–2001, the Corporation developed a five-year strategic plan. In October 2001, a strategic planning session was held to measure progress in implementing actions stemming from the plan, and to prioritize actions for the upcoming fiscal year. These actions are:

- expand research on CMCC visitors by broadening the basic information profile;
- refine collection goals and activity by examining how the core national collection should be focussed;
- boost local visitorship in the coming year by expanding the base of loyal visitors, and identifying new local markets;
- achieve greater coherence in the management of public spaces by planning the maintenance, signage, visitor information and decor to provide better orientation for visitors, and
- maximize the Corporation's research capacity by ensuring that research is focussed and linked to the CMCC's strategic plan.

This process will include a review of the corporate performance management framework, in view of improving the measurement of results. The outcome of this work will be reflected in the next Corporate Plan.

5.3.2.b. Human Resources Management

Sound, efficient and realistic management tools and systems will form the platform upon which human resources are managed. The ultimate goal is to foster a healthy and productive work climate which stimulates innovation, creativity, teamwork, client focus and accountability.

The Human Resources Division has spearheaded the following Corporate initiatives to date:

- project management training for 131 employees, and
- the Niagara Institute's Leadership Development Program for the members of the Executive.

Over the planning period, the Human Resources Division will continue to provide training and development opportunities for management and staff, focussing in particular on leadership development, management effectiveness, communications, performance management and ongoing project management, in order to implement career progression and succession planning within the organization.

In keeping with this strategy, the key priorities of the Human Resources Division's over the next two or three years are to develop and implement the following:

- a revised Job Evaluation System;
- a user-friendly and effective Performance Management tool;
- ongoing Corporate training and development;
- career progression and succession planning processes, and
- negotiation and ratification of two collective agreements (Professional Institute of the Public Service of Canada (PIPSC) and Public Service Alliance of Canada (PSAC)).

5.3.2.c. Maintenance of Building Infrastructure

The CMC facility in Hull, Quebec is more than 13 years old, and is beginning to show signs of ageing. During this planning period, it will require repair and maintenance. Resource requirements for this purpose have been identified, and repairs will be effected as funds are made available through internal reallocation and government initiatives aimed at maintaining federal facilities.

Since the tabling of the last Corporate Plan, several major repairs have been successfully completed, including:

- replacement of escalators to David M. Stewart Lounge on Level 3;
- repair of the Plaza membrane, and
- repairs to the parking garage plenum.

Over the planning period, additional capital repairs and maintenance will include:

- continuation of exterior stonework repairs until 2003–2004;
- repairs to exterior soffits (overhangs) on Laurier Street side of the CMC building, to 2004–2005;
- initiation of window replacement program;
- continuation of garage exhaust fans replacement in 2002–2003;
- escalator replacement behind Ticket Counter in 2002–2003;
- escalator replacement at River End of Grand Hall in 2003–2004;

- waterfall fountain membrane repairs in 2003–2004;
- start of architectural finishes, doors, frames, etc. in 2003–2004 over the next two planning periods;
- overhaul of about 150 electrode steam humidifiers by 2002–2003;
- review of flat inverted roof conditions in 2004–2005 for possible major repairs in 2005–2006;
- continuous repair, upgrade or replacement of hundreds of fan and pump motors over next three planning periods;
- replacement of plaza stone pavers, starting in 2003–2004, and continuing annually over other areas as required;
- replacement of main public entrance floor grates with granite in 2003–2004, and
- lifecycle replacement of exhibition lighting systems throughout CMC over a four-year period, beginning in 2003–2004.

FINANCIAL STATEMENTS

OPERATING AND CAPITAL BUDGETS 2002–2003

PRO FORMA FINANCIAL STATEMENTS 2002–2003 TO 2006–2007

NUMBER OF EMPLOYEES 2002–2003 TO 2006–2007

INTRODUCTION

In order to attain financial and operational viability during a time of fiscal restraint, the Canadian Museum of Civilization Corporation makes every effort to reduce its operating costs while maximizing its revenues.

As outlined in the Summary of the Corporate Plan, action has and will be taken to help the Corporation face these financial challenges. The results of these actions — expected or already obtained — are reflected in the following Summary of the Operating and Capital Budgets.

SUMMARY OPERATING AND CAPITAL BUDGETS

as per Main Estimates

(\$000s)

	2000-01 Budget	2000-01 Actual	2000-01 Variance	2001-02 Budget	2001-02 Forecast	2001-02 Variance	2002-03 Budget
Collect and Research	7,381	9,032	(1,651)	7,147	7,911	(764)	7,827
Exhibit, Educate and Communicate	15,113	11,559	3,554	14,181	14,733	(552)	14,351
Corporate Services	11,575	12,996	(1,421)	10,600	10,822	(222)	11,347
Accommodate	19,616	22,015	(2,399)	20,599	23,515	(2,916)	23,057
Canadian War Museum	6,831	5,398	1,433	7,818	7,987	(169)	30,537
Gross Budgetary Expenditures	60,516	61,000	(484)	60,345	64,968	(4,623)	87,119
Less Revenues of the Corporation	(13,000)	(13,940)	940	(10,600)	(10,937)	337	(10,898)
Total Budget Requirement	47,516	47,060	456	49,745	54,031	(4,286)	76,221

OPERATING BUDGET

as per Main Estimates

(\$000s)

	2000-01 Budget	2000-01 Actual	2000-01 Variance	2001-02 Budget	2001-02 Forecast	2001-02 Variance	2002-03 Budget
Collect and Research	7,381	9,032	(1,651)	7,147	7,911	(764)	7,827
Exhibit, Educate and Communicate	15,113	11,559	3,554	14,181	14,733	(552)	14,351
Corporate Services	10,825	12,380	(1,555)	9,850	10,072	(222)	10,597
Accommodate	16,616	19,820	(3,204)	17,599	19,515	(1,916)	19,057
Canadian War Museum	6,581	5,216	1,365	7,568	6,487	1,081	6,287
Gross Budgetary Expenditures	56,516	58,007	(1,491)	56,345	58,718	(2,373)	58,119
Less Revenues of the Corporation	(13,000)	(13,940)	940	(10,600)	(10,937)	337	(10,898)
Total Budget Requirement	43,516	44,067	(551)	45,745	47,781	(2,036)	47,221

CAPITAL BUDGET

as per Main Estimates

(\$000s)

	2000-01 Budget	2000-01 Actual	2000-01 Variance	2001-02 Budget	2001-02 Forecast	2001-02 Variance	2002-03 Budget
Collect and Research	0	0	0	0	0	0	0
Exhibit, Educate and Communicate	0	0	0	0	0	0	0
Corporate Services	750	616	134	750	750	0	750
Accommodate	3,000	2,195	805	3,000	4,000	(1,000)	4,000
Canadian War Museum	250	182	68	250	1,500	(1,250)	24,250
Total Capital Budget	4,000	2,993	1,007	4,000	6,250	(2,250)	29,000

PRO FORMA STATEMENT OF OPERATIONS

for the period ending March 31

(\$000s)

	2000-01 Actual	2001-02 Forecast	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
EXPENSES							
Collect and Research	9,032	7,911	7,827	7,827	7,827	7,827	7,827
Exhibit, Educate and Communicate	11,559	14,733	14,351	14,889	14,889	14,889	14,889
Canadian War Museum	5,216	6,487	6,287	9,287	29,287	12,173	12,173
Accommodate	19,820	23,515	24,017	20,701	20,701	20,701	20,701
Corporate Services	12,380	10,822	11,347	11,347	11,147	11,161	11,161
	58,007	63,468	63,829	64,051	83,851	66,751	66,751
REVENUE							
Parliamentary Appropriation							
— CMCC	52,119	51,491	51,971	50,051	54,051	55,151	55,151
— CWM building	0	1,500	24,250	32,000	25,400	0	0
Deferred Appropriation							
— CMCC	(2,000)	1,040	960	0	0	0	0
Less: Deferred Capital Funding							
— On-going	(2,993)	(6,250)	(29,000)	(36,000)	(29,400)	(4,000)	(4,000)
Add: Amortization of Deferred Capital Funding	3,308	4,750	4,750	4,000	4,000	4,000	4,000
	50,434	52,531	52,931	50,051	54,051	55,151	55,151
Other Revenue							
General Admission	2,410	2,209	2,465	2,545	2,445	2,820	2,820
IMAX Theatre	1,824	2,061	2,150	2,200	2,200	2,200	2,200
Boutique Sales	2,826	1,729	1,800	1,900	1,700	2,000	2,000
Parking	788	700	720	755	740	840	840
Facility Rentals & Food Services	1,096	1,012	900	900	900	1,000	1,000
Donations/Grants	1,242	1,177	1,200	1,200	16,200	1,200	1,200
Publications	424	105	150	150	150	150	150
Other	3,330	1,944	1,513	1,350	1,465	1,390	1,390
	13,940	10,937	10,898	11,000	25,800	11,600	11,600
SURPLUS / DEFICIT	6,367	0	0	(3,000)	(4,000)	0	0

PRO FORMA BALANCE SHEET

as at March 31

(\$000s)

	2000-01 Actual	2001-02 Forecast	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
ASSETS							
Current Assets							
Cash & Short-Term Investments	16,414	19,616	18,656	18,656	18,656	18,656	18,656
Accounts Receivable	6,616	1,275	1,275	1,275	1,275	1,275	1,275
Inventories	1,197	1,200	1,200	1,200	1,200	1,200	1,200
Prepaid Expenses	1,361	1,300	1,300	1,300	1,300	1,300	1,300
Total Current Assets	25,588	23,391	22,431	22,431	22,431	22,431	22,431
Other Assets							
Restricted Cash and Investments	13,207	15,000	18,000	19,000	0	0	0
Collections	1	1	1	1	1	1	1
Capital Assets — Ongoing	12,376	12,376	12,376	12,376	12,376	12,376	12,376
Capital Assets — CWM Building Project	0	1,500	25,750	57,750	83,150	83,150	83,150
Total Other Assets	25,584	28,877	56,127	89,127	95,527	95,527	95,527
Total Assets	51,172	52,268	78,558	111,558	117,958	117,958	117,958
LIABILITIES and EQUITY OF CANADA							
Current Liabilities							
Accounts Payable and Accrued Liabilities	7,471	7,000	7,000	7,000	7,000	7,000	7,000
Deferred Revenue	448	120	120	120	120	120	120
Total Current Liabilities	7,919	7,120	7,120	7,120	7,120	7,120	7,120
Other Liabilities							
Accrued Employee Termination Benefits	2,359	2,000	2,000	2,000	2,000	2,000	2,000
Deferred Contributions — PTT	6,206	8,000	11,000	15,000	0	0	0
Deferred Capital Funding — Ongoing	14,376	13,336	12,376	12,376	12,376	12,376	12,376
Deferred Capital Funding — CWM Building Project	0	1,500	25,750	57,750	83,150	83,150	83,150
Total Liabilities	30,860	31,956	58,246	94,246	104,646	104,646	104,646
Equity							
Internally restricted — CWM Building Project	7,000	7,000	7,000	4,000	0	0	0
Unrestricted	13,312	13,312	13,312	13,312	13,312	13,312	13,312
Equity of Canada	20,312	20,312	20,312	17,312	13,312	13,312	13,312
Total Liabilities and Equity of Canada	51,172	52,268	78,558	111,558	117,958	117,958	117,958

PRO FORMA STATEMENT OF CHANGES IN FINANCIAL POSITION
for the period ending March 31
(\$000s)

	2000-01 Actual	2001-02 Forecast	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
OPERATING ACTIVITIES							
Net Income	6,367	0	0	(3,000)	(4,000)	0	0
Adjustment for Non-Cash Items							
Amortization of Capital Assets	3,308	5,790	5,710	4,000	4,000	4,000	4,000
Amortization of Deferred Capital Funding	(3,308)	(5,790)	(5,710)	(4,000)	(4,000)	(4,000)	(4,000)
Contributions Recognized as Revenue	(442)	(706)	(1,200)	(1,200)	(16,200)	(1,200)	(1,200)
	5,925	(706)	(1,200)	(4,200)	(20,200)	(1,200)	(1,200)
Change in Non-Cash Operating Assets and Liabilities	(3,673)	4,600	0	0	0	0	0
Change in Accrued Employee Termination	232	(359)	0	0	0	0	0
Cash Flows from (used in) Operating Activities	2,484	3,535	(1,200)	(4,200)	(20,200)	(1,200)	(1,200)
INVESTING ACTIVITIES							
Acquisition of Capital Assets	(2,993)	(5,790)	(5,710)	(4,000)	(4,000)	(4,000)	(4,000)
CWM Building Project	0	(1,500)	(24,250)	(32,000)	(25,400)	0	0
Increase in Restricted Cash and Investments	(5,539)	(1,793)	(3,000)	(1,000)	19,000	0	0
Cash Flows used in Investing Activities	(8,532)	(9,083)	(32,960)	(37,000)	(10,400)	(4,000)	(4,000)
FINANCING ACTIVITIES							
Funding for the Acquisition of Capital Assets	4,993	4,750	4,750	4,000	4,000	4,000	4,000
Funding for the CWM Building Project	0	1,500	24,250	32,000	25,400	0	0
Restricted Contributions and Related Investment Income	3,980	2,500	4,200	5,200	1,200	1,200	1,200
Cash Flows from Financing Activities	8,973	8,750	33,200	41,200	30,600	5,200	5,200
Increase (decrease) in Cash and Short-Term Investments	2,925	3,202	(960)	0	0	0	0
Balance at Beginning of Year	13,489	16,414	19,616	18,656	18,656	18,656	18,656
BALANCE AT END OF YEAR	16,414	19,616	18,656	18,656	18,656	18,656	18,656

NUMBER OF EMPLOYEES

as at December 31

	2000 Actual	2001 Actual	2002 Forecast	2003 Forecast	2004 Forecast	2005 Forecast	2006 Forecast
Full-Time Equivalents	421	435	440	440	440	440	440