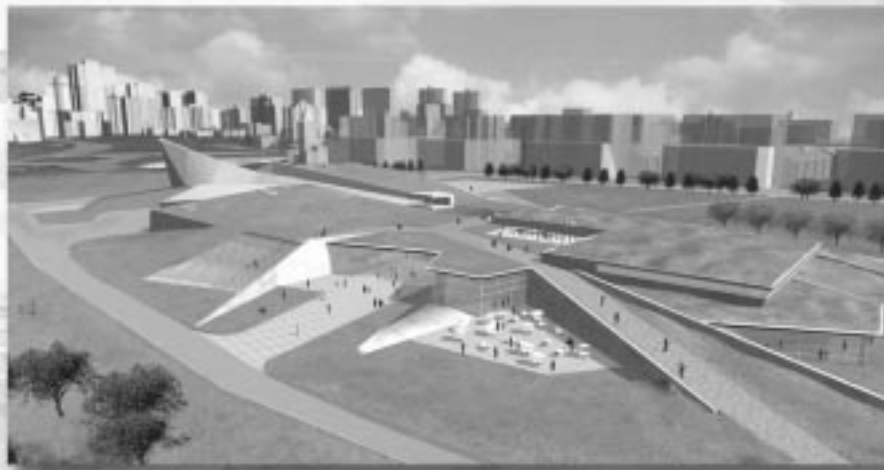


Canadian Museum of Civilization Corporation



**Summary of the Corporate Plan
(2003–2004 to 2007–2008)**

**Summary of the Operating and Capital Budgets
(2003–2004)**



CANADIAN MUSEUM OF CIVILIZATION
MUSÉE CANADIEN DES CIVILISATIONS



Canada

Canadian Museum of Civilization Corporation

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Gatineau, Quebec
J8X 4H2
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Canadian War Museum
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Cover Photos:

The Mysterious Bog People

Photo: Drents Museum, Netherlands.

The remains of this 16-year old girl, dubbed “Yde”, were discovered in a small bog in 1896, along with remnants of woollen clothing.

On display in the exhibition **The Mysterious Bog People**, from December 6, 2002 to September 1, 2003 at the Canadian Museum of Civilization.

The New Canadian War Museum

Conceptual sketch provided by Moriyama & Teshima / Griffiths Rankin Cook Architects.

The image shows the aerial view of the new Canadian War Museum looking east. The new CWM is scheduled to open in 2005.

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Summary of the Corporate Plan 2003–2004 to 2007–2008

1.0. Introduction

The Canadian Museum of Civilization Corporation (CMCC) is a Crown Corporation established pursuant to the *Museums Act* (1990). Its primary responsibilities involve 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). Together, the CMC and the CWM attract an average of over 1.4 million onsite visitors per year, and during 2002–2003 more than 22,000,000 pages of information were accessed on the **Civilization.ca** Web site.

Through its operations, the Corporation practices museological excellence, thereby promoting a greater understanding of Canadian identity, history and culture. In addition to its physical presence in the National Capital Region, the Corporation disseminates its knowledge throughout Canada and around the world via exhibitions, programmes and electronic outreach. The CMCC is a member of the Canadian Heritage Portfolio. Along with other national museum corporations and cultural institutions, it protects and exhibits Canada's heritage for current and future generations.

The Canadian Museum of Civilization continues to be one of Canada's most popular cultural attractions. Visitor surveys undertaken during the summer of 2002 indicate that satisfaction with the Museum's offerings remains high, with 98% of respondents indicating that they were either satisfied or very satisfied with their visit, and 91% stating that either most or all of their expectations were met or exceeded. Overall, 93% felt that the CMC was either good or excellent in comparison to any other museum they had visited. In overall terms, the 2002–2003 fiscal year was successful for the CMC, with close to 1.3 million onsite visitors and self-generated revenues of over \$10 million.

The current CWM 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. The Museum's goal is to help all Canadians understand their country's military history in its personal, national and international dimensions. The collections of the CWM are maintained at a separate site named Vimy House. The CWM's potential is currently hampered by a number of factors: the lack of adequate facilities to enable the proper safeguarding of national military heritage collections; the lack of public programming spaces; and a lack of adequate parking and other visitor amenities. In the Spring of 2001, approval was received for construction of a new CWM facility as part of the redevelopment of the LeBreton Flats area of Ottawa. The project will cost approximately \$105.75 million, financed by the federal government (\$83.75 million); fundraising from private foundations and individuals (\$15 million); and a contribution from the internal resources of the CMCC (\$7 million). With the Fall 2001 selection of Moriyama & Teshima and Griffiths Rankin Cook as architects, full-scale planning for the new CWM is underway. Construction started in late 2002, with an projected opening date of 2005 — the 60th anniversary of the end of the Second World War.

The Museum of New France is a virtual museum on the Web at www.vmnf.civilization.ca. This virtual museum has the mandate to present exhibitions and activities dedicated to the education of the public on the history of Canada from 1534 to 1763, and provides a wide range of resources, including historical photographs, monographs, family genealogies, and educational activities.

Strategic Issues for the Planning Period

The Corporation's Board of Trustees and management have identified three key strategic issues for the planning period. These are:

Canadian Identity in the Global Environment, with a stated objective to “increase appreciation and understanding of Canada's heritage.” The Corporation will achieve this by:

- expanding and enriching the presentation of Canada's history and culture at the CMC and the CWM;
- 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, both onsite and online.

Safeguard and Promote Canada's Heritage, with a stated objective to “research and develop the Museum's national collections and share the related knowledge.” The Corporation will achieve this by:

- carrying out museum-based research related to Canada's heritage in such disciplines as archaeology, ethnology, history, popular culture and postal communications history, etc.;
- developing and managing museum 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 artifacts;
- communicating its knowledge throughout Canada and the world by traditional and non-traditional means 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.” 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 its corporate performance management framework in order to improve 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).

2.0. 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* commences with the declaration 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* further 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*; *Access to Information Act*; *Financial Administration Act*; *Official Languages Act*; *Historic Sites and Monuments Act*; *Municipal Grants Act*; *National Archives of Canada Act*; *Privacy Act*; *Public Service Superannuation Act*; *Canada Labour Code*; *Retail Sales Act*; *Alternative Fuel Act*; *Pay Equity Act*; *Employment Equity Act*; *Canadian Human Rights Act*; *Occupational Health & Safety Act*; *An Act respecting Industrial Accidents and Occupational Diseases*, as well as collective agreements, *NAFTA*; *Agreement on Internal Trade*; Goods and Services legislation; firearms legislation; copyright legislation, the *Cultural Property Export and Import Act* and the *Employment Insurance Act*.

3.0. Corporate Profile

The Corporation is responsible for the management of Canada's national museum of human history — the Canadian Museum of Civilization (CMC), and its affiliates, the Canadian War Museum (CWM) and the Virtual Museum of New France (VMNF).

3.1. The Canadian Museum of Civilization

Located in Gatineau, Quebec, the Canadian Museum of Civilization is housed in a magnificent complex of buildings designed by world-renowned architect Douglas Cardinal. The location provides unparalleled panoramic views of Canada's Parliament Buildings, located on the opposite side of the Ottawa River.

The Canadian Museum of Civilization is Canada's largest and most popular museum, with average attendance of over 1.3 million onsite visitors each year. The CMC draws tourists to the National Capital Region from across Canada and around the world — not only for its superior exhibitions and its reputation for museological excellence, but also for the innovative programming it provides throughout its facilities. These facilities include such popular spaces as the Grand Hall, the newly-opened First Peoples Hall, the Canada Hall, the Canadian Children's Museum, and the Canadian Postal Museum, as well as outdoor activities offered on a sensitively landscaped riverfront site. The CMC has over 3.75 million artifacts in its collections covering disciplines which include history, archaeology, folk culture, ethnology, childhood and postal communications.

3.2. The Canadian War Museum

The Canadian War Museum currently occupies two separate facilities in Ottawa. It presents its exhibitions and programmes in a historic building located at 330 Sussex Drive in downtown Ottawa, and maintains its collections at the Vimy House facility near LeBreton Flats. Founded in 1880 around a small collection of battlefield mementoes from the Canadian Militia, the CWM has become a major museum profiling Canada's military history and the impact this has had on Canada's development as a nation. The CWM has a collection of 500,000 military artifacts, ranging from tanks and artillery to works of art and uniforms. Through its exhibitions, programmes and publications, the CWM shares its knowledge and expertise with visitors across Canada and around the world.

Construction of a new CWM facility began in November 2002. Designed by the architectural team of Toronto's Moriyama & Teshima and Ottawa's Griffiths Rankin Cook, the new Museum is slated to open in 2005: the 60th anniversary of the end of the Second World War and the 125th anniversary of the Canadian War Museum.

3.3. The Virtual Museum of New France

The entirely Virtual Museum of New France is composed of online exhibitions and activities for the general public and the educational milieu. It includes an e-commerce genealogy module which enables visitors to document the origins and the lives of their ancestors who settled in New France between 1534 and 1763.

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. The CMCC allocates considerable resources to outreach programmes, and uses both traditional and non-traditional methods such as travelling exhibitions, lectures and publication, and innovative electronic outreach initiatives to share its collections, knowledge and expertise with visitors beyond the National Capital Region.

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 Corporation's structure, reporting requirements, and management accountabilities. The Corporation includes the Canadian Museum of Civilization, the Canadian War Museum and the Virtual Museum of New France. The CMCC is a member of the Canadian Heritage Portfolio and reports to Parliament through the Minister of Canadian Heritage. The Corporation is a separate employer and, as of December 2002 employed 457 full- and part-time staff.

As stated in the *Museums Act*, the CMCC Board of Trustees is responsible for the fulfilment of the corporate mandate, and for management of the Corporation's business activities. The eleven members of the Board of Trustees, representing different regions of Canada, are appointed by the Governor-in-Council. The Board in turn appoints the CMCC's President and Chief Executive Officer.

Members of the Board are part-time appointees and meet regularly to oversee the governance of the CMCC. The President and Chief Executive Officer is a full-time appointee who directs all activities of the Corporation.

The Board of Trustees sets the Corporation's broad strategic direction, long-term objectives and priorities. The Board is also responsible for ensuring that the CMCC management team fulfils 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 development of the new CWM facility.

3.6. Relationships with Other Institutions and Government Bodies

The Corporation works closely with other public-sector organizations to develop programmes, events and other initiatives, while also sharing the financial implications (expenses and revenues) with its institutional partners. These partners have included federal departments and agencies such as the National Capital Commission, the Canada Council for the Arts, the National Arts Centre, the National Film Board, the National Archives and Library of Canada, the National Research Council, Canada Post Corporation, the Departments of Canadian Heritage, Foreign Affairs and International Trade, National Defence, Veterans Affairs, Indian and Northern Affairs, as well as numerous museums, educational institutions, aboriginal groups and organizations, ethnic groups and organizations, tourism organizations, professional, veterans' groups and organizations, corporate sponsors and other private-sector donors, arts and culture organizations, the media, and international institutions.

3.7. Memoranda of Understanding and Cooperation

The Canadian Museum of Civilization and the Canadian War Museum have always been active in joint collaborative 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. These memoranda have promoted collaboration and have served to bring about inter-institutional exhibitions, programmes and special events. Over 184 institutions have signed Memoranda of Understanding and Cooperation with the CMC or the CWM.

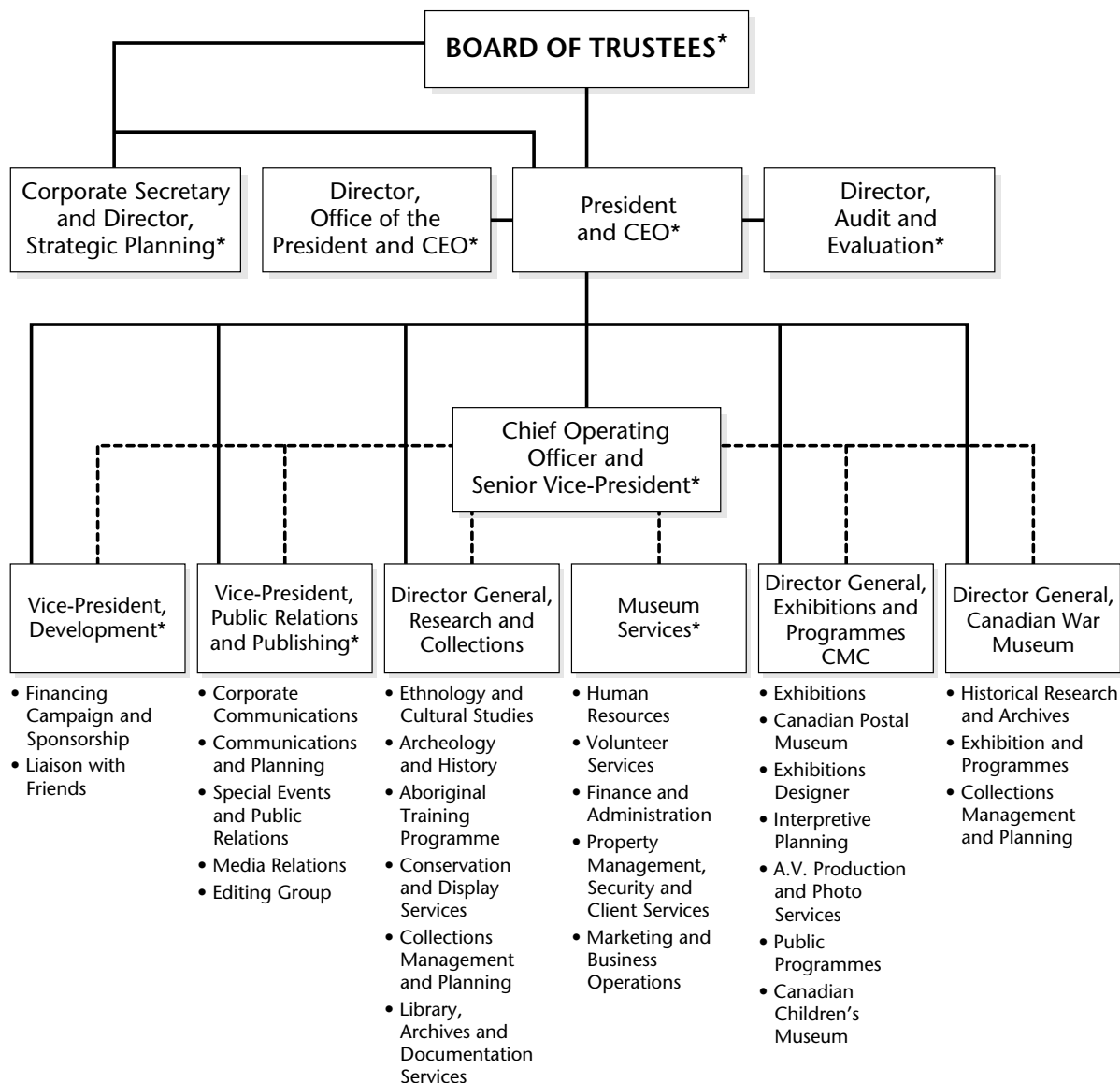
3.8. Partnerships

The Corporation will continue to seek partnerships with the private sector to assist it in meeting its long-term objectives. At present, ongoing relationships exist with Computer Associates Canada, Black & McDonald Limited, the National Geographic Society, GEAC Canada Incorporated, Corel, KE Software, Douglas and McIntyre, TicketMaster, the University of Washington Press, the UBC Press, Ingenuity Works, Key Porter Books, and others.

3.9. Fundraising Activities

The Corporation's Development Branch works towards securing private-sector support for completion of the CMC's long-term exhibit plan, while also seeking sponsorship of major exhibitions, support for the enhancement and replacement of CWM exhibitions and programmes (through the *Passing the Torch* fundraising campaign), and funds for research and collection development, and other museum projects. The CMC membership programme also supports the Corporation through funds raised from individual and corporate supporters, who enjoy important membership benefits while contributing to the Corporation's financial earnings.

3.10. Organization of the Canadian Museum of Civilization Corporation



*Activities related to the whole of the Corporation

3.11. Business Activities of the Corporation

The primary functions of the Corporation relate to collections, research, and exhibitions and programming related to Canada's human history and cultural heritage. Each of the following business activities contributes to the CMCC's corporate objectives.

Collect and Research

This involves collection management, development, conservation and research, in order to enhance programme delivery and augment the scientific knowledge base. The Corporation has also developed a strong and unique publishing programme with outside private and institutional partners to ensure the dissemination of knowledge related to CMC research and collections, through a wide range of printed and electronic publications.

Exhibit, Educate and Communicate

This function involves the development, maintenance and communication of exhibitions, programmes and activities to further knowledge, critical understanding, appreciation and respect for human cultural achievements and human behaviour.

Accommodate

This function involves the management and maintenance of all corporate facilities and their related security and hosting services.

Canadian War Museum

The CWM is an affiliate museum dedicated to Canada's military history and commitment to peacekeeping.

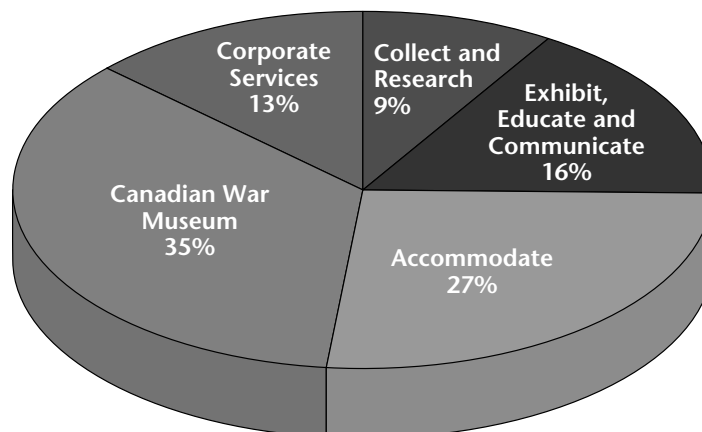
Corporate Services

This function relates to governance, corporate management, audit and evaluation, fundraising, commercial activities, finance and administration, human resources, and information systems.

The resource allocation by business activity is indicated in the chart below.

Resource Allocation by Business Activity

CMCC Operating and Capital Resources 2003–2004



4.0. Internal and External Environment

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.”

— Speech from the Throne to open the
37th Session of Parliament (September 2002)

One of the Corporation’s most important roles lies in its ability to help strengthen Canada’s national identity through its preservation, interpretation and presentation of Canada’s human history and cultural heritage. It does this through exhibitions, programmes and outreach activities, all of which are designed to encourage Canadians to celebrate the richness of their shared history, while also helping them to understand Canada’s place in the world, its ideals as a nation, and its future on the world stage.

Canada’s demographics are changing at an accelerating pace. Immigration now accounts for 53 per cent of Canada’s annual population growth. Almost half the population reports ethnic origins other than British, French or Aboriginal. By 2005, an estimated 15 per cent of Canada’s population will belong to a visible minority. In addition, as the forces of globalization continue to exert pressure on physical borders and national identities, the CMCC will continue to have an important role to play in enriching cultural communities across Canada, while also reinforcing a national identity.

4.2. Fiscal Outlook

During most of the 1990s, federal financial support to the Corporation declined as the government worked towards achieving a balanced budget. As the federal fiscal situation has improved, government support has stabilized, with modest growth observed during the past several years.

Large fixed-cost budget items such as property taxes and facilities maintenance have been recognized as areas that require additional funding. In early 2001, the Canadian Museum of Civilization received an additional \$5 million, allocated over three years, to help it meet critical building maintenance requirements. In late 2001, the Corporation received an additional \$6.2 million, also allocated over three years, to help it respond to property tax pressures, as well as to undertake interior and exterior building repairs and maintenance.

This additional funding has enabled the CMC to handle important facilities maintenance issues in the short term. However, the long-term issue of an adequate funding base to maintain an ageing building 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 previous Corporate Plan, unforeseen circumstances, related both to a global economic downturn and to the terrorist attacks of September 11, 2001, were having a significant effect on the marketplace. As noted in the 2001 Budget Speech, tourism and airlines had been particularly hard-hit.

In his economic and fiscal update of October 2002, the federal Minister of Finance reported that Canada has continued to post strong economic growth. Although the economic outlook has changed substantially since the December 2001 budget, there is still significant cause for concern. Economic growth is weaker than expected in a number of industrialized countries. The decline in equity markets, the economic impact of corporate scandals in the United States, the possibility of armed conflict in Iraq, and anxieties over global terrorism, have all heightened insecurity and uncertainty across the globe, contributing to a significantly weakened tourism sector.

The CMCC Corporate Plan takes into account Canada's five-year economic and fiscal forecast. It is assumed that the CMCC base budget will neither be increased, nor reduced. However, it is also assumed that the strength of the Corporation's programmes, the Canadian Museum of Civilization's position as the country's premiere cultural attraction, and the opening of the new Canadian War Museum in 2005 will enable the CMCC to maintain a solid level of attendance.

4.4. Museum Visitors

Attendance and earned revenues for the Corporation continue to be the highest among all museums and galleries in the National Capital Region.

The Canadian Museum of Civilization audience is balanced and diverse. It attracts both men and women almost equally. The average CMC visitor is highly educated with 46% of the audience having a bachelor's or graduate degree. This is consistent with other museums around the world, given that visitors to museums often are motivated by an interest in learning. CMC visitors are nearly 38% francophone and 62% anglophone, which corresponds to the general population in the National Capital Region. Nearly 44% of the CMC's visitors spend four hours or more in the Museum.

The Canadian War Museum's typical visitor is also well educated. An average 41% of CWM visitors have a bachelor's degree or better. In the Summer of 2001, one-quarter of its visitors had undergone some form of military service. The CWM audience remains predominantly male (64%), anglophone (80%) and from Ontario (50%), and a large proportion of visitors (41%) are in the 31–40 age range. The CWM also welcomes a sizeable number of groups — particularly family groups with children (37%) — which should bode well for attendance at the new CWM. Research has shown that children who visit museums, and enjoy the experience, tend to visit museums as adults.

Knowing the demographic and behavioural profile of visitors to both the CMC and the CWM is useful in helping to shape the spectrum of exhibitions and programming that will be developed and offered to visitors at both museums. Additional effort is also being made to attract a greater proportion of non-traditional visitors.

4.5. Repatriation of Aboriginal Cultural Collections

Guided by its institutional Repatriation Policy, which came into effect on May 1, 2001, the Corporation continues to discuss repatriation with First Nations, both within the treaty (Comprehensive Claims) process and on a case-by-case basis. 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. Although many of these are in British Columbia, others are in Labrador, Quebec, Ontario and the Northwest Territories. Over the past two years, the CMCC and the Haida of British Columbia have worked to establish a framework for the discussion of repatriation of Haida objects in the CMCC collection. As finances permit, the information shared with First Nations at the negotiation table is

enhanced by digital imagery. Information on the scope and history of the CMCC's collections, as well as information on current exhibit and outreach programmes, has been provided to federal treaty negotiators through workshops by CMCC staff in Gatineau, Vancouver and Victoria.

Recent repatriations include the return of human remains to Haida Gwaii, and to First Nations in Saskatchewan, and the return of several sacred objects to Aboriginal communities on the Plains. The CMCC is currently negotiating the return of important human remains collections to the Mohawk of Akwesasne, the Algonquin of Kitigan Zibi, the Snuneymuxw, and the Labrador (the latter in a treaty context). In considering requests for repatriation, the CMCC is committed to continuing the development of protocols for balancing the specific interests of First Nations with the Corporation's obligation to hold nationally-important collections in trust for all Canadians. The CMCC's experiences and practices in regard to repatriation continue to be shared at national and international conferences, working meetings of curators and directors, as well as through publications.

4.6. New Canadian War Museum Project

With the launch of construction of the new Canadian War Museum (CWM) on November 5, 2002, in the presence of the Prime Minister and the Minister of Canadian Heritage, the CWM project remains the Corporation's most important capital project. As such, it places significant demands on existing staff and will continue to do so throughout this planning period. Ongoing requirements for specific skills and resources will increase pressure on all CMCC staff. As a result, the Corporation's infrastructure will be called upon to provide increased support; the staff of the CWM will be called upon to develop new programmes and 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 challenge of responding to funding pressures and priorities with a stable but reduced resource base. In this context, the Corporation has conducted a review of its primary strengths and challenges, as outlined below.

The Corporation's strengths include:

Canadian Museum of Civilization

The Canadian Museum of Civilization remains an architectural marvel. It is renowned across Canada and around the world, and continues to attract thousands of foreign visitors every year. Its architecture and exterior landscaping, its reputation for museological excellence, its Canada Hall, Grand Hall and First Peoples Hall, its Canadian Children's Museum and Canadian Postal Museum, and its IMAX Theatre, all contribute to an extraordinarily high visitor satisfaction rate.

Corporate Culture

The CMCC's corporate culture, with its emphasis on staff competencies, has favoured the development of a highly skilled workforce, able to navigate continuous changes in technology and museological activity towards the successful achievement of corporate objectives.

Electronic Outreach

The Canadian Museum of Civilization remains one of the most technologically-advanced museums in the world, with fibre-optic and advanced communication-linking capabilities that enable it to communicate Canadian historical and social information worldwide. The Museum was the recipient of a major international audiovisual award at a ceremony held in November 2002 in São Paulo, Brazil, where the

Civilization.ca Web site received a silver medal as one of the best museum Web sites in the world today. The award was presented by AVICOM, the International Committee for the Audiovisual and Image and Sound New Technologies.

Collections

The collections under the stewardship of the CMCC, and the knowledge base that supports and expands them, are the Corporation's greatest assets. The collections that the Corporation considers to be its most unique and exceptional are ethnography, war art, folk art, costume, postal communications and archaeology. The printed documents and manuscript collections are considered national anthropological treasures.

Exhibitions

Exhibitions at the CMC and CWM explore a variety of themes, stemming from scholarly research undertaken by the Corporation's curators and others. Many of these are created through a unique development process in collaboration with numerous local, national and international partners. The recent international exhibition, **The Mysterious Bog People** involved six partner museums from both sides of the Atlantic, and several other exhibitions of recent years have involved significant input from partner institutions both within Canada and abroad.

Acquisitions

The Corporation has been the fortunate recipient of many important collections through the years. In 2002, the CMC's collections were enriched through two key acquisitions and a bequest. Upon her death in March 2002, Mrs. Nettie Covey Sharpe bequeathed her principal residence at St-Lambert, Quebec, the lot on which it is situated, and its contents to the CMCC. The contents include her collection of approximately 3,000 pieces of Quebec Canadiana, fine crafts and folk art. When added to the 1,000 pieces acquired from Mrs. Covey Sharpe by the former National Museum of Man in 1977 and the Canadian Museum of Civilization in 1991, this new acquisition makes the Nettie Covey Sharpe Collection one of the most important collections of Quebec Canadiana in the world. In May 2002, the Maurice "The Rocket" Richard Collection was acquired through auction, and includes 57 objects once owned by Mr. Richard, who passed away in 2000. And in September 2002, the Museum acquired an extraordinary collection of handmade textiles collected over a period of more than 40 years by Kingston resident Ruth McKendry, an author and well-known expert on Canadian quilts and textiles. This rich and well-documented collection is one of the most outstanding from eastern Canada.

The Canadian War Museum

The CWM's potential to develop new programmes and attract new and younger visitors improves with each passing year. With construction now underway for the new CWM in Ottawa, this potential has been given a significant boost. The new facility will provide classrooms, enhanced online educational programmes and outreach initiatives, and will also include state-of-the-art archival and research facilities. A new storyline is also being developed, to ensure that the CWM continues to share Canada's military history in a way that remains fresh and relevant to current and future generations. The CWM's strength also lies in a number of world-class collections, including its collection of military art and its collection of vehicles, and its collections of arms, uniforms, and medals are exceptionally strong. The CWM's 12,500-piece art collection has now been scanned and is accessible on KE-EMU to all Internet users.

The Canadian Children's Museum

The Canadian Children's Museum is one of the most appreciated destinations within the CMC. Visitors with children continuously rate their experiences in this child- and youth-oriented exhibition area as having met or surpassed all their expectations.

The 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 the international postal heritage.

Hosting and Animation Staff

The hosting staff and animators at both the CMC and the CWM continue to receive many 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 overall visitor satisfaction. They also provide an important service to visitors by assisting them in navigating the large, complex spaces of the CMC building.

Living Culture at the CMC

The CMC enjoys the distinction of being one of the few research-based museums in the world to provide a living cultural dimension to its historical and ethnographic exhibitions. Visitors enjoy opportunities to interact with actors from the Museum's in-house theatre company, Dramamuse; to observe craft demonstrators at work; and to watch performances of traditional music and dance. These are provided on a periodic basis within the context of exhibitions, and as part of seasonal events and cultural festivals.

Educational Programmes

The Corporation maintains a popular slate of educational programmes, hands-on activities, encounters with "live" historical personalities, and interactive discussions. These educational programmes have been expanded beyond the classroom to include special groups and adults in evening events such as historical wine-tastings and daytime conversations and lectures over coffee. In addition, both the CMC and CWM provide educational opportunities to secondary and post-secondary students through co-op placements, on-the-job arrangements and volunteering.

The Corporation's challenges include:

The Canadian War Museum

The CWM is currently housed in two ageing buildings which can neither adequately display nor store the Museum's collections. The main exhibition building in downtown Ottawa is an old archives building converted to museum use. Its infrastructure is well below established museological standards, and public amenities are virtually non-existent. The collection storage and research building, Vimy House, is a former streetcar barn, and cannot begin to meet adequate conservation standards. This situation will be rectified with the completion in 2005 of the new CWM facility. At present, CWM staff maintain an active slate of exhibitions and programmes at the Sussex Drive facility and, to a lesser extent, at Vimy House, in order to maintain a viable level of visitorship until the new CWM is ready for occupation.

Successfully managing the construction of the CWM facility is the CMCC's most significant challenge during the planning period. Designed to remind visitors of the human side of war and peacekeeping, the new CWM is also a key initiative in the National Capital Commission's project to redevelop LeBreton Flats — arguably the most important expanse of undeveloped land in Canada's Capital.

Maintenance of the Canadian Museum of Civilization

The CMC facility has been open to the public for nearly 14 years. As a result of high visitor levels and heavy usage in all public spaces, the building is beginning to show signs of age. Internal budgetary allocations for maintenance and repairs have been reduced, yet remain stable. The federal government has also recognized the need for certain capital repairs required in the short term, and has assisted the Corporation to meet the most critical of these. During the past year, a major program of repair and replacement has been carried out; however, a mid- to long-term capital funding strategy is required in order to address ongoing infrastructure needs. The Corporation has presented its requirements in the context of the federal government's initiative aimed at maintaining federal facilities.

Reallocation of Funding and Expertise

Over the past several years, the Corporation has had to allocate considerable financial and staff resources to the ongoing development of the First Peoples Hall and Phase Two of the Canada Hall. With the opening of the First Peoples Hall in January 2003, and completion of several important modules in the Canada Hall, it has become important to redirect corporate resources towards other important areas of Museum research and activity that are underserved — notably in representation of social, biographical and political history. This will include a review and expansion of older portions of the Canada Hall, which remains the most popular permanent exhibition space at the CMC.

5.0. Strategic Issues, Objectives and Strategies for the Planning Period

The Corporation has identified three strategic issues which must be addressed during this planning period if it is 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, as outlined in the *Museums Act*, is to preserve and promote the heritage of Canada for present and future generations, thereby contributing to the creation and enhancement of a national identity.

Canada's increasing cultural diversity highlights the need for greater intercultural understanding and dialogue. This, coupled with uncertainties related to heightened global terrorism and a changing political landscape, has placed a greater emphasis on the CMCC's ability to profile and celebrate the values Canadians share.

To achieve these aims, the CMC does its best to ensure that its subject matter and programming are relevant to the interests and concerns of as wide a cross-section of Canadians as possible. In addition, as it works towards renewal of the CWM and its storyline, the Corporation will ensure that current and future generations will have an opportunity to become more conversant with the role military history has played in making Canada the nation it is today.

Although the CMC and CWM are located in the National Capital Region, many of their activities reach far beyond. Ottawa-Gatineau attracts a significant number of visitors throughout the year, and the CMC alone attracts a high proportion of these (fully 78% of the CMC's summer visitors are from outside the region), resulting in increased profile for the Corporation across Canada. In addition, the CMC is the largest single source of travelling exhibitions to museums across the country. The CMC also acts as a major venue for exhibitions produced in smaller Canadian museums, and is a major source of artifact loans to other museums. The Corporation's publishing programme also provides a medium for scholarly and popular dissemination of information created by staff researchers and its award-winning Web site brings everything from live Web broadcasts to online information resources to Canadians in every corner of the country.

The primary objective and key strategies that the CMCC will implement to enhance the Canadian identity in a global environment are described below.

Objective: *to increase appreciation and understanding of Canada's heritage.*

Strategies

The Corporation will make significant contributions to the development of a national identity and to increasing knowledge of Canada's heritage by:

- expanding and enriching the presentation of Canada's history and culture at the CMC and in the new CWM facility;
- developing exhibitions and delivering programmes that reflect Canada's history, culture and a sense 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 new CWM Facilities to enable a more comprehensive presentation of Canada's military history

In the Spring of 2001, federal approval was received for the construction of a new CWM facility on LeBreton Flats in Ottawa. This \$105.75-million facility will be financed with \$83.75 million in federal government contributions, \$15 million from the *Passing the Torch* fundraising campaign, and \$7 million from internal CMCC funds. As of December 2002, the *Passing the Torch* campaign had raised more than \$13 million in cash, pledges and conditional contributions, making it the most successful fundraising effort ever for a federal cultural institution.

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

The establishment of corporate governance mechanisms, along with clear responsibilities and accountabilities, have been established in order to ensure the success of this initiative. The Board's CWM and CWM Building Committees have been regularly engaged in the building project. Major milestones met to date include selection of the architectural firm and unveiling of the final design concept. In addition, all Requests for Proposals clearly articulate accountabilities and responsibilities.

Risk management continues to be a priority for CWM collections. On August 27, 2002, the CMCC Executive Committee approved a new CWM Collections Development Policy and Plan. As planning for the new CWM facility progresses, and in preparation for the move of the collections to the new facility, collections are being inventoried, some important material is undergoing conservation treatment, and other material is being stabilized wherever possible.

Mindful of the need to continue serving current visitors, 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 permanent exhibitions at the CMC, focussing on the history and culture of Canada

When the CMC opened its new facility in 1989, the federal government provided funds to complete only 50% of long-term exhibitions. Since then, the CMC has gradually moved towards completion of its permanent galleries, financing these requirements from internal savings.

The First Peoples Hall opened on January 30, 2003. Consisting of 1,858 square metres (20,000 square feet) of permanent exhibition space, the First Peoples Hall is Canada's largest presentation of the history and culture of this country's Aboriginal communities. Since 1992, curators of archaeology and ethnology at the Museum have worked in consultation with Aboriginal cultural experts from across Canada to develop the exhibition around four themes: *We are still here*, *We are diverse*, *We contribute* and *We have an ancient relationship with the land*. The completed exhibition includes more than 1,500 historical objects and works of art, as well as approximately 500 documents and illustrations.

New exhibitions are also being added to the Canada Hall. The West Coast Community module, focussing on the contributions of these communities to the fishing industry, was completed during 2002–2003. The Pacific Gateway module, which focusses on the movement of people from Asia to Canada, will be completed during 2003–2004. Additional modules on Canadian political history are also in development.

During 2003–2004, a review will be conducted of the Canada Hall to identify where additional content and changes in exhibitions are required. In addition, work will proceed on developing a political-interpretation dimension for this very popular space. In future years, an expansion of this Hall and its themes to provide a fuller explanation of many aspects of Canadian history is anticipated.

5.1.3. Exhibitions

One of our key means of communicating information and knowledge about Canada's heritage locally, nationally and internationally, is through our exhibitions. In some ways, the Museums' exhibitions programmes are their driving force. Exhibition development, implementation and presentation require considerable resources, both human and financial. Among other things, exhibitions contribute to the enhancement of knowledge, the establishment of partnerships with Canada's many cultural communities, revenue generation, and collection development and conservation.

The Corporation continues to improve its exhibitions planning and development process, which continues to attract positive attention and review from the broader museum community. A number of special and travelling exhibitions will be presented over the planning period.

Exhibitions are strongly supported by the Corporation's research function.

Number of Special Exhibitions Opening During the Year

	Actual 2001-2002	Forecast 2002-2003	Expected 2002-2003	Forecast 2003-2004	Forecast 2004-2005	Forecast 2005-2006	Forecast 2006-2007	Forecast 2007-2008
CMC	13	15	13	14	14	12	13	14
CWM	2	1	4	4	1	3	4	4

Number of Travelling Exhibitions

	Actual 2001-2002	Forecast 2002-2003	Expected 2002-2003	Forecast 2003-2004	Forecast 2004-2005	Forecast 2005-2006	Forecast 2006-2007	Forecast 2007-2008
CMC — Exhibitions	14	17	16	16	16	16	16	16
— Venues	29	28	28	28	28	28	28	28
CWM — Exhibitions	7	5	5	3	3	2	3	3
— Venues	10	8	8	5	4	3	5	5

Special Exhibitions

Each year, the Corporation produces a number of special exhibitions. During the past year, the CMC opened or continued 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.
- **Resonance: Musical Heritage of La Francophonie** — A discovery of the lively musical traditions of the francophone world.
- **Vimy Memorial Sculptures** — Presentation of 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** — A major exhibition bringing together works by 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** — Featuring 49 Inuit tapestries evoking traditional ways of life in the Pangnirtung community on Baffin Island.
- **Windows on The World: Wings to Fly!** — Featuring the Canadian Postal Museum's international stamp collection.

- **Vikings: The North Atlantic Saga** — Relating the adventures and lives of the Norse who left their European homelands more than 1,000 years ago unknown regions such as Canada.
- **The Powwow — An Art History** — A fascinating look at how the Powwow tradition endures.
- **The Mysterious Bog People** — The most comprehensive exhibition ever presented on the rituals of the peoples of northwestern Europe.
- **Story Boxes: The Tony Hyman Collection** — The social history of Canada's cigar industry as illustrated through the CMC's collection of antique cigar boxes.

The Canadian War Museum produced four new special exhibitions during the past fiscal year:

- **Child Victims** — An exhibition of contemporary photographs taken by renowned photo-journalist Robert Semeniuk, portraying the effects of war on children around the world.
- **The Art of the Medal** — A exhibition of medals from military to sports awards, produced in partnership with the Royal Canadian Mint and the Medallion Art Society of Canada.
- **Revolution Rejected** — A new exhibition telling the story of the American Revolution and its role in shaping Canada. This exhibition is also being used to test new interpretative approaches for new CWM exhibitions.
- **Battlefield Pit Stop** — This outdoor summer exhibition highlighted the Canadian experience at Normandy in 1944, and featured a collection of military vehicles and animators on the Museum courtyard. The effectiveness of this programme was evaluated to assist in programming development for the new CWM.

Travelling Exhibitions

The Corporation continued its successful travelling exhibitions programme with the following presentations across Canada and around the world:

- **Lost Visions Forgotten Dreams: Life and Art of an Ancient Arctic People** — This award-winning exhibition finished its tour at the end of May 2002, following a highly successful presentation at the Public Museum of Grand Rapids in Grand Rapids, Michigan.
- **Isumavut: The Artistic Expression of Nine Cape Dorset Women** — Following a recent presentation at the National Museum of Ethnology in Lisbon, Portugal as part of celebrations commemorating Portuguese discoveries in the New World, this unique exhibition will be featured at the Art Gallery of Hamilton until April 6, 2003.
- **This Other Eden: Canadian Folk Art Outdoors** — With major support from Investors Group, this CMC exhibition was presented at the Art Gallery of Nova Scotia in Halifax, and at the McCord Museum in Montreal.
- **From the Hands of a Master: Tradition Revealed by Contemporary Artisans** — This travelling exhibition was produced by the Société internationale des entreprises ÉCONOMUSÉE® with the Canadian Postal Museum, and received financial support from the Department of Canadian Heritage and touring support from Canada Post. It has already toured many smaller Canadian museums and the first tour is completely booked until August 2003, with a second tour planned to April 2006.
- **World Circus** — This Canadian Children's Museum exhibition was presented at the expERIENCE Children's Museum in Erie, Pennsylvania, the Betty Brinn Children's Museum in Milwaukee, Wisconsin, and at the Manitoba Children's Museum in Winnipeg from February 10 to May 25, 2003.

- **Places or Power, Objects of Veneration** — This small CMC photographic exhibition finished its tour of Argentina under the auspices of the Canadian Embassy, with a showing at the Museo etnografico de Asuncion in Asuncion, Paraguay.
- **Legends of Our Times: Native Ranching and Rodeo Life on the Plains and Plateau** — This major exhibition was presented at the Museum of Arts & Sciences in Macon, Georgia until March 23, 2003, after which it will travel to the National Museum of the American Indian in New York City.
- **Native Cowboy Life** — This exhibition is a spinoff of the *Legends of Our Times* exhibition, and has travelled to 10 small museums, including the Fort Steele Heritage Town in Fort Steele, B.C., the Penticton Museum in Penticton, B.C., and the Dryden and District Museum in Dryden, Ontario in 2002–2003.
- **Canadian UNESCO World Heritage Sites** — This exhibition, co-produced by the CMC and Parks Canada has travelled to 10 venues across Canada, and will be featured at the Fisheries Museum of the Atlantic in Lunenburg, N.S. until June 2003.
- **Cross Currents: Aboriginal Fisheries** — This exhibition started its tour at the New Brunswick Museum in Saint John, N.B., and opened at the Nova Scotia Museum of Industry in Stellarton, N.S. on April 1, 2003.
- **The Cod Rush: Early European Fisheries, 1497–1763** — This exhibition started its tour at the New Brunswick Museum in Saint John, N.B., and opened at the Nova Scotia Museum of Industry in Stellarton, N.S. on April 1, 2003.
- **Swales & Whales** — This exhibition started its tour at the Southern Newfoundland Seamen's Museum in Grand Bank, Newfoundland, after which it will go to the New Brunswick Museum in Saint John, N.B.
- **Canvas of War: Masterpieces from the Canadian War Museum** — This exhibition of paintings from the First and Second World Wars was presented at the MacKenzie Art Gallery in Regina from May to September 2002, and at the Winnipeg Art Gallery from November 2002 to January 2003. It has been highly successful at both venues, and opened at the Glenbow Museum in Calgary in March 2003.
- **Battlelines** — This exhibition of oil sketches from the First World War returned from the Australian War Memorial in Canberra in May 2002. It opened at the Confederation Centre in P.E.I. in October 2002 and at the Owens Art Gallery in Sackville, N.B. in February 2003.

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.

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 seasonal events;
- outreach programming in the region including the Gatineau Hot Air Balloon Festival and the Ottawa Jazz Festival, among others;

- two series of daytime and evening programming for adults;
- interactive programming in the Canadian Children’s Museum;
- increased programming in the Canadian Postal Museum;
- sold-out summer and spring day camps, theme parties and sleepovers at the Canadian Children’s Museum;
- numerous special events and galas in association with the openings of major exhibitions including a full slate of programmes for *Vikings: The North Atlantic Saga*;
- special activities held in conjunction with Canada Day and school breaks;
- the continued development of programmes for schools and family audiences; and
- new stories and performances by Dramamuse in the Canada Hall and *The Mysterious Bog People*.

The CMC presented many performances and festivals with the support of both public and private partners, which included: the CBC, Festival 4-15, Canada Post, CAPACOA, Parks Canada, Norsk Hydro, the National Arts Centre, and the embassies of Japan, Denmark, Finland, Norway, Sweden and Iceland.

Educational programmes continued to be an important initiative, and modifications were made to respond to changes in the Ontario and Quebec curricula. In keeping with the Corporation’s commitment to the safeguard and promotion of Canada’s heritage, a variety of programmes will continue to be developed for schools as well as family audiences. Members of the Aboriginal and other cultural communities will continue to participate in programme delivery and development. In addition, the Canadian Children’s Museum is preparing to market itself to a new generation of young people through a variety of programmes for early learners, youth and pre-teens.

Public Programmes — CMC

		Actual 2001–2002	Forecast 2002–2003	Expected 2002–2003	Forecast 2003–2004	Forecast 2004–2005	Forecast 2005–2006	Forecast 2006–2007	Forecast 2007–2008
School Programmes on site	Number of groups	1,836	1,200	1,500	1,600	1,600	1,600	1,600	1,600
	Projected attendance	57,772	38,000	39,000	40,000	40,000	40,000	40,000	40,000
Reserved Programmes*	Number of groups	193	250	200	250	250	250	250	250
	Number of participants	3,583	8,000	5,000	6,000	6,000	6,000	6,000	6,500
Unstructured Programmes Dramamuse	Number of participants**	110,000	110,000	150,000	150,000	150,000	150,000	150,000	150,000
	Number of participants	70,000	70,000	194,000	194,000	194,000	194,000	194,000	194,000

*Examples: sleepovers, Victorian Christmas event for seniors, day camps, seniors’ evening programmes.

**This major shift in participation reflects a basic restructuring of functions to increase unstructured programmes which are viewed by more visitors. These programmes include performances of artisans, artists and actors.

Public Programmes — CWM

		Actual 2001–2002	Forecast 2002–2003	Expected 2002–2003	Forecast 2003–2004	Forecast 2004–2005	Forecast 2005–2006	Forecast 2006–2007	Forecast 2007–2008
Special Events*	Number of events	26	30	25	25	13	50	50	TBD**
	Number of participants	63,150	65,000	63,000	63,000	30,000	75,000	75,000	TBD**
Hollywood Goes to War (films)	Number of films	12	12	12	12	6	12	12	TBD**
	Number of participants	580	500	650	650	300	1200	1200	TBD**
School Programmes	Number of programmes	250	300	200	200	150	400	400	TBD**
	Number of participants	8,000	10,000	6,500	6,500	4,500	12,500	12,500	TBD**

*Includes local outreach.

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

Client-focussed approach

The CMCC will further develop its client-focussed approach and make the subject matter presented in its programmes as relevant as possible to its clientele. Using information that has been collected and analyzed over the past decade or more years, as well as its expertise in marketing, trends in tourism, and business-to-business research, the CMCC is beginning to diversify its audiences by defining and targeting those who will be interested in various exhibitions and programmes the CMCC is developing. Both the CMC and the CWM will be doing qualitative research on non-visitors, and will use this research to provide offerings designed to attract and retain new publics. The CWM will also undertake an audience research study to help staff understand visitor expectations for the new CWM.

The Corporation will continue to evaluate its programmes to assess audience needs, while also continuing to define programme parameters, monitor quality and performance and evaluate outcomes. It will also participate with other Canadian Heritage Portfolio members 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

Globalization and the increasing power and scope of communication technologies enable Canadians to share their heritage across Canada and around the world. However, these same factors also enable other cultures to enter our homes and our institutions of learning and entertainment. This sometimes makes it harder to determine what is Canadian and what is not. A national museum corporation such as the CMCC can play a significant role in this process, through its many contributions to the dissemination and promotion of information on Canadian heritage.

The quality of the museum experience is one of the Corporation's cornerstones, and the collections of its two museums remain its primary strength. Although the Corporation's collections and research functions provide its core knowledge base, exhibitions and other public programmes are essential to visitors' understanding of Canada's heritage. The highest standards of collections research, display, interpretation, conservation, handling, housing, and documentation reflect the importance of these treasures to the nation and its future generations.

Museum visitors are increasingly conversant with computers and multimedia technologies. Digital technologies provide the means by which knowledge can be disseminated on a major scale, and the ability of museums to meet the expectations of a computer-literate clientele will be key in ensuring the survival and continued relevance of such institutions. As such, the Corporation places particular emphasis on further improvements in its outreach capabilities through new electronic technologies and other methods.

The Corporation is a repository for millions of artifacts, hundreds of thousands of historical photos, 27,000 hours of audio recordings and 8,000 hours of archival video recordings, and hundreds of text publications. Most of this information relates to Canada's human history, and a key part of the Corporation's mandate involves making this information accessible to the public.

A primary tool in this regard is the CMCC's recently updated Web site, **Civilization.ca**, found at www.civilization.ca. The site enables visitors to search for a precise subject or to browse through material in thematic sections such as archaeology, arts and crafts, civilizations, cultures, First Peoples, history, treasures and military history. Special resources for children, educators, scholars and the media are also available. When it was launched in 1994, it was the first museum Web site in Canada. It now receives over 78 million hits a year and has won numerous awards. The site has over 30,000 screens of information in English and French. It also makes extensive collection databases available online, as well as various audiovisual materials.

Museums also benefit from partnering among themselves. The collective role of museums within the global community extends well beyond the resources of any individual museum, favouring collaborations between multiple institutions and members of the museum community. Since 1991, the Corporation has been signing Memoranda of Cooperation and Understanding with Canadian and foreign institutions to cooperate, discuss and examine the possibilities and benefits related to curatorial issues, conservation, public programming and other activities. The CMCC currently has 184 active Memoranda of Cooperation and Understanding.

Objective: *to research and develop the Museum's national collections and share the related knowledge.*

Strategies

The CMCC will focus its research, its collections development and its collections management activities on increasing its knowledge base, which will enable the CMC and the CWM to reflect Canada to Canadians and to the wider world through traditional and non-traditional means. It will do this by:

- carrying out developmental research in museum disciplines related to Canada's heritage (e.g. archaeology, ethnology, history, popular culture, postal history, 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 collection of materials and artifacts;
- communicating its knowledge across Canada and the world by traditional and non-traditional means 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 which adds new information to our knowledge base, usually through fieldwork and archival studies. Typically, such research does not anticipate a final, specified product, although most research projects will eventually result in an associated product such as a publication, exhibition or conference paper.

In the pursuit of this activity, the Corporation recognizes the importance of external researchers. The Research Associates programme enables non-employee researchers to contribute to the CMCC's knowledge base, and includes scholars and museologists (individuals on sabbatical leave, retired museum professionals and other museum professionals) who have worked at the CMCC. There are also many highly qualified individuals who wish to continue research, writing and publishing through association with the CMC or CWM, or who wish to conduct research using the Corporation's facilities or collections in a way relevant to the CMCC's mandate. The work of Research Associates contributes not only to the Corporation's knowledge base, but also to the Corporation's outreach and networking through their ties to other individuals and knowledge-based entities. A number of employees who have retired from their positions as researchers with the Corporation have opted to continue their research work through the Research Associates programme.

During the 2002–2003 fiscal year, CMC Curators Emeritus, Research Associates and Visiting Researchers worked with Museum staff and collections. A portion of this work contributed directly to the development of CMC exhibitions, publications, educational programmes, collection research and documentation of collections. They helped carry the work of the Museum to conferences, scholarly meetings, public lectures and policy forums. A modest estimate of time committed by Associates to this programme is 1,800 hours during the past fiscal year.

The Canadian Postal Museum (CPM) is involved in an ongoing research project on the history of the French-Canadian Diaspora throughout North America. A research team of scholars — some Canadian, some French — is being assembled with a view to preparing a submission to the Social Sciences and Humanities Research Council. Staff of the CMC participated in a colloquium and planning session that took place at Glendon College (York University) in October of 2002.

5.2.2. Collections

The maintenance and development of material history collections are at the heart of the CMCC's mandate. Collections are developed through the work of curators, who attract and document donations, and recover or purchase objects during the course of their research. These collections — including three-dimensional objects as well as bibliographic, photographic and audiovisual material — are managed and made accessible by museological, library and archives professionals.

The Corporation's Collections, Conservation and Display Division is active in providing access, storage, and maintenance of the CMC's National and Living History collections, as well as in the preparation of objects for display. This Division will continue to play an important role in training and advising others.

Two online databases now provide worldwide users with access to one million CMCC artifact records and 175,000 images, as well as 200,000 library and archival records. A growing number of digitized images is also available. The Corporation is the recipient of external funding from the Department of Canadian Heritage to pursue two important digitization projects related to First Peoples and French-Canadians. These will add more than 50,000 artifacts and other collections records online.

A Library and Archives Collections Plan already exists, and a newly revised plan for artifact collections will identify strengths and gaps in the national collection, including areas of acquisition which need to be developed and, possibly, areas in which existing collections are superfluous to the CMC's needs. The Collections Management and Planning Division will undertake critical exercises aimed at maximizing

storage capacity, improving inventory control and other related projects in support of the Collections Plan. The Plan will be implemented according to set priorities. As in most museums, there remains a backlog of collections material to register and document. The CMC works through this backlog on an ongoing basis, often hiring summer students to assist in this task. Occasionally, donors of collections will also provide the funds to ensure that the cataloguing of the donated collection is processed sooner.

Since 1997, a team of eight volunteers at the CPM has been taking inventory of the Museum's international philatelic collection and mounting this collection to ensure its archival preservation. This collection grows constantly as new issues of stamps and commemorative sheets are received from the 188 member countries in the Universal Postal Union. The CPM's volunteer team also inventories and classifies all the Canadian stamps in the 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 in preparation for the move to the new Museum, while also acting as a resource for exhibition galleries. A total of 10,000 surplus artifacts have been de-accessioned by the CWM this year and distributed to outside institutions.

In addition, the CWM has recently acquired the Hamilton Spectator Collection of newspaper clippings related to the Second World War. The collection includes approximately 200,000 clippings, which will be digitized and made accessible online through the CWM Web site. To date, 80 per cent of the clippings have been scanned, and development of a "Democracy at War" Web site is underway.

5.2.3. Communication of Knowledge

The CMCC strives to reach as many people as possible by disseminating its knowledge onsite, offsite and through electronic means.

In 2001–2002 an audit of the Library, Archives and Documentation Services (LADS) was conducted at both the CMC and CWM. This audit was beneficial in assessing operations, and the resulting management framework and recommendations were useful to LADS. One recommendation made reference to the development of a strategic plan, which was successfully completed this year. The strategic plan will benefit the Division and the CMCC with clear and focussed short- and long-term information and knowledge-management strategies.

It is the CMC's goal to programme its IMAX Theatre with material that is mandate-related; i.e. related to the civilizations of mankind. Due to the existing shortage of such films, the CMC has undertaken to co-produce, as part of a Civilizations Series, large-format films in cooperation with institutions having similar mandates, in order to ensure that the highest quality of historical scholarship is brought to the filmmaking process. The CMC 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 the Summer of 2004, will transport audiences to one of the world's most influential western civilizations.

Canadians and others visiting the Corporation's museums via the electronic highway now outnumber those physically visiting the CMC and CWM sites. This trend is expected to continue. The CMCC has responded by redesigning its Web site and increasing its content. The CMCC has linked this site to other existing and developing Web sites of a complementary nature, and has hyperlinks with those museological institutions having a formal cooperative relationship with the CMC or the CWM. The CMCC will continue to explore the expansion of this approach.

The Canadian Postal Museum has recently made a new reference tool entitled *A Chronology of Canadian Postal History* available to the public. The CPM also produces a regular column on postal heritage in the journal, *Cap-aux-Diamants*.

The CMC continued its collaboration with the Samuel and Saidye Bronfman Family Foundation and the CBC on the "Artspots" series, broadcast on the CBC and profiling the recipients of the Saidye Bronfman Award for Excellence in the Crafts. The footage comes primarily from CMC audiovisual productions.

Publications

Each year, the Corporation produces a wide range of electronic and print publications. These include scholarly publications in the Mercury series, online resources, interactive CD-ROMs, and traditional books and monographs.

Publications

		Actual 2001–2002	Forecast 2002–2003	Expected 2002–2003	Forecast 2003–2004	Forecast 2004–2005	Forecast 2005–2006	Forecast 2006–2007	Forecast 2007–2008
Print Publications	CMC	9	10–15	9	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 (includes CD ROMs and WWW publications)	CMC	5	2–5	6	2–5	2–5	2–5	2–5	2–5
	CWM	1	2	3	2	2	2	2	2

Outreach Activities

Outreach is an important part of the Corporation's mandate, and significant resources are allocated to outreach activities. These include advertising and other forms of promotion, electronic outreach via the World Wide Web and so forth.

Audience Outreach

	Actual 2001–2002	Forecast 2002–2003	Expected 2002–2003	Forecast 2003–2004	Forecast 2004–2005	Forecast 2005–2006	Forecast 2006–2007	Forecast 2007–2008
CMC Visitors	1,307,000	1,320,000	1,320,000	1,370,000	1,340,000	1,340,000	1,340,000	1,340,000
CWM Visitors	133,000	125,000	125,000	110,000	80,000	400,000	400,000	300,000
CMCC World Wide Web 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.

5.2.4. Sharing Expertise

The Corporation shares its museological knowledge and expertise with others. Staff of the CMCC will continue to interact with colleagues in museums, universities and interest-based groups and societies through their participation in research seminars, lectures and graduate thesis presentations. The CMCC will continue to establish networks for sharing, exchanging expertise and co-operating on projects that benefit the CMCC and colleague institutions. It will also continue hosting various training opportunities in museological practices.

Chief among these is the Aboriginal Training Programme in Museum Practices (ATPMP), which began its tenth year in September 2002 with five interns. By April 2003, a total of 59 interns from across Canada will have successfully completed the programme. The ATPMP has continued to maintain positive relationships with Aboriginal communities, and is supportive of many initiatives to open museums and cultural centres in their regions. Four interns participated in a pilot project between September and December 2002 to evaluate the Web course on museology developed by the Saskatchewan Indian Federated College.

During the past fiscal year, CMCC staff continued to share expertise in giving lectures and participating in conferences, seminars and international colloquia, both across Canada and around the world.

Staff in the Programmes and Canadian Children's Museum (CCM) Division, including the CMCC's resident theatre company, Dramamuse, presented a variety of papers at conferences for organizations as wide-ranging as the CMA, the Association of Children's Museums and the Visitor Studies Conference. One student from Alberta was trained at the CCM through the Summer Work Exchange Programme. The CCM hosted 300 international delegates for an event in conjunction with Interactivity 2002 and participated in planning the conference for 400 Youth Museum delegates for the Association of Youth Museums conference. A CMCC programme planner participated on the jury for the Prime Minister's Awards for Teaching Excellence.

During the 2002–2003 fiscal year, the CPM and the CMC Historical Research Division collaborated on two apprenticeship projects involving undergraduate history students: one with Carleton University, and one with McGill University. In both cases, the students' work was supervised jointly by the CPM and university faculty. The first project was conducted as part of the third-year practicum programme, in which a Carleton student undertook a study of the history of dogsled mail delivery during the Klondike Gold Rush. In the second case, McGill students undertook a study of work and women at the French-Canadian retail giant Dupuis Frères. This study entailed considerable consultation of the Dupuis Frères papers at the École des Hautes Études Commerciales.

As part of the CMCC's ongoing commitment to sharing knowledge and expertise, during 2002–2003 the Exhibitions and Canadian Postal Museum Division began developing an exhibition with interns from the Aboriginal Training Programme in Museum Practices (ATPMP). In October 2002, the interns began developing a mall-case exhibition which is scheduled to open in April 2003. The CMCC provided a project manager who worked with the project team, not only to assist them in developing the exhibition, but also to guide the project team through the process involved in developing and implementing an exhibition project. This experience provided both interns and staff with an excellent opportunity to increase and exchange knowledge.

Many collegial visits were organized for other museum professionals, enabling them to observe and discuss the CMC's innovative programmes, exhibitions and interpretation. These included groups and individuals from the Toronto International Film Festival, the National Museum of Antiquities (Leyden, The Netherlands), the Musée de la civilisation (Quebec City), a delegation from Norwegian museums, a delegation from Japanese museums, and a delegation from the Louvre.

A session was organized by the Director General of the CMC's Exhibitions and Programmes Division for students in the Leading Policy course at the Canadian Centre for Management Studies. The CMC was used as a case study in setting and applying policies.

5.3. Strategic Issue No. 3: Challenges to Financial and Operational Viability

The Corporation administers an ongoing programme of preventative maintenance, in anticipation of inevitable wear and tear on its facilities. Some parts of the CMC structure have worn less well than others, and as a result will require additional funding for essential repairs. In addition, changes in the 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 the CMC's most critical building-related issues. The Treasury Board and the Department of Canadian Heritage have also recognized that a long-term solution to the CMC's ongoing capital funding requirements is required.

The Corporation 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 continue to work with private-sector partners in managing elements of its operations and reducing associated costs. The Corporation's modestly successful fundraising efforts contribute to the long-term success of its museums, and could be expanded through additional effort and resources.

The CMCC is also committed to a corporate culture which values continuous learning by individuals and working groups. In order to compete in a constantly changing working environment, the Corporation will continue to emphasize the development of its human resources through the implementation of strategies aimed at retaining expertise, developing staff, and planning for succession. The CMCC is also committed to organizing itself in a manner which increases corporate leadership, fiscal responsibility, productivity and service to its visitors.

The CMCC intends to maintain its leadership position in attracting visitors to its institutions. The Corporation will continue to implement visitor studies and will undertake new initiatives to research the museum market with a goal of increasing the effectiveness of its marketing resources.

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

Strategies

As stated, reduced government support is being met by rigorous operational discipline and creative approaches to generate revenues as follows:

Financial viability

To continue to improve the financial self-sufficiency of the Corporation by:

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

Operational viability

To continue to explore new and cost efficient ways to ensure the operational viability of the Corporation 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 (dependant on government funding).

Recent Performance and Future Performance Goals

Recent financial performance may be summarized as follows:

CMCC Operating and Capital Resources (\$000) By Activity/Business Element

Activity/Business Element	Budget 2002-2003	Forecast 2002-2003	Variance
Collect and Research — Manages, develops, conserves, and undertakes research on the collections to enhance program delivery and augment the scientific knowledge base.	\$7,827	\$10,304	(\$2,477)
Exhibit, Educate and Communicate — Develops, maintains, and communicates exhibitions, programmes and activities to further knowledge, critical understanding, appreciation, and respect for human cultural achievements and human behaviour	\$14,351	\$16,139	(\$1,788)
Accommodate — Manages and maintains all facilities and related security and hosting services.	\$23,057	\$23,581	(\$524)
Canadian War Museum — An affiliated museum dedicated to Canada's military history and continuing commitment to peacekeeping.	\$30,537	\$31,546	(\$1,009)
Corporate Services — Governance, corporate management, audit and evaluation, fundraising, commercial activities, finance and administration, human resources, and information systems.	\$11,347	\$11,889	(\$542)
Total	\$87,119	\$93,459	(\$6,340)
Less Revenues of the Corporation	(\$10,898)	(\$11,879)	(\$981)
<i>Total Budget Requirement</i>	\$76,221	\$81,580	(\$5,359)

5.3.1. Financial Viability

5.3.1.a. Increasing net commercial revenues

The CMCC continues to enhance its level of service to its clientele while generating revenues from many services. Revenues include general admission, IMAX Theatre, boutique sales, facility rentals, food services, parking and membership.

Total Revenues from Onsite Activities (\$'000)

	Actuals 2001-2002	Forecast 2002-2003	Budget 2003-2004	Budget 2004-2005	Budget 2005-2006	Budget 2006-2007	Budget 2007-2008
CMC onsite revenue	\$8,086	\$8,249	\$8,432	\$8,405	\$8,405	\$8,405	\$8,405
CMC Revenue per visitor	\$6.19	\$6.25	\$6.15	\$6.27	\$6.27	\$6.27	\$6.27
CWM onsite revenue	\$340	\$322	\$280	\$205	\$1,100	\$1,100	\$1,100
CWM Revenue per visitor	\$2.56	\$2.58	\$2.55	\$2.56	\$2.75	\$2.75	\$2.75

5.3.1.b. Fundraising

The CMCC continues to seek ways of supplementing government funding. The CMCC Development Branch is actively pursuing corporations, foundations, associations and individuals to provide funds for the Corporation's activities.

As of December 2002, the *Passing the Torch* campaign for the new Canadian War Museum has raised more than \$13 million in cash, pledges and conditional contributions. This makes it the most successful fundraising effort ever undertaken by a federal cultural institution.

Sponsorship and philanthropic support for temporary exhibitions, public programmes, research and publications is important to the CMCC. Cultivation of current partnerships as well as the development of new partnerships are being pursued with corporations, foundations and associations for upcoming projects.

This past year, important grants and sponsorship agreements were concluded with the following supporters:

Exhibitions

- AIM Trimark Investments — towards the Canadian presentation of **The Mysterious Bog People**
- Canada Post — ongoing support of the Canadian Postal Museum
- Norsk Hydro, Royal Embassy of Norway, Icelandair, Embassy of Iceland, Parks Canada, Via Rail, *Le Droit*, *The Ottawa Citizen* and CBC/Radio Canada — in support of **Vikings: The North Atlantic Saga**
- Canadian Labour Congress — for the Winnipeg Labour Temple module of the Canada Hall

Research

- Kitigan Zibi Anishinabeg — for Research on the Ontario Prehistory Project
- Inuit Heritage Trust Inc. — for Helluland research

Publications

- Postmasters of Canada Association — for a Canadian Postal Museum special publication

Collections

- The Bronfman Foundation — for the Canadian Crafts, Decorative Arts and Design
- Heritage Canada — for a Tahltan blanket project
- Canadian Nurses Association — for *Caring Profession*: research and collection which will lead to an exhibition in 2005.
- Pfizer — for artifact restoration

Web Site

- Virtual Museum of Canada — for the virtual site of the *Catalogue Shopping* in Canada exhibition

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. Human Resources Management

Sound, efficient and realistic management tools and systems continue to provide the platform on which the CMCC's human resources are managed. The Corporation's overall goal is to foster a healthy and productive work environment which stimulates innovation, creativity, teamwork, client focus and accountability for the ongoing success of the organization.

The Human Resources Division has initiated and managed the following corporate training and skill-development initiatives:

- Project Management for new employees — 15 participants
- A follow-up session of the Executive Leadership Development Program at the Niagara Institute for members of the CMCC Executive — 10 participants
- "Fundamentals of Supervision" for new supervisors — 27 participants
- "Successfully Managing People" for middle-managers — 34 participants
- "Essential Management Skills" for members of the Management Committee and some seasoned managers — 16 participants
- "Media Relations for Communicators" for key employees dealing with the media — 20 participants
- Presentation Skills for employees who give presentations internal or external to CMCC — 29 participants

During the planning period, the Human Resources Division will continue to provide training and development opportunities for management and staff, with particular emphasis on Leadership Development, Management Effectiveness, Communications, Performance Management and Project Management so that the organization can move forward on career progression and the succession planning process.

In keeping with the above, the Human Resources Division's key priorities for the next two to three years are to develop and implement the following:

- a revised Job Evaluation System;
- a user-friendly and effective Performance Management tool; and
- a succession plan.

Other key priorities include:

- working with the two new three-year Collective Agreements (Professional Institute of the Public Service of Canada (PIPSC) and the Public Service Alliance of Canada (PSAC);
- revision of the CMCC's Employee Recognition Programmes;
- revision of policies, procedures and guidelines;
- ongoing training and development initiatives;
- transition to the new Payroll/Human Resources System (HRExpert);
- implementation of an Employment Equity Plan; and
- a pre-retirement seminar.

The CMCC has negotiated new multi-year Collective Agreements with its two Unions. The Professional Institute of the Public Service of Canada agreement covers the period from October 1, 2001 to September 30, 2004 and was ratified on May 23, 2002. The Public Service Alliance of Canada agreement covers the period from April 1, 2002 to March 31, 2005 and was ratified on October 8, 2002.

The provisions of both these agreements have been implemented by the CMCC, and presentations have been made to members of Management and the Executive Committee, as well as to line managers. The new Collective Agreements have also been distributed to staff.

The CMCC continues to hold, on a regular and ongoing basis, local Joint Management-Union meetings to foster a productive work environment and to resolve issues of concern to all parties.

5.3.2.b. Maintenance of building infrastructure

The CMC facility in Gatineau, Quebec has been open for 14 years and is showing signs of age. During this planning period, it will require additional repair and maintenance.

Resource requirements for repairs to the Museum's capital infrastructure have been identified, and repairs will be effected as funds are made available through internal reallocation and any federal government initiatives aimed at maintaining federal facilities infrastructure.

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

- escalator replacement behind the Box Office and leading to the parking garage;
- fit-up of the catwalk above the Grand Hall ceiling;
- window replacement in the Grand Hall;
- repairs to the Omnimax Dome lift system; and
- replace main public entrance floor grates with granite.

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

- continuation of exterior stonework repairs;
- continuation of window replacement programme;
- escalator replacement at River View section of Grand Hall in 2003–2004;
- start of repairs to architectural finishes, doors, frames, etc.;
- continuous repair, upgrade or replacement of hundreds of fan and pump motors over next three planning periods; and
- replacement of plaza stone pavers, starting in 2004–2005 and continuing annually over other areas as required.

Financial Statements

Operating and Capital Budgets 2003–2004

Pro Forma Financial Statements 2003–2004 to 2007–2008

Number of Employees 2001–2002 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)

(\$'000)

	2001-2002 Budget	2001-2002 Actual	2001-2002 Variance	2002-2003 Budget	2002-2003 Forecast	2002-2003 Variance	2003-2004 Budget
Collect and Research	7,147	9,031	(1,884)	7,827	10,304	(2,477)	8,729
Exhibit, Educate and Communicate	14,181	12,916	1,265	14,351	16,139	(1,788)	14,491
Corporate Services	10,600	12,052	(1,452)	11,347	11,889	(542)	12,015
Accommodate	20,599	23,333	(2,734)	23,057	23,581	(524)	22,147
Canadian War Museum	7,818	6,766	1,052	30,537	31,546	(1,009)	37,997
Gross Budgetary Expenditures	60,345	64,098	(3,753)	87,119	93,459	(6,340)	95,379
Less Revenues of the Corporation	(10,600)	(11,906)	1,306	(10,898)	(11,879)	981	(11,053)
Total Budget Requirement	49,745	52,192	(2,447)	76,221	81,580	(5,359)	84,326

Operating Budget

(as per Main Estimates)

(\$'000)

	2001–2002 Budget	2001–2002 Actual	2001–2002 Variance	2002–2003 Budget	2002–2003 Forecast	2002–2003 Variance	2003–2004 Budget
Collect and Research	7,147	9,031	(1,884)	7,827	10,304	(2,477)	8,729
Exhibit, Educate and Communicate	14,181	12,916	1,265	14,351	16,139	(1,788)	14,491
Corporate Services	9,850	11,426	(1,576)	10,597	11,139	(542)	11,265
Accommodate	17,599	18,347	(748)	19,057	18,581	476	18,147
Canadian War Museum	7,568	5,594	1,974	6,287	6,968	(681)	5,997
Gross Budgetary Expenditures	56,345	57,314	(969)	58,119	63,131	(5,012)	58,629
Less Revenues of the Corporation	(10,600)	(11,906)	1,306	(10,898)	(11,879)	981	(11,053)
Total Budget Requirement	45,745	45,408	337	47,221	51,252	(4,031)	47,576

Capital Budget

(as per Main Estimates)
(\$'000)

	2001-2002 Budget	2001-2002 Actual	2001-2002 Variance	2002-2003 Budget	2002-2003 Forecast	2002-2003 Variance	2003-2004 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	626	124	750	750	0	750
Accommodate	3,000	4,986	(1,986)	4,000	5,000	(1,000)	4,000
Canadian War Museum	250	1,172	(922)	24,250	24,578	(328)	32,000
Total Capital Budget	4,000	6,784	(2,784)	29,000	30,328	(1,328)	36,750

Pro Forma Statement of Operations

For the period ending March 31
(\$'000)

	2001-2002 Actual	2002-2003 Forecast	2003-2004 Budget	2004-2005 Budget	2005-2006 Budget	2006-2007 Budget	2007-2008 Budget
EXPENSES							
Collect and Research	9,031	10,304	8,729	8,557	8,557	8,557	8,557
Exhibit, Educate and Communicate	12,836	16,139	14,491	14,638	14,652	14,652	14,652
Canadian War Museum	5,749	6,968	8,997	28,997	11,883	11,883	11,883
Accommodate	20,590	23,581	22,147	22,147	21,347	21,347	21,347
Corporate Services	12,320	11,889	12,015	12,015	11,815	11,815	11,815
	60,526	68,881	66,379	86,354	68,254	68,254	68,254
REVENUE							
Parliamentary Appropriation							
— CMCC	51,973	55,743	52,326	56,154	56,254	56,254	56,254
— CWM building	1,500	24,250	32,000	25,400	0	0	0
Deferred Appropriation							
— CMCC	740	1,259	0	0	0	0	0
— CWM	(328)	328	0	0	0	0	0
Less: Deferred Capital Funding							
— On-going	(6,784)	(30,328)	(36,750)	(29,400)	(4,000)	(4,000)	(4,000)
Add: Amortization of deferred capital funding	3,212	5,750	4,750	4,000	4,000	4,000	4,000
	50,313	57,002	52,326	56,154	56,254	56,254	56,254
OTHER REVENUE							
General Admission	2,707	2,655	2,670	2,590	3,110	3,110	3,110
IMAX Theatre	1,974	2,000	2,100	2,100	2,100	2,100	2,100
Boutique Sales	1,690	2,032	2,042	1,995	2,170	2,170	2,170
Parking	839	785	800	800	900	900	900
Facility Rentals & Food Services	1,113	975	975	1,000	1,100	1,100	1,100
Donations/Grants	768	1,227	1,000	16,000	1,000	1,000	1,000
Publications	156	116	150	150	150	150	150
Other	2,659	2,089	1,316	1,565	1,470	1,470	1,470
	11,906	11,879	11,053	26,200	12,000	12,000	12,000
SURPLUS / DEFICIT	1,693	0	(3,000)	(4,000)	0	0	0

Pro Forma Balance Sheet

as at March 31

(\$'000)

	2001–2002 Actual	2002–2003 Forecast	2003–2004 Budget	2004–2005 Budget	2005–2006 Budget	2006–2007 Budget	2007–2008 Budget
ASSETS							
Current Assets							
Cash & Short-Term Investments	22,340	20,624	20,624	20,624	20,624	20,624	20,624
Accounts Receivable	3,364	1,500	1,500	1,500	1,500	1,500	1,500
Inventories	1,050	1,200	1,200	1,200	1,200	1,200	1,200
Prepaid Expenses	1,372	1,300	1,300	1,300	1,300	1,300	1,300
Total Current	28,126	24,624	24,624	24,624	24,624	24,624	24,624
Other Assets							
Restricted Cash and Investments	14,772	17,000	19,000	0	0	0	0
Collection	1	1	1	1	1	1	1
Capital Assets — On-going	14,776	14,776	14,776	14,776	14,776	14,776	14,776
Capital Assets — CWM Building Project	1,172	25,750	57,750	83,150	83,150	83,150	83,150
Total Other Assets	30,721	57,527	91,527	97,927	97,927	97,927	97,927
Total Assets	58,847	82,151	116,151	122,551	122,551	122,551	122,551
LIABILITIES AND EQUITY OF CANADA							
Current Liabilities							
Accounts Payable and Accrued Liabilities	8,571	7,500	7,500	7,500	7,500	7,500	7,500
Deferred Revenue	750	120	120	120	120	120	120
Total Current Liabilities	9,321	7,620	7,620	7,620	7,620	7,620	7,620
Other Liabilities							
Accrued Employee Termination Benefits	2,483	2,000	2,000	2,000	2,000	2,000	2,000
Deferred Contributions — PTT	7,772	10,000	15,000	0	0	0	0
Deferred Capital Funding — Ongoing	15,766	14,776	14,776	14,776	14,776	14,776	14,776
Deferred Capital Funding — CWM Building Project	1,500	25,750	57,750	83,150	83,150	83,150	83,150
Total Liabilities	36,842	60,146	97,146	107,546	107,546	107,546	107,546
Equity							
Internally restricted — CWM Building Project	7,000	7,000	4,000	0	0	0	0
Unrestricted	15,005	15,005	15,005	15,005	15,005	15,005	15,005
Equity of Canada	22,005	22,005	19,005	15,005	15,005	15,005	15,005
Total Liabilities and Equity of Canada	58,847	82,151	116,151	122,551	122,551	122,551	122,551

Pro Forma Statement of Changes in Financial Position

For the period ending March 31
(\$'000)

	2001–2002 Actual	2002–2003 Forecast	2003–2004 Budget	2004–2005 Budget	2005–2006 Budget	2006–2007 Budget	2007–2008 Budget
OPERATING ACTIVITIES							
Cash receipts (clients)	11,359	8,893	8,988	9,460	10,260	10,260	10,260
Cash receipts (parliamentary appropriation)	52,623	58,612	52,326	56,154	56,254	56,254	56,254
Cash paid (employees and suppliers)	(59,166)	(70,263)	(66,379)	(86,354)	(68,254)	(68,254)	(68,254)
Interest received	1,338	1,133	1,065	740	740	740	740
Cash flows from operating activities	6,154	(1,625)	(4,000)	(20,000)	(1,000)	(1,000)	(1,000)
INVESTING ACTIVITIES							
Acquisition of capital assets	(5,612)	(5,750)	(4,250)	(4,000)	(4,000)	(4,000)	(4,000)
CWM Building Project	(1,172)	(24,578)	(32,000)	(25,400)	0	0	0
Increase in restricted cash and investments	(1,565)	(2,228)	(2,000)	19,000	0	0	0
Cash flows used in investing activities	(8,349)	(32,556)	(38,250)	(10,400)	(4,000)	(4,000)	(4,000)
FINANCING ACTIVITIES							
Parliamentary appropriation for the acquisition of capital assets	4,602	4,760	4,250	4,000	4,000	4,000	4,000
Parliamentary appropriation for the acquisition of capital assets. (CWM Building Project)	1,500	24,250	32,000	25,400	0	0	0
Restricted contributions and related investment income	2,019	3,455	6,000	1,000	1,000	1,000	1,000
Cash flows from financing activities	8,121	32,465	42,250	30,400	5,000	5,000	5,000
Increase (decrease) in cash and short-term investments	5,926	(1,716)	0	0	0	0	0
Balance at beginning of year	16,414	22,340	20,624	20,624	20,624	20,624	20,624
Balance at end of year	22,340	20,624	20,624	20,624	20,624	20,624	20,624

Number of Employees

as at December 31

	2001 Actual	2002 Actual	2003 Forecast	2004 Forecast	2005 Forecast	2006 Forecast	2007 Forecast
Full-Time Equivalents	435	457	460	460	460	460	460
