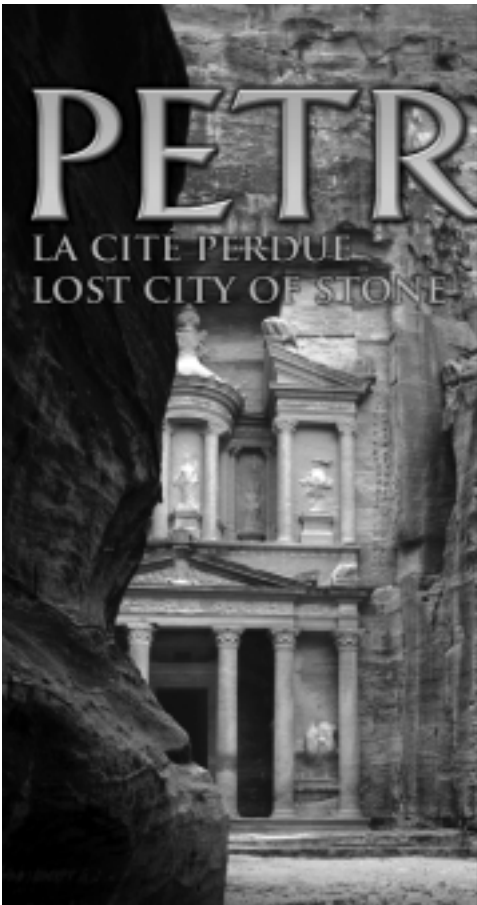
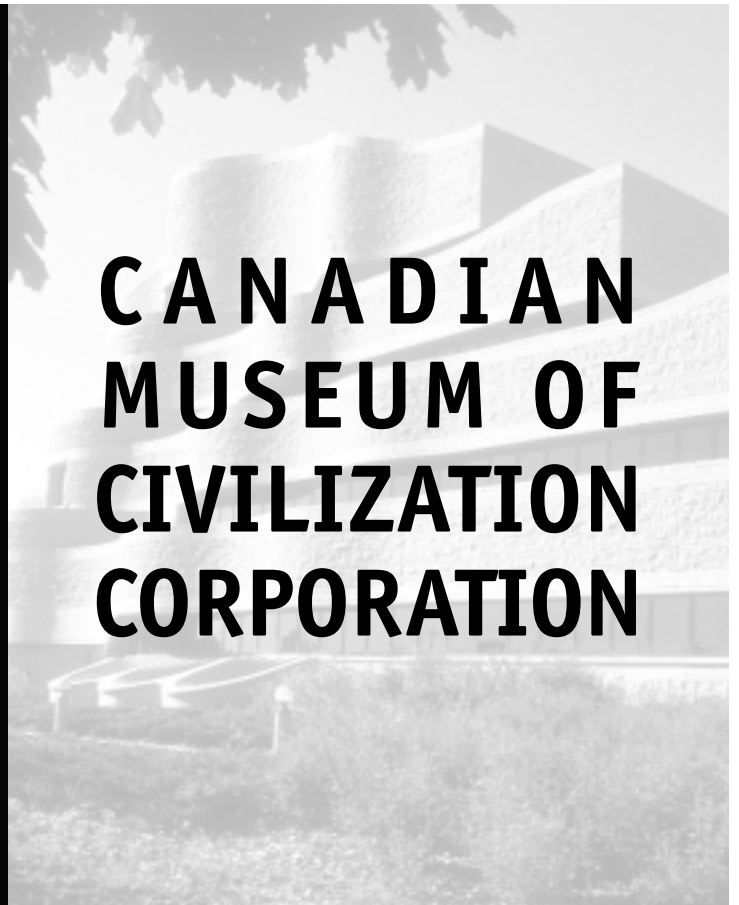


PETRA

LA CITE PERDUE
LOST CITY OF STONE



CANADIAN MUSEUM OF CIVILIZATION CORPORATION



**SUMMARY OF THE
CORPORATE PLAN
(2006–2007 to 2010–2011)**

**SUMMARY OF THE
OPERATING AND
CAPITAL BUDGETS
(2006–2007)**



**CLASH
OF EMPIRES**
THE WAR THAT MADE CANADA
1754–1763

**LE CHOC
DES EMPIRES**
LA GUERRE QUI FONDA LE CANADA
1754–1763



CANADIAN MUSEUM OF CIVILIZATION CORPORATION

Canadian Museum of Civilization

100 Laurier Street

Gatineau, Quebec

J8X 4H2

civilization.ca



CANADIAN MUSEUM OF CIVILIZATION
MUSÉE CANADIEN DES CIVILISATIONS

Canadian War Museum

1 Vimy Place

Ottawa, Ontario

K1R 1C2

warmuseum.ca



COVER PHOTOS:

Poster from the upcoming **Petra: Lost City of Stone** exhibition, presented at the Canadian Museum of Civilization from April 7, 2006 to January 2, 2007. This exhibition tells the story of a once-thriving metropolis located in the forbidding desert canyons of southern Jordan.

Illustration: © Jane Taylor

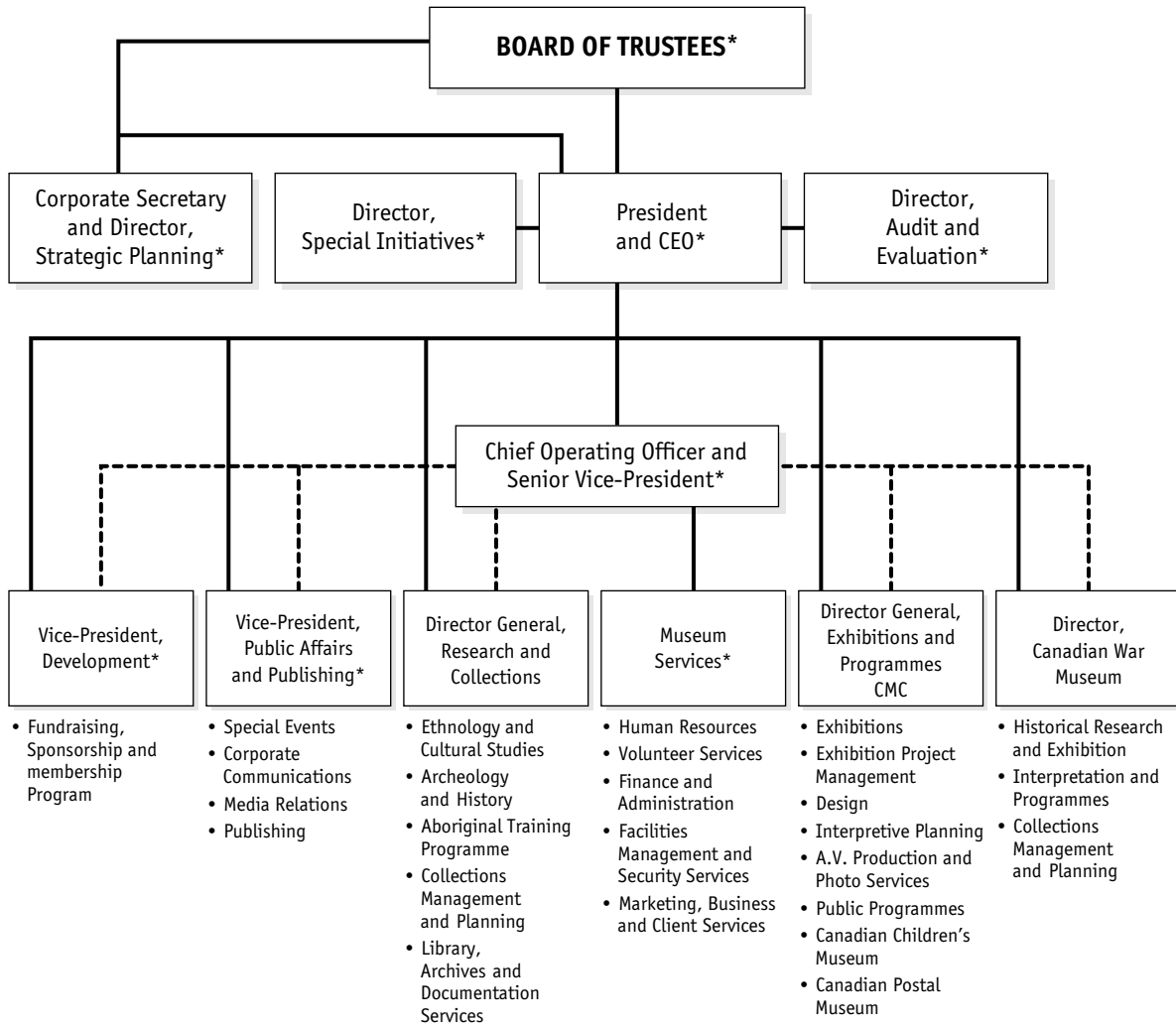
Poster from the exhibition **Clash of Empires: The War That Made Canada 1754–1763**, presented at the Canadian War Museum from May 31 to November 12, 2006. It tells the story of the Seven Years' War — a conflict that began with Britain and France fighting for imperial predominance in North America and later spread to Europe, the West Indies, Africa, and Asia.

A version of this summary is available on the civilization.ca website.

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CANADIAN MUSEUM OF CIVILIZATION CORPORATION



*Activities related to the whole of the Corporation

1 INTRODUCTION

The Canadian Museum of Civilization Corporation (CMCC) is a Crown Corporation established pursuant to the *Museums Act* (1990). Its primary responsibilities are the management of Canada's national museum of human history, the Canadian Museum of Civilization (CMC); Canada's national military heritage museum, the Canadian War Museum (CWM); and a virtual museum on the Web, the Virtual Museum of New France (VMNF).

Through its operations, the Corporation achieves museological excellence and promotes a greater understanding of Canadian identity, history and culture. In addition to its presence in the National Capital Region (NCR), the Corporation disseminates a wealth of knowledge across Canada and around the world through electronic outreach, loans of artifacts, touring exhibitions, onsite research and other activities. Together, the CMC and the CWM have long attracted more than 1.4 million visitors a year to their facilities. With the opening of the new CWM in May 2005, it is expected that attendance will reach a combined total of at least 1.8 million on a regular basis. In 2005–2006, over 65 million pages of information were accessed on the CMCC's Web site.

The CMCC is a member of the Canadian Heritage Portfolio. Along with the other national museums and cultural agencies, the Corporation protects and exhibits Canada's heritage, while also fostering a sense of Canadian identity.

The Canadian Museum of Civilization remains one of the most popular cultural attractions in Canada. In addition to outstanding attendance figures, visitor surveys from summer 2005 indicated a high degree of satisfaction with the Museum's offerings. Ninety-six per cent of those surveyed answered that they were *very satisfied* or *satisfied* with their visit to the Museum. Eighty-seven per cent stated that either *all* or *most* of their expectations for their visit had been *exceeded* or *met*. Overall, 87% felt that the CMC was either *excellent* or *good* in comparison to any other museum they had visited, and 86% felt they had received either *excellent* or *good* value for the cost of admission.

The new Canadian War Museum was *the* museum to see during the summer of 2005, as eighty-five per cent of its audience consisted of new visitors. Ninety-three per cent of these visitors were Canadian residents, suggesting that Canadians are particularly interested in the Museum. In general, visitors enjoyed their visit to the new CWM, spending, on average, a little over three hours onsite. Visitors described the Museum as being "interesting", "relevant", "informative" and "meaningful". In terms of outcomes, visitors said that the visit instilled in them a greater respect for Canadian military personnel and gave them a sense of pride in Canada, and that they were inspired by the sacrifices of others. Overall ninety-four per cent stated that they were "very satisfied" or "satisfied" with their experience, and ninety per cent said it was "excellent" or "good" in comparison to any other museum they had visited. Fully half of the visitors said that they were likely to make a return visit within the next year. It was clearly a very successful first summer for the new Canadian War Museum.

Overall, the 2005–2006 fiscal year was highly successful. There was unprecedented attendance at the CWM and continued strong performance at the CMC. Attendance at the CWM has now surpassed 575,000, making it the second most popular museum in the NCR. This trend is expected to continue, although the Corporation will remain vigilant to adjust to unforeseen challenges within the broader environment. In particular, the rising value of the Canadian dollar is affecting all tourism attractions, while there is lower cross-border automobile traffic from the United States. Locally, the labour dispute in the Quebec school system has had a significant negative impact on class visits from that province.

In September 2005, the CMCC Board of Trustees developed four new strategic directions to guide the Corporation over the planning period. These directions form the basis of the CMCC Corporate Plan. The CMCC achieves its strategic issue objectives through its Program Activity Architecture (PAA), which can be found on page 7. The PAA reflects how the CMCC manages and budgets its resources to implement the strategies summarized below. These strategies are explained in greater detail within the body of this document.

STRATEGIC ISSUE: *Broaden and deepen Canadian content and audiences.*

OBJECTIVE: *To increase the involvement of Canadians in the sharing of our symbols and stories, our sense of belonging to Canada and its place in the world.*

Strategies:

- Continue strategically-planned and diverse research and exhibition projects.
- Expand and enrich the presentation of Canada's social, military and human history in both museums.
- Reach out to Canadians and other visitors through the two museums' programming and services.

STRATEGIC ISSUE: *Inform Canadians of the value and importance of our two museums.*

OBJECTIVE: *To promote, in all regions of Canada, awareness and use of the two museums as a way of learning about our history and cultural identity.*

Strategies:

- Carry out sound research in museum disciplines related to Canada's heritage (e.g., archaeology, ethnology, history, popular culture, postal communications history, military history, etc.).
- Develop and manage the collections, and provide accessible, detailed, accurate and timely information on the artifacts and documents in a variety of formats.
- Continue to develop agreements and understandings on repatriation requests, while preserving the national collection of materials and artifacts.
- Communicate knowledge throughout Canada and the world by traditional and nontraditional methods of information dissemination.
- Share expertise with others.

STRATEGIC ISSUE: *Reaching out through dynamic partnerships and networks.*

OBJECTIVE: *To increase sharing of exhibitions, expertise, research and information in Canada and abroad.*

Strategies:

- Review and assess current partnerships for ongoing relevance, while identifying gaps.
- Continue to share expertise through professional networks.
- Seek out innovative arrangements with organizations and institutions across Canada and abroad to effectively disseminate knowledge and information.

STRATEGIC ISSUE: *Integrate the CMC and CWM with a focus on financially-sustainable operations and quality client service.*

OBJECTIVE: *To ensure that the CMC and CWM function effectively together as centres for collection, research, exhibition and public information on the social, military and human history of Canada.*

Strategies:

Financial viability

To continue to improve the Corporation's financial self-sufficiency 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:

- improving the measurement of results;
- implementing innovative human resource strategies;
- maintaining and repairing the CMC building infrastructure as the facility ages and maintaining the new CWM building (dependent on government funding); and,
- reviewing collaboration mechanisms effecting operations in collections, research, exhibitions and public information.

2 MANDATE

The Canadian Museum of Civilization Corporation (CMCC) is a Crown Corporation established by the *Museums Act*, which came into force on July 1, 1990.

The *Museums Act* begins 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.”

3 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), Canada’s national museum of military history, and the Virtual Museum of New France, a virtual museum on the Internet.

3.1. CANADIAN MUSEUM OF CIVILIZATION

Located in Gatineau, Quebec, the Canadian Museum of Civilization is Canada’s largest and most popular museum, with an average 1.3 million visitors a year. It draws tourists to the National Capital Region from across Canada and around the world — not only for its superior exhibitions of historical objects and its reputation for museological excellence, but also because of the opportunities it provides for interactive experiences in permanent exhibitions such as the Grand Hall, Canada Hall and First Peoples Hall, as well as the Canadian Children’s Museum, the Canadian Postal Museum and an IMAX™ Theatre. The CMC has more than three-million artifacts in its collections, covering the disciplines of history, archaeology, folk culture, ethnology, postal communications and childhood.

3.2. CANADIAN WAR MUSEUM

The Canadian War Museum (CWM), founded in 1880, is Canada's national museum of military history. It pursues a threefold mandate — to educate, to preserve, and to remember — in a new, custom-built facility that opened in May 2005 on LeBreton Flats in Ottawa. The building, designed by the architectural team of Moriyama & Teshima and Griffiths Rankin Cook, is an evocative construction that reflects both the regenerative power of nature, and the importance of remembrance. The Museum houses more than 500,000 artifacts, and provides nearly 10,000 square metres of exhibitions, research and educational facilities. The new Canadian War Museum welcomed over 575,000 visitors in 2005–2006.

3.3. VIRTUAL MUSEUM OF NEW FRANCE

The Virtual Museum of New France (VMNF) is composed of virtual exhibitions and activities for the general public and the education community. In 2005–2006, the VMNF received approximately 800,000 visits, during which some 6.8 million pages were downloaded. The number is expected to rise to 7 million pages in 2006–2007.

3.4. CORPORATE STRUCTURE

The Canadian Museum of Civilization Corporation (CMCC) is an agent Crown Corporation named in Part 1 of Schedule III to the *Financial Administration Act*. This designation has important implications for the structure, reporting requirements, and management accountabilities of the Corporation. The 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 employs, as of March 31, 2006, 524 full- and part-time staff.

As stated in the *Museums Act*, the Board of Trustees is responsible for the fulfillment of the purposes and the management of the business, activities and affairs of the Corporation. The 11 members of the Board of Trustees, representing different regions of Canada, are appointed by the Governor-in-Council. The Board appoints the President and Chief Executive Officer of the Corporation, who has control and supervision of the work and staff of the Museums.

The members of the Board of Trustees are part-time appointees and meet regularly to oversee the governance of the CMCC. The President and Chief Executive Officer of the CMCC directs all the activities of the Corporation. The Board sets broad strategic direction, long-term objectives and priorities, and is responsible for ensuring that CMCC management fulfills its responsibilities with respect to the effective, efficient and economic operation of the organization. There are eight Board committees: the Audit Committee, the Executive Committee, the working group on Governance, the Finance and Compensation Committee, the Development Committee, the Canadian War Museum Committee, a CWM Building Committee to oversee the development of the new CWM facility project, and the Nominating Committee.

3.5. DIVERSITY

The changing ethnic composition of Canada underscores the need to encourage intercultural understanding and dialogue. The CMCC has emerged as a national centre of excellence in increasing access to diverse forms of Canadian cultural expression.

The CMCC continues to develop exhibitions and programs expressing the diversity of cultural groups in Canada. For example, in April 2005, the CMC opened the exhibition **Beads of Life:**

Eastern and Southern African Adornments, an exhibition featuring more than 185 outstanding examples of historic and contemporary beadwork, which involved close cooperation between the Canadian Museum of Civilization and the cultural groups represented. In its first 10 months, the exhibition was seen by nearly 100,000 visitors: 36.8% above projections.

The exhibition **Acres of Dreams: Settling the Canadian Prairies** was opened in October 2005. Developed in collaboration with Library and Archives Canada, the show presents over 300 artifacts against a backdrop of personal testimonials documenting the experiences of immigrants who came to the West in search of land and prosperity. One zone of the exhibition, contributed by the Allan Sapp Gallery in North Battleford, Saskatchewan, provides a First Nations' perspective.

In the Canada Hall, the CMC collaborated with the local Ukrainian community to stage events in conjunction with the St. Onuphrius Church.

Dissemination of research conducted by the CMC's Ethnology and Cultural Studies Division expands general knowledge about Canadian cultural heritage. The curators' work focusses on the traditional and contemporary culture, folk art and oral traditions, of immigrant Canadians as well as Canadian folk life in general. The digitization of information and images from the CMC collection is an example of efforts to use new technologies to share diverse stories and perspectives.

3.6. PARTNERSHIPS

One key to the CMCC's success is the series of national and international partnerships it has cultivated. In Canada, the CMCC partners with communities and institutions in every region of the country. Its partners include: national museums and other national institutions, schools, colleges and universities, public libraries, tourism bureaus and hotels, veterans' organizations, community groups, book publishers, regional festivals, foundations and corporate sponsors.

The CMCC's international partners enable it to project Canadian heritage to the world, bring world cultures to Canadians, and undertake critical scientific research. In recent years, these partners have included the Youth Museum Exhibit Collaborative, the Smithsonian Institution, the Neidersächsisches Landesmuseum, the Drents Museum, the Imperial War Museum, the Australian War Memorial, the Samara Museum of History and Regional Studies (Russia), the National Museum of China, the Field Museum, the American Museum of Natural History, the University of Utah, Oxford University, the International Council of Museums, the International Association of Museum Facility Administrators, and la Société internationale du réseau ÉCONOMUSÉE®.

A program of Memoranda of Understanding and Cooperation gives formal recognition to many of these relationships. Over 200 institutions have now signed Memoranda of Understanding and Cooperation with the CMC or the CWM.

3.7. FUNDRAISING ACTIVITIES

The CMCC continues to seek ways of supplementing government funding. The Development Branch actively develops philanthropic and sponsorship initiatives, as a way of providing additional funds for the various activities of the CMCC. Strong relationships are developed and maintained with corporations, foundations, associations and individuals.

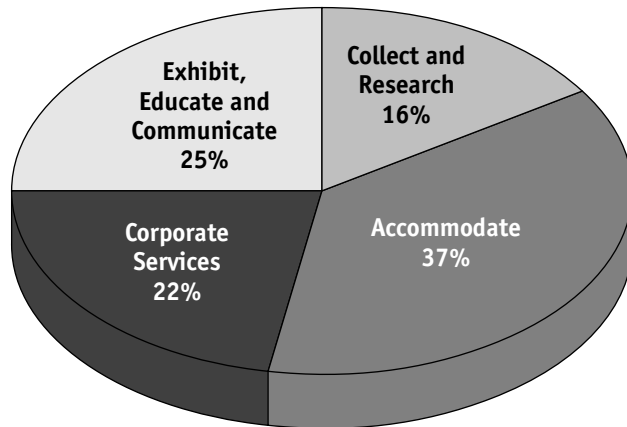
3.8. MEMBERSHIP PROGRAM

Over the 2005–2006 fiscal year, the membership program increased its membership base by 25%, and currently reaches 4,300 households. Members enjoy important benefits such as unlimited access to one or two world-class museums with the **Solo** or **Duo** plans, as well as discounts and special information services.

PROGRAM ACTIVITY ARCHITECTURE

STRATEGIC OUTCOME	Interest in, knowledge of and appreciation and respect for human cultural achievements and human behaviour through collections of historical and cultural objects, exhibitions, programs and research reflecting a Canadian perspective				
Program Activities	1.1 Collect and Research	2.1 Exhibit, Educate and Communicate	3.1 Corporate Management	4.1 Accommodation	
Sub-Program Activities	1.1.1 Collections <i>Expected Result: national collections that are reflective of Canada and the world</i>	2.1.1 Exhibitions <i>Expected Result: exhibitions that increase understanding and knowledge of human and military history</i>	3.1.1 Revenue Generating Activities <i>Expected Result: improved financial self-sufficiency</i>	4.1.1 Facilities Management <i>Expected Result: daily maintenance of the CMCC's physical sites</i>	
	1.1.2 Research <i>Expected Result: knowledge and public information which increases understanding of Canadian heritage</i>	2.1.2 Programs <i>Expected Result: educational programs and outreach designed to communicate knowledge about Canada's history, and Canadian and world cultures</i>	3.1.2 Corporate Services <i>Expected Result: enhancement of corporate performance and adherence to legislative requirements</i>	4.1.2 Capital Projects <i>Expected Result: major replacement of upkeep of CMCC's physical sites</i>	
	1.1.3 Library and Archives <i>Expected Result: acquisition, preservation and access to knowledge that is critical to understanding Canadian history and identity</i>	2.1.3 Publications <i>Expected Result: printed and electronic publications which communicate knowledge, expertise and research findings</i>	3.1.3 Governance <i>Expected Result: public mandate is delivered with legitimacy, accountability and efficiency</i>		
		2.1.4 Communications <i>Expected Result: increased understanding of activities of two national museums to audiences across Canada and around the world</i>			
Sub-Sub-Program Activities	1.1.1.1 Canadian Museum of Civilization	2.1.1.1 Canadian Museum of Civilization	3.1.1.1 Canadian Museum of Civilization	4.1.1.1 Canadian Museum of Civilization	
	1.1.1.2 Canadian War Museum	2.1.1.2 Canadian War Museum	3.1.1.2 Canadian War Museum	4.1.1.2 Canadian War Museum	
	1.1.2.1 Canadian Museum of Civilization	2.1.2.1 Canadian Museum of Civilization	3.1.2.1 Canadian Museum of Civilization	4.1.2.1 Canadian Museum of Civilization	
	1.1.2.2 Canadian War Museum	2.1.2.2 Canadian War Museum	3.1.2.2 Canadian War Museum	4.1.2.2 Canadian War Museum	
	1.1.3.1 Canadian Museum of Civilization	2.1.3.1 Canadian Museum of Civilization	3.1.3.1 Canadian Museum of Civilization		
	1.1.3.2 Canadian War Museum	2.1.3.2 Canadian War Museum	3.1.3.2 Canadian War Museum		
		2.1.4.1 Canadian Museum of Civilization			
		2.1.4.2 Canadian War Museum			

TOTAL CMCC RESOURCES 2006–2007 BY PROGRAM ACTIVITY



4 INTERNAL AND EXTERNAL ENVIRONMENT

4.1. NATIONAL IDENTITY

The CMCC can help convey and develop a sense of Canadian identity by preserving, interpreting and presenting Canada's heritage through its exhibitions and programs. One of the Corporation's fundamental obligations is to act as custodian of part of our collective heritage. Central to that role is the responsibility to preserve and present objects and related information, making them widely accessible for study and display. By connecting Canadians to their particular heritage, as well as to aspects of world heritage, the Corporation helps to strengthen the social fabric of the country.

The widespread use of technology and other aspects of globalization are creating a world which diminishes the relevance of national borders. There is greater movement of information, commerce and people. This increases the need for Canadians to retain, appreciate and protect their own sense of history, community, and identity. This is essential to the continued strength and well-being of the nation and to promoting pride in Canada.

4.2. FISCAL OUTLOOK

During most of the 1990s, the level of federal financial support received by the CMCC declined as the government strived to achieve a balanced budget. With a stronger federal fiscal situation, government support has stabilized, with modest growth during the past several years. A reallocation decision by the Department of Canadian Heritage during 2003–2004, as part of a broad government reallocation of resources, did result in reduced operating funds, however, and CMCC's management took steps to reduce operational costs accordingly.

Large fixed-cost budget items, such as property taxes and facilities maintenance, are recognized as areas that require additional funding. In 2006–2007, these items account for \$28 million, or 48% of government funding.

Recent one-time funding received under Program Integrity has enabled the Museum to handle important building maintenance issues in the short-term. However, the long-term issue of an adequate funding base to maintain an aging building must still be addressed. In addition, the Corporation will seek longer-term recognition of the financial inequity caused when cost inflation affects services contracted to external suppliers.

The CMCC will continue to review its programs and operations, in order to implement more effective, economical, and efficient policies, procedures and processes wherever appropriate.

4.3. ECONOMY

Canada's economy is performing well, and is expected to continue to do so for the foreseeable future. Continued expansion of the economy in 2005 has seen gains in net exports and domestic demand, increased job creation, low interest rates, increased investment and low core inflation. This is important for Canadians when planning budgets and making choices about discretionary spending. Against this backdrop, the Corporation's museums are performing well, and should continue to do so.

However, there are risks and uncertainties which could throw the economy off course. These risks include an upward surge in the cost of energy and an unstable U.S. economy. These two risks

could have a substantial negative impact on consumer confidence. The CMCC Corporate Plan takes these factors into account, and the Corporation will continue to build upon its strengths as the country's premier cultural attraction, while remaining prudent in its budgetary and operational planning.

4.4. MUSEUM VISITORS

The CMCC's attendance and earned revenues continue to be the highest among all museums and galleries in the National Capital Region. In particular, the CMC continues to be the most-visited federal attraction, and the CWM has achieved the notable distinction of being the second-most-visited federal museum. Knowing the demographic and behavioural profile of visitors to both the CMC and the CWM is useful in helping to shape the spectrum and design of exhibitions and programming, as do the CMCC's ongoing efforts to attract non-traditional visitors.

The CMC's audience is equally divided between women and men, at 50% for each. Recent data shows that the current CMC visitor is highly educated: 47% have completed a university degree. On average, 68% of visitors are anglophone, and 32% are francophone. From 1999 to 2005, 26% of visitors resided in the National Capital Region; 47% were Canadians from other parts of the country; and 27% were international tourists. The average amount of time that visitors spent in the Museum during the summer of 2005 was 3-1/2 hours. During this time, a visit to the Museum was a family outing, with 80% of visitors coming with family members, and 35% bringing children 14 years of age and under. Less than one in ten visitors comes by themselves. National Capital residents appear to be particularly proud of the CMC, as three in four local residents brought out-of-town visitors with them to the Museum.

The new CWM was the museum to see during the summer of 2005, as 85% of visitors had never been to the War Museum before. Canadians showed a particular interest in the Museum, as 93% of visitors resided in Canada. Visitors were 59% men and 41% women: a 7% increase in the number of women over the old CWM. Eighty per cent were anglophones and 20% were francophones. The average age of its visitors was a relatively young 39, and 32% of visitors brought children fourteen years of age and under. Visitors tend to be highly educated, with 52% having either attended or graduated from university. People generally came to the new CWM with family members in relatively large groups of two to five people.

4.5. REPATRIATION OF ABORIGINAL CULTURAL COLLECTIONS

Guided by the Repatriation Policy that came into effect on May 1, 2001, the CMCC continues to discuss repatriation with First Peoples, both within the treaty (Comprehensive Claims) process and on a case-by-case basis. Within the treaty process, the CMCC is actively involved in repatriation discussions with approximately 34 First Nations. While most are in British Columbia, others are in Labrador, Quebec, Ontario and the Northwest Territories. Outside the treaty process, the CMCC and the Haida of British Columbia are continuing to discuss repatriation of Haida objects in the CMCC collection. The repatriation of human remains to the Kitigan Zibi was concluded in June 2005. The Sacred Materials Project, inaugurated in the early 1990s, continued in 2005, with visits from representatives of some Plains and Six Nations groups to view collections and provide ceremonial care.

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 FACILITY PROJECT

The new CWM opened on time and on budget on May 8, 2005. It met with widespread media, public, and professional approval, and had welcomed more than 575,000 visitors in 2005–2006. The project has been the Corporation's leading strategic priority since early 2000. Now that it is open, a major challenge will be coordinating the provision of corporate and CWM resources to run the facility. Since May 2005, this process has focussed on finishing selected elements of the permanent galleries and developing public programs for fall 2005 and beyond. It has also included revising responsibilities in the Corporation's organizational structure to better meet the needs of operating the building, as well as developing a Museum-wide strategic plan for exhibitions, collections, programs, and other areas.

4.7. RISK ASSESSMENT — STRENGTHS AND CHALLENGES

Like many public sector organizations, the Corporation continues to face the challenges of responding to funding pressures and priorities with a reduced resource base. In this context, the CMCC has reviewed the strengths and challenges of its operations, which are summarized below.

Strengths

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

The CMCC corporate culture, with its emphasis on staff competencies, has favoured the development of a highly skilled workforce. The Corporation's employees successfully deal with continuous changes in technology and museological activities aimed at achieving the Museum's objectives.

The CMCC management culture constantly monitors its achievements and practices. Cost-efficiency and business-case analysis are embedded in corporate operations and capital projects. Continuous improvement is encouraged, challenging business units to develop innovative approaches to their work processes.

The Canadian Museum of Civilization remains one of the most advanced museums in the world with *fibre optic and advanced communication-linking capabilities* that effectively communicate Canadian historical and social information worldwide.

Exhibits at the CMC explore a variety of themes stemming from its areas of research. Exhibitions and displays are created through a developmental process that stresses collaboration with numerous local, national and international partners.

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

The new CWM has continued national and international acclaim from its grand opening weekend (May 7–8, 2005) to the writing of this document. The Museum has now welcomed over 575,000 visitors: well above total forecasted attendance for the entire fiscal year. With its central location, stunning architecture, innovative exhibitions and state-of-the-art facilities, the CWM has already emerged as one of the CMCC's greatest strengths.

Client Services staff and animators at both the CMC and the CWM continue to receive many compliments from the public. Their attention to the needs of visitors, courteous and professional demeanour, and excellent language skills have all contributed to increasing overall visitor satisfaction. They also provide important services to clients, such as guided tours, exhibition animation and interactive programs.

Security Services continue to provide economical and diversified service meeting the requirements and expectations of the Corporation. Periodic threat and risk assessments and building inspections, as prescribed by the Labour Code, have ensured a virtually accident and loss-free level of work. In addition, Security Services staff provides first aid, and respond to an average 150 first aid incidents among staff and visitors each year.

The CMC is one of the few research-based museums in the world to provide *a living cultural dimension* to its exhibitions. Visitors can interact with actors from the Museum's in-house theatre company, Dramamuse; observe craftspeople at work; and watch performances of traditional music and dance — both within the context of exhibitions, and as part of seasonal events and cultural festivals.

The CMC educational approach emphasizes hands-on activities, encounters with historical personalities, and discussions. These educational programs have been expanded beyond the classroom to include adults and special groups in evening events, such as historical wine-tastings and daytime conversations and lectures over coffee. In addition, the Museum provides educational opportunities to secondary and post-secondary students through co-op placements, on-the-job arrangements and volunteering.

The CMCC has striven to develop *new sources of revenue* since its incorporation. The Corporation delivers high-quality consumer products to its clientele, and has priced its offerings based on the principle of value for money. The CMCC has sought out ventures with private-sector partners for mutual commercial gain. It has also struck operational partnerships for services to achieve a reduction in operating costs, thereby allowing the redirection of funds to corporate priorities. The CMCC also continues to pursue ambitious fundraising goals for exhibitions and other initiatives.

CMCC collections, and the knowledge base that supports and expands them, are the Corporation's greatest assets. The collections that the Corporation considers to be unique and exceptional are ethnography, war art, folk art, costume, postal communications, archaeology and military history. The Museums' documents and manuscript collections are regarded as national anthropological treasures.

The Canadian Museum of Civilization received a total of 165 *donations, transfers or purchases* in 2005–2006, comprising a total of 3,332 artifacts. The largest proportion of these items — approximately 65% — were donations and transfers to the Canadian Postal Museum from Canada Post. Other highlights include two fine Kwakwaka'wakw masks, 13 lithographs illustrating nineteenth-century Quebec, political memorabilia, documents and books, and new collections of Canadian fine crafts acquired with the financial support of the Bronfman Foundation.

The photographic collection deposited in the Photo Archives is now comprised of 545,662 hard copy images and 470,350 digital images from which close to 20% (88,945 images) are available in digital format only. In fact, for 2005, the digital portion of the collection has grown at three times the rate of the hard copy format. Because of the delicate nature of this material, the Corporation is now looking in the development of a preservation strategy to ensure conservation of this digital asset. To that effect, the Corporation completed the migration of 342,080 images in Kodak PCD format into TIFF and embarked on this preservation venture by endorsing the approval of a Digital Image Management Policy.

The artifact database now contains approximately 1,400,000 records of accessioned artifacts, archaeological specimens and images.

The Canadian War Museum Collections Management and Planning staff was fully occupied with the CWM development and construction project. The staff coordinated the preparation and installation of some 2,000 artifacts in the permanent galleries, as well as the set up of some 250 large artifacts in the LeBreton gallery. In addition, the staff completed the move management and installation of all 500,000 artifacts in the National Collection and other corporate assets from 330 Sussex and Vimy House to the CWM.

The CWM had instituted a temporary moratorium on the donation of artifacts to the National Collection until the Museum was opened to the public. During the last half of 2005-2006, this moratorium was lifted and the Collections Management and Planning staff began the processing of some 400 potential offers of donations. These earlier offers yielded several significant new acquisitions. The CWM accepted the last Red Ensign that was flown over the Canadian zone of occupied post Second World War Germany.

Considerable attention was again focused on the high profile topic of the Victoria Cross from the First World War. The family of Canadian Army surgeon Colonel F. Scrimger donated his VC medals group to the CWM, as did the family of Sergeant W. Merrifield.

Challenges

Despite a steady rise in *tourism* — following a sudden and dramatic tourism downturn in 2002 — the CMCC, like all other major museums, relies on tourism, and must continue to nurture this growth. Self-generating revenues account for a significant portion of the CMCC's discretionary resources. These resources are critical to support operational priorities, and to maintain financial and operational viability. *The opening of the new Canadian War Museum* requires the Corporation to support an increase in resource requirements for the CWM's programming and facility initiatives, in order to maintain its new standing as a world-class, state-of-the-art facility.

The issue of *ongoing capital resources* has been raised in recent studies. There is recognition that the current level of funding is inadequate to properly maintain existing facilities. The Museum faces two key challenges in the facility area. The first is an adequate capital base to respond to lifecycle repairs; the second is approval of a funding model that recognizes the annual impact of inflation and other non-discretionary price increases (e.g., Payments In Lieu of Taxes (PILT)) which continue to erode the base funding of the Museum on an ever-increasing basis.

Reduction in ongoing support from the federal government is the Corporation's most pressing fiscal challenge. The Corporation's ongoing funding was reduced by \$400,000, effective in 2004–2005. The CMCC responded to the \$400,000 reduction by outsourcing a number of functions, resulting in other savings.

Analysis shows that both Museums continue to draw well from the *National Capital Region (NCR) population*. The Museums' leadership position in this market provides them with an opportunity to explore options to enhance their national outreach activities. Over sixty percent of all cultural visits in the NCR are to the CMC and CWM. Maintaining these levels while also reaching out to Canadians across the country is a difficult balancing act.

As the Corporation's exhibition and programming priorities change, adjusting the *allocation of expertise and funding* remains an important challenge. Major projects such as the First People Hall, which absorbed 11 years of staff effort, and the upcoming Canadian Personalities Hall, drain considerable resources from other ongoing priorities such as temporary exhibitions and programming.

5 STRATEGIC ISSUES, OBJECTIVES AND STRATEGIES FOR THE PLANNING PERIOD

The CMCC has identified four strategic issues that must be addressed during this planning period in order for the Corporation to fulfill its national mandate and remain a centre of museological excellence.

5.1. STRATEGIC ISSUE NO. 1: BROADEN AND DEEPEN CANADIAN CONTENT AND AUDIENCES

Canada's increasingly diverse population highlights the need for greater intercultural understanding and dialogue. Uncertainty resulting from the events of September 11, 2001 has placed a greater emphasis on enhancing understanding of the values Canadians share.

The CMCC can make significant contributions to the development of a sense of Canadian identity by broadening and deepening both its Canadian content and the profile of its audiences. Many CMCC activities reach far beyond the National Capital Region. Not only does the region attract millions of visitors each year, but the CMCC's two museums attract a high proportion of these: fully 75% of the CMC's summer visitors are from outside the National Capital Region. The CMC and CWM are also major sources of travelling exhibitions to museums across the country. The CMC and CWM provide important venues for exhibitions produced by other Canadian museums, as well as other institutions around the world. In addition, both museums are a major source of artifacts that are borrowed for use by other organizations. And finally, the CMCC publishing program provides a medium for the scholarly and popular dissemination of information.

OBJECTIVE: *To increase the involvement of Canadians in the sharing of our symbols and stories, our sense of belonging to Canada and its place in the world.*

Key strategies are described below, along with expected performance.

Strategies

The CMCC will broaden and deepen Canadian content and audiences, thus making significant contributions to the development of Canadian identity and increasing knowledge of Canada's heritage by:

- continuing strategically-planned and diverse research and exhibition projects;
- expanding and enriching the presentation of Canada's social, military and human history in both museums; and
- reaching out to Canadian and other visitors through the two museums' programming and services.

CONTINUING DIVERSE RESEARCH AND EXHIBITION PROJECTS

SELECTED PERFORMANCE INDICATORS

NUMBER OF PUBLIC PROGRAMS HOURS PLANNED AND DELIVERED AT THE CMC						
	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Planned	4,880	4,800	4,900	4,900	4,900	4,900
Delivered	4,825					
New Program hours as % of total	45%	45%	45%	50%	50%	50%

NUMBER OF EXHIBITION DAYS PLANNED AND DELIVERED*					
	Days Planned	Days Delivered	%	New Exhibit Days	% of Total Delivered
2005-2006	2,521	3,405	135%	884	35%
2006-2007	4,204				
2007-2008	4,203				
2008-2009	4,441				
2009-2010	4,593				
2010-2011	TBD				

*Defined as the number of days that the exhibitions are open and available to the public.

RECENT PERFORMANCE AND FUTURE PERFORMANCE GOALS

Launch of new CWM to allow a more comprehensive presentation of Canada's military history

The new CWM facility on Ottawa's LeBreton Flats was opened on May 8, 2005. This facility was financed with \$113.25 million in federal government contributions, \$16.5 million from the *Passing the Torch Campaign*, and the remaining \$7 million from internal CMCC funds.

The new CWM has enjoyed national and international acclaim from its opening to the writing of this plan. The Museum has welcomed over 575,000 visitors, well above total attendance forecast for the entire fiscal year. With its central location, stunning architecture, innovative exhibitions and state-of-the-art facilities, the CWM has already emerged as one of the CMCC's greatest strengths.

The establishment of corporate governance mechanisms, and designation of responsibilities and accountabilities, helped to ensure the overwhelming success of this initiative. The Board's CWM and CWM Building Committees were regularly engaged in the building project.

Risk management continues to be a priority for CWM collections. A new CWM Collections Development Policy and Plan was approved. In preparation for moving collections to the new facility, collections were inventoried, some important material conserved, and other material stabilized where necessary and possible.

Completion of permanent exhibitions at the CMC which focus on the history and culture of Canada

When the CMC opened its new facility in 1989, federal funding provided for completion of only 50% of long-term exhibitions. Since then, the CMC has gradually completed these spaces, financing the projects from internal savings.

The First Peoples Hall opened on January 30, 2003. Consisting of 1858 square metres (20,000 square feet) of permanent exhibition space, the First Peoples Hall is the largest presentation on the history and cultures of Aboriginal communities in Canada. For 11 years, beginning in 1992, curators of archaeology and ethnology at the Museum worked in consultation with Aboriginal experts 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.

The Grand Hall is undergoing a five-year review which will involve the refurbishment of worn and ineffective components, and the development of a new pan-Northwest Coast exhibit storyline to reflect and incorporate content changes that have occurred since the Hall's 1989 opening. Plans for 2005–2006 included evaluation of the current content and messages by visitors, community consultants from British Columbia and museum professionals. The results are currently being analyzed by the exhibition team.

The initial planning phase for review of the Canada Hall was completed in 2004 with development of the Phase III planning document. The document outlines the direction which the Phase III team will take during the next three to five years in refreshing and renewing exhibition content. Implementation began in 2005–2006 with renewal of the Fishing & Whaling, Dream Sequence and Acadia modules. Changes to these sections included the redesign of spaces to make them more visitor-friendly and the inclusion of new historical content to reflect recent archaeological finds in Newfoundland. Planning also began in 2005–2006 for The Fur Trade module and the Union Hall, and research began on the One-Room School House module and the Loyalists module.

The CMC has also undertaken the development of the Canadian Personalities Hall: a new permanent exhibition opening in 2007. The Hall will highlight 25 notable Canadians who have made a lasting contribution to Canada. The modules will be rotated periodically.

Exhibitions

Nearly 25% of corporate resources are directly dedicated to exhibitions and communication; the majority of which is dedicated to exhibition development. The CMCC seeks to present exhibitions exploring Canadian history and culture, while examining the themes of diversity and commonality that are relevant to Canada's many regions and cultural groups. The Corporation's exhibition activities allow it to play a national outreach role in two major ways: providing major venues for exhibitions produced by other Canadian and international museums, and producing travelling exhibitions which reach all parts of the country, as well as international destinations.

Over the next five years, the CMC will focus its exhibition resources on special exhibitions, on a review and renewal of the older permanent exhibitions, and on the development of a new permanent history exhibition. An emphasis will be placed on broadening and deepening Canadian content, and a number of special and travelling exhibitions will be presented during the planning period.

The Canadian War Museum's permanent galleries, or the "Canadian Experience" galleries, help visitors understand Canada's military history in its personal, national, and international dimensions. The four chronological galleries covering Canada's military past from earliest times to 2005 surround a fifth gallery: the Royal Canadian Legion Hall of Honour, which tells the history of Canada's honouring and remembrance. The LeBreton Gallery in the building's east end, containing vehicles, aircraft, and other large artifacts, tells the technological history of Canada at war.

The Museum's temporary exhibitions expand upon issues not covered, or not covered thoroughly, within the permanent galleries, but also have a specific mandate to address general, international, non-Canadian and non-traditional subjects.

NUMBER OF SPECIAL EXHIBITIONS OPENING DURING THE YEAR							
	Forecast 2005–2006	Expected 2005–2006	Forecast 2006–2007	Forecast 2007–2008	Forecast 2008–2009	Forecast 2009–2010	Forecast 2010–2011
CMC	12	11	8	8	6	6	11
CWM	2	6	5	5	5	5	5

NUMBER OF TRAVELLING EXHIBITIONS							
	Forecast 2005–2006	Actual 2005–2006	Forecast 2006–2007	Forecast 2007–2008	Forecast 2008–2009	Forecast 2009–2010	Forecast 2010–2011
CMC Exhibitions	12	12	12	12	12	12	12
CMC Venues	28	25	24	24	24	24	24
CWM Exhibitions	1	2	1	1	1	2	2
CWM Venues	2	3	2	2	2	4	4

Special Exhibitions (opened in 2005–2006)

The CMC opened seven special exhibitions in 2005–2006:

- Love 'em. Hate 'em: Canadians and Their Politicians**
 July 23, 2005 to March 3, 2008
 From caricatures to carvings, this exhibition presents commentary on some of Canada's best-known politicians.
- Beads of Life: Eastern and Southern African Adornments**
 April 15, 2005 to September 12, 2006
 This exhibition showcases 185 magnificent objects from Canadian collections, and highlights their religious and ritual functions.
- Pompeii**
 May 27, 2005 to September 12, 2005
 The treasures of Pompeii are among the most significant archaeological finds in the world. This exhibition featured the latest findings, including a dazzling array of artifacts and works of art. *Developed by the Soprintendenza Archeologica di Pompei together with the Soprintendenza per I Beni Archeologici di Napoli e Caserta, and promoted by the Regione Campania-Assessorato ai Beni Culturali, with the support of the Compagnia di San Paolo and a contribution from the Autostrade Meridionali SpA.*
- A Caring Profession: Centuries of Nursing in Canada**
 June 17, 2005 to September 4, 2006
 The first-ever exhibition to explore four centuries of nursing in Canada — in hospitals, homes, communities, on battlefields and in remote outposts.

- **Acres of Dreams: Settling of the Canadian Prairies**
October 28, 2005 to January 29, 2006
This exhibition profiled the challenges and experiences of millions of settlers, and the extraordinary international marketing campaign which lured them to the West. *Developed by the Canadian Museum of Civilization in collaboration with Library and Archives Canada.*
- **Saidye Bronfman Award 2005**
September 30, 2005 to April 2, 2006
This exhibition features works by Michael Hosaluk, winner of the 2005 Saidye Bronfman Award for Excellence in the Crafts.
- **Lace Up: Canada's Passion for Skating**
January 27, 2006 to March 4, 2007
This exhibition explores the history of Canada's most popular winter sport and its place in Canadian culture.

The CWM opened five temporary exhibitions in 2005–2006:

- **Art and War: Australia, Britain and Canada in the Second World War**
May 7, 2005 to September 25, 2005
This international exhibition featured 90 Second World War art treasures from three of the world's largest military history museums, marking the end of the Second World War. *Produced by the Canadian War Museum, the Australian War Memorial, and the Imperial War Museum.*
- **Weapons of Mass Dissemination: The Propaganda of War**
November 17, 2005 to April 30, 2006
This exhibition features compelling material from more than 10 countries, demonstrating the power of wartime propaganda. *Developed by the Wolfsonian-Florida International University, with a Wartime Propaganda in Canada component produced by the Canadian War Museum.*
- **Canada's Gunners**
May 26, 2005 to November 2005
This exhibition celebrates the accomplishments and service of the Royal Canadian Artillery over the past 150 years. *Developed by the Royal Canadian Artillery Museum in collaboration with the CWM.*
- **Veterans**
May 7, 2005 to May 2006
Unique pencil drawings of Canadian veterans by artist Elaine Goble. *Presented in recognition of the national Year of the Veteran.*
- **Royal Canadian Legion Youth Posters**
May 2005 to January 2006
This yearly exhibition, produced in partnership with the Royal Canadian Legion, features winning essays, poems and posters created by youth for this national competition.

Travelling Exhibitions (2005–2006)

The mandate of the CMCC's Travelling Exhibitions Program is to share its knowledge and collections with as many Canadians as possible at a reasonable cost. Eleven exhibitions were on tour this year, with major partnerships helping with costs of five of these.

Canadian Museum of Civilization

- **The Mysterious Bog People**

March to September 2006 in Los Angeles, California and October 2006 to January 2007 in Washington, D.C.

This exhibition is a major international exhibition produced in partnership with the Drents Museum in Assen, Netherlands, the Niedersächsisches Landesmuseum in Hanover, Germany, the Glenbow Museum in Calgary, Alberta and the Canadian Museum of Civilization.

- **Mail, Rail and Retail : Connecting Canadians**

February to April 2006 in Medicine Hat, Alberta.

This exhibition was produced by the Canadian Postal Museum in partnership with Canada Post, Canadian Pacific Railway and the Hudson's Bay Company.

- **From the Hands of a Master**

January to May 2006 in Miscouche, Prince Edward Island and June to September 2006 in Peterborough, Ontario.

The exhibition was produced by the Société internationale du réseau ÉCONOMUSÉE® in collaboration with the Canadian Postal Museum, with the financial support of Canadian Heritage and Canada Post.

- **Nuvisavik "The Place Where We Weave": Inuit Tapestries from Arctic Canada**

May to July 2006 in Guelph, Ontario; September 2006 to March 2007 in Montreal, Quebec and May to August 2007 in Kamloops, British Columbia.

Woven tapestries and drawings demonstrating how Inuit women adapted a foreign technique to their own social and artistic needs.

- **Cross Currents: 500 Generations of Aboriginal Fishing in Atlantic Canada**

May 2005 to May 2006 in Montreal, Quebec.

An overview of First Peoples' fisheries in the region from 11,000 years ago to the present day.

- **Pack Your Bags! A Kid's Ticket to Travel**

February to May 2006 in Sausalito, California; May to September 2006 in Las Vegas, Nevada and September 2006 to February 2007 in Boston, Massachusetts.

Produced by the Canadian Children's Museum in partnership with the Youth Museum Exhibit Collaborative.

- **Satisfaction Guaranteed: The Mail Order Catalogue in Canada**

January to May 2006 in Jonquière, Quebec; May to September 2006 in Edmonton, Alberta and September 2006 to January 2007 in Dryden, Ontario.

This exhibition was fully sponsored by Canada Post.

- **“Rocket” Richard: The Legend, The Legacy**
March to June 2006 in Chicoutimi, Quebec; June to September 2006 in Thetford Mines, Quebec; October to December 2006 in Val d’Or, Quebec; January to April 2007 in Port Alberni, British Columbia; May to August 2007 in Red Deer, Alberta, August to November 2007 in St-Constant, Quebec, and December 2007 to March 2008 in Montreal, Quebec.
Profiles the life and career of one of Canada’s greatest sports heroes, and was sponsored by Canada Post.
- **Siqiniq: Under the Same Sun**
January to May 2006 in St. John’s, Newfoundland.
Produced by the Canadian Children’s Museum, and explores the themes of diversity and intercultural understanding.
- **Places of Power: Objects of Veneration**
April to September 2006 in Owen Sound, Ontario.
Stunning photographs by Norman Hallendy of Arctic landscapes, sacred sites and *inuksuit*.
- **The Tunit, A Palaeo-Eskimo People**
April to September 2006 in Owen Sound, Ontario.
A small discovery box exhibition exploring the history of the Palaeo-Eskimos, who occupied Arctic Canada for 3,000 years before the arrival of the Inuit.

Canadian War Museum

- **Art and War – Australia, Britain and Canada in the Second World War**
November 4, 2005 to February 2006 at the Australian War Memorial, Canberra; March 23, 2005 to June 2006 at the Imperial War Museum, London, England.
Following its successful presentation at the CWM, this exhibition of Second World War art treasures will be featured at each of the partner institutions.
- **Canada in Britain: The War Years 1939–1945**
July 1 to September 15, 2005 at the Canadian High Commission (Canada House) in London, England.
This exhibition of paintings from the Canadian War Museum marked the 60th anniversary of VE day and the 80th anniversary of Canada House.

Public Programs

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

In 2005–2006, CMC programs included:

- artisan demonstrations, performances, films, seasonal events, food and wine tastings and lectures;
- daily animation and interactive programs, summer day camps; theme parties and sleepovers at the Canadian Children’s Museum;

- special activities held in conjunction with cultural celebrations, festivals, Canada Day and school breaks; and
- the continued development of programs for schools and family audiences.

In 2005–2006, CWM programs included:

- hands-on workshops;
- theatrical and musical presentations;
- lectures and films; and
- demonstrations.

In spring 2005, the CWM began phasing in new or completely revised public programs: a process which will continue through 2006–2007.

Public Programs — Recent Performance Highlights

Canadian Museum of Civilization

Educational programs continued to be an important initiative and programs were developed to incorporate and highlight exhibitions such as **Acres of Dreams**. A variety of programs will continue to be developed for schools and family audiences. Members of Aboriginal and other cultural communities will continue to participate in program delivery and development. In addition, the Canadian Children’s Museum is preparing to market itself to a new generation of young people.

Canadians from many cultural backgrounds were involved in the planning and presentation of public programming. A public celebration was held with the South African Embassy in conjunction with the **Beads of Life** exhibition in April 2005. Members of the Asian-Canadian communities participated in events for Asian Heritage Month (May 2005). In collaboration with the Ukrainian community and St. Paul University, the museum holds a well-attended annual event for the St. Onuphrius Ukrainian Catholic Church module of the Canada Hall, commemorating the annual religious ceremony of Theopany. Other annual events, such as the celebration of St. Lucia with the Swedish community, continue to be held throughout the year. This year, the first Latin carnival was held with the participation of over 16 Latin-American communities.

Summer and fall programming was linked to the temporary exhibition, **Pompeii, Cool ’60s Design** and **Acres of Dreams**. **Pompeii** highlights included a lecture series and artisan demonstrations and workshops such as fresco-painting and pottery-making. **Cool ’60s Design** explored the recent past in special events such as *A Groovy 60s Afternoon* and included a sold-out lecture by renowned architect Moshie Safdie. Programming for **Acres of Dreams** explored the arts, culture and settlement of the West through informal talks, performances and workshops.

The CMC presented many performances and festivals with the support of both public and private partners, including the National Arts Centre and the embassies of Japan, Mexico, Sweden, India, China and Korea.

Many cultural communities are involved in the planning and implementation of programs at the Canadian Children’s Museum. In 2005–2006, festivities included Easter traditions as celebrated by Italian and Ukrainian Canadians; summer activities based on Indonesian, Mongolian, Malaysian and Fijian traditions; day camps featuring the cultural traditions of Mexico, Japan, India and

Indonesia; the Day of the Dead in October; the Festival of Lights in December celebrating Mexican, Jewish, East Indian and Filipino traditions; and Chinese New Year. Other Children's Museum programming was related to temporary exhibitions, and seasonal celebrations such as Hallowe'en, Christmas and Winter Carnival.

Canadian War Museum

2005–2006 was a period of innovation for the CWM. A wide variety of public and school programs were developed and presented, including concerts, film launches, lectures, information fairs, animations and workshops, and the popular Witness to History program, in which visitors can speak with veterans and other volunteers.

New curriculum-based school programs have also been developed, in close consultation with the educational community and curriculum-developers. These programs are designed to meet the needs of clients while furthering the CWM's educational mandate, and will be evaluated and adapted on an ongoing basis.

The forging of partnerships has been an important and effective strategy in diversifying the offerings and building new audiences for the CWM. Partnerships have been established with groups such as the National Film Board, the Dominion Institute, and the UN Association. Emphasis will be placed on developing new partnerships with public and private groups during the planning period, with the goal of expanding and diversifying public offerings at the CWM.

		PUBLIC PROGRAMMING — CWM							
		Actual 2004–2005	Forecast 2005–2006	Expected 2005–2006	Forecast 2006–2007	Forecast 2007–2008	Forecast 2008–2009	Forecast 2009–2010	Forecast 2010–2011
Special Events	Number of events	20*	13	45†	45	45	50	50	55
	Number of participants	6,500*	30,000	36,000†	7,000	7,000	7,500	7,500	8,000
Public Programs	Number of programs	5	5	24	20	25	25	25	25
	Number of participants	300	325	5,200	5,000	6,000	6,000	6,000	6,000
School Programs	Number of programs	150	150	1,000	1,100	1,100	1,100	1,100	1,100
	Number of participants	4,500	4,500	35,000	39,000	39,000	35,000	39,000	39,000
Animation	Number of programs	NA	NA	500	500	500	500	500	500
	Number of participants	NA	NA	15,000	15,000	15,000	15,000	15,000	15,000

*Numbers for CWM Sussex location only: April 2004 to September 6, 2004. Numbers include public programming which was managed by Public Affairs.

†Numbers for new CWM location only, starting April 29, 2005. Only special events, no programming.

Note: May 7 Open House = 14,500 participants. May 8 opening ceremonies = 12,500 participants

PUBLIC PROGRAMMING — CMC

		Forecast 2005–2006	Actual* 2005–2006	Forecast 2006–2007	Forecast 2007–2008	Forecast 2008–2009	Forecast 2009–2010	Forecast 2010–2011
School Programs	Number of groups	1,600	785	1,300	1,350	1,400	1,450	1,500
	Attendance	40,000	30,000	40,000	40,000	40,000	40,000	40,000
Reserved Programs	Number of groups	250	260	250	250	250	250	250
	Attendance	6,000	9,901	6,000	6,000	6,000	6,000	6,000
Unstructured	Number of participants	120,000	62,708	120,000	120,000	120,000	120,000	120,000
Plus Dramamuse	Number of participants	150,000	125,000	150,000	150,000	150,000	150,000	150,000
Total Unstructured		270,000	187,708	270,000	270,000	270,000	270,000	270,000

*Actual attendance at school programs to October 31, 2005; actual attendance at reserved programs and unstructured programs to November 30, 2005; and Dramamuse attendance to December 15, 2005.

Client-Focused Approach

Since 2001, the CMCC has adopted a client-focussed approach. Using information that has been collected and analyzed over the past 15 years, as well as its expertise in marketing, tourism, promotions and business-to-business partnerships, the CMCC is diversifying its audiences by defining and targetting visitors. The Corporation regularly surveys visitors to determine their levels of satisfaction with the CMC and CWM, and their exhibitions, programs and services. Qualitative research on non-visitors to the museums is used to help develop museum offerings that will attract new audiences.

The Corporation will continue to evaluate its programs to assess audience needs, define program parameters, monitor quality and performance, and evaluate outcomes. It will also participate, along with other Canadian Heritage portfolio members, in offering services to the general public through government-wide initiatives such as Government on-Line.

The CWM will undertake an audience research study to help staff understand the expectations of audiences for the new Museum.

5.2. STRATEGIC ISSUE NO. 2: INFORM CANADIANS OF THE VALUE AND IMPORTANCE OF OUR TWO MUSEUMS

Globalization and the increasing scope of communication technologies enable Canadians to disseminate Canadian culture at home and abroad. These same factors allow other countries and cultures to enter our homes, institutions and centres of entertainment. It is not always clear what is Canadian and what is not. In this global community, the CMCC takes on a renewed importance as a centre of museological excellence, safeguarding and promoting Canada's heritage.

Quality of the museum experience is the foundation of the Corporation, and collections at the CMC and CWM are its primary strength. While collections and research provide the core knowledge base, exhibitions and other public programs are essential to the dissemination of information.

The CMC is a repository for approximately 3 million artifacts and archaeological specimens, hundreds of thousands of historical photos, 27,000 hours of audio recordings, 8,000 hours of archival video recordings, and hundreds of text publications.

The CWM's Military History Research Centre combines the George Metcalf Archival Collection and the Hartland Molson Library. The archival collection consists of approximately 413 metres of documentation, including oral history tapes, and the image archives holds approximately 65,000 items. The Library collection holds approximately 55,000 volumes.

A primary tool in informing Canadians of the value and importance of the Corporation's two museums is the CMCC Web site, **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. The CMCC launched what was the first Canadian museum Web site in 1994, and celebrated its tenth anniversary in December 2004. It now receives over 380 million hits a year and has won numerous awards.

All museums can benefit from partnering among themselves, and their combined role in the global community can extend far beyond the resources of any individual museum. 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, conservation, public programming and other activities. The CMCC has more than 200 active Memoranda of Cooperation and Understanding.

OBJECTIVE: *To promote, in all regions of Canada, awareness and use of the two museums as a way of learning about our history and cultural identity.*

Key strategies are described below, along with expected performance.

Strategies

The CMCC will focus its research and its collections development and management activities on increasing a knowledge base that will enable the CMC and the CWM to reflect Canada to Canadians and to the world by:

- Carry out sound research in museum disciplines related to Canada's heritage (e.g., archaeology, ethnology, history, popular culture, postal communications history, military history, etc.).
- Develop and manage the collections, and provide accessible, detailed, accurate and timely information on the artifacts and documents in a variety of formats.
- Continue to develop agreements and understandings on repatriation requests, while preserving the national collection of materials and artifacts.
- Communicate knowledge throughout Canada and the world by traditional and nontraditional methods of information dissemination.
- Share expertise with others.

COLLECTION MANAGEMENT

SELECTED PERFORMANCE INDICATORS

Accessibility of Collections — Assessing the accessibility of collections provides the Corporation with a way of determining the effectiveness of the collection as means of knowledge generation and dissemination

COLLECTIONS ACCESSIBILITY

	2005–2006	2006–2007	2007–2008	2008–2009	2009–2010	2010–2011
CMC						
Number of CMC artifacts on display as a % of total artifacts on display at CMC	92%	92%	92%	92%	92%	92%
Number of CMC artifacts on loan for exhibition	1,658	1,626	1,700	1,700	1,700	1,700
Number of CMC artifacts in CMC travelling exhibitions	696	473	300	600	400	400
CWM						
Number of CWM artifacts on display as a % of total artifacts on display at CWM	98%	98%	98%	98%	98%	98%
Number of CWM artifacts on loan for exhibition	314	350	350	350	350	350
Number of CWM artifacts in CWM travelling exhibitions	76	31	50	50	50	50

RECENT PERFORMANCE AND FUTURE PERFORMANCE GOALS

Research

Research enriches the Corporation's knowledge base, and is eventually disseminated in scholarly publications, conference presentations and public programming. While all researchers are generally focussed on projects within their fields of study, one project in particular provides a wider overview of the history of research pursued at CMC. This long-term study by Dr. Ian Dyck will document the history of CMC and its institutional predecessors, and the Museum's role in the development of Archaeology in Canada. It is based both on taped and transcribed oral history accounts and on documentary sources dating back to before Confederation (including the unpublished 1845 diary of Sir William E. Logan, founder of the Geological Survey of Canada, our ultimate institutional parent). The publication includes an essay by the CMC's current President, Dr. Victor Rabinovitch, on the future of the Museum's activities over the next decade. The 150th Anniversary Exhibition will bring a maturity to CMCC's sense of its past and identity, as well as preserving fast-disappearing knowledge and materials.

In support of the Corporation's strategic priorities and direction, an update of the CMCC research policy has been completed, and a Research Plan has been developed to guide the direction and focus of research undertaken at the Canadian Museum of Civilization.

The CMCC recognizes the value of external researchers, and maintains a Research Associates program. Research Associates and Visiting Researchers include scholars and museologists (e.g., individuals on sabbatical, retired museum professionals and other museum professionals) who have worked for the CMCC. There are also many highly qualified individuals who wish to continue research, writing and publishing through association with the Corporation, or who wish to conduct research using the Corporation's facilities or collections in a way relevant to the institution's purpose. A portion of this work contributed directly to the development of CMC exhibitions, publications, educational programs, collection research and collections documentation. A modest estimate of the time committed by research associates to this program in 2005–2006 is 1,500 hours.

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 research curators, who bring in and document donations, and recover or purchase objects in the course of their research. These collections, including 3-dimensional objects as well as bibliographic, photographic and audio-visual material, are managed and made accessible by collections management, library and archives professionals.

Two online databases now provide worldwide users with access to one million artifact records and 175,000 images, as well as 200,000 library and archival records with a growing number of digitized images. The CMC 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, which 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 acquisitions that need to be developed and, possibly, areas where existing collections are superfluous to museum needs.

The Collections Management and Planning Division is active in providing access, storage, and maintenance of the CMC's National and Living History collections, as well as in the conservation treatment and display preparation of objects for exhibit. Artifacts from CMC collections are loaned for exhibit to museums both nationally and internationally. The CMC also cares for many artifacts borrowed to enhance CMC exhibitions.

The collections storage space at the CMC curatorial building in Gatineau is near capacity, and the Collections Management and Planning Division continues to undertake critical exercises aimed at achieving maximum storage capacity. Inventory accounting, collections reviews, and other related projects are carried out in support of the national collections plan. As in most museums, there remains a backlog of collections material to register, document, and place in permanent storage locations. The Museum works through this backlog on an ongoing basis, often hiring summer students to assist with this task. Occasionally, donors of collections will also provide the funds to ensure that the cataloguing of the gifted collection is processed earlier.

Since 1997, the team of eight volunteers at the CPM has been inventorying and mounting an international philatelic collection. This collection is constantly growing as new issues of stamps and commemorative sheets are received from the 188 member countries of the Universal Postal Union. The 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 continued as part of the move to the new facility at 1 Vimy Place; the re-organized and re-housed collection provides a significant enhancement to the Museum's capacity to generate exhibitions and programs, and to generate or encourage material culture research.

The CWM took the opportunity of the move to the new facility to re-confirm the results of the earlier collections refinement process. Some large artifacts that were not required immediately for the LeBreton Gallery were sent out on loan to other Canadian museums. Artifacts that were transported to the new CWM that were not required for the exhibits were installed in the new compact storage systems according to a strict layout plan to ensure their preservation and continued accessibility. By the second half of 2005-2006, the staff began a process to update collections related policies and procedures from both the CWM and the overall corporate perspective.

Communication of Knowledge

The Corporation strives to reach as many people as possible, disseminating its knowledge onsite, offsite and through electronic means. This includes the development of informational modules for the Web site which enhance permanent and special exhibitions, programming and more. Talks with other national institutions continue, towards a more cooperative approach in the funding and coordination of online content and research projects.

The Corporation communicates its wealth of knowledge in myriad ways. The CMC Library and the Military History Research Centre at the CWM actively respond to requests for information on a wide range of topics, including artifacts, mandate, research interests of the CMC and CWM, copyright issues, images, and so forth.

Authoritative knowledge is created and shared through the Corporation's online catalogues, as well as from the electronic exhibits on the Website. In addition to being available through its own catalogues, the collections of the CMCC libraries are also part of AMICUS, a catalogue that lists the holdings of 1,300 libraries in Canada. In 2005, the CMC library catalogue was integrated into WorldCat (OCLC) which presents the holdings of over 9,000 libraries around the world. Recently, through its adhesion to the Ottawa/Gatineau SmartLibrary partnership, CMCC libraries and archives collections were made accessible from the shared catalogue of the six participating members. These are all platforms that create awareness of CMCC collections which can be consulted onsite, through interlibrary loans, and for some of them, online.

A number of significant improvements were made in the functioning of the artifact database in 2005, including the addition of a program facilitating batch uploads of photographs — a major concern in a year in which over 70,000 new images were added to the database. Another technological innovation now permits the Museums to add extra contextual information — obtained from publications, exhibit labels, curator's notes, etc. — to the on-line artifact catalogue.

In partnership with Canada Culture Online (CCO) at the Department of Canadian Heritage, Library, Archives and Documentation Services (LADS) has made available catalogue records and images of 42,584 archival documents and 30,456 artifacts in three new contextual Web modules which were launched in April. In September, the division received notice that funding for two more projects had been approved: one on immigration to Canada and one on early Quebec crafts. The additional support from CCO will permit continued creation of interactive Web modules within civilization.ca which are educational and entertaining, as well as expanding the number of collection records and images that are digitized and available on-line.

In 2005, the CMC Archives took concrete steps towards creating a new information management position to consolidate existing practices and develop other areas, such as the management of electronic documents.

The Corporation will soon provide an on-line request form enabling members of the public to obtain permissions and licensing for the use of copyright images. This form will facilitate processing of the majority of requests and should greatly improve client services.

In 2005, the CMC continued its collaboration with the Samuel and Saidye Bronfman Family Foundation, the Canada Council for the Arts and CBC on the annual Saidye Bronfman Award for excellence in the crafts. An exhibition of the work of Michael Hosaluk, the Award's 29th recipient, opened in the William E. Taylor Salon on Level 1 of the Museum. In addition, a video profile of the recipient was produced by the Corporation's audiovisual and photographic services section for screening at the Award presentation and in the exhibition. Preparations are continuing for a major exhibition to celebrate the 30th anniversary of the Award in fall 2006, and acquisitions are being made in anticipation of this exhibition.

It is the CMC's goal to program its IMAX Theatre with material that is mandate-related; i.e., exploring the great civilizations of humankind. 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. This ensures that the highest quality of historical scholarship is brought to the filmmaking process.

Canadians and others visiting the Museums via the electronic highway outnumber those physically visiting the CMC and CWM. This trend is expected to continue. The CMCC has responded by increasing the content provided on-line and re-launching its World Wide Web site. The CMCC has linked its Internet site with existing and developing Web sites. The CMCC Web site is also hyperlinked to other museological institutions that have a formal cooperative relationship with the CMC and the CWM. The CMCC will explore the expansion of this approach to other networks.

PUBLICATIONS								
Print Publications	Actual 2004-2005	Forecast 2005-2006	Expected 2005-2006	Forecast 2006-2007	Forecast 2007-2008	Forecast 2008-2009	Forecast 2009-2010	Forecast 2010-2011
CMC	17	17	17	21	21	21	21	21
CWM	3	3	3	3	3	3	3	3

AUDIENCE OUTREACH								
	Actual 2004-2005	Forecast 2005-2006	Expected 2005-2006	Forecast 2006-2007	Forecast 2007-2008	Forecast 2008-2009	Forecast 2009-2010	Forecast 2010-2011
CMC visitors	1,273,030	1,200,000	1,375,000	1,350,000	1,400,000	1,300,000	1,300,000	1,300,000
CWM visitors	75,000	400,000	575,000*	400,000	375,000	350,000	350,000	350,000
CMCC World Wide Web accesses**	56,400,395	60,500,000	65,400,000	70,500,000	75,500,000	80,500,000	85,500,000	90,500,000
Circulation of promotional material†	1,727,650	1,800,000	1,995,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Advertising Reach	133,000,000	120,000,000	135,000,000	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000

*CWM opened May 8, 2005.

**Figures include CWM and MVNF.

†Includes Calendar of Events, Lure Brochure, Visitors' Guide, This Week at the Museum, rack cards, posters, floor plans, tourism fact sheet, brochures and IMAX rack cards and posters.

Sharing Expertise

The CMCC shares its expertise with others, and staff 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. It will continue to establish networks for sharing, exchanging expertise and cooperating on projects that benefit the CMCC and colleague institutions.

The Corporation's museums often serve as training grounds for apprenticeships in museological practices and other forms of activity. One of the most successful of these is the Aboriginal Training Program in Museum Practices (ATPMP), which offers Aboriginal people an opportunity to complete an eight-month internship at the CMCC. Over 60 interns have participated in the Program since it began in 1993, with four interns participating in this, its twelfth year.

Other onsite initiatives include the Canadian Children's Museum Youth Volunteer Program in which up to 90 young people, ages 12 to 17, annually lend their support to museum programs

and activities while they learn more about the Museum, attain new skills and work in a team environment. The CMC also provided training opportunities in partnership with educational institutions such as Queen's University, the University of Montreal, the University of British Columbia, Algonquin College and McGill University. Secondary and post-secondary students regularly are hosted for internship placements within the Exhibitions and Programs branch to gain experience and knowledge in the fields of informal education, museology, exhibition planning, theatre arts and special events planning. Museum professionals or museology students do internships of a week to several months within the Branch each year.

During the year, the Corporation's staff continued to share their expertise in giving lectures, participating in conferences and teaching and supervising field placements. Members of CMC staff also sit on the Advisory Committee for the Applied Museums Study Program at Algonquin College, Ottawa; and chair an interdepartmental discussion group focussing on digital image management, held on a quarterly basis with members from 14 institutions within the National Capital Region.

Canadian War Museum staff participated in numerous professional conferences and workshops, and presented papers at national and international venues, including those devoted to history, war, museums, public history, interpretive planning, and collections storage. They acted as referees and professional advisers, taught graduate and undergraduate university courses, supervised graduate theses, and hosted professional development and training events on various subjects. They continue to speak at local historical and community group gatherings to promote the CWM, and teach museology courses at the community college level. Through an innovative program developed by the Museum's Living History unit, the CWM has also shared thousands of surplus items with smaller military museums across Canada.

CMCC staff respond regularly to a wide range of enquiries from Canadian and international museum professionals. These include queries on establishing children's museums or postal museums, museum programming, exhibition development, travelling exhibitions, collections management, research, design, etc. These enquiries take the form of simple e-mails, telephone conversations, letters or visiting delegations from institutions such as the Musée du Louvre and the National Museum of China.

The Corporation engages in numerous community outreach activities involving educators, philatelists, early childhood education associations, philanthropic organizations, veterans' groups, etc. The goal of these activities is to inform various communities of our programming, products, services and resources.

Sharing Expertise — 2005–2006

During the year, CMCC staff continued to share their expertise by giving lectures, participating in conferences, and teaching and supervising field placements. Some of these are listed below.

CMCC President and CEO, Dr. Victor Rabinovitch, attended the *Canada and Japan: Identities and Values* Symposium in Nagoya, Japan on June 27, 2005. He delivered the symposium's closing address and presented a lecture on the CMC and CWM to students at Meiji University in Tokyo on July 7, 2005. Dr. Rabinovitch also made a presentation at ABECAN annual Conference on Canadian Studies in Brazil, on November 9–10, 2005.

Several members of the CMC's Exhibitions and Programs Branch participated in the Canadian Museums Association Annual Conference in May 2005, in a session on interpretive planning. Exhibitions and Programs staff also presented a paper on interpretive planning at the Association of American Museums (AAM) conference in Indianapolis. A paper on interpretive planning was also presented at an international colloquium organized by the University of Montreal, and a paper on museum theatre was presented at the IMTAL (International Museum Theatre Alliance) conference in Australia. Staff also participated in the ICEE (International Committee for Exhibition Exchange) meetings in Amsterdam.

A number of employees also sit on the boards of planning committees. These include: the Association of Children's Museums; the Youth Museum Exhibit Collaborative; the Teachers Federation task force on heritage resources; Catalyst, a regional forum on art education awareness; the Interdepartmental Working Group on Educational Materials, the Arts Education Partnership; Festival Jeunesse; the International Association of Transportation Museums; the Fondation des partenaires de la biosphère; the Canadian Historical Association; the National Council of Public History and the National Postal Museum (Smithsonian) in Washington, D.C.

5.3. STRATEGIC ISSUE NO. 3: REACH OUT THROUGH DYNAMIC PARTNERSHIPS AND NETWORKS

One key to the CMCC's success as Canada's most popular museum is the series of national and international partnerships it has cultivated. In Canada, the CMCC partners with communities and institutions in every region of the country. Its partners include: national institutions, such as the National Capital Commission, Library and Archives Canada, the other national museums, the National Film Board and the Canada Post Corporation. The Corporation also partners with schools, colleges and universities; public libraries; tourism bureaus and hotels; and veterans' organizations. Among its other partners are community groups, such as the Centre international de documentation et d'information haïtienne caraïbéenne et afro-canadienne; book publishers; the Inuit Heritage Trust; regional festivals such as Magnetic North Theatre Festival and Ottawa Festival of the Arts for Young Audiences. The CMCC's private sector foundation partners include the Beaverbrook Foundation. Among the Corporation's sponsors are OMNI Television, Aim Trimark, and IKEA Canada.

The CMCC's international partners enable it to project Canadian heritage to the world, bring world cultures to Canadians, and undertake critical scientific research. Some of these partners are: the Youth Museum Exhibit Collaborative; the Smithsonian Institution; the Neidersächsisches Landesmuseum; the Drents Museum; the Imperial War Museum; the Australian War Memorial; the Samara Museum of History and Regional Studies (Russia); the National Museum of China; the Field Museum in Chicago; the American Museum of Natural History in New York City; the University of Utah; Oxford University; the International Council of Museums; the International Association of Museum Facility Administrators; and la Société internationale du réseau ÉCONOMUSÉE®.

A program of Memoranda of Understanding and Cooperation gives formal recognition to many of these relationships. Over 200 institutions have signed Memoranda of Understanding and Cooperation with the CMC or the CWM.

OBJECTIVE: *To increase sharing of exhibitions, expertise, research and information in Canada and abroad.*

Key strategies are described below:

Strategies

The Corporation will continue to build upon its active cultivation of partnerships and will expand its networking activities by:

- reviewing and assessing current partnerships for ongoing relevance and identifying gaps;
- continuing to share expertise through professional networks; and
- seeking out innovative arrangements with organizations and institutions across Canada and abroad to effectively disseminate knowledge and information.

5.4. STRATEGIC ISSUE NO. 4: INTEGRATE THE CMC AND CWM WITH A FOCUS ON FINANCIALLY-SUSTAINABLE OPERATIONS AND QUALITY CLIENT SERVICE

With the opening of the new Canadian War Museum, the CMCC, including the Canadian Museum of Civilization, is in an unprecedented position, having two world-class museum facilities with which to educate, communicate and provide information on Canadian culture and history. The CMCC Board of Trustees has identified the ongoing integration of the CMC and the CWM as a strategic direction, in order to minimize expenses and to maximize synergies between the two museums as parts of a single Corporation, and to provide similar quality experiences at both locations. To achieve this, Museum management is formalizing standards and processes throughout the museums, including the management of exhibitions and programs. In addition, the CWM is responding to a greater demand for services by creating new positions in the areas of interpretation, research and educational services.

In addition to ensuring the effective integration of the two museums, the Corporation continues to strengthen and maintain its financial and operational viability.

The CMCC faces a number of challenges to its ongoing financial and operational viability. The CMCC lost 35% of its federal funding as part of the Program Review process in the 1990s. In addition to this permanent loss of ongoing funding, the Corporation, unlike Public Works and Government Services Canada (PWGSC), has received no annual inflation adjustment on its fixed building costs. Fixed building costs represent the most significant aspect of the Corporation's financial base, and the effect of this loss of purchasing power has eroded the Corporation's fixed building budget in excess of 20% over the past decade.

In addition to the key issue of funding for maintenance of capital assets, three other major funding challenges exist for the CMCC. The first is a lack of protection from the effects of rising municipal tax assessments. The CMCC, due to its location in the Province of Quebec, is the only Museum Crown Corporation that has not been funded for rising municipal tax assessments. This funding issue has been outstanding for several years and requires immediate resolution.

The second issue is one of inflation protection, to compensate the CMCC for the rising costs of outsourced services. The Corporation has outsourced many non-core elements of its operations to the private sector. These include services such as building management, security, landscaping, food services, cleaning, exhibit fabrication, design, etc. These decisions have all yielded savings to the Corporation and to the Crown as the Corporation's one shareholder. In addition to initial savings, additional ongoing savings have been realized by the federal government as a result of the Corporation moving costs from the wage budget (subject to price increases) to the operating budget. Failing to compensate the Corporation for these rising costs will result in it being penalized for seeking the most cost-effective ways of delivering its programs and services.

The third and final significant funding challenge is related to the new Canadian War Museum. As mentioned earlier, it is a major challenge to provide adequate corporate services to run the new facility. The CWM had attracted more than 575,000 visitors in 2005–2006. 2006–2007 will be an equally busy year, with an outstanding number of school bookings already made, particularly for May–June 2006. The Corporation's ability to reallocate funds from within existing budgets to offset these pressures has been severely limited by the factors noted above.

The CMCC will continue to review its programs and operations for opportunities to implement even more effective, economical and efficient policies, procedures and processes. Alternative service delivery and emerging technologies will be used where possible to meet these challenges, and the Corporation will continue to work with private-sector partners to manage elements of its operations. The Corporation's fundraising efforts continue to contribute to the long-term success of the Museums, and could be further expanded with additional effort.

The CMCC is committed to a learning culture that values continuous learning by individuals and working groups. In order to compete in a constantly changing work environment, the

Corporation will emphasize the development of its human resources through implementation of strategies to retain expertise, develop staff, and plan for succession. The CMCC is also committed to organizing itself in a way that increases corporate leadership, fiscal responsibility, productivity and service to its visitors.

The CMCC will aim to maintain its leadership position in attracting visitors to its institutions. The Corporation will emphasize work on 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 ensure that the CMC and CWM function effectively together as centres for collection, research, exhibition and public information on the social, military and human history of Canada.*

Key strategies are described below, along with expected performance.

Strategies

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:

- improving the measurement of results;
- implementing innovative human resource strategies;
- maintaining and repairing the CMC building infrastructure as the facility ages and maintaining the new CWM building (dependent on government funding); and,
- reviewing collaborative mechanisms affecting operations in collections, research, exhibitions and public information.

RECENT PERFORMANCE AND FUTURE PERFORMANCE GOALS

Financial Viability

Maximizing net commercial revenues

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

TOTAL REVENUES FROM ON-SITE ACTIVITIES (\$'000)

	Actuals 2004–2005	Forecast 2005–2006	Forecast 2006–2007	Forecast 2007–2008	Forecast 2008–2009	Forecast 2009–2010	Forecast 2010–2011
CMC							
On-site Revenue	8,223	9,168	9,035	9,425	8,760	8,760	8,760
Attendance	1,273	1,375	1,350	1,400	1,300	1,300	1,300
Revenue per Visitor	\$6.46	\$6.67	\$6.69	\$6.73	\$6.74	\$6.74	\$6.74
% Change		3.25%	0.30%	0.60%	0.15%	0.00%	0.00%
CWM							
On-site Revenue	202	3,106	2,640	2,490	2,330	2,330	2,330
Attendance	75	575	400	375	350	350	350
Revenue per Visitor	\$2.69	\$5.40	\$6.60	\$6.64	\$6.66	\$6.66	\$6.66
% Change		100.74%	22.22%	0.61%	0.30%	0.00%	0.00%

Increasing fundraising efforts

The CMCC continues to seek ways of supplementing government funding. The Development Branch actively pursues corporations, foundations, associations and individuals to attract additional funds in support of various CMCC activities.

Sponsorships and philanthropic support for temporary exhibitions, public programs, research and publications are 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.

Significant recent examples of important sponsorships and grants include:

In Support of CMC Exhibitions

- Canada Post: **“Rocket Richard”: The Legend, The Legacy** — presentation at the CMC and national tour.
- The Canadian Nurses Association: **A Caring Profession: Centuries of Nursing in Canada** — exhibition development and presentation at the CMC.
- Canada Council Art Bank: **Archambault Sculptures (CMC Plaza)** — loan of sculptures and development of exhibition texts.

Other Projects

- The Samuel and Saidye Bronfman Family Foundation: acquisition of works for the CMC’s Canadian craft, decorative art and design collections; partnership in development of exhibition on yearly winner of the Saidye Bronfman Award for Excellence in the Crafts.
- Canadian National Railway Company: restoration of stained-glass windows for small CMC exhibition.

- Canada Post, The Friends of the Canadian Postal Museum, and Pitney Bowes: various Canadian Postal Museum projects.
- The Hudson's Bay Company, Canadian Pacific Railway and Canada Post: development of the travelling exhibition **Mail, Rail and Retail**.
- Société internationale ÉCONOMUSÉE® and Canada Post: development of the travelling exhibition **From the Hands of a Master**.
- Canada Post: development of the travelling exhibition **Satisfaction Guaranteed**.
- Computer Associates: support of the Canadian Children's Museum.

Canadian War Museum

- The Friends of the Canadian War Museum: ongoing support of the CWM.
- Bell Canada and Veterans Affairs Canada: CWM grand opening weekend on May 7–8, 2005.
- The Corporal Fred Topham VC Fund Project: development of the travelling exhibition of the Topham Victoria Cross medal set.
- Mr. & Mrs. William P. Wilder: conservation of the Challenger painting, *Canada's Grand Armada, 1914*.
- Mincom Defence and Veterans Affairs Canada: 125th anniversary celebration of the CWM.

Operational Viability

Implementing innovative human resource strategies

The CMCC's primary goal in its management of human resources is to continue fostering a healthy and productive work environment which stimulates productivity, creativity, teamwork, effectiveness, client focus and accountability, sustained by innovative management tools and systems which reflect the strategic vision of the organization. It also works to recruit, train, develop, evaluate and retain its competent and qualified workforce, preserve corporate memory, and ensure the transfer of knowledge through the Leadership Development and Continuity (LDC) process for the pursuit of excellence in order to remain an employer of choice.

Over the past year, the Human Resources Division has achieved the following corporate initiatives:

- Negotiated and ratified four-year collective agreements with each of the unions (Professional Institute of the Public Service of Canada (PIPSC) and the Public Service Alliance of Canada (PSAC))
- Developed and implemented a Leadership and Development Continuity process (succession planning)
- Implemented the Employment Equity Plan in partnership with employees and unions
- Implemented a revised Performance Management System incorporating employee and management input and best practices and provided training and orientation sessions for managers and employees

Over this period, Human Resources Division will also continue to be a strategic partner and play a key role in providing advice and guidance to internal clients, managers and employees. Key priorities over the next three years are to:

- Monitor the Leadership Development and Continuity Process (Succession Planning) through regular feedback meetings and enhanced training and development activities, including job shadowing, temporary assignments and mentorship
- Monitor the Employment Equity Plan
- Monitor and support the application of the new performance management system and provide relevant training to new managers and employees
- Manage the two newly-negotiated four (4) collective agreements (PIPSC agreement effective October 1, 2004 and PSAC agreement effective April 1, 2005)

Maintenance of Building Infrastructure

The CMC facility in Gatineau, Quebec has been open for 16 years, and is showing signs of age. During this planning period, it will require additional repair and maintenance.

Capital requirements for repairs to the Museum's infrastructure have been identified that greatly exceed the Museum's current financial capacity. Although some repairs will be completed, the majority can only be completed through federal government initiatives aimed at maintaining federal facilities infrastructure. Types of major repairs in question include the following

- Garage Under slab repairs in progress and scheduled for completion in 2006–2007
- Progressive replacement of fluorescent lighting fixtures and lamps over the next three years, starting in 2005–2006 that will result in energy savings and a reasonable payback
- Chilled water piping retrofit for the next ten years, starting in 2005–2006
- Upgrade of CMC's Security Access and Management system over the next four years, starting in 2005–2006
- Repair building envelope vapour barrier in all soffits planned in five annual phases, starting in 2006–2007
- Replace all building lighting controls in five annual phases starting in 2005–2006
- Upgrade all building emergency lighting circuits in six annual phases starting in 2005–2006
- Upgrade the building energy management control system in five annual phases starting in 2006–2007
- Replace two heat recovery exchangers on the chiller system in 2006–2007

FINANCIAL STATEMENTS

**OPERATING AND CAPITAL BUDGETS
2004–2005 TO 2010–2011**

**PRO FORMA FINANCIAL STATEMENTS
2004–2005 TO 2010–2011**

**NUMBER OF EMPLOYEES
2004 TO 2010**

OPERATING & CAPITAL BUDGET

For the Years Ending March 31, 2005 to 2011 (\$000s)

	2004-2005			2005-2006			2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
	Budget	Actual	Variance	Budget	Forecast	Variance	Budget	Budget	Budget	Budget	Budget
Appropriation											
Parliamentary Appropriation — CMCC	57,336	61,200	3,864	57,098	59,243	2,145	59,946	59,946	59,946	59,812	59,774
Parliamentary Appropriation — CWM Project	37,400	37,400	0	1,600	1,600	0	0	0	0	0	0
Deferred appropriation	0	(4,561)	(4,561)	0	0	0	0	0	0	0	0
Deferred appropriation used in current year	13,435	8,164	(5,271)	0	4,777	4,777	0	0	0	0	0
	108,171	102,203	(5,968)	58,698	65,620	6,922	59,946	59,946	59,946	59,812	59,774
Revenue of the Corporation	25,533	24,732	(801)	14,073	18,107	4,034	14,485	14,385	13,526	13,526	13,526
Expenditures											
Collect and Research	8,968	11,045	(2,077)	10,559	13,632	(3,073)	11,800	11,890	11,790	11,506	11,318
Exhibit, Educate and Communicate	14,775	13,315	1,460	17,782	20,649	(2,867)	18,844	18,350	17,265	16,990	16,695
Canadian War Museum	79,034	66,812	12,222	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Accommodation	21,912	22,296	(384)	33,859	39,785	(5,926)	27,680	28,103	28,583	29,033	29,503
Corporate Management	12,555	13,001	(446)	14,397	16,198	(1,801)	15,757	15,875	15,834	15,809	15,784
	137,244	126,469	10,775	76,597	90,264	(13,667)	74,081	74,218	73,472	73,338	73,300
Variance	(3,540)	466	4,006	(3,826)	(6,537)	(2,711)	350	113	0	0	0

OPERATING BUDGET

For the Years Ending March 31, 2005 to 2011 (\$000s)

	2004-2005			2005-2006			2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
	Budget	Actual	Variance	Budget	Forecast	Variance	Budget	Budget	Budget	Budget	Budget
Appropriation											
Parliamentary Appropriation											
— CMCC	52,086	55,379	3,293	49,946	48,964	(982)	56,446	56,446	56,446	56,312	56,274
Parliamentary Appropriation											
— CWM Project	0	0	0	0	0	0	0	0	0	0	0
Deferred Appropriation	0	(3,771)	(3,771)	0	0	0	0	0	0	0	0
Deferred Appropriation used in current year	0	937	937	0	3,987	3,987	0	0	0	0	0
	52,086	52,545	459	49,946	52,951	3,005	56,446	56,446	56,446	56,312	56,274
Revenue of the Corporation	17,633	21,372	3,739	14,073	18,107	4,034	14,485	14,385	13,526	13,526	13,526
Expenditures											
Collect and Research	8,968	11,045	(2,077)	10,559	13,632	(3,073)	11,800	11,890	11,790	11,506	11,318
Exhibit, Educate and Communicate	14,775	13,084	1,691	17,782	20,649	(2,867)	18,844	18,350	17,265	16,990	16,695
Canadian War Museum	20,299	17,510	2,789	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Accommodate	17,662	19,198	(1,536)	25,357	27,616	(2,259)	24,680	25,103	25,583	26,033	26,503
Corporate Services	11,555	12,614	(1,059)	14,147	15,698	(1,551)	15,257	15,375	15,334	15,309	15,284
	73,259	73,451	(192)	67,845	77,595	(9,750)	70,581	70,718	69,972	69,838	69,800
Variance	(3,540)	466	4,006	(3,826)	(6,537)	(2,711)	350	113	0	0	0

CAPITAL BUDGET

For the Years Ending March 31, 2005 to 2011 (\$000s)

	2004-2005			2005-2006			2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
	Budget	Actual	Variance	Budget	Forecast	Variance	Budget	Budget	Budget	Budget	Budget
Appropriation											
Parliamentary Appropriation											
— CMCC	5,250	5,821	571	7,152	10,279	3,127	3,500	3,500	3,500	3,500	3,500
Parliamentary Appropriation											
— CWM Project	37,400	37,400	0	1,600	1,600	0	0	0	0	0	0
Deferred Appropriation	0	(790)	(790)	0	0	0	0	0	0	0	0
Deferred Appropriation used in current year	13,435	7,227	(6,208)	0	790	790	0	0	0	0	0
	56,085	49,658	(6,427)	8,752	12,669	3,917	3,500	3,500	3,500	3,500	3,500
Revenue of the Corporation	7,900	3,360	(4,540)	0	0	0	0	0	0	0	0
Expenditures											
Collect and Research	0	0	0	0	0	0	0	0	0	0	0
Exhibit, Educate and Communicate	0	231	(231)	0	0	0	0	0	0	0	0
Canadian War Museum	58,735	49,302	9,433	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Accommodate	4,250	3,098	1,152	8,502	12,169	(3,667)	3,000	3,000	3,000	3,000	3,000
Corporate Services	1,000	387	613	250	500	(250)	500	500	500	500	500
	63,985	53,018	10,967	8,752	12,669	(3,917)	3,500	3,500	3,500	3,500	3,500
Variance	0	0	0	0	0	0	0	0	0	0	0

PRO FORMA STATEMENT OF OPERATIONS

For the Years Ending March 31, 2005 to 2011 (\$000s)

	2004-2005			2005-2006			2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
	Budget	Actual	Variance	Budget	Forecast	Variance	Budget	Budget	Budget	Budget	Budget
Appropriation											
Parliamentary Appropriation — CMCC	57,336	61,200	3,864	57,098	59,243	2,145	59,946	59,946	59,946	59,812	59,774
Parliamentary Appropriation — CWM Project	37,400	37,400	0	1,600	1,600	0	0	0	0	0	0
Deferred Appropriation	0	(4,561)	(4,561)	0	0	0	0	0	0	0	0
Deferred Appropriation used in current year	13,435	8,164	(5,271)	0	4,777	4,777	0	0	0	0	0
Amount used to purchase depreciable assets	(56,085)	(49,658)	6,427	(8,752)	(12,669)	(3,917)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)
Add: Amortization of deferred capital funding	5,250	9,852	4,602	4,250	13,754	9,504	13,782	13,735	13,803	13,903	13,932
	57,336	62,397	5,061	54,196	66,705	12,509	70,228	70,181	70,249	70,215	70,206
Revenue of the Corporation											
General Admission	2,650	2,806	156	4,225	4,831	606	4,420	4,510	4,120	4,120	4,120
Imax	2,000	1,784	(216)	2,000	1,960	(40)	2,000	2,100	2,000	2,000	2,000
Boutique Sales	1,750	1,588	(162)	1,925	2,555	630	2,425	2,425	2,310	2,310	2,310
Parking	800	914	114	1,125	1,300	175	1,155	1,175	1,110	1,110	1,110
Facility Rentals & Food Services	1,000	1,161	161	1,360	1,368	8	1,475	1,505	1,400	1,400	1,400
Donations/Grants/ Sponsorships	6,730	10,453	3,723	1,650	4,073	2,423	1,250	1,013	900	900	900
Interest on cash and investments	1,860	1,366	(494)	675	1,035	360	875	875	875	875	875
Publications	150	164	14	150	70	(80)	150	150	150	150	150
Other	693	1,136	443	963	915	(48)	735	632	661	661	661
	17,633	21,372	3,739	14,073	18,107	4,034	14,485	14,385	13,526	13,526	13,526
Expenditures											
Collect and Research	8,968	11,045	(2,077)	10,559	13,632	(3,073)	11,800	11,890	11,790	11,506	11,318
Exhibit, Educate and Communicate	14,775	13,279	1,496	17,782	20,649	(2,867)	18,844	18,350	17,265	16,990	16,695
Canadian War Museum	20,299	17,510	2,789	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Accommodation	21,912	28,476	(6,564)	29,357	40,271	(10,914)	37,315	37,648	38,228	38,778	39,348
Corporate Management	12,555	12,993	(438)	14,397	16,797	(2,400)	16,404	16,565	16,492	16,467	16,371
	78,509	83,303	(4,794)	72,095	91,349	(19,254)	84,363	84,453	83,775	83,741	83,732
Variance	(3,540)	466	4,006	(3,826)	(6,537)	(2,711)	350	113	0	0	0

PRO FORMA BALANCE SHEET

As at March 31 (\$000s)

	2004-2005 Actual	2005-2006 Forecast	2006-2007 Budget	2007-2008 Budget	2008-2009 Budget	2009-2010 Budget	2010-2011 Budget
ASSETS							
Current Assets							
Cash & Short Term Investments	31,606	25,999	24,549	24,662	24,662	24,662	24,662
Accounts Receivable	5,706	4,000	4,000	4,000	4,000	4,000	4,000
Inventories	1,236	1,300	1,300	1,300	1,300	1,300	1,300
Prepaid Expenses	1,717	1,500	1,300	1,300	1,300	1,300	1,300
Total Current	40,265	32,799	31,149	31,262	31,262	31,262	31,262
Other Assets							
Restricted Cash and Investments	9,787	685	485	485	485	485	485
Collection	1	1	1	1	1	1	1
Capital Assets — On-going	19,896	23,398	22,272	21,103	19,866	18,529	17,163
Capital Assets — CMC Building	146,854	140,798	134,742	128,686	122,630	116,574	110,518
Capital Assets — CWM Building (LeBreton)	115,808	117,367	114,357	111,347	108,337	105,327	102,317
Capital Assets — CWM Building (Sussex)	180	90	0	0	0	0	0
Land	22,719	32,832	32,832	32,832	32,832	32,832	32,832
Total Other Assets	315,245	315,171	304,689	294,454	284,151	273,748	263,316
Total Assets	355,510	347,970	335,838	325,716	315,413	305,010	294,578
LIABILITIES AND EQUITY OF CANADA							
Current Liabilities							
Accounts Payable and Accrued Liabilities	16,960	14,000	12,000	12,000	12,000	12,000	12,000
Deferred Revenue	4,466	400	400	400	400	400	400
Total Current Liabilities	21,426	14,400	12,400	12,400	12,400	12,400	12,400
Other Liabilities							
Accrued Employee Termination Benefits	2,797	2,700	2,700	2,700	2,700	2,700	2,700
Deferred Contributions	2,787	685	485	485	485	485	485
Deferred Capital Contribution	3,360	3,200	3,040	2,880	2,720	2,560	2,400
Deferred Capital Funding	280,145	278,414	268,292	258,217	248,074	237,831	227,559
Total Liabilities	310,515	299,399	286,917	276,682	266,379	255,976	245,544
Equity							
Internally restricted — CWM Building Project	7,000	0	0	0	0	0	0
Unrestricted	37,995	48,571	48,921	49,034	49,034	49,034	49,034
Equity of Canada	44,995	48,571	48,921	49,034	49,034	49,034	49,034
Total Liabilities and Equity of Canada	355,510	347,970	335,838	325,716	315,413	305,010	294,578

PRO FORMA STATEMENT OF CHANGES IN FINANCIAL POSITION

For the Period Ending March 31 (\$000s)

	2004-2005 Actual	2005-2006 Forecast	2006-2007 Budget	2007-2008 Budget	2008-2009 Budget	2009-2010 Budget	2010-2011 Budget
OPERATING ACTIVITIES							
Cash receipts (clients)	13,815	11,447	12,660	12,997	12,251	12,251	12,251
Cash receipts (parliamentary appropriation)	51,760	66,705	70,210	70,613	71,081	71,081	71,010
Cash paid (employees and suppliers)	(80,642)	(94,253)	(86,145)	(84,885)	(84,607)	(84,607)	(84,536)
Interest received	1,366	1,035	875	875	875	875	875
Cash flows from operating activities	(13,701)	(15,066)	(2,400)	(400)	(400)	(400)	(400)
INVESTING ACTIVITIES							
Acquisition of capital assets	(3,716)	(4,290)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)
CWM Building Project	(49,286)	(8,379)	0	0	0	0	0
Increase (decrease) restricted cash and investments	11,339	9,102	200	0	0	0	0
Cash flows used in investing activities	(41,663)	(3,567)	(3,300)	(3,500)	(3,500)	(3,500)	(3,500)
FINANCING ACTIVITIES							
Parliamentary appropriation for the acquisition of capital assets	43,221	11,863	3,500	3,500	3,500	3,500	3,500
Restricted contributions and related investment income	1,686	1,163	750	513	400	400	400
Cash flows from financing activities	44,907	13,026	4,250	4,013	3,900	3,900	3,900
Increase (decrease) in cash and short-term investments	(10,457)	(5,607)	(1,450)	113	0	0	0
Balance at beginning of year	42,063	31,606	25,999	24,549	24,662	24,662	24,662
Balance at end of year	31,606	25,999	24,549	24,662	24,662	24,662	24,662

NUMBER OF EMPLOYEES

As at December 31st

	2004 Actual	2005 Actual	2006 Forecast	2007 Forecast	2008 Forecast	2009 Forecast	2010 Forecast
Full-Time Equivalents	443	465	475	485	485	485	485