



CANADIAN MUSEUM OF CIVILIZATION  
CANADIAN WAR MUSEUM

ANNUAL REPORT | 2007 | 2008 |



# CANADIAN MUSEUM OF CIVILIZATION CORPORATION

## CANADIAN MUSEUM OF CIVILIZATION

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Gatineau, Quebec  
K1A 0M8  
[www.civilization.ca](http://www.civilization.ca)

## CANADIAN WAR MUSEUM

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Marie-Louise Deruaz

# MESSAGE FROM THE CHAIR

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It is a great honour for me to serve the people of Canada, and to help guide the development of two of the country's most outstanding public institutions: the Canadian Museum of Civilization and the Canadian War Museum.

At both Museums, you encounter human stories that put your own life and accomplishments into perspective, leaving you in awe of those who have inhabited, developed and defended our country.

Every time I visit the Museums, I am reminded of their tremendous value to Canada as guardians and exhibitors of our national treasures, and of our unique national story.

I was particularly gratified this year that we were able to resolve a controversy over the wording of a text panel in the War Museum, relating to the Allied bombing of German cities during the Second World War. Some perceived the panel's wording as misleading and unfair to Canadian veterans. Working with historians and veterans, the Museum was able to add context and present the information accurately and respectfully. Canadians care deeply about their history and how it is presented in their national museums. We consider that a good thing.

## National Outreach

Of course, the Museum buildings and their public galleries in the National Capital Region are only part of the service the Corporation provides to Canadians. The Corporation also strives to extend its knowledge and resources across the country and around the world through publications, artifact loans, travelling exhibitions and its ever-expanding website. These outreach programs are a source of particular pride to the Board of Trustees,

whose members come from across the country.

This year, we welcomed two new members to the Board. Judith Baxter, from Clifton Royal, New Brunswick, is a retired businesswoman who has also worked as an artist, writer and commercial illustrator. Stéfanie Pelletier of Montréal is a chartered accountant and banking executive whose professional work has included financial planning, auditing, and leadership roles.

We are also grateful to Claudette Roy, my immediate predecessor as Board Chair. She was at the helm during one of the most challenging and exhilarating periods in the Corporation's history: the planning and construction of the new Canadian War Museum. The success of that venture is a tribute to her leadership.

## New Appointments

This has also been a year of transition within the executive ranks of the Corporation.

Mark O'Neill was named Director General of the Canadian War Museum and Vice-President for the Corporation. Immediately prior to that appointment, Mr. O'Neill was the Corporation's Vice-President of Public Affairs and Publishing. He remains Corporate Secretary to the Board of Trustees, and Director of Strategic Planning. Also promoted from within the organization was David Loye, now the Corporation's Chief Operating Officer. He is a Certified General Accountant who has worked at the Corporation for 17 years, most recently as Chief Financial Officer.

These promotions attest to the professional quality of the Corporation's staff, and the organization's commitment to the development of a new generation of leaders. At the same time, the Corporation actively recruits the best outside talent it can find. One example this year was the hiring of Moira McCaffrey as the new Director General, Research and Collections, at the Canadian Museum of Civilization. An accomplished curator and museologist, Ms. McCaffrey came to us from the McCord Museum of Canadian History in Montréal. She is a fine addition to the team.

## An Invaluable Contribution

As this report makes clear, the Corporation and its Museums make an incredible contribution to the country in many ways. They are national centres for preserving, studying and presenting information about the human, social and military history of Canada. As such, they are a vital resource for all Canadians — and will be for generations of Canadians to come.

On behalf of the Board, we are proud of the Corporation's achievements during the past year, and we thank particularly all the employees who make both our Museums so great.



Fredrik S. Eaton, O.C., O.Ont.

This past year has not been “business as usual” for the Canadian Museum of Civilization Corporation. Achievements as well as challenges have been significant, leading to some important innovations that affect our public stance and our operational capacity.

First, some key achievements.

During 2007, staff at the Museum of Civilization completed the installation of **Face to Face: The Canadian Personalities Hall**. This is our latest, and probably last, major permanent exhibition gallery. **Face to Face** is not only a new exhibition; it is also highly innovative in style, content, method and location. It tells Canada’s story through the words and actions of extraordinary people — some famous, and some hardly remembered. Twenty-seven individuals are profiled, with a line-up that will change over time. They are presented not as saints, but as real people with both virtues and failings. The exhibition is an important and creative complement to our other permanent galleries, and has already been well received by visitors, with many comments and compliments.

New ground was also broken at the Canadian War Museum with **Afghanistan: A Glimpse of War**, and **Tony Blair at War: Decision Iraq**. Both exhibitions offered a museum perspective on current events: on history in the making. The first was developed by the War Museum, and provided unique insight into Canada’s participation in the war in Afghanistan — particularly through personal stories drawn from the stress of battle. The second, **Tony Blair at War**, is a behind-the-scenes photographic study of the British Prime Minister as he confronted the difficult decision to deploy British forces in 2003 in Iraq. This

exhibition was developed by the National Portrait Gallery in London.

The Museum of Civilization also continued its solid record of presenting outstanding exhibitions from abroad. This year the most important in size and complexity was **Treasures from China**, drawn from the finest collections of the National Museum of China. This exhibition was created as part of an unprecedented partnership between the Museum of Civilization and China, negotiated four years ago. Extensive exchanges between staff have also been part of this agreement.

The Corporation achieved significant success in its ongoing efforts to supplement its commercial revenues and its government funding. The Museums held two major fundraising events this year, both of which were very successful as social occasions and as benefits.

The **2007 History Costume Ball: The Age of Style** attracted a crowd of 450 participants to the War Museum. The contributions and financial support of our attendees, sponsors and partners were directed to the National Collection Fund, which helps acquire artifacts of significance to national heritage.

For national public museums, government funding remains their primary source of operational support. This is true in every Western democracy, as museums are part of a tradition of providing trustworthy information to all members of the public. Our new fundraising efforts will help add important revenues for specific activities.

This has been an exceptional year of professional awards for museum projects and staff. The War Museum received the “Outstanding Achievement in Exhibitions” award

for **Afghanistan: A Glimpse of War**, and the Museum of Civilization received the award for “Outstanding Achievement in Conservation and Preservation Practices” — both from the Canadian Museums Association. In addition, our 2007 History Costume Ball won recognition as “Most Outstanding Event” in this year’s Canadian Event Industry Awards. Many staff were also recognized for special contributions in their fields: notably Dr. Tim Cook, Dr. Stephen Inglis, Dr. Patricia Sutherland, and Dr. Judy Thompson. My warm congratulations to everyone.

While the achievements of 2007 were great, so too were the challenges. Three of these stand out: the changing economic environment; a federal spending review; and controversy relating to a text panel at the War Museum.

The Canadian tourism industry as a whole was affected adversely in 2007–2008 by a dramatic rise in the value of the Canadian dollar and relatively high gasoline prices. Our Museums, which rely heavily during holiday periods on visitors from outside the National Capital Region, are not immune to these economic factors. I am pleased that the Corporation’s attendance and earned revenues were solid, remaining by far the highest among all museums and galleries in the National Capital Region. But we are aware that these challenging conditions — beyond the control of any cultural institution — will likely continue in the coming year. We will be ready to take corrective actions, notably by controlling expenditures and maximizing promotions, but we are likely to suffer from soft market conditions.

# MESSAGE FROM THE PRESIDENT AND CEO

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In the summer of 2007, the government announced its Strategic Review of expenditures in many federal organizations, including all four national museum corporations. We were asked to detail our spending priorities and to identify possible savings and reallocations. As major public institutions, we are fully aware of our financial accountability to Parliament and hence to the taxpayers of Canada. In order to respond rapidly to the government's request, we undertook an analysis of our programs and services — from hours of operations, size of gallery space and number of exhibitions. This was very challenging, and also required timely guidance from our Board of Trustees. During the coming year, we will begin implementing decisions from this Strategic Review, both in reductions to some programs or service levels and in investments in targeted activities.

The third major challenge stemmed from our sensitive role as a public museum whose mandate is to interpret history in an accurate and balanced manner. During the past year, part of a display at the War Museum became the focus of spirited public debate over how to describe one aspect of Canada's military activities during the Second World War. The debate became known as the "Bomber Command controversy".

In response to critical comments from some parties, senior staff at the War Museum reviewed the exhibit and concluded that one text panel should be revised with additional information and more context. We consulted on this with several leading historians and some veterans of the air war.

Our goal is to ensure that visitors receive accurate presentation on important topics within the style and

design of a public museum exhibit. The exchanges around this controversy served to remind everyone about the importance of accessible, coherent public displays and the sensitivities involved in writing historical assessments. Different viewpoints are inevitable when controversial events are described. Our method is to recognize that such debates exist, and to deal with different opinions respectfully.

I believe that staff at both Museums have responded to our recent challenges with skill and professionalism. I am also grateful for the positive guidance provided by our Board of Trustees. To maintain our status as Canada's most popular museums, we will continue to rely on the creative and competent contributions of many talented people. Again this year, I was honoured to work with so many of them.



Dr. Victor Rabinovitch

**Below:** A spectacular fireworks display marked closing celebrations of Ottawa's 150th anniversary as Canada's Capital.



Mark Holleron

# HIGHLIGHTS

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## NEW “FIRST-OF-THEIR-KIND” EXHIBITIONS

The Canadian Museum of Civilization opened a new permanent gallery, **Face to Face: The Canadian Personalities Hall**, the first biography exhibition in Canada. This 1,000-square-metre exhibition presents a compelling look at Canada’s history through the life stories of 27 women and men whose initiatives and exploits helped shape the country.

Some 120 prized artifacts, most of which had never before been shown outside of China, were featured in **Treasures from China** during the summer of 2007. The exhibition examined the rich history and achievements of the Chinese people, from ancient times to the modern era. It also gave visitors a unique opportunity to explore China’s contribution to the world’s cultural and technological heritage.

The bilateral exchange agreement was also unique. In return for the loan of artifacts by the National Museum of China, the Museum of Civilization developed a special exhibition, **First Peoples of Canada: Masterworks from the Canadian Museum of Civilization**. This exhibition will be presented in Beijing during the summer and autumn of 2008.

At the Canadian War Museum, the exhibition **Afghanistan: A Glimpse of War** continued its important showing, attracting more than 150,000 visitors. Another exhibition which offered a look at contemporary history was **Tony Blair at War: Decision Iraq**.

## CHILDREN’S MUSEUM CELEBRATES EIGHT MILLION VISITORS

In July 2007, the Canadian Children’s Museum welcomed its **eight-millionth visitor** since opening 18 years ago. Another 2007 highlight was the completion of expanded exhibition spaces in the Children’s Museum, including a new temporary gallery, refurbishment of its theatre, and development of a new permanent exhibition called **Destination: Canada**.

## CREATIVE FUNDRAISING BALLS

The Corporation held two major fundraising events in support of its activities. The 2007 **History Costume Ball: The Age of Style** was the second event of its kind, and was organized in support of the National Collection Fund Campaign. The Ball, held at the War Museum, gave 450 supporters a fabulous evening to remember.

In February 2008, 300 guests attended the **Valentine’s Day Ball** at the Museum of Civilization: the first such event to be held as a benefit for children’s and youth programs at both Museums.

## IMPORTANT ACQUISITIONS

The Museum of Civilization acquired the **Harbinson Canadian Furniture Collection**, an outstanding group of more than 300 Canadian antiques and folk art from the eighteenth and nineteenth centuries. The Museum also acquired an eighteenth-century double-handled **burl bowl**, an artifact of national historical significance probably made by Iroquois peoples.

**Left:** Six-year-old Margot Pope-Peluso of Ottawa: the eight-millionth visitor to the Children’s Museum.  
**Right:** The **History Costume Ball: The Age of Style**, held at the War Museum.



Steven Darby



Steven Darby



The War Museum's major acquisitions included a painting by **Tom Thomson** which illustrates the poem *The Foot Path of Peace* by American Henry Van Dyke. The Museum also acquired the bronze sculpture *Mademoiselle de Verchères* by **Louis-Philippe Hébert**.

### RESTORATION OF LARGE-SCALE ARTIFACTS

Following two years of work, experts at the War Museum completed the restoration and cleaning of a **Panther V tank**, the largest German tank in the country. In January 2008, the 45-tonne armoured vehicle was moved into the Museum's LeBreton Gallery for display.

Conservators at the Museum of Civilization undertook the painstaking restoration of a six-metre 200-year-old Canadian **birchbark canoe** of Maliseet origin in New Brunswick. It may be the oldest of its kind in the world. Visitors were able to watch conservators at work during the summer of 2007.

### IMPORTANT APPOINTMENTS

In 2007–2008, **Fredrik Stefan Eaton** was appointed Chair of the Canadian Museum of Civilization Corporation Board of Trustees. Mr. Eaton is the former President, Chairperson and CEO of the T. Eaton Company Limited.

**Mark O'Neill**, formerly Vice-President, Public Affairs and Publishing, was appointed Director General of the Canadian War Museum and Vice-President of the Canadian Museum of Civilization Corporation.

**Moira McCaffrey** became the Vice-President, Research and Collections, at the Museum of Civilization. A highly experienced curator and museum professional, Ms. McCaffrey specializes in Northeastern archaeology and ethnology. She previously served as Director of Research and Exhibitions at the McCord Museum of Canadian History in Montréal.

Below: Panther V tank displayed in the LeBreton Gallery.



# HIGHLIGHTS

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## PRIME LOCATION FOR CELEBRATIONS

On December 31, 2007, the Museum of Civilization offered the best vantage point for watching the **fireworks display** put on by the National Capital Commission. This special event marked the closing of year-long celebrations marking Ottawa's 150th anniversary as Canada's Capital. It was an overwhelming success, with over 5,000 people coming to the Museum to watch the spectacular show.

## AN AWARD THAT RESONATES

Legendary record producer and music impresario Samuel Gesser became the first recipient of the **Resonance Award**, created in 2007 by the Museum of Civilization. The award honours outstanding lifetime contributions to Canada's musical heritage, and will draw attention to the role of individuals in performing, preserving, and promoting this heritage (Mr. Gesser sadly passed away on April 1, 2008.)

## NEW STAR CHEF

In 2007, the Museum of Civilization Corporation welcomed new Executive Chef **Georges Laurier**, who became responsible for food services and catering at both Museums, including the Museum of Civilization's Café du Musée. Mr. Laurier enjoys showcasing the finest of local ingredients, and is renowned for his culinary savoir-faire, creativity and care for his clients.

## IN MEMORIAM

**Deborah Brownrigg** (1959–2007) During her 20 years with the Museum of Civilization, Deborah Brownrigg supervised the publication of some 300 books and catalogues, covering a wide range of topics related to the Corporation's activities and fields of research. To those who had the privilege of knowing and working with her, she will be fondly remembered for her courage, integrity and dedication. Deborah passed away on December 27, 2007, following a valiant battle with cancer.

**Jean-Pierre Chrestien** (1949–2008) Archaeologist Jean-Pierre Chrestien joined the Museum of Civilization in 1985. Widely respected for his knowledge within the fields of archaeology and history, he was especially esteemed for his expertise on the European fisheries of eastern North America. His contributions to the exhibitions **Lifelines: Canada's East Coast Fisheries, Once in French America, Virtual Museum of New France** and the **Canada Hall** are among his lasting legacies as a scholar. Jean-Pierre was also known for his kindness and his deep respect for people. He died on February 26, 2008, following a brief illness.

Below: The Corporation's new Executive Chef **Georges Laurier**.



Marie-Louise Deruaz



Marie-Louise Deruaz



Steven Darby

# CANADIAN MUSEUM OF CIVILIZATION CORPORATION

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## MANDATE

The Canadian Museum of Civilization Corporation is a Crown Corporation established pursuant to the *Museums Act*. The Corporation is a member of the Canadian Heritage Portfolio, and includes the Canadian Museum of Civilization, the Canadian War Museum and the Virtual Museum of New France, a virtual museum on the Internet. As part of their core mandate, the Museum of Civilization and the War Museum function as centres for collection, research and public information on the social, military and human history of the country. The Corporation's principal role is to help preserve and promote the heritage of Canada for present and future generations, thereby contributing to the promotion and enhancement of a Canadian identity.

## GUIDING PRINCIPLES

The Corporation's work is guided by five essential principles, described below.

### Knowledge

Museum activities focus on the creation and dissemination of knowledge. Our research is rigorous and creative, thereby contributing to new understanding of Canada's human history. Our exhibitions and programs are knowledge-based and provide clear information to the public.

### Choice and Respect

The collections, programs and exhibitions administered by our Museums reflect a wide range of people and subjects. Making choices is necessary for good management: we can never include all themes, all perspectives, or all proposed artifacts. Our choices are informed by respect: we will not engage in activities or present materials that might promote intolerance.

### Authenticity

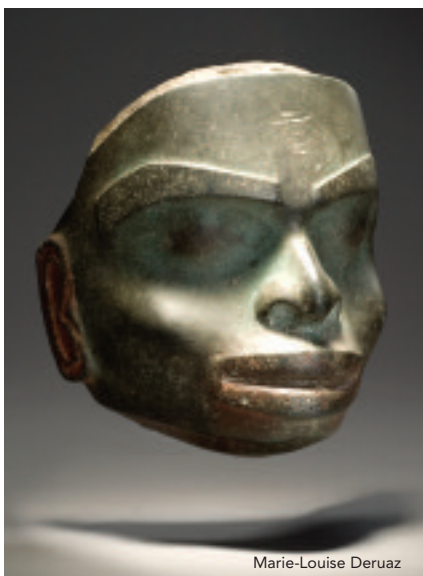
Authenticity in our Museums means that we are truthful and comprehensive. We are committed to presenting artifacts from the Corporation's collections and from other public collections. Authenticity involves communicating accurate information which is balanced and contextual.

### Coherence

Coherence applies to all corporate activities as we aim to be consistent, united in purpose and easily accessible. We strive for coherence in our research, exhibitions, programs, services and design, in our behaviour as teams, and in our use of the Museums' physical spaces.

### Canadian Perspectives

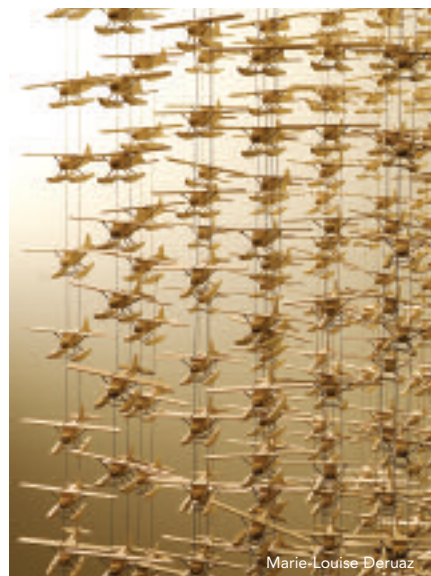
Our collections, programs and exhibitions reflect a Canadian perspective. We present Canadian contexts, comments or reactions on subjects of wider significance. This dimension reflects the fundamental Canadian commitment to democracy in its political and social sense.



**Left:** Nineteenth-century stone mask made by a Tsimshian carver from Canada's Northwest Coast.

**Right:** *Beavers*, by Frank Shebageget, featured in the exhibition *In My Lifetime*.

Marie-Louise Deruaz



Marie-Louise Deruaz

## CORPORATE GOVERNANCE

The Corporation is governed by a Board of Trustees appointed by the Governor-in-Council. The Board is responsible for fulfillment of the policies and overall financial management of the Corporation's affairs, and reports to Parliament through the Minister of Canadian Heritage. During 2007–2008, seven committees supported the Board of Trustees. These committees met regularly before Board meetings, and made their recommendations to meetings of the Board. Each Member has duties on at least one committee.

## BOARD COMMITTEES

The **Executive Committee** assists in its decision-making between Board meetings, if necessary.

The **Audit Committee** serves as the Board's advisor on audit-related matters, and ensures maintenance of sound internal controls.

The **Finance and Compensation Committee** serves as advisor on accountability and planning, in relation to finance and compensation.

The **Development Committee** advises and supports the Board and Management on the Corporation's development and fundraising activities. Members of the Committee may also participate in fundraising on an individual basis.

The **Canadian War Museum Advisory Committee** advises on matters related to the Canadian War Museum. Its membership includes members of the Board of Trustees and representatives from veterans' groups.

The **Working Group on Governance** advises on matters related to governance of the Corporation, such as the application of its by-laws.

The **Nominating Committee** assists in creating trustee and CEO profiles, and establishes appropriate criteria for candidate selection. It also makes recommendations to the Board of Trustees on appointments.

## CORPORATE OFFICERS

**Victor Rabinovitch**  
President and CEO

**David Loye**  
Chief Operating Officer

**Mark O'Neill**  
Director General, Canadian War Museum and Vice-President of the Corporation; Corporate Secretary and Director, Strategic Planning



Steven Darby



# CANADIAN MUSEUM OF CIVILIZATION CORPORATION

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## MEMBERS OF THE EXECUTIVE COMMITTEE (AS OF MARCH 31, 2008)

**Francine Brousseau**, Vice-President, Development

**Michèle Canto**, Director, Marketing, Business Operations and Client Services

**Michel Cheff**, Director, Special Projects, Office of the President and CEO and Secretary, Executive Committee

**Odette Dumas**, Acting Vice-President, Public Affairs and Publishing

**Elizabeth Goger**, Vice-President, Human Resources

**David Loye**, Chief Operating Officer

**Moira McCaffrey**, Vice-President, Research and Collections

**Sylvie Morel**, Vice-President, Exhibitions and Programs

**Dean Oliver**, Director, Research and Exhibitions, Canadian War Museum

**Mark O'Neill**, Director General, Canadian War Museum and Vice-President of the Canadian Museum of Civilization Corporation; Corporate Secretary and Director, Strategic Planning.

**Victor Rabinovitch**, President and Chief Executive Officer

## MEMBERS OF THE BOARD

**Naïma Bendriss**, Trustee  
Montréal, Quebec

Dr. Bendriss is a sociologist with a particular interest in ethnic studies, post-colonial studies, international development, international relations and human rights. She is an associate researcher at the Centre de recherche en immigration, ethnicité et citoyenneté of the Université du Québec à Montréal. She is also Head of the Maghreb and Middle East Program at the International Centre for Human Rights and Democratic Development.

### Previous page

**Left: David Loye**, Chief Operating Officer; **Mark O'Neill**, Director General, Canadian War Museum and Vice-President of the Corporation; Corporate Secretary and Director, Strategic Planning; **Victor Rabinovitch**, President and Chief Executive Officer.

**Right: J.L. Granatstein**, Trustee; **Naïma Bendriss**, Trustee; **Patricia Roy**, Trustee.

### Below

**Left: Claudia Simon**, Trustee; **Harvey A. Slack**, Trustee; **Judith Baxter**, Trustee.

**Right: Jean-Claude Cyr**, Trustee; **Stéfanie Pelletier**, Trustee; **Fredrik Stefan Eaton**, Chair.

**Absent: Pierre Dufour**, Vice-Chair; **A. Webster Macdonald**, Trustee.



**Thelma Ann Brennan**, Trustee  
Johnville, New Brunswick  
(Until December 2007)

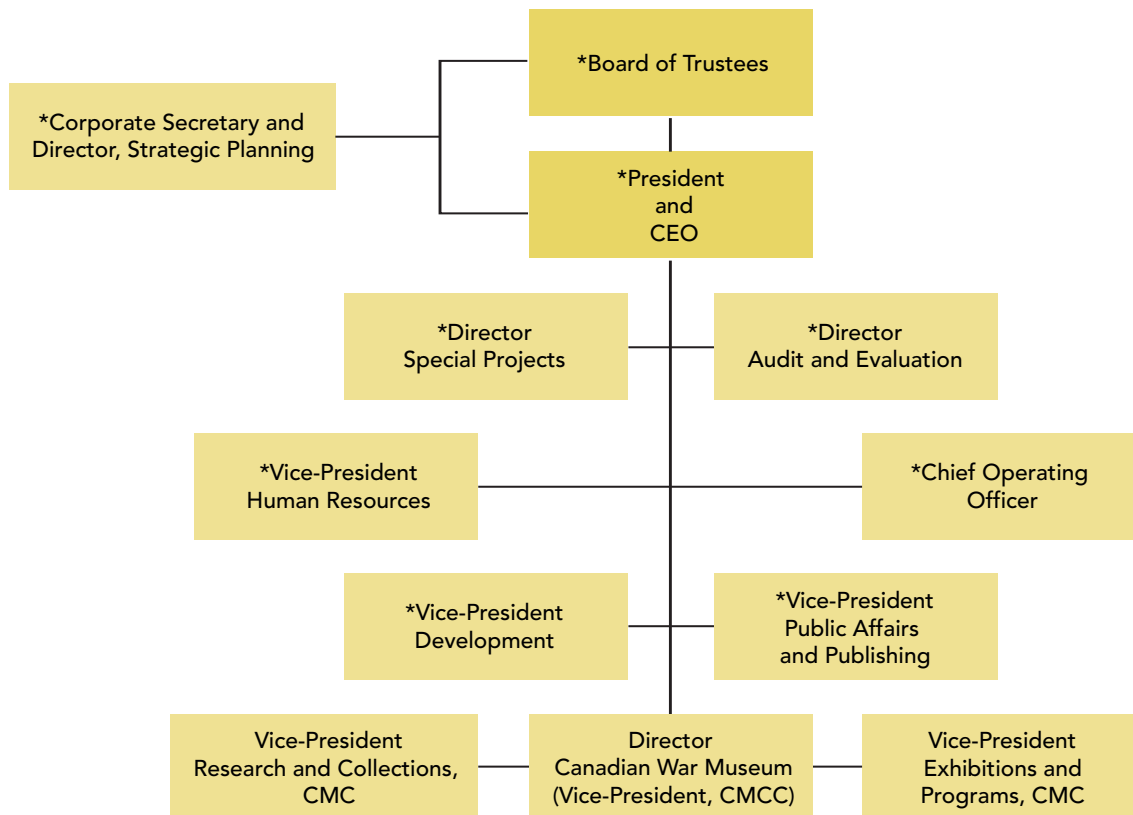
Historical novelist Ann Brennan has a Master's Degree in Environmental History and a Bachelor of Arts in History. She is an active participant in the Writers in Schools Program, and has a number of publications to her credit, including *The Hawthorn Bush* and *The Real Klondike Kate*, and has given numerous presentations on Irish and Canadian history. In 2003, she received Queen Elizabeth II's Golden Jubilee Medal for exemplary service to her community.

**Jean-Claude Cyr**, Trustee  
Montréal, Quebec

Jean-Claude Cyr has extensive experience in business and finance. Since 2003, he has been a consultant with several firms, including Magil Laurentienne and Group Dayan. From 1995 to 2004, he occupied positions as Senior Vice-President and Vice-President with the Caisse de dépôt et placement du Québec. Mr. Cyr has also served for many years on the boards of CDP Capital-Hypothèques and the Montréal Museum of Contemporary Art, and more recently on the boards of CADIM-dettes immobilières and of MCAP (Toronto).

**Pierre Dufour**, Vice-Chair  
Gatineau, Quebec

Currently a partner in the law firm of Dufour, Isabelle, Leduc, Bouthillette, Lapointe and Beaulieu, Mr. Dufour has practiced law for more than four decades, and has extensive experience as a member of other boards. Mr. Dufour has overseen special projects for government organizations, and has served as legal advisor for various corporations and sports federations. A former governing member of the Gatineau Chamber of Commerce, Mr. Dufour is still active in community life and in supporting health-related foundations.



\*Activities related to the whole Corporation

# CANADIAN MUSEUM OF CIVILIZATION CORPORATION

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**Fredrik Stefan Eaton, O.C., O.Ont.,**  
Chair

Toronto, Ontario  
(Since April 2007)

Fredrik Stefan Eaton held various positions at the T. Eaton Company Limited, which he joined in 1962, rising to President, Chairman and CEO — an office he held for ten years. He is currently Chairman of the White Raven Capital Corporation. In the early 1990s, he also served as Canada's High Commissioner to the United Kingdom.

**J.L. Granatstein, O.C.,** Trustee  
Toronto, Ontario

A well-known military historian, Dr. Granatstein has held many positions at York University, and was Director and CEO of the Canadian War Museum from 1998 to 2000. Dr. Granatstein is currently a member of the Board of Directors of the Canadian Defence and Foreign Affairs Institute, and is Chair of its Advisory Council. An Officer of the Order of Canada, he is also the recipient of seven honorary degrees and many other honours, including the National History Award from the Organization for the History of Canada.

**A. Webster Macdonald,** Trustee  
Calgary, Alberta

For many years, Mr. Macdonald was involved with the Glenbow Museum in Calgary. He was a Vice-Chair of its Board of Directors from 1999 to 2000, Chair of the Board of Directors from 2000 to 2002, and a member of the Board of Directors from 2003 to 2004. A lawyer by profession, he has practiced law in Calgary since 1970.

**Stéfanie Pelletier,** Trustee  
Montréal, Quebec

(Since December 2007)

Ms. Pelletier is a chartered accountant whose professional background includes work in accounting and taxation in auditing, financial planning and leadership roles. Since 2005, she has been Chief Financial Officer of the Canadian branch of Société Générale Corporate and Investment Banking, where she was previously responsible for internal auditing. From 1995 to 2002, she also worked in certification services for Ernst & Young.

**Patricia Roy,** Trustee

Victoria, British Columbia  
Patricia Roy taught history at the University of Victoria from 1966 until her retirement in 2005. Her most recent books are *The Triumph of Citizenship: The Chinese and Japanese in Canada, 1941–1967* and *British Columbia: Land of Promises*, co-authored with John Herd Thompson. She is president of the British Columbia Historical Federation and a member of the Royal Society of Canada.

**Claudia Simon,** Trustee  
Big Cove, New Brunswick

Ms. Simon has 35 years of professional experience in public and community service, specializing in education and health care. She was the first Aboriginal teacher to be appointed Human Rights Commissioner for the province of New Brunswick. Ms. Simon has been Director of Health at the Big Cove Health Care Centre since 1991.

**Harvey A. Slack,** Trustee  
Ottawa, Ontario

Well-known for his community service, Mr. Slack has been an active member of more than 30 national and local charitable, health and cultural organizations, including the Governor General's Performing Arts Awards Gala Committee, the National Arts Centre and the Writers Trust of Canada. He is a recipient of the Governor General's 125th Anniversary of the Confederation of Canada Medal, and of Queen Elizabeth II's Golden Jubilee Medal for significant contributions to Canada and his community. He has also been made a Board Member of the International Honens Piano Competitions in Calgary.

**Judith Baxter,** Trustee  
Clifton Royal, New Brunswick  
(Since December 2007)

Ms. Baxter is a retired business-woman who was a founding director of the Kingston Farmers Market. She is also a founding director of the John Fisher Memorial Museum, and served as volunteer museum co-ordinator from 1972 to 2007. Ms. Baxter has worked as an artist, writer and commercial illustrator, and sits on the Board of the New Brunswick Museum.



## REPORT ON OBJECTIVES

The Board of Trustees has identified four strategic issues to guide its activities during the 2006–2010 period, together with a detailed set of objectives and strategies to address each one. For the 2007–2008 fiscal year, the Corporation is pleased to report the following results in keeping with these four strategic directions. Other detailed examples of results can be found throughout this Annual Report.

### STRATEGIC ISSUE I: BROADEN AND DEEPEN CANADIAN CONTENT AND AUDIENCES

#### OBJECTIVE

To facilitate the sharing, among all Canadians, of our symbols and stories, and to foster a sense of belonging to Canada and an appreciation for its place in the world.

#### STRATEGIES

- To continue strategically planned and diverse research and exhibition projects.
- To expand and enrich the presentation of Canada's social, military and human history at both Museums.
- To reach out to Canadian and other visitors through programming and services at both Museums.

### COMPLETION OF PERMANENT EXHIBITIONS

- The Museum of Civilization opened a new permanent exhibition, **Face to Face: The Canadian Personalities Hall**.

### RENEWAL OF PERMANENT GALLERIES AT THE MUSEUM OF CIVILIZATION

- In the **Grand Hall**, four totem poles were relocated for improved protection and display.
- Three modules of the **Canada Hall** were revised and re-installed. A small temporary exhibit was added.
- In the **First Peoples Hall**, projectors were replaced with newer, more durable equipment.
- A three-part expansion of the **Canadian Children's Museum** was completed.

### NEW SPECIAL EXHIBITIONS

- At the Museum of Civilization: **Daphne Odjig: Four Decades of Prints; Secret Riches: Ancient Peru Unearthed; Treasures from China; In My Lifetime: Contemporary Aboriginal Art; Glenn Gould: The Sounds of Genius; Treasures of the Tsimshian from the Dundas Collection; Living in Space; Kids Celebrate!**
- At the War Museum: **Tony Blair at War: Decision Iraq; Stitches in Time; War Brides: Portraits of an Era**.

### SPECIAL EXHIBITIONS

Museum of Civilization	
Opened	8
Presented	13
War Museum	
Opened	3
Presented	5

### TRAVELLING EXHIBITIONS

Museum of Civilization	
Exhibitions	9
Venues	17
Attendance	275,000
War Museum	
Exhibitions	1
Venues	1

### PUBLIC PROGRAMS

- At the **Museum of Civilization** (excluding the Children's Museum and the Postal Museum): 180 public programs/44,000 participants
- At the **Children's Museum**: 800 activities/66,000 participants
- At the **Postal Museum**: 323 activities/18,000 participants
- At the **War Museum**: 30,000 visitors participated in special exhibition programs. Seven special events were presented, with 7,000 participants. Remembrance Week programs attracted over 20,000 visitors.

# CANADIAN MUSEUM OF CIVILIZATION CORPORATION

## MUSEUM OF CIVILIZATION PROGRAMS

School Programs	
Number of Groups	2,278
Attendance	59,228
Reserved Programs*	
Number of Events	220
Attendance	10,046
Unreserved Programs**	
Number of Events	1,160
Number of Participants	124,994
Dramamuse	
Number of Performances	2,035
Number of Participants	162,321

## WAR MUSEUM PROGRAMS

Public Programs	
Number of programs	31
Number of participants	29,600
School Programs	
Number of programs	500
Number of participants	13,500
Animation	
Number of programs	614
Number of Participants	82,300

\* Ticketed events and Children's Museum revenue programs

\*\* All other public programs

## GUIDED TOURS

- Guides provided 2,600 **reserved guided tours**, 500 **public tours** and **VIP tours** to 2,200 local, national and international dignitaries.

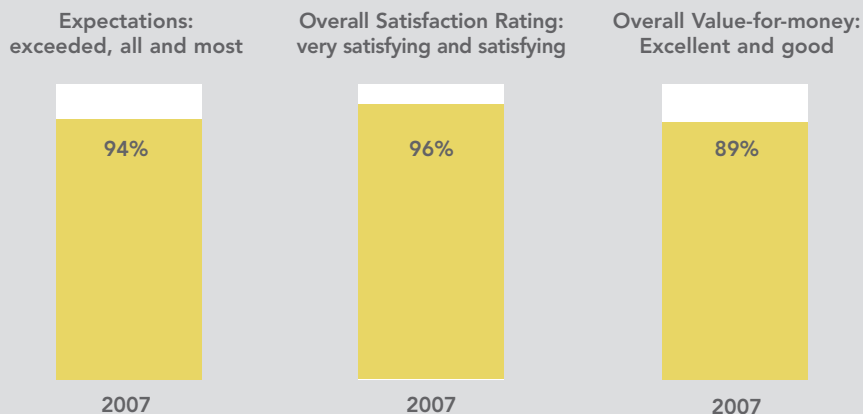
## CLIENT-FOCUSED APPROACH

- At both Museums, **96 per cent** of visitors surveyed said they were "satisfied" or "very satisfied" with their visit.
- At the **Museum of Civilization**, visitors reported that their most **satisfying experiences** involved "enriching their understanding" and "reflecting on Canada and what it means to be Canadian."
- At the **War Museum**, visitors said that the visit instilled in them "a **greater respect** for Canadian military personnel, past and present".

### SATISFACTION RATING BY MUSEUM OF CIVILIZATION VISITORS



### SATISFACTION RATING BY WAR MUSEUM VISITORS



## STRATEGIC ISSUE II: INFORM CANADIANS OF THE VALUE AND IMPORTANCE OF OUR TWO MUSEUMS

### OBJECTIVE

To promote, in all regions of the country, Canadians' awareness and use of the two Museums to learn about our history and cultural identity.

### STRATEGIES

- To conduct original research in museum disciplines related to Canada's culture and history.
- To develop and manage the collections and provide accessible, detailed, accurate and timely information on the artifacts and documents in a variety of formats.
- To communicate the Museums' knowledge throughout Canada and by traditional and non-traditional methods of information dissemination.
- To develop travelling exhibitions and lend artifacts to other Canadian museums.
- To collaborate with other Canadian museums on the development and presentation of special exhibitions.
- To continue developing agreements and understandings on repatriation requests, while preserving the national collection of materials and artifacts.
- To share the Museums' expertise with others.

### RESEARCH

- The Museums conducted more than 50 **research projects** on a wide range of subjects related to Canadian social and military history.
- Through the **Research Associate Program**, 13 Curators Emeritus, other independent associates and visiting researchers worked with Museum of Civilization staff and in the collections.

### ACQUISITIONS

- The Museum of Civilization acquired 3,800 new **artifacts** through donations or purchases and transferred 320,000 archaeological **artifacts and specimens** from archaeological fieldwork.
- The War Museum acquired 2,800 **artifacts** through 240 donations.

### OUTGOING LOANS OF ARTIFACTS

- The Museum of Civilization loaned 248 **artifacts** to 36 institutions and circulated 397 artifacts available to other institutions through its Travelling Exhibitions Program.
- The War Museum **loaned** 83 artifacts to other institutions and renewed 368 artifacts currently out on loan.

### ONLINE SERVICES

- The **online database of artifact records** has continued to expand.
- The number of **artifact records** in the public access catalogue with images attached doubled over the previous year to reach 237,000.
- As part of **Canadian Culture Online**, the Museum of Civilization has catalogued and digitized 8,200 objects from the collection, and 2,600 items from the archives.

### COMMUNICATION OF KNOWLEDGE

- In 2007, 180,000 searches were registered in the **online catalogue** of the libraries for both Museums.
- **Museum of Civilization: the Library** had 9,000 onsite visitors, and responded to 1,750 requests. Some 13,500 documents were circulated. The **Archives** processed close to 4,000 information requests. Some 300 people accessed **knowledge** from its curators and information contained in catalogues and collections.
- **War Museum: The Military History Research Centre** welcomed 11,000 visitors, and responded to 5,000 requests for information. More than 13,000 documents were circulated.

### CIVILIZATION.CA

- The Corporation's **website** received 9.5 million visits, during which 61 million pages were downloaded.

### PUBLICATIONS

- The Corporation introduced eight titles, including four new **publications** in the Museum of Civilization's Mercury Series.

### ARTICLES AND PRESENTATIONS

- Researchers and staff from different areas of both Museums authored more than 35 **articles and reviews** and gave over 60 **presentations or lectures** in Canada and abroad.

# CANADIAN MUSEUM OF CIVILIZATION CORPORATION

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## AUDIENCE OUTREACH

Museum of Civilization visitors	1,263,000
War Museum visitors	501,000
World Wide Web accesses*	61,000,000
Circulation of promotional material**	1,500,000
Advertising Reach	120,000,000
Publications***	8

\*Includes Civilization.ca and Warmuseum.ca

\*\*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

\*\*\*Include publications published, funded or otherwise supported by the Museums

## SHARING OF EXPERTISE

- Staff **connected** with colleagues in museums, universities and interest-based groups and societies through research seminars, lectures and graduate thesis presentations.
- Staff responded to a multitude of **enquiries** from museum professionals and other people, in Canada and internationally.
- Both Museums hosted numerous visits by **delegations of professionals** studying how they operate.

- Through the **Aboriginal Training Program in Museum Practices**, four interns received training in the development of exhibitions, conservation of artifacts, and the basics of interpretation.

## REPATRIATION EFFORTS

- Within the context of treaty and self-government negotiations, the Museum of Civilization is actively involved in **repatriation discussions** with more than 80 First Nations.

## STRATEGIC ISSUE III: INTEGRATE THE CANADIAN MUSEUM OF CIVILIZATION AND THE CANADIAN WAR MUSEUM WITH A FOCUS ON FINANCIALLY SUSTAINABLE OPERATIONS AND QUALITY CLIENT SERVICE.

### OBJECTIVE

To ensure that the Museum of Civilization and the War Museum function effectively together as centres for collections, research, exhibitions and public information on the social, military and human history of Canada.

### STRATEGIES

- To continue to improve the Corporation's financial self-sufficiency by maximizing net commercial revenues, increasing fundraising efforts, and seeking alternative sources of funds.
- To further improve operational viability and cost-efficiency by improving the measurement of results, implementing innovative human resource strategies, maintaining and repairing the buildings' infrastructure, and reviewing collaboration relating to collections, research, exhibitions and public information.



Left: Guide and visitors in the War Museum's Orientation Hub.

Marie-Louise Deruaz

## INTEGRATION

- The Corporation allocates common resources and expertise in the areas of marketing and tourism, exhibition production, research, public relations, human resources, financial administration, and all facilities operations.
- Management is formalizing other standards and processes throughout both Museums.

## REVENUES

- Operating revenues were \$13 million (includes general admission, the IMAX® Theatre, boutique sales, facility rentals, food services, parking, membership, travelling exhibitions, etc.).

## REVENUES FROM ON-SITE ACTIVITIES

### Museum of Civilization

Onsite revenues	\$9.2 million
Revenue per visitor	\$7.32

### War Museum

Onsite revenues	\$2.9 million
Revenue per visitor	\$5.83

## FUNDRAISING

- Fundraising activities contributed \$2,106,831. This amount included \$416,222 in donations, \$620,702 in cash sponsorship and \$369,052 in kind sponsorship.
- The contribution for the National Collection Fund totals \$700,855.

## HUMAN RESOURCES MANAGEMENT

- Improved client services and internal communication processes.
- Completed a Training and Development Needs Analysis survey.
- Initiated training for a second group of Leadership, Development and Continuity (LDC) Process (succession planning) participants.
- Maintained a mentorship program with LDC participants, with positive feedback and results.
- Implemented a tracking tool for all corporate training and development activities for staff.

## BUILDING INFRASTRUCTURE

- Completed Phases 6 and 7 of exterior window replacement for the Grand Hall.
- Completed Phase 4 of the elevator modernization project at the Museum of Civilization.
- Completed exterior stonework repairs on the columns along Laurier Street.
- Completed a collections space expansion study.

## STRATEGIC ISSUE IV: REACH OUT THROUGH DYNAMIC PARTNERSHIPS AND NETWORKS

### OBJECTIVE

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

### STRATEGIES

- To review and assess current partnerships for ongoing relevance and possible gaps.
- To continue to share expertise through professional networks.
- To seek out innovative arrangements with organizations and institutions across Canada and abroad, to disseminate knowledge and information effectively.

### PARTNERSHIPS

- The Corporation partnered with more than 60 organizations, including institutions within the Canadian Heritage Portfolio, other federal government departments and agencies, provincial and municipal institutions, community organizations and the private sector, and international organizations. It also forged partnerships for sharing and developing exhibitions with other countries, including Brazil, Russia and China.

# CANADIAN MUSEUM OF CIVILIZATION CORPORATION

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## PARTNERS AND DONORS

The Canadian Museum of Civilization and the Canadian War Museum actively participate in community life within the Ottawa-Gatineau region, as well as in other parts of Canada. To help strengthen the Museums' community involvement, the Corporation is proud to count upon the support of numerous partners and donors. The Corporation receives major financial commitments from the Government of Canada; however, in order to achieve its long-term objectives, it also relies on financial support and donations from various organizations, individuals and private-sector companies. This assistance enables the Corporation to finance major exhibitions and the Museums' collections, and to enhance educational programs and outreach activities.

## THE NATIONAL COLLECTION FUND CAMPAIGN

The National Collection Fund, established in 2006 for both the Museum of Civilization and the War Museum, supports the acquisition of artifacts with important links to our nation's history, identity and culture that might otherwise be lost from our national heritage. The Corporation is working with partners and donors over five years with the goal of raising \$5 million by the end of 2011.

### Exceptional Donations

**In 2007–2008, the Fund received a pledge of \$600,000 from the Beaverbrook Canadian Foundation.**

The Corporation was also able to count on the generous support of key individuals in support of War Museum collections, including an anonymous donation of \$50,000.

Since the launch of the Campaign, two very popular balls and related donations have raised over \$1 million for the Fund.

## 2007 HISTORY COSTUME BALL: THE AGE OF STYLE

In October 2007, the Corporation organized its second annual History Costume Ball. The History Costume Ball: The Age of Style, held at the War Museum, gave 450 supporters a glamorous evening to remember, celebrating the styles of the 1920s, 1930s and 1940s. Costume designers at Radio-Canada played a starring role by providing vintage outfits for sponsors' guests. Leading the Committee were co-chairs Gatineau City Councillor Louise Poirier, and Jim Orban, Publisher of *The Ottawa Citizen*.

**Below:** The Honourable Josée Verner, Minister of Canadian Heritage, Status of Women and Official Languages, at the **History Costume Ball: The Age of Style**, with the event's Co-Chairs, Louise Poirier and Jim Orban.



Marie-Louise Deruaz

The Corporation salutes the valuable support of its partners and supporters.

#### Major Partners

*Ottawa Citizen*  
*LeDroit*  
Radio-Canada  
Compass Group Canada  
*National Post*

#### Sponsors

Telus  
CanWest Global Communication Corporation  
Complexe Lac-Leamy  
*Ottawa Business Journal*  
Expresso Air Services  
Italian Embassy in Canada

**Below:** Guests at the **Valentine's Day Ball**. Standing: Xavier Gurza; Her Excellency Romy Vasquez de Gonzales, Ambassador of Panama; Leah Murray; and the Honourable Jay Hill, Secretary of State and Chief Government Whip. Seated: Victor Rabinovitch, CEO of the Corporation, and Miriam Bloom.

## COMMITTEE MEMBERS

#### Co-Chairs

Jim Orban  
Louise Poirier

#### Members

Daniel Bernier  
Francine Brousseau  
Bruce Carr-Harris  
Claude Drouin  
Pierre Dufour  
Sheila Finestone  
David Gollob  
Don Hewson  
Vic Kariappa  
David K. Law  
Kenneth J. Loeb  
Nicole Loreto  
Ian MacKay  
Mark O'Neill  
Victor Rabinovitch  
Claudette Roy  
Ian Scott  
Harvey A. Slack  
Thérèse Spénard-Pilon  
Kevin Taylor  
David Zussman

## VALENTINE'S DAY BALL 2008

The Corporation also held its **Valentine's Day Ball** as a benefit for children's and youth programs at the Canadian Museum of Civilization and the Canadian War Museum. The event attracted 300 guests and raised more than \$52,000. The committee was chaired by Joy Noonan, a member of the firm ADR Chambers.

#### Partners

*Ottawa Citizen*  
*LeDroit*  
Société des alcools du Québec  
RockDétente  
Air Canada

## COMMITTEE MEMBERS

#### Chair

Joy Noonan

#### Members

Francine Brousseau  
Louise Cormier  
Guy David  
Denis Deschênes  
Claude Drouin  
Rachael Duplîsea  
Elizabeth Goger  
Alain Guilbert  
Claude Hamelin  
David K. Law  
Mojgan Legault  
Patricia McRae  
Joshua McJannett  
Sylvie Morel  
Mark O'Neill  
Andrew Penny  
Robert T. Proulx  
Victor Rabinovitch  
Carmen Rodrigue  
Harvey A. Slack  
Claude Tremblay  
Ainslie S. Wiggs



## SPONSORSHIP

### Canada Post Corporation

The Corporation's most significant partner in terms of ongoing support has been Canada Post Corporation which, since 1996, has made it possible for the Canadian Postal Museum to offer a full range of innovative, high-quality Museum programs, including educational and public programming. This long-standing partnership has also been instrumental in helping the Postal Museum to undertake important research and collections projects in relation to postal and communications history in Canada.

The national tour of "**Rocket**" **Richard: The Legend — The Legacy** was also sponsored by Canada Post Corporation. This exhibition attracted large audiences, from Trois-Rivières to Medicine Hat, during its four-year tour.

### Bell Canada

**Bell Canada** became the Corporation's audioguide sponsor this year. Bell's generous support made it possible to produce audioguides for major special exhibitions, including **Glenn Gould: The Sounds of Genius** and **Secret Riches: Ancient Peru Unearthed**. The new audioguide program helped to enhance the visitor experience at the Museum of Civilization this past year.

### Pitney Bowes

**Pitney Bowes** supported the Postal Museum for the eleventh consecutive year, ensuring access to programs and exhibitions illuminating our national postal heritage.

### CA Canada

**CA Canada** made a significant multi-year contribution to the Corporation that enhanced programming and educational activities at the Children's Museum.

### CBC/Radio-Canada

For the exhibition **Glenn Gould: The Sounds of Genius**, **CBC/Radio-Canada** made a substantial contribution by providing musical recordings and excerpts from radio and television interviews with Glenn Gould.

**Sony BMG** also contributed considerably to the exhibition on Glenn Gould by waiving copyright fees on several essential Gould recordings. In addition, **Yamaha** and **Zenph** provided notable support that enhanced the opening ceremony and public programming.

**Glenn Gould: The Sounds of Genius** was presented with the generous collaboration of **Library and Archives Canada**, which loaned three-quarters of the objects and documents displayed in the exhibition, including rare manuscripts, annotated books, and photographs.

**Air Canada** was the major partner and the official airline for **Treasures from China**. The exhibition also benefitted from the support of **RBC Dominion Securities**, **GE Canada** and **The Canadian Foundation for Chinese Heritage Preservation**.

During its recent four-museum tour of Brazil, **Isumavut: The Artistic Expression of Nine Cape Dorset Women** attracted major sponsorship from Bombardier, Correios do Brasil, Goldcorp Mining, Brazil's Ministry of Communications, Grupo Gerdau and MMX Mining. Canada's Department of Foreign Affairs and International Trade also provided significant financial and in-kind support. Other sponsors included AmBev Brewing, Banco do Brasil, Brookfield, Embraer, Kinross Mining and Votorantim Cimentos. The Bank of Montreal, Nortel and Scotiabank also lent their support to the tour.

A contribution from **Développement économique – CLD Gatineau** helped produce an informative and practical self-guided walking tour in brochure form, outlining points of interest along the riverside routes between the War Museum and the Museum of Civilization.

Between 2006 and 2008, the **Canadian Medical Association** provided financial support to make it possible to mount an online exhibition on the history of Medicare in Canada.



## PHILANTHROPIC SUPPORT

Both Museums rely upon individual and corporate support to help safeguard and preserve Canada's social and military history for generations to come. Each year, the Corporation receives donations for its collections and activities. This philanthropic support is a remarkable acknowledgement of the high regard that donors have for our shared history, culture and identity.

In 2007–2008, the following major donors demonstrated their loyalty by renewing their support:

### RBC Foundation

The RBC Foundation's support of the School Access Program gave over 2,000 underprivileged children an opportunity to visit the Museum of Civilization and the War Museum, and to participate in a range of learning activities.

### The Friends of the Canadian War Museum

The ongoing contributions of the Friends of the Canadian War Museum helped support various War Museum activities, including the conservation of early-nineteenth-century regimental colours, archiving, and other conservation projects.

In addition, **Major-General Reginald W. Lewis** helped support Educational Programs at the War Museum.

## Annual Giving Campaign

During the year, the Corporation benefitted from a significant increase in gifts through its Annual Giving Campaign. More than \$86,000 in donations was received from renewing and new donors for a variety of projects ranging from education and public programs, to preservation and restoration of artifacts, to archiving and research projects.

### Donors and Partners Recognition

The Corporation is very grateful for the generous contributions of its donors and partners. To help acknowledge this generosity, the Corporation launched *Inspirations*, a newsletter that highlights successes and the impact of support on specific projects and achievements at the Museum of Civilization and the War Museum.

In addition, the Corporation invited partners and donors to a special event, where they enjoyed a behind-the-scenes tour of the War Museum's collections.

Through these kinds of events, the Corporation seeks to build special relationships with its partners and donors so that we can work together towards even greater achievements.

## MEMBERSHIP PROGRAM

The membership program reaches 4,300 households, representing 15,500 individuals. As members, families and individuals enjoy unlimited access to the Museums through a single package. Members receive discounts on IMAX® Theatre admission, in the boutiques and on other services. They are also invited to special members' events and enjoy various additional privileges, depending on their membership category.

See complete list of donors and sponsors on page 59.

# CANADIAN MUSEUM OF CIVILIZATION CORPORATION

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Below: For more than ten years, the Canadian Postal Museum has enjoyed the support of Canada Post: a highly successful partnership which continues to benefit heritage conservation.



## OPERATIONS

The Corporation continually seeks new and cost-effective ways of delivering its programs and services. To improve financial and operational viability, it continued its innovative efforts to reduce operating costs while maximizing revenues.

## BOUTIQUES

Last year, the Corporation made many changes in its boutiques, including new merchandising approaches and a new layout for the Museum of Civilization's main boutique, major upgrades to the online boutique, and some product-line development featuring the works of Aboriginal artists Alex Janvier, Jessie Oonark, Bill Reid and Daphne Odjig. At the War Museum, the boutique significantly increased the number of French titles in its book section.

## FACILITY RENTALS

This past year, the Corporation achieved record success with revenues for its banquet hall and facility rentals, reaching the \$1 million mark for the first time. The 180 events held at the Museum of Civilization and 94 events at the War Museum together generated revenues of \$1,156,000.

## MAINTENANCE OF BUILDING INFRASTRUCTURE

The Corporation completed several major capital projects as part of an ongoing program of maintenance at the Canadian Museum of Civilization. These included:

- Completion of Phases 6 and 7 of the exterior window replacement project for the Grand Hall. There are three more phases to be completed annually, starting in 2009–2010.
- Completion of Phase 4 of the elevator modernization project. There is one final phase to be completed in 2008–2009.
- Parking garage roof repairs began in 2007 and will be completed in 2008.
- Completion of exterior stonework repairs on the columns along Laurier Street. Additional stonework repairs will continue in 2008–2009.
- Completion of an investigation of air leakage in the exterior soffits. Repairs will be undertaken in 2008–2009.
- The design for the Plaza renewal project began and will be completed in 2008–2009.
- Repairs to expansion and control joints began and will be completed in 2008–2009.
- A collections space expansion study was completed, and options for implementation will be reviewed during 2008–2009 for future work plans.
- The design work for the upgrade of the building environmental controls began and will be implemented over the next three fiscal years.

In addition, the following projects began last year and will be completed in 2008–2009:

- The final phase of the building lighting dimmer controls upgrade.
- The final phase of the building emergency lighting upgrade.
- The chilled water-piping replacement project.
- The pavers replacement project.

Below: The War Museum Boutique.



Marie-Louise Deruaz

# CANADIAN MUSEUM OF CIVILIZATION CORPORATION

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## HUMAN RESOURCES

The Corporation continues to recruit, train, develop, evaluate and retain its workforce, preserve corporate memory, and ensure the transfer of knowledge between staff. It focusses on fostering a healthy work environment that supports employee productivity, creativity, teamwork, effectiveness, client service and accountability. This effort is sustained by sound management tools and systems, as well as the Corporation's commitment to succession planning.

## CORPORATE TRAINING AND DEVELOPMENT

Last year, the Corporation completed a Training and Development Needs Analysis survey and determined its training activities for the next three years. Management identified a third group of Leadership, Development and Continuity Process participants who received their initial specialized training in February 2008.

## RESEARCH FELLOWSHIP

Last year, the Corporation launched a second round of its Research Fellowship Program at various universities across Canada. The objectives of this program are to enhance the quantity and quality of scholars based in museums; develop professional, multidisciplinary research networks; and identify potential candidates for future employment. The program will also enable the Corporation to embark on several new research projects.

## OFFICIAL LANGUAGES

The most recent annual review by the Official Languages Branch (OLB) of the Public Service Human Resources Agency concludes that the Corporation is successfully meeting its official languages obligations. The OLB noted the high level of language proficiency (96 per cent) among Corporation employees providing services to the public. It also recognized the Corporation's efforts through the years to maintain strong performance in the area of service to the public in both official languages and in its work environment. The Corporation continues to ensure that employees maintain their linguistic profile requirements through a five-year validation process.

As well, the Office of the Commissioner of Official Languages conducted telephone and person-to-person surveys which concluded that the Corporation meets the highest standards in its delivery of services to the public in both official languages.

## VOLUNTEERS

During the fiscal year, 485 individuals gave their time and support to the Museums, contributing over 37,000 hours on 96 volunteer projects. Primary volunteer activities involve such projects as assisting with research, craft preparation, visitor interpretive programs and direct mail campaigns.

### Postal Museum Volunteers

Over the past ten years, a dedicated group of volunteers working on the growing philatelic collection of the Canadian Postal Museum has sorted 320 albums of stamps and logged over 10,000 hours of service.

Left: Conservator **Rebecca Bunch**.  
Right: **Peter Irwin**, Exhibit Display Preparator.



Steven Darby



Marie-Louise Deruaz

## MARKETING

The Corporation undertakes marketing initiatives to ensure that the public sees both the Canadian Museum of Civilization and the Canadian War Museum as primary attractions within the National Capital Region. It works closely with partners in the tourism industry to promote the region on both sides of the Ottawa River.

## ADVERTISING

Again this past year, the Corporation negotiated media partnerships with *The Ottawa Citizen*, *LeDroit* and CBC/Radio-Canada, resulting in greater print and electronic media coverage for exhibitions at both Museums. The Corporation also developed a variety of advertising campaigns for all major exhibitions. A new campaign, launched this year, focused on holiday shoppers and promoting the boutiques' products, the Membership Program, the IMAX® Club and gift cards.

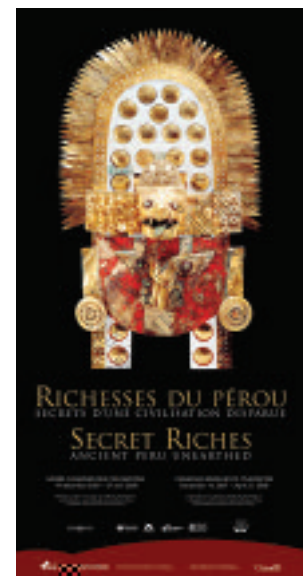
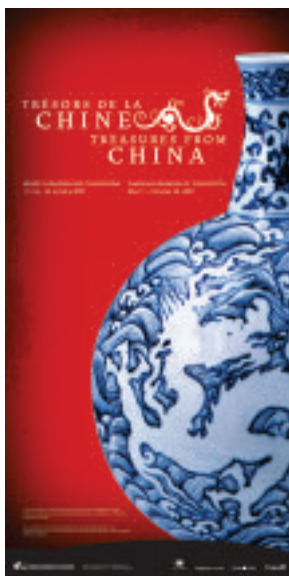
## TOURISM

Our partnerships with many destination marketing organizations, such as Ottawa Tourism, Tourisme Outaouais, the National Capital Commission, the Société des attractions du Québec and Ontario Tourism Partnership Marketing (OTMP), allow the Corporation to position both Museums as must-see attractions within the National Capital Region for the leisure and tour group markets.

The summer of 2007 saw the creation of a special partnership between the Museum of Civilization, the National Gallery of Canada, the OTMP and Ottawa Tourism. Combining the **Renoir** exhibition presented at the National Gallery and **Treasures from China** at the Museum of Civilization, this partnership allowed for an additional extensive television campaign aimed at the Toronto and Montréal markets.

## IMAX® THEATRE PROMOTION

To promote its IMAX Theatre, the Corporation experimented with different marketing tactics throughout the year. For example, inflatable dinosaurs floating above the Museum helped to promote the film *Dinosaurs: Giants of Patagonia*. An innovative, wearable digital advertising marketing system, aimed at the patrons in the food court next to the IMAX Theatre, attracted more Museum visitors to see the film *The Alps*. In June, the Theatre was proud to support the David Suzuki Foundation, and took part in promoting World Ocean Day by organizing an ocean-themed evening.





CANADIAN MUSEUM OF CIVILIZATION  
MUSÉE CANADIEN DES CIVILISATIONS

Marie-Louise Deruaz

## CANADIAN MUSEUM OF CIVILIZATION

Located in Gatineau, Quebec, and housed in a complex of buildings designed by architect Douglas Cardinal, the Canadian Museum of Civilization is Canada's largest and most popular museum. The Museum collects, studies, preserves and presents material objects which illuminate the human history of Canada and the cultural diversity of its peoples. It is also home to the Canadian Children's Museum, the Canadian Postal Museum and an IMAX® Theatre.

## EXHIBITIONS

Exhibitions are one of the Museum's key means of communicating information and enhancing knowledge about the cultural heritage of Canada and other countries around the world. Each year, the Museum presents a variety of special exhibitions. These supplement the core permanent exhibitions which occupy the largest portion of the Museum's public spaces. The Museum also loans exhibitions to institutions across the country.

### NEW PERMANENT EXHIBITION

#### Face to Face: The Canadian Personalities Hall

This new permanent exhibition is the first biography-based display of its kind in Canada. It presents a compelling look at the past 400 years of our history through the life stories of 27 women and men who helped shape the country through their actions and decisions. **Face to Face** complements the Canada Hall and deepens the way visitors experience Canadian history.

The exhibition combines artifacts, photographs, firsthand accounts, archival documents and interactive programs to create intimate portraits of a few of the many people — some famous, some not — who have left an indelible mark on Canada. They include people of all social classes, backgrounds, regions and areas of accomplishment. The personalities are grouped into five broad categories: *We Built, We Governed, We Fought, We Founded* and *We Inspired*.

**Right:** Part of **Destination: Canada**, a new permanent exhibition in the Children's Museum.

## RENEWAL OF PERMANENT GALLERIES

As part of a five-year review of the **Grand Hall**, four totem poles were moved within the gallery where visitors can better appreciate their size and grandeur. One is now on the main level near the escalators that lead down to the Hall.

The Museum continued to renew parts of the **Canada Hall**. Work completed included opening up the Fisheries module for better circulation for visitors, and expanding its content with more artifacts, information and audiovisual material on the East Coast fisheries. The redesigned Fur Trade module has improved lighting, added artifacts, and new interactive elements; The Union Hall exhibition has more artifacts and its narrative is more effectively told. In addition, a small temporary exhibit is featured on the one-room Toles School House.

In **The First Peoples Hall**, all the projectors in Zone 3 were replaced with newer, more durable equipment. Images are brighter and crisper, and the projections are much truer to the Hall's original intent.

The **Canadian Children's Museum** completed a three-part renewal including an expanded temporary gallery, a refurbished theatre and a new permanent exhibition space, **Destination: Canada**. This new space, creating the context of a Canadian urban centre, highlights the themes of communications and the power of storytelling to help Canadian children understand each other and their place in the world.



Steven Darby

## NEW SPECIAL EXHIBITIONS

**Daphne Odjig: Four Decades of Prints**

January 18 to April 20, 2008

This major retrospective featured 95 prints by Daphne Odjig, one of Canada's most influential artists. The exhibition reflected the evolution of Odjig's art from its dynamic, politically charged roots to softer, more lyrical forms. Ms. Odjig is known for her use of vibrant colours and bold imagery, inspired as much by Picasso's Cubism as by Anishnaabe and Cree mythology. A member of the formative "Indian Group of Seven", she was at the forefront of the cultural revival that transformed the world's perception of Aboriginal art during the 1960s and 1970s. *Organized and circulated by the Kamloops Art Gallery, with the financial support of the Canada Council for the Arts and the Department of Canadian Heritage Museums Assistance Program.*

**Secret Riches: Ancient Peru Unearthed**

December 14, 2007 to April 27, 2008

A thousand years ago, the Sicán of Peru forged a complex civilization. Through objects and videos, visitors discovered the story of the Sicán — an ingenious culture often eclipsed by its better-known successors, the Inca. The exhibition featured 120 spectacular gold and ceramic objects recently excavated from an undisturbed tomb. *Organized and circulated by The Nickle Arts Museum, in cooperation with the Sicán National Museum, Peru, and the National Institute of Culture of Peru. This exhibition was made possible with the support of Willow Park Wines and Spirits, Government of Alberta Community Development and AMJ Van Lines.*

**Treasures of the Tsimshian from the Dundas Collection**

November 2, 2007 to January 6, 2008

This exhibition featured spectacular pieces created during the eighteenth and nineteenth centuries, illustrating the rich cultural and artistic heritage of the Tsimshian people of the Pacific Coast. The objects — ranging from everyday items to ceremonial and decorative works — came from the Dundas Collection, one of the most important collections of North American First Nations art. The exhibition marked the first time the collection had been on public display in almost 150 years. *Organized by the Royal British Columbia Museum and sponsored by Westerkirk Capital.*

**Left:** Daphne Odjig, one of Canada's most influential visual artists.  
**Centre:** Visitors take a close look at one of the gold objects on display in the exhibition **Secret Riches: Ancient Peru Unearthed**.  
**Right:** Entrance to the exhibition **Treasures of the Tsimshian from the Dundas Collection**.  
**Facing page**  
**Left:** The exhibition **Glenn Gould: The Sounds of Genius**.  
**Right:** Dr. Ban Seng Hoe, Curator of East and Southeast Asia, viewing pottery from the Tang Dynasty (618–907 CE) in the exhibition **Treasures from China**.



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Marie-Louise Deruaz



**Glenn Gould: The Sounds of Genius**  
September 28, 2007 to May 17, 2009

This exhibition was developed to mark the 75th anniversary of Gould's birth, and the 25th anniversary of his death in 1982. It traces his development from Toronto child prodigy to international concert star and recording- and media-artist pioneer, while exploring his ideas and the music that helped make him a cultural icon. Highlights of the exhibition include Gould's beloved Steinway piano and the folding chair specially modified to accommodate his unusual playing position, as well as a large and diverse collection of Gould's letters, manuscripts, publicity posters and personal items. *Presented with the generous collaboration of Library and Archives Canada and the support of Bell Canada, CBC/Radio-Canada, Sony BMG Music Entertainment and the Glenn Gould Foundation.*

**In My Lifetime: Contemporary Aboriginal Art**

June 9, 2007 to March 16, 2008

This exhibition featured the work of eight Aboriginal artists at various stages in their careers, and explored traditional values, contemporary concerns and everyday experiences. Taken together, these works presented an eloquent "snapshot" of Canadian Aboriginal perspectives today. *Organized by the Musée national des beaux-arts du Québec, with the financial support of the Canada Council for the Arts.*

**Treasures from China**

May 11 to October 28, 2007

This exhibition illuminated the history and achievements of the Chinese people from ancient times to the modern era, and gave visitors a unique opportunity to learn more about China's contribution to world culture. **Treasures from China** featured 120 prized artifacts from the National Museum of China, most of which had never before been shown outside of China. Twenty-three of the artifacts on display are

considered "premier masterpieces", due to their exceptional historical, cultural or artistic significance.

*Developed as a partnership between the National Museum of China, Beijing, and the Canadian Museum of Civilization, Gatineau-Ottawa.*

**Living in Space**

February 2 to April 27, 2008

This exhibition allowed young visitors to take an imaginative out-of-this-world journey, as they became crew members on the International Space Station. Children were invited to explore the challenges people face and the cooperation needed to live, work and play in space. *Produced by The Children's Museum of Memphis for the Youth Museum Exhibit Collaborative.*

**Kids Celebrate!**

October 7, 2007 to January 6, 2008

This exhibition explored how children around the world mark important events in their lives, and demonstrated both the differences and similarities in how we celebrate special occasions.



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# CANADIAN MUSEUM OF CIVILIZATION

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## NEW DISPLAYS

### **Stefansson's Dogsled**

The famous Hudson's Bay Company canoe previously displayed above the Box Office in the Museum's Main Lobby was replaced with an exact reproduction of the dogsled used by explorer Vilhjalmur Stefansson on his 1913–1918 travels in the Canadian Arctic. Accompanied by the Inuit hunter Natkusiak, Stefansson explored vast portions of northwestern Arctic, and his many discoveries constitute an important part of Canadian history at the beginning of the twentieth century. The original sled, too fragile to be on permanent display, is conserved in the Museum's collections.

### **Wind Work, Wind Play**

The Museum is currently showcasing a portion of its folk art collection in Terminal One of the Pearson International Airport in Toronto.

**Wind Work, Wind Play** is a large showcase-window display featuring 32 of the Museum's finest weathervanes and whirligigs, both old and new. The exhibit explains how weathervanes were used to predict the weather, and how different types of whirligigs transform wind power into mechanical movement.

## TRAVELLING EXHIBITIONS

The Travelling Exhibitions Program, both at home and abroad, shows exhibitions from the Museum of Civilization, the Children's Museum and the Postal Museum.

One highlight was the exhibition **Isumavut: The Artistic Expression of Nine Cape Dorset Women** featured in four Brazilian venues. This travelling exhibition was able to tour through a three-way partnership between the Museum, fundraising collaboration by the Canadian Embassy in Brazil, and the Department of Foreign Affairs and International Trade.

## TRAVELLING EXHIBITIONS (IN ALPHABETICAL ORDER)

Canada's First Maple Leaf Flag  
The Royal Ontario Museum,  
Toronto, Ontario  
*October 6, 2007 to January 6, 2008*

Isumavut: The Artistic Expression of  
Nine Cape Dorset Women  
Centro Cultural Banco do Brasil,  
Brasília, Brazil  
*June 7 to July 29, 2007*

Centro Cultural Correios, Rio de  
Janeiro, Brazil  
*August 8 to September 16, 2007*

Museu de Artes e Ofícios, Belo  
Horizonte, Brazil  
*September 25 to November 25, 2007*

Serviço Social do Comércio SESC,  
São Paulo, Brazil  
*March 8 to April 6, 2008*



**Nuvisavik: "The Place Where We Weave"**

Kamloops Art Gallery, Kamloops,  
British Columbia  
May 26 to September 16, 2007

Art Gallery of Windsor, Windsor,  
Ontario  
January 19 to March 30, 2008

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

The Rooms, St. John's,  
Newfoundland and Labrador  
January 21 to April 27, 2008

**Places of Power: Objects of Veneration**

Centre d'interprétation du Granit de  
Stanstead, Stanstead, Quebec  
August 20 to November 11, 2007

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

Grey Roots Museum and Archives,  
Owen Sound, Ontario  
January 14 to May 4, 2008

**"Rocket" Richard: The Legend — The Legacy**

Alberni Valley Museum, Port Alberni,  
British Columbia  
January 29 to April 22, 2007

Red Deer District Museum, Red  
Deer, Alberta  
May 14 to August 5, 2007

EXPORAIL, le Musée ferroviaire  
canadien, Saint-Constant, Quebec  
August 27 to November 18, 2007

Musée du Château Ramezay,  
Montréal, Quebec  
December 17, 2007 to April 20,  
2008

**The Mysterious Bog People**  
Naturhistorisches Museum Wien,  
Vienna, Austria  
December 12, 2006 to April 15,  
2007

**TOP SECRET: Mission Toy**

Minnesota Children's Museum,  
St. Paul, Minnesota, USA  
November 24, 2007 to January 27,  
2008

Bay Area Discovery Museum,  
Sausalito, California, USA  
February 9 to May 5, 2008

**EXHIBITIONS****Permanent Exhibitions**

Grand Hall

Canada Hall

First Peoples Hall

Face to Face: The Canadian  
Personalities Hall

Canadian Postal Museum

Canadian Children's Museum

**Left:** The travelling exhibition  
**Isumavut: The Artistic Expression of  
Nine Cape Dorset Women**, in Rio de  
Janeiro, Brazil.

**Right:** President and CEO Victor  
Rabinovitch "Face to Face" with  
the Right Honourable Pierre Elliott  
Trudeau in the Museum's new  
permanent exhibition.



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# CANADIAN MUSEUM OF CIVILIZATION

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## SPECIAL EXHIBITIONS

### GALLERY A

Daphne Odjig: Four Decades of Prints  
January 18 to April 20, 2008

MASTERS of the Plains: Ancient  
Nomads of Russia and Canada  
December 1, 2006 to September 3,  
2007

### GALLERY C

Secret Riches: Ancient Peru  
Unearthed  
December 14, 2007 to April 27, 2008

Treasures from China  
May 11 to October 28, 2007

### GALLERY D

In My Lifetime: Contemporary  
Aboriginal Art  
June 9, 2007 to March 16, 2008

### GALLERY E

Glenn Gould: The Sounds of Genius  
September 28, 2007 to May 17,  
2009

UNIQUE! 30 Years of Outstanding  
Crafts  
October 26, 2006 to August 5, 2007

### GALLERY F

Treasures of the Tsimshian from the  
Dundas Collection  
November 2, 2007 to January 6,  
2008

## W. E. TAYLOR SALON

The Canadian Museum of  
Civilization's 150-Year History  
From May 10, 2006

## CANADIAN POSTAL MUSEUM

The Post Goes Pop  
November 10, 2006 to March 8,  
2009

## CANADIAN CHILDREN'S MUSEUM

Living in Space  
February 2 to April 27, 2008

Kids Celebrate!  
October 7, 2007 to January 6, 2008

TOP SECRET: Mission Toy  
February 3 to September 3, 2007

Canada Day Poster Challenge  
June 23 to November 30, 2007

## CORRIDOR DISPLAYS

Love 'em. Hate 'em. – Canadians  
and Their Politicians

Regalia: A Celebration of Dress and  
Ceremony

Fibre Techniques and Traditions of  
the Nlaka'pamux

Archetypes in Stone

Layered with Meaning:  
Haudenosaunee Beadwork  
Traditions

Pangnirtung during the 1920s:  
The Joseph D. Soper Collection

A Gift to the Nation

## ATTENDANCE

### Permanent Exhibitions

Canada Hall	403,000
First Peoples Hall	268,000
Face to Face: The Canadian Personalities Hall	141,000
Canadian Postal Museum	275,000
Canadian Children's Museum	474,000

### Special Exhibitions

In My Lifetime: Contemporary Aboriginal Art	66,000
Treasures of the Tsimshian from the Dundas Collection	14,000
Treasures from China	92,000
UNIQUE! 30 Years of Outstanding Crafts	106,000
MASTERS of the Plains: Ancient Nomads of Russia and Canada	103,000

## COLLECTIONS

The Museum has approximately three million artifacts and specimens housed in collections storage areas. These collections, along with the knowledge base that supports and expands them, are the Corporation's greatest physical asset. The Museum continues to acquire significant items, while collections management staff plan for and implement strategies for future development.

## ACQUISITIONS

One of last year's major acquisitions was the Harbinson Canadian Furniture Collection, an unequalled grouping of more than 300 Canadian antiques and folk art from the eighteenth and nineteenth centuries. This collection — which was previously the most significant furniture collection outside of any Canadian museum — is of particular value because the origin and history of the pieces are very well documented.

Other notable acquisitions included:

- Some 300 objects from the Geological Survey of Canada (GSC), one of the oldest agencies in the Government of Canada and a direct predecessor to the Canadian Museum of Civilization. The collection reflects most periods of the GSC's 165-year history and includes scientific instruments, tools, sketches and photographs, medals, geological specimens for teaching purposes, and historical notes.

- The Dionne Quintuplet collection, including a portrait, dresses and handicrafts made by the five sisters. The collection has been designated by the Cultural Properties Board as being of outstanding significance and national importance.
- A variety of artifacts complementing the Toles Schoolhouse Collection, which documents the educational history of Amber Valley, Alberta — a primarily black community. Objects include clothing, notebooks, schoolbooks, certificates and a water cooler.
- The May and Jack Cole Collection, comprising 38 pieces of Quebec folk art from the nineteenth century.
- An exceptional eighteenth-century double-handled burl bowl probably made by Iroquois peoples and described as being of "masterpiece calibre".
- *Winterlude*, a sculpture by Jamasie Pitseolak (Cape Dorset) of an "Arctic Coast Chopper", made from green stone with caribou tooth, glue, paint and metal.
- Four Inuit graphic artworks including original drawings by Peter Pitseolak.
- Photographs, oral histories, tools and other material related to Canada Car and Foundry (1942–1960), a wartime airplane manufacturer in Thunder Bay, Ontario.
- Documentation of underrepresented themes in Canadian nursing, such as nursing in northern outposts.
- Transfer of rock and popular music materials (awards, gold records, posters, music equipment, instruments) from Library and Archives Canada. Highlights include Oscar Peterson's synthesizer, Ben Mink's strobe-light violin bow, and musical instruments from The Travellers.

### Library and Archival Collections

Last year's most significant archival acquisitions included the Perlman collection related to fiddling in Prince Edward Island, and the Anna Feldman original research collection in English and Yiddish (oral histories, manuscripts, more than 180 tapes, newspapers) on Jewish culture in Saskatchewan during the twentieth century. This collection significantly expands both Jewish and Western Canadian contemporary resources in our archives, and complements Feldman's earlier research.



Marie-Louise Deruaz



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**Left:** *Winterlude*, a sculpture by Jamasie Pitseolak.

**Right:** A 200-year-old violin from the Don Messer Collection.

The Library acquired more than 3,600 documents, including several donations. One significant source derives from the Library's association with the Shastri Indo-Canadian Institute, whose mission is to promote mutual understanding between Canada and India. The Library has obtained 750 books through the Institute's book program since 1994, with a strong focus on anthropology and the arts and traditions of India.

A donation of 128 glass negatives featuring scenes from Newfoundland and Labrador showing early-twentieth-century ways of life. In addition, over 3,900 images related to Canadian artists of Latin-American, Italian and Portuguese origin were deposited, along with several smaller collections.

## CANADIAN POSTAL MUSEUM COLLECTIONS

The Canadian Postal Museum's major acquisitions were:

- An early-nineteenth-century mahogany pedestal kneehole desk (ca.1800) and mahogany writing table (ca.1810).
- Eighty-eight pieces of early- to mid-twentieth-century souvenir china depicting post offices in small towns and urban areas across the country.

**Left:** Paul Lauzon, Head of Conservation, worked on the restoration of a 200-year-old birchbark canoe of Maliseet origin.

**Centre:** Portrait of policeman Clukus Lake Tommie (Carrier) and his daughter, taken in Bella Coola, British Columbia in 1920.

**Right:** Fur coat worn by James Houghton, a postman who worked in Ontario from 1945 to 1971.

## CONSERVATION

Last year, staff treated hundreds of artifacts destined for exhibits at the Museum and elsewhere. In addition, the Museum's conservators managed preventive treatment programs for artifacts on display and in the collection reserves.

**Restoration of a 200-Year-Old Canoe**  
During the summer of 2007, Museum conservators undertook the painstaking restoration of a 200-year-old Canadian birchbark canoe, which may be the oldest of its kind in the world. Experts repaired the vessel and helped fill gaps in its intriguing history.

This rare, six-metre Maliseet watercraft was built in the early 1820s, and may have been used for transporting the British military, surveyors, furs or possibly salmon up and down the Saint John River. It was bought by Stepney St. George, a captain in the British Army, who shipped the boat to his residence. In 1852, the canoe was donated to the National University of Ireland in Galway Museum.

## ABORIGINAL REPATRIATION

The Museum continued to address requests for the return (repatriation) of human remains and associated burial objects. Staff also took part in discussions on the return of artifacts within the context of comprehensive claims and self-government negotiations between Canada and First Nations across Canada.

In 2007–2008, the Museum continued to research the Makivik offshore repatriation request. Staff worked to identify relevant collections, and to record and better document these collections. They also worked on identifying and recording Inuit remains and burial objects from Nunavut, and skeletal collections and associated burial objects from the greater Prince Rupert Harbour area of British Columbia.

## COLLECTIONS DOCUMENTATION

Following ten years spent standardizing artifact catalogue records, some of which date to more than 100 years ago, documentation staff



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carried out a survey of those who use the online artifact database, to determine how best to meet their needs. Overwhelmingly, users called for additional contextual cataloguing data in the records, and new objectives have been put in place for the systematic addition of such information.

## ONLINE RESOURCES

The number of artifact records in the Corporation's online catalogue ([collections.civilization.ca](http://collections.civilization.ca)) continues to increase. The entire Corporation artifact catalogue, which includes a catalogue of its image collection, contains 1.9 million records. The Corporation's Libraries and Archives Catalogue ([geoweb.civilization.ca:8001](http://geoweb.civilization.ca:8001)) currently comprises nearly 465,000 records. Users have access to over 43,000 archival digital texts and photographic images. In addition, they can listen to 1,200 sound recordings.



Harlan I. Smith

## Canadian Culture Online

In partnership with the Department of Canadian Heritage's Canadian Culture Online (CCO) initiative, the Museum has catalogued and digitized over 8,200 objects from the collection, and 2,600 items from the Museum's archives in various media formats. These materials are available online through two new web modules — **From Blacksmiths to Blackboards** and **The Art of Puppetry** — and through an expansion of the existing web module, **Crossroads of Culture**.

## Web Mapping Service

The Museum launched its "Sites Online — Web Mapping Service". This special geographical information system project will make it easier to share data about archaeological sites. A bilingual website will provide information on archaeological sites in the Yukon, the Northwest Territories, Nunavut and Prince Edward Island. This is the first time the Museum has ever applied these new mapping technologies. The project was made possible with funding from GeoConnections, a national partnership program led by Natural Resources Canada.



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## ARCHIVES

In 2007, the Archives received many requests, and hosted several events, such as a workshop with the Regroupement du conte au Québec. Staff also welcomed many groups such as a Brazilian delegation from São Paulo, and students from Carleton University, the Université de Montréal and the Université du Québec à Montréal. Aboriginal linguists from the Woodland Cultural Centre also visited the Museum.

## LIBRARY

In addition to circulating documents and responding to requests, the Museum of Civilization Library hosted tours for a wide variety of groups, including teacher librarians from the Ottawa-Carleton School Board, museum specialists from the Hunan Provincial Museum, graduate students from Carleton University's School for Studies in Art and Culture, and delegates attending the Corporation des bibliothécaires professionnels du Québec's Annual Congress.

During the past year, the Museum collaborated on a research project with the Institute of Canadian Studies from the University of Ottawa. The Library offered training and assistance to students who were producing thematic bibliographies on museological subjects.

## PHOTOGRAPHS AND COPYRIGHT

The Museum's photo collection includes more than one million images: 560,000 traditional hard copies and close to 600,000 digital photos. Because of the increasing number of digital images received over the past few years, staff undertook a collection management review, developed a new record numbering system, and improved cataloguing tools.

Expanding on its outreach objectives, the Museum, in partnership with the Canadian Heritage Information Network (CHIN), posted an enhanced version of the *Digitization Guidelines: Scan and Artifact Photography* on the CHIN Knowledge Exchange website.

## RESEARCH

Research undertaken by the Canadian Museum of Civilization enhances our understanding of Canadian identity, history and culture. The Museum carries out essential research into the human history of Canada and adjacent regions from earliest times to the present day. These projects support the development of exhibitions and publications.

## RESEARCH PROJECTS

Staff pursued several long-term projects last year in each of the Museum's main research areas.

## ARCHAEOLOGY

- In the Atlantic region, the archaeology of the late prehistoric Mi'kmaq and Maliseet peoples, and the exploration of early Palaeo-Indian and Archaic occupations in Atlantic Canada.
- In Quebec, the history of mainly French-speaking Euro-Canadian populations from the seventeenth to the nineteenth centuries, with a focus on the cod-fishing industry.
- In Ontario, pre-Contact archaeology in the northern and eastern regions of the province.
- In the Prairie Provinces, comparison between Northern Plains archaeology and that of the Russian steppes.
- In Arctic archaeological research, the history of the Palaeo-Eskimo peoples who first occupied Arctic North America, as well as the development of Inuit culture over the past millennium; and investigation into relationships between these two peoples, as well as with early European visitors to the Eastern Arctic in the centuries around 1000 CE (the Helluland Archaeology Project).
- In the area of physical anthropology, the skeletal and DNA analysis of particularly ancient human remains from the Interior Plateau of British Columbia and the northern coast, in cooperation with local Aboriginal communities.
- In the area of the repatriation of human remains, analysis of physical anthropology collections for detailed documentation of skeletal remains requested for repatriation and reburial.
- Relative to the British Columbia treaty process, answering requests for information about the nature of the Museum's collections.

## HISTORY

- In the Atlantic Provinces, the material and social history, including a draft written history, of Charlottetown, P.E.I.
- In Quebec, daily life in Canada and Acadia from the seventeenth to the nineteenth centuries, and sciences such as horticulture, kitchen gardens and food in the seventeenth and eighteenth centuries.
- In Ontario, the United Empire Loyalists, and the cultural history of the nurse's uniform.
- In the Prairies, the daily lives of workers, labour activism, and early-twentieth-century immigration to the Canadian West, including settlers' motivations, voyages, material culture, expectations, conditions upon arrival, and settlement.
- In Canadian political history, the governing of Canada, with particular reference to biographical study of both political and non-political leaders.
- In material culture, women's work history, twentieth-century family history, popular culture and folk art in Quebec, and Canadian traditional and country furniture.
- Research and collections development on women's wartime history (with the Canadian War Museum).



## ETHNOLOGY

- The history and cultures of the First Peoples of Canada's Pacific Coast, including past and contemporary production of fine crafts for use within the community and for sale to external markets.
- The history and cultures of the Interior Salish and Ktunaxa peoples of the southeastern British Columbia Interior, with a specific research project documenting Ktunaxa material culture.
- The history and cultures of the First Nations of the Great Plains, including research on Blackfoot protocol and Plains Cree concepts of death, and the impact of urban life on the experience and cultures of First Peoples in Canada.
- The history and cultures of the Mi'kmaq, Maliseet and Passamaquoddy peoples of Nova Scotia, New Brunswick and adjacent regions, with a particular focus on the history and production of Mi'kmaq basketry.
- The history and social context of contemporary Inuit art, and the scope of current work by Inuit artists in all media.
- The history of contemporary Canadian Aboriginal art and Aboriginal artists, including enquiries into the impact of Christianity on Aboriginal cultures in Canada.
- The history and cultures of Northern Athabaskan peoples, including cultural context and styles of hide clothing in the nineteenth century, and contemporary community-based projects to revive traditional arts and crafts.

**Right:** Sam Cronk, Curator of Canadian Music, was curator of the exhibition **Glenn Gould: The Sounds of Genius**.

## CULTURAL STUDIES

- Chinese, Japanese and Korean communities in various parts of Canada, including local Chinese history, social organization, cultural traditions and ethnic relations.
- Musical traditions in Canada.
- The life and work of Glenn Gould.
- Craft and design in Canada during the 1960s and the history of Canadian craft.
- Traditional life, everyday arts, and popular culture in Canada.
- The history and traditions of sweet foods.
- The history and present state of Buddhism in Canada (Buddhist temples and centres of different Buddhist traditions), with a particular focus on Western (non-Asian) Canadians who have converted to Buddhism.



## POSTAL COMMUNICATIONS RESEARCH

Research has focussed mainly on four areas: Valentine's Day cards as a medium for courtship in nineteenth-century Canada; the work of contemporary Canadian artists who are interested in using forms of written communications in their art; the impact of new technologies on interpersonal communication, and the life of Christian Bennedsen, a Danish immigrant who came to Canada in the 1950s.

Other subjects of postal and communications research included:

- Percy Jacobson's War — over the past three years, research has been conducted on this Second World War diary.
- The story of the post office in Val Morin and environs.
- Labour and labour relations in the post office.
- Life, transport and communications along the St. Lawrence during the nineteenth-century French-Canadian continental Diaspora.
- The controversy surrounding the closing of rural post offices in Canada between 1986 and 1993.

## PUBLIC PROGRAMS

Public programs are an important means by which the Canadian Museum of Civilization communicates knowledge of history and Canadian and world cultures. Designed around the needs and interests of specific audiences, programs include cultural celebrations, performing arts events, lectures, live animation and revenue-generating events.

### LECTURES, SERIES AND CULTURAL EVENTS

The Museum presented 36 lectures and talks by Museum curators, archaeologists, craft designers, musicologists and historians. Topics ranged from the history and culture of China, to the architecture of Ancient Peru, to the "cult" of Glenn Gould.

Evening at the Museum programs gave adults an opportunity to acquire new knowledge in a social setting. These events, which combined curator tours with demonstrations, participatory workshops and culinary tastings, were programmed in conjunction with special exhibitions.

Partnerships with the Asian Heritage Society, Canada Dance Festival, Ottawa International Chamber Festival, National Art Centre's Quebec Scene, and the Glenn Gould Foundation resulted in a variety of large-scale events celebrating Canadian culture and diversity. With the assistance of embassies and community associations representing China, Croatia, Peru, Spain and Egypt, the Museum also delivered a dynamic series of cultural events, which were very well attended.

## SPECIAL EXHIBITIONS PROGRAMMING

Programming for the exhibition **UNIQUE! 30 Years of Outstanding Crafts** featured a series of panel discussions and talks in partnership with the Conseil des métiers d'art du Québec. In the final program, Toronto sculpture artist Janet Morton created a unique outdoor flower garden made from recycled materials.

In conjunction with **Treasures from China**, the Museum presented 26 programs for adult and family audiences. These programs included a costume event, an Autumn Moon celebration and a farewell event, as well as lectures and talks by experts on topics including Chinese history, astrology and immigration. Musicians from the region gave performances featuring traditional instruments, while dancers performed both folk and modern dance in the exhibition gallery.

As part of the presentation of **In My Lifetime: Contemporary Aboriginal Art**, a roundtable with Canadian artists Faye HeavyShield, Rebecca Belmore and David Garneau was led by curator Lee-Ann Martin, giving visitors a chance to meet the artists featured in the exhibition. For families, artist Neal McLeod gave workshops on dream-painting, while sharing stories of his Cree traditions.

As part of **Glenn Gould: The Sounds of Genius**, the Museum designed a range of programs bringing together diverse performers, scholars and others. In collaboration with the Glenn Gould Foundation, for example, the Museum presented a symposium of interest to Gould specialists. A concert tribute by Professor Dr. Elaine Keillor and a lecture-recital by Dr. Rachele Chiasson-Taylor attracted members of the academic community. Library and Archives Canada archivists led a Coffee and Conversation session on Cult of Glenn Gould. The Museum also presented a concert featuring the London Youth Symphony, and recitals by students from various music schools and music departments. In December, the Ottawa Bach Choir performed a seasonal repertoire of Gould's favourite choral pieces by Bach.

The programming for **Secret Riches: Ancient Peru Unearthed** included performances featuring music and dance, a February carnival celebration, demonstrations by ceramic artists and metalsmiths, the Tastes and Sounds of Peru evening event, and a lecture series with topics including the archaeology of the site, ancient and architectural and metallurgical techniques and theories on the rise and fall of the Sicán people.

Adults attending the Coffee and Conversation event for **Daphne Odjig: Four Decades of Prints** met with the curator and gained insight into the artist's work. During a weekend printmaking workshop, families and younger visitors enjoyed an opportunity to create their own exhibition-inspired prints.

## THE CANADIAN PERSONALITIES HALL

Family and adult programming for **Face to Face**, the Museum's new permanent exhibition, included talks and workshops designed to arouse curiosity and encourage visitors of all ages to learn more about the Canadians who have shaped this country's history. Adult programs included a curator's tour, a feature on the art of creating political editorial cartoons, and an analysis of the signatures of great Canadians. Family programs included an opportunity to make buttons featuring favourite personalities, caricature artists, multimedia caricature demonstrations, and encounters with a personality analyst.

## PROGRAMS FOR YOUTH

Last year, the Museum placed special emphasis on youth by presenting more events designed specifically for them. This range of programs included Hip Hop 360, presented in partnership with the Canada Dance Festival, National Aboriginal Day celebrations, Spins and Needles

craft evenings and the Canadian Improv Games championships.

## BLACK HISTORY MONTH

Programming for Black History Month featured an evening of urban jazz by Kelly Lee Evans and a premiere of the documentary film, *The Three Dumas*, which traced the life story of Alexandre Dumas, the grandson of a slave.

## REMEMBRANCE WEEK

The Museum of Civilization also commemorated Remembrance Week, with readings of letters of remembrance in the Postal Museum and a presentation by Museum archaeologist Dr. Jean-Luc Pilon on excavation of the Vimy Ridge battlefield.

**Below:** Some of the many public programs presented at the Museum.



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## ABORIGINAL PROGRAMMING

The Museum presented a series of workshops and demonstrations on traditional Aboriginal activities. National Aboriginal Day featured a full day of performances, workshops and demonstrations by First Nations and Métis communities. During the summer, the Museum hosted six Aboriginal artists who presented the traditional arts of stonecarving, quillwork, moosehair-tufting and canoe-building.

## DRAMAMUSE

Dramamuse, the Museum's resident theatre company, brought history to life for visitors to the Canada Hall, as well as for hundreds of students through various school programs. The company added two new interactive theatre characters to its repertoire in the Canada Hall: Winnipeg activist Helen Armstrong from the General Strike of 1919, and a Saskatchewan farm woman from the 1930s. In addition to interactive theatrical characters, the company performed:

- *A Taste of the Wildcat*, by Ben Nind, featuring stories about life in the North in the Canada Hall's Wildcat Cafe with Reneltha Bourque, an Aboriginal actor from the Northwest Territories.
- *Of Rum and Water* in the Canada Hall's New France Square, highlighting life in Quebec after the Battle of the Plains of Abraham.
- The presentation of *An Elf and Her Santa* in the Canada Hall.

## PROGRAMS FOR STUDENTS

The Museum of also reached out to visitors through its school programs. More than 40,000 students learned about Canadian history and world cultures through 22 educational programs developed by the Museum. The Museum also joined in partnership with the Historica Foundation of Canada for students enrolled in the Encounters with Canada program, by hosting a series of events on Canadian and First Peoples history. Over 1,000 students from across Canada have participated in this Museum experience.

## VOLUNTEER INTERPRETER PROGRAM

The Volunteer Interpreter Program provides adult volunteers the training they need to offer demonstrations and provide visitors with additional information about particular artifacts in special exhibitions. During the past year, volunteers participated in five special exhibitions.

For the exhibition **Treasures from China**, the Museum introduced new initiatives, including a successful recruitment strategy targeted at youth (ages 17 to 24) from the local Chinese Canadian community.

The popular Youth Volunteer Program for youth ages 12 to 17 continued at the Children's Museum, with over 90 participants.

**Left:** Dramamuse, the Museum's resident theatre company, performing for visitors in the Canada Hall.  
**Right:** A Giant Gingerbread House in the Children's Museum.



## PROGRAMMING AT THE CHILDREN'S MUSEUM

The Canadian Children's Museum delivered a diverse line-up of activities throughout the year. Daily drop-in studio activities, special weekend events, workshops, and a monthly early-learning series offered families an ever-changing schedule of programming and cultural experiences. Activities enriched seasonal and holiday celebrations, such as Easter, Canada Day, Hallowe'en, Winterlude and Spring Break. Some of these activities included a summer day camps, and Overnight Adventures for community groups.

Family programs explored themes of heritage and identity, literacy, creativity, world cultures and the environment. Special activities also included theatrical productions presented in partnership with the Ottawa International Children's Festival, as well as a variety of musical and dance performances. The Children's Museum delivered many programs in collaboration with cultural partners, including the Scandinavian, Chinese, Japanese, Vietnamese, Greek, Korean, East Indian and Mexican communities. Successful partnerships with the National Film Board, the National Arts Centre and the National Capital Commission contributed to special workshops.

## PROGRAMMING AT THE POSTAL MUSEUM

Public programs included Special Delivery, a series of animation kits that challenge visitors in a hands-on exploration of postal communications and history. The Canadian Postal Museum offered Coffee and Conversation events featuring philately specialists, curators, and editorial writing and commemorative

stamp workshops. The popular Stamp Mania event, presented in celebration of Stamp Collecting Month in October 2007, attracted over 350 participants.

Workshops and other events were presented as part of **The Post Goes Pop**, and ranged from designing seals, postcards and CD covers, to a communal stamp mosaic activity celebrating the 400th anniversary of Quebec City. During Winterlude, the Museum presented an "X-treme post" activity on delivering mail by dogsled. In addition, volunteers were on hand to help visitors learn more about this exhibition.

## COMMUNICATION OF KNOWLEDGE

As a national institution, the Canadian Museum of Civilization seeks to reach people beyond the National Capital Region in order to share its knowledge as widely as possible. To accomplish this, it uses various forms of outreach designed to meet the needs of its diverse audiences.

### CIVILIZATION.CA

With more than 100 virtual exhibitions, several databases, online games, and detailed information to help with planning a visit, the Civilization.ca website has become the most comprehensive web-based resource among all Canadian museological institutions. The site also offers special resources for children, educators and scholars, and provides free online access to a wide range of information about history and the collections.

The Museum improved several components of its website last year to make them more user-friendly: a new Cyberboutique went online; the redesigned Support Your Museums section now includes a feature for making online donations; and the revamped Food Services section added menus for both dining and catering. In addition, the website began using the popular and powerful Google as its search engine.

### Virtual Exhibitions and Activities

During the past year, the Museum added the following new exhibitions to its website:

#### The Art of Puppetry

This module invites visitors to discover the Museum's collection of puppets, along with particular aspects of the art of puppetry. With more than 1,600 puppets and accessories, the Museum's collection offers a unique look at the art of puppet theatre in Canada.

#### From Blacksmiths to Blackboards:

#### The Traditional Trades in Quebec

This new module features material from the Museum's collections as part of a virtual tour of a pre-industrial Canadian village in which visitors can tour a general store, a school, a cabinetmaker's shop, a forge and a farmhouse. By clicking on various objects inside the buildings, visitors gain access to information on the tools of a particular trade or time period, as well as stories, documents and other activities.

## Selling Smoke: How Canadian Cigar Boxes Pitched Their Wares, 1883–1935

This exhibition highlights the strategies used by some Canadian cigar manufacturers to sell their wares between 1883 and 1935. Cigars were one of the first products to use point-of-sale advertising as a marketing strategy, and cigar stores featured colourful displays touting the many brands for sale. **Selling Smoke** illustrates how large labels on the boxes' inner lids attracted the customer with promises of a memorable smoking experience.

## Mystery History-Maker Match-Up

Last year, the Museum developed the web-based interactive game, Mystery History-Maker Match-Up, to familiarize youth ages 11 to 13 with both the famous and not-so-famous personalities featured in **Face to Face: The Canadian Personalities Hall**. The game also reinforces the exhibition's themes and helps to communicate its key messages.

## PUBLICATIONS

Over the past year, the Museum has developed a new Publishing Strategy to modernize its publishing activities, using new information technologies and commercial partnerships.

As part of this process, the Museum is improving the actual production of its books. For example, selected books have been printed digitally (rather than offset), to limit inventory numbers and keep costs down. In addition, the Museum now chooses FSC (Forest Stewardship Council) printers and papers, and is working towards identifying all of its products through EcoLogo.

### Publications (in-house and co-published)

*Ancient Nomads of the Eurasian and North American Grasslands*. Elena Ponomarenko and Ian Dyck with contributions by Anna Kochkina, Ludmila Kuznetsova, Dmitry Stashenkov, Mikhael Turetzky and Edward Dubman. Co-published with the Samara Museum of History and Regional Studies.

For 5,000 years, until about 200 years ago, nomadic tribes dominated the interior grasslands of both North America and Eurasia. This comparative study, the first of its kind, shows how the fiercely independent peoples of these two regions were remarkably similar in some respects and quite different in others.

*Around and About Marius Barbeau: Modelling Twentieth-Century Culture*. Edited by Gordon E. Smith, Lynda Jessup and Andrew Nurse. Mercury Series, Cultural Studies Paper 83.

Marius Barbeau (1883–1969) played a vital role in shaping Canadian culture during the twentieth century. This book shows how Barbeau's work — in anthropology, fine arts, music, film, folklore studies, fiction and historiography — cannot be read from just one perspective. By merging disciplinary perspectives about Barbeau, we can better evaluate and deepen our understanding of the situation around Barbeau.



*Crafting New Traditions. Canadian Innovators and Influences.* Edited by Melanie Egan, Alan C. Elder and Jean Johnson. Published in collaboration with Harbourfront Centre. Mercury Series, Cultural Studies Paper 84.

This book brings together the work of 11 historians and craftspeople to address two questions: “Who has influenced the recent history of Canadian studio craft?” and “Who will be considered the ‘pioneers’ of Canadian craft in the future?”

*Recording Their Story. James Teit and the Tahltan.* Judy Thompson. Co-published with Douglas & McIntyre Ltd.

This book describes the life and work of groundbreaking ethnologist James Teit and the key collections of Tahltan materials he gathered during the early 1900s, including stories and songs. In 1912 and 1915, with the participation of many Tahltan, Teit assembled a large and important collection of artifacts, photographs, song recordings and myths.

Part biography and part catalogue, this book reveals how the various threads of Teit’s life and work came together in his final major ethnographic study.

*Subsistence and Culture in the Western Canadian Arctic. A Multicontextual Approach.* Matthew W. Betts. Mercury Series, Archaeology Paper 169.

Through innovative analysis of animal bones recovered from archaeological sites, this comprehensive study documents the intricate relationships between the Siglit or Mackenzie Inuit and their food animals, from their earliest occupations 800 years ago to the arrival of Europeans in the nineteenth century. This volume chronicles the connections between developing Siglit economies and shifts in technology, settlement, demography and climate, and exposes the primary link between Siglit subsistence and culture.

*The Canadian Museum of Civilization. Photographs by Malak.* Introduction by Victor Rabinovitch. Reprint (7th edition)

In commemoration of Malak’s remarkable 60-year career as a celebrated architectural and landscape photographer, the Museum of Civilization has reproduced a special edition of this bestselling publication, in which the master photographer depicts the grandeur of this magnificent building.

*Through Darkening Spectacles. Memoirs of Diamond Jenness.* Diamond Jenness and Stuart E. Jenness. Mercury Series, History Paper 55.

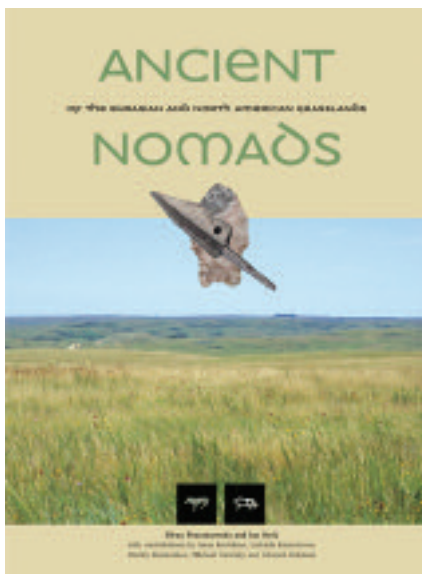
Diamond Jenness was one of the most outstanding Canadian anthropologists of the early twentieth century. His books, *The Indians of Canada* and *People of the Twilight*, are classics. Details of this dedicated scholar’s private life are provided in his own words, augmented with contributions from his son Stuart.

## ARTICLES AND PRESENTATIONS

The Museum’s experts share their extensive knowledge through articles and presentations. Last year, researchers and experts from different sections of the Museum authored more than 30 articles and reviews, and gave over 40 presentations or lectures in Canada and abroad on a wide range of topics.

**Left:** Introductory page for the virtual exhibition, *The Art of Puppetry*.

**Right:** Recent books published by the Museum of Civilization.



Lectures this year included:

- Jerome Cybulski, Curator of Physical Anthropology, on “Bioarchaeology, Ethics, Cooperation and Collaboration” at a meeting of the Canadian Association for Physical Anthropology, in Banff, Alberta.
- Xavier Gélinas, Curator of Canadian Political History, on “René Lévesque and French Canadian Traditionalism” at the academic conference “René Lévesque, mythes et réalités”, in Montréal, Quebec.
- Rhonda Hinthner, Curator of Western Canadian History, on “The Ukrainian Left, 1945–1970s” at the Canadian Ethnic Studies Association Conference, in Winnipeg, Manitoba.
- Lucie Johanis, Archaeological Sites Officer, on the evolution of mapping technology at the Museum, at a meeting of the Canadian Archaeological Association, in St. John’s, Newfoundland and Labrador.
- Robert McGhee, Curator of Western Arctic Archaeology, on “Inuit History and Aboriginalist Interpretation” at the Arctic Archaeology Symposium, in Pocatello, Idaho, USA.
- Victor Rabinovich, President and CEO, on “Diversity, Identity and Historical Voices in a Canadian National Museum” to the Japan Association of Canadian Studies, Reitaku University, Kashawi, Japan.
- Patricia Sutherland, Curator of Eastern Arctic Archaeology, on “Norse/Native Contact in Arctic Canada” to the Alaskan Anthropological Association, in Anchorage, Alaska, USA.

## Museum Researchers’ External Publications

Museum researchers also published books through commercial publishers. Some of the most notable included:

*Chercher fortune en Nouvelle-France* (“Seeking Fortune in New France”) by Jean-Pierre Hardy, Quebec Historian. This work, published by Éditions Libre Expression, brings to life a fascinating chapter in our history, tracing the origins and development of French life in North America.

*La droite intellectuelle québécoise et la Révolution tranquille* (“Quebec’s Intellectual Right and the Quiet Revolution”) by Xavier Gélinas. This work, which has been well received, was published by Presses de l’Université Laval. It provides in-depth analysis of the decline of the Quebec political conservatives during the 1960s.

## PUBLIC AFFAIRS

To describe and promote its activities, the Canadian Museum of Civilization produces a wide array of communications and promotional products and carries out intensive media relations. It also hosts various events linked to Canadian and world cultures.

## EXHIBITION OPENINGS

With an average of 600 people attending each inauguration last year, the Museum’s exhibition openings were a great success. Among the many highlights of the opening for **Glenn Gould: The Sounds of Genius** were a highly acclaimed concert by special guest Marika Bournaki, an award-winning pianist from Montréal, and the following two concerts by CBC/Radio-Canada:

- Variations on Glenn Gould — a multimedia show involving six pianists performing Bach’s *Goldberg Variations* in six Canadian cities. The show was broadcast live from the Museum by Espace musique and CBC Radio Two;
- The Idea of North — a concert by six songwriters explored their own “Idea of North” through music, inspired by Glenn Gould’s 1967 CBC documentary by that name. The show was later broadcast on CBC Radio Two.

## MEDIA RELATIONS

In March 2008, the Museum held a special media event to introduce **First Peoples of Canada: Masterworks from the Canadian Museum of Civilization**, developed as part of an exhibition exchange agreement with China. Media had an opportunity to view some of the masterpieces from the Museum’s collections which will be featured in this exhibition in Beijing in 2008.

## SPECIAL EVENTS

Throughout the year, the Museum hosts conferences, ceremonies, concerts and other events in partnership with various government and non-governmental organizations. These are part of the Museum’s mandate, as they generally promote Canadian and world culture and support public education.



Last year, these events included:

- The official launch of new lifelong learning models for First Nations and Métis people by the Canadian Council on Learning.
- The opening of the Sommet des communautés francophones et acadiennes.
- The Canadian Folk Music Awards.
- Ceremonies for the John Humphrey Freedom Award (Rights and Democracy) and the Harkin Conservation Medal (Canadian Parks and Wilderness Society).
- Puppets Up!, an international festival of puppetry.
- An evening of Peruvian music and dance in support of victims of the August 2007 earthquake in Peru.

## PROMOTIONAL TOOLS

To complement its existing promotional tools, the Museum introduced several innovations this year. These included a crossword puzzle which promoted the exhibition **Face to Face** while informing the public about some of the major Canadian personalities who have helped shape the country.

### Visitor's Guide

Last year, the Museum distributed a new and more complete *Visitor's Guide* printed in six languages, including Chinese and Japanese. This new tool aims to improve wayfinding in the Museum, and helps visitors plan their tour by providing more information on the different exhibition spaces.

## THE IMAX® THEATRE

The IMAX Theatre is an important tool in helping the Museum to communicate knowledge related to various aspects of human experience and the world. This popular facility offers giant-screen film technology developed in Canada. With its combination of an IMAX Screen and IMAX Dome, the experience becomes a window on other times, and other places. The IMAX Theatre is also an important source of revenues and attendance: in 2007–2008, it attracted 286,000 visitors, and presented 12 films, eight of which had never before been shown at the Museum.

**Left:** Marika Bournaki, a 16-year-old pianist from Montréal, performed on Glenn Gould's beloved Steinway at a media event.

**Centre:** A Chinese dancer performing at the opening of the exhibition, **Treasures from China**.

**Right:** **Dinosaurs**, one of the new movies presented at the IMAX Theatre.



Steven Darby



Steven Darby





Marie-Louise Deruaz

## CANADIAN WAR MUSEUM

Housed in a striking complex located in central Ottawa, the Canadian War Museum is Canada's national museum of military history. The Museum's mission is to promote public understanding of Canada's military history in its personal, international dimensions. It is also a venue and facilitator for informed discussion of military affairs, past and present.

## EXHIBITIONS

The Museum's permanent exhibitions cover Canadian military history from earliest times to the present day. They profile the human experience of war, and the many ways in which military events have shaped the development of this country and its people. Temporary special exhibitions expand upon material covered in the permanent galleries, but also extend to national, international or general military subjects not covered elsewhere in the Museum.

### PERMANENT EXHIBITIONS

**The Canadian Experience Galleries**  
Four chronological galleries relate the story of Canada's military history, while a fifth covers Canada's rich tradition of honouring and remembrance.

The four chronological galleries are *Battleground: Wars on Our Soil*, from Earliest Times to 1885; *For Crown and Country: The South African and First World Wars*, 1885–1931; *Forged in Fire: The Second World War*, 1931–1945; and *A Violent Peace: The Cold War, Peacekeeping and Recent Conflicts*, 1945 to the Present. Canada's tradition of remembrance is explored in the centrally located Royal Canadian Legion Hall of Honour.

### The LeBreton Gallery

This open storage space, accessible to visitors, contains one of the world's finest collections of large military artifacts. Highlights include battle tanks from around the world, military transports, ambulances, motorcycles, artillery and a CF-100 Voodoo fighter jet.

### The Memorial Hall

Memorial Hall, designed for quiet reflection, contains a single artifact: the headstone from the grave of Canada's Unknown Soldier from the First World War.

### The Regeneration Hall

Regeneration Hall is a physical representation of hope, and a powerful artistic statement of the relationship between past and present, war and democracy.

## NEW SPECIAL EXHIBITIONS

### Tony Blair at War: Decision Iraq

*February 28 to May 4, 2008*

In March 2003, as former British Prime Minister Tony Blair took the final steps on deciding to bring Britain into war with Iraq, award-winning photojournalist Nick Danziger was given 30 days of unprecedented access to the British Prime Minister and his closest aides. Danziger's portraits tell the candid story of a decisive time in Britain's political history. *Presented in collaboration with Nick Danziger and the National Portrait Gallery, London, United Kingdom.*



Nick Danziger

### Stitches in Time

*May 12, 2007 to March 30, 2008*

Through 15 quilted works of art, textile artist Johnnene Maddison interpreted the Second World War experiences of her mother and other women workers, providing a unique view of the complexity of life on the home front. *Developed by the Canadian War Museum in collaboration with Johnnene Maddison.*

### War Brides: Portraits of an Era

*May 12, 2007 to January 6, 2008*

This evocative installation of paintings by artist Bev Tosh, along with photos, objects and commentaries, conveyed the life-changing experiences of some of the 44,000 women who came to Canada at the end of the Second World War as war brides. The historical material spoke of love and war, adventure and hardship in a time of tremendous upheaval. *Developed by the Canadian War Museum in collaboration with Bev Tosh.*



Marie-Louise Deruaz

## Afghanistan: A Glimpse of War February 9, 2007 to April 27, 2008

This exhibition uses video footage and firsthand accounts to chronicle Canada's participation in the war in Afghanistan and its involvement in the rebuilding of the country. Based principally on photographic and video records from Canadian journalists Stephen Thorne of the Canadian Press and freelance documentary filmmaker Garth Pritchard, **Afghanistan** tells both Canadian and Afghan stories with an emphasis on the human experience of war. *Developed by the Canadian War Museum, featuring images by journalists Stephen Thorne and Garth Pritchard.*

### Previous page

**Left:** Photograph from the exhibition

**Tony Blair at War: Decision Iraq.**

**Right:** Works by artist Beverley Tosh from the exhibition **War Brides: Portraits of an Era.**

**Portraits of an Era.**

**Below:** Photograph featured in the exhibition **Afghanistan: A Glimpse of War.**



Stephen Thorne

## TRAVELLING EXHIBITION

### Bloody Victory: Canadians at Passchendaele

Zonnebeke, Belgium

July 13 to November 12, 2007

Based on the Museum's important archival holdings, this exhibition told the story of Canadian involvement in the First World War's offensive at Passchendaele, the experiences of the soldiers, and the personal, military, political and cultural legacy of a battle whose name has become a byword for human misery.

*Developed by the Canadian War Museum in partnership with the Memorial Museum Passchendaele 1917, Zonnebeke, Belgium.*

## SPECIAL EXHIBITIONS

### Afghanistan: A Glimpse of War February 9, 2007 to April 27, 2008

### War Brides: Portraits of an Era May 12, 2007 to January 6, 2008

### Stitches in Time May 12, 2007 to March 30, 2008

### Tony Blair at War: Decision Iraq February 28 to May 4, 2008

### Vimy: Constructing Memory March 2007 to April 2008

## ATTENDANCE

### Permanent Exhibitions

Canadian Experience Galleries	284,000
LeBreton Gallery	227,000

### Special Exhibitions

War Brides: Portraits of an Era	85,000
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## COLLECTIONS

Housing some 500,000 artifacts — including documents, photographs, films and more — the Canadian War Museum is also home to one of the world's most important collections of artillery and military vehicles. The Museum houses the renowned Beaverbrook War Art Collection, which contains more than 13,000 works of art. It also features the most extensive military library and archives in the country.

## ACQUISITIONS

The War Museum relies on donations to enrich its collection. Important acquisitions during the past year included:

- Ten First World War pencil sketches and one sketchbook. The sketches were done by Lieutenant Ernest Davidson while he served in France and Belgium between 1915 and 1918.
- A watch fob, an identification bracelet, and a matchbox case, made by Arthur Lee when he served overseas during the First World War.
- The Gillis Collection of Grenades. Begun by Barry Gillis during the 1970s, it has since grown into a world-class collection of 600 pieces spanning 13 centuries.
- The medals of Squadron Leader George Urquhart Hill, DFC with two bars. Squadron Leader Hill was one of the high-scoring Canadian fighter aces of the Second World War.
- *The Foot Path of Peace*, a painting by Tom Thomson, circa 1915, depicting an idyllic, pastoral landscape which frames and illustrates the poem *The Foot Path of Peace* by American clergyman and poet Henry Van Dyke.

- Twenty-one works of art from the eighteenth and nineteenth centuries relating to General James Wolfe, whose victory at Quebec City led to the production of a large number of works celebrating his heroism and career.
- The nineteenth-century bronze sculpture *Mademoiselle de Verchères* by Louis-Philippe Hébert, perhaps Quebec's most famous sculptor.
- A watercolour painting by C.W. Jefferys titled *Polish Soldiers Bathing at Niagara*.

### ARCHIVAL ACQUISITIONS

Important archival acquisitions of the past year included:

- A collection of digital images created by photojournalist Stephen Thorne. Subjects comprise Canadian operations in Afghanistan including operations in and around Kandahar.
- A collection of diaries and letters relating to the military career of Staff Sergeant Walter Francis Stewart, who served with the Midland Battalion during the North West Rebellion (1885) and later in the South African Constabulary. The diaries are also a key primary resource for the Battle of Batoche.
- Seventy-nine photographs taken between 1946 and 1956, depicting the crew and life aboard the *HMCS Magnificent*, one of Canada's post-1945 aircraft carriers. The photographs were taken by Captain Ronald Thorn, a motor mechanic.
- A collection of original scores composed by Canadian Expeditionary Force Band Leader Reginald Hinchey during the First World War.

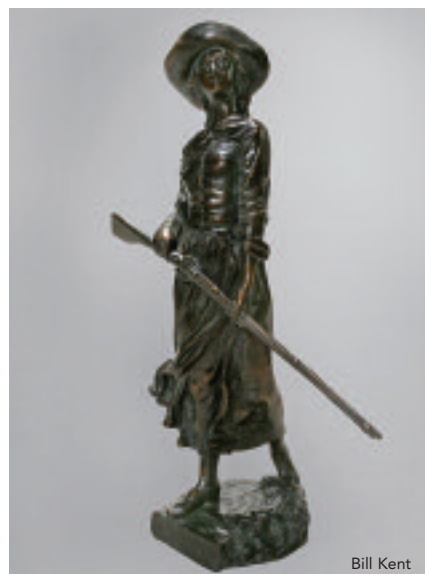
### LOANS

The Museum actively loans its artifacts to other institutions. Significant outgoing loans during the past year included:

- Colonel John By's sextant to the Bytown Museum in Ottawa for use in its newly renovated exhibits.
- Private Harry Brown's Victoria Cross medal set to the Gananoque Legion in Gananoque, Ontario.
- The full-sized maquette of *Justice*, a sculpture by William Allward for the Vimy Ridge Memorial, to the Royal Ontario Museum in Toronto for their exhibition **Canada Collects**.
- Four paintings to the Art Gallery of Windsor in Windsor, Ontario for the exhibition **Into The Breach: Windsor and Southwestern Ontario in Times of War**.
- Twelve items, comprising uniforms and swords, to the Montréal Museum of Archaeology and History Pointe-à-Callière for the exhibition **1837-1838 Rebellions: Patriotes vs. Loyalists**.

- Ten paintings by Arthur Lismer and John Everett to the Robert McLaughlin Gallery in Oshawa, Ontario, for the travelling exhibition **Razzle Dazzle: The Uses of Abstraction**.
- Four works of art on paper by Carl Schaefer to Museum London in London, Ontario, for the exhibition **Carl Schaefer: Storm on the Horizon**.
- Corporal Frederick Topham's Victoria Cross medal set and uniform to the Military Museums in Calgary, Alberta.
- Nineteen works of art by Robert Marshall Buckham to the West Vancouver Archives and Museum in Vancouver, British Columbia.
- Statue of St. George and the Dragon to the American Museum of Natural History in New York City, for the travelling exhibition **Mythic Creatures: Dragons, Unicorns and Mermaids**.

Left: *Mademoiselle de Verchères*, a sculpture by Louis-Phillipe Hébert.  
Right: *Sacred Ground Zero*, by Elaine Goble.



Bill Kent



Bill Kent

# CANADIAN WAR MUSEUM

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## CONSERVATION

Last year, staff treated numerous artifacts destined for exhibits at the Museum and elsewhere. In addition, there is an ongoing conservation program aimed at restoring artifacts such as historical vehicles to full working condition.

### Restoration of a German Tank

Last year, staff completed what was possibly the largest restoration project ever undertaken by the Museum. Following two years of work, experts completed the restoration and cleaning of a Panther V tank, the largest German tank in the country. The 45-tonne armoured vehicle had been on display outdoors at CFB Borden since being transported from Europe at the end of the Second World War. Staff and volunteers spent 4,000 hours restoring the vehicle to its original condition. In January 2008, the tank was moved into the LeBreton Gallery for display.

## THE MILITARY HISTORY RESEARCH CENTRE

The Military History Research Centre includes the George Metcalf Archival Collection and the Hartland Molson Library. The George Metcalf Archival Collection contains unique archival documents and photographic materials, and is especially strong on materials relating to the First and Second World Wars. The Hartland Molson Library has approximately 55,000 volumes, including regimental histories, published personal memoirs, wartime pamphlets, military technical and field manuals, and 5,000 rare books.

### Special Projects

The Research Centre received funding from the Friends of the Canadian War Museum last year to complete two projects:

- The refinement, cataloguing and creation of a finding aid for the Brigadier General Clayton Beattie Collection. This collection of archival, photographic and library material relates to the military career of Brigadier General Clayton Ernest Beattie, who played an influential role in Canadian peace-keeping, serving with the United Nations for five years.

- The refinement, cataloguing and storage of the Museum's cellulose nitrate negative collection. This project involves the cataloguing and proper storage of a backlog of cellulose nitrate negatives including images of Canadians involved in the First and Second World Wars. The project will facilitate access to this collection by staff and researchers, and will ensure appropriate storage.

**Below: Panther V tank** acquired by the Museum, before and after restoration.



Bill Kent

## RESEARCH

The Museum's research program aims to advance understanding of Canada's military history, from earliest times to the present day, in its personal, national and international dimensions. Research supports the development of permanent and temporary exhibitions, books and articles, and a wide range of developmental projects.

Principal research projects during the past year included work on:

- The concept of future war, and how war has been perceived over the centuries.
- Canadian peacekeeping in Cyprus, 1964–1994.
- The history of peace advocacy in Canada.
- The relationship between war and art movements during the twentieth century.
- The role of children in war.
- First World War trench culture.
- The battle of Passchendaele, 1917.
- Post-1989 Canadian military operations overseas.
- Material culture research standards.
- War brides of the 1940s.
- The War of 1812.
- Women and war.
- The history of military vehicular transport.
- Military medicine, principally in the War of 1812.
- Eugenics and "science" in Nazi Germany.
- The history of war reporting.

## PUBLIC PROGRAMS

Public Programs provide an enhanced and varied visitor experience, and aim to attract new visitors into the Museum. The majority of programs are offered free of charge with admission, and give visitors diverse opportunities to interact with the Museum's messages.

### GALLERY ANIMATION

Gallery animation gives visitors the one-on-one personal contact that enhances their experience of exhibitions. In the permanent galleries and special exhibitions, animators provided interactive hands-on activities and demonstrations that complement the storyline. They also helped younger visitors understand the Museum's key messages.

Topics animated for visitors last year included: battlefield medicine, a musket demonstration, First World War enlistment, military technology, and the Canadian experience on D-Day. Other interactive animation included an exploration of the contents of kits used by soldiers and journalists in Afghanistan, as well as the Junior Spies and History is Yours activities.

### SPECIAL EXHIBITIONS PROGRAMMING

Much like gallery animation, special exhibition programming provides interactive activities and demonstrations which complement the storyline. It also targets complementary programming opportunities and partnerships to extend the exhibition's impact beyond the gallery space.

### Afghanistan: A Glimpse of War

In addition to several Walk and Talk tours of the exhibition, special programming for **Afghanistan** offered visitors a stimulating series of lectures through the Building Knowledge program. These included a presentation by Stephen Thorne, whose images are featured in the exhibition, and two lectures in partnership with the Embassy of the United States of America: "Ghost Wars: The Secret History of the CIA, Afghanistan and Bin Laden" by Steve Coll and "Afghanistan: Transition Under Threat by Barnett Rubin."

Other special programming included live taping of the CBC Radio One drama *Afghanada*, a special Building Knowledge session for the Lifelong Learners program, and a Building Knowledge Book Club selection focussing on Nelofer Pazira's *A Bed of Red Flowers*.

**Below:** One of the dresses presented in the special event **From War Bride to Modern Bride**.



Steven Darby

# CANADIAN WAR MUSEUM

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## War Brides: Portraits of an Era

In addition to Walk and Talk tours and special gallery animations, programming for this exhibition included a Bridal Fashion Show, in partnership with Justina McCaffrey Haute Couture.

## Stitches in Time

Programming for this exhibition featured a Building Knowledge Lifelong Learners session and Walk and Talk tours.

## Tony Blair at War: Decision Iraq

In association with this exhibition, awardwinning photojournalist Nick Danziger talked about the experience of photographing Prime Minister Tony Blair in the weeks leading up to Britain's entry into the war with Iraq.

## SPECIAL PUBLIC PROGRAMS

Special public programs enhance the visitor experience, and attract new visitors to the Museum. Most of these programs are offered free of charge with admission.

## Building Knowledge

Building Knowledge consists of four different types of programs: the War Museum Book Club, Lifelong Learners, Lectures, and the Spotlight Series. In addition to the Building Knowledge programs linked to special exhibitions, this series has offered a further nine programs.

## Canadian War Museum Book Club

Books on which the Club focussed last year included Paul Dickson's *A Thoroughly Canadian General* and Suzanne Evans's *Mothers of Heroes, Mothers of Martyrs: World War I and the Politics of Grief*.

## Lifelong Learners

Last year, participants enjoyed a special Lifelong Learners session called Preserving Memories.

## Lectures

The Museum presented lectures on a wide range of topics in 2007–2008. These included "Theatre of War: Henry Habib", presented in partnership with the Great Canadian Theatre Company; Terry Copp on "Guy Simonds and the Art of Command"; and, Mark Ward on "Unlucky Lady, HMCS Athabaskan". In partnership with the Archaeological Institute of America, Peter Wells presented a lecture titled "The Battle that Stopped Rome."

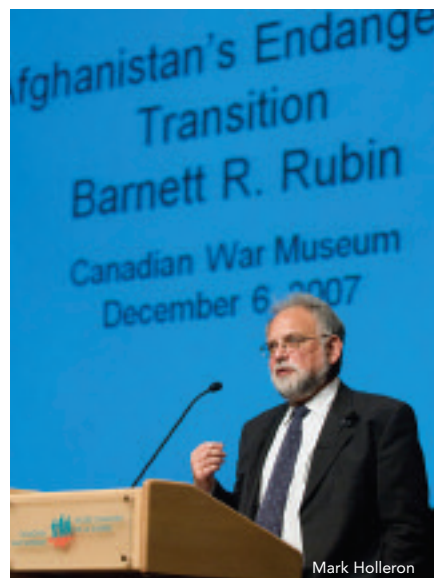
In addition, the War Museum presented two lectures associated with book launches: Nathan Greenfield's *Baptism of Fire: The Second Battle of Ypres and the Forging of Canada April 1915* (in partnership with HarperCollins Canada), and Tim Cook's *At the Sharp End: Canadians Fighting the Great War 1914–1916* (in partnership with Penguin Group).

**Left:** Visitor in front of the Headstone of the **Unknown Soldier** in the Museum's Memorial Hall.

**Right:** **Lecture** delivered as part of the Museum's special programming.



Mark Holleron



Mark Holleron



### Spotlight Series

The Museum launched its Spotlight Series in 2007 to give visitors an opportunity to meet Museum experts and ask them questions about a highlighted artifact in the permanent galleries. The highlighted artifacts were: the Pawley Cross, a temporary cross marking Norman Pawley's grave at Vimy Ridge; Hitler's Car, the Mercedes-Benz Hitler used as a parade vehicle; the Ittis Jeep used by Canadian peacekeepers in Croatia; the tunic worn by Sir Isaac Brock when he was killed at the Battle of Queenston Heights; the pig suit, a chemical suit made for a pig during the Cold War to test the effects of chemical weapons on humans; the uniform belonging to Jeremiah French, a Loyalist during the American Revolution; and the Avro Arrow, a jet that Canada developed during the Cold War.

### Special Events

Special events included two dramatic presentations:

*Essuie tes larmes et tiens-toi debout!* (Dry Your Tears and Stand Tall) was a moving production by Jean-Marie Vianney Rurangwa and the Izuba theatre group paying tribute to the victims and survivors of the Rwandan genocide.

*No Man's Land*, a critically acclaimed play by Rising Tide Theatre, memorialized the soldiers of the doomed Newfoundland Regiment, which fought in the most devastating First World War battle in the history of Newfoundland and Labrador.

Other special events focussed on activities commemorating Vimy Ridge Day in April 2007. In addition, the Museum hosted a concert featuring the Ottawa Community Concert Band, the Band of the Ceremonial Guard and the North Irish Territorial Army Band and the Stadacona Band of Maritime Forces Atlantic. In May 2007, the Museum participated in events celebrating the Tulip Festival.

### Remembrance Week

During Remembrance Week — November 4 to 11 — a wide range of programs was offered, including a wreath-making workshop and a concert series featuring the Central Band of the Canadian Forces and youth choirs and bands. On Remembrance Day itself, volunteer interpreters shared their own experiences with visitors, the Book Club focused on youth-oriented titles, and the Museum participated in the coordinated live broadcast of the Remembrance Day ceremony held in Ottawa.

### VOLUNTEER INTERPRETER PROGRAM

Approximately 68,500 exhibition visitors benefitted from speaking with volunteers who are part of the Museum's Volunteer Interpreter Program. These volunteers helped visitors gain deeper appreciation of the Museum's themes, artifacts and messages.

### SCHOOL PROGRAMS

The school programs and educational services offer meaningful learning opportunities which help students from kindergarten through senior high school discover how war has affected them and their country. These school programs are designed to meet the specific needs and expectations of teachers and students through activities that promote critical thinking, problem-solving and cooperative learning.



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**Left:** One of the many musical performances presented at the Museum on Remembrance Day.

# CANADIAN WAR MUSEUM

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This past year, the Museum also offered six orientation scenarios to more than 39,000 participants.

## Canadian Forces Leadership and Recruit School

The Museum also provides an adapted group orientation program for Canadian Forces recruits during their fourth week of basic training. Last year, 2,400 recruits and instructors took part in the program.

## Colonel Douglas H. Gunter History Award

In 2007, applicants for the Colonel Douglas H. Gunter History Awards were asked to submit an original work on the following topic: "Canada's Changing Role in Afghanistan". From the 66 submissions, the following five students were awarded prizes of \$1,000 each:

- Lindsey MacCallum of Fredericton, New Brunswick, for her non-fiction account of her emotions, thoughts and actions when her brother left for Afghanistan in early 2007.
- Kelsey Stevens of Calgary, Alberta, for a poem written from the perspective of two mothers: a female Canadian soldier and the mother of an Afghan boy recruited by the Taliban.
- Olivia Gilmer-Chekosky of Winnipeg, Manitoba, for a work of art integrating newspaper clippings, text and images.
- Lindsay Steele of Campbellford, Ontario, for a fictional account of a Grade 8 student's reaction to her mother's departure to, and service in, Afghanistan.
- Kelsey Epler of Edmonton, Alberta, for a pencil drawing incorporating many symbols and images relevant to Canada's role in Afghanistan.

**Below:** Young visitor taking part in interactive activities.



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## COMMUNICATION OF KNOWLEDGE

Through various forms of outreach, the Canadian War Museum seeks to share its knowledge with as many people as possible, from experts to the general public.

### WARMUSEUM.CA

The War Museum website features helpful information for visitors, as well as descriptions of exhibitions, programs and services. The site's many resources also include a wide range of virtual exhibitions, activities and games.

### New Virtual Exhibition

During the past year, the Museum added a new exhibition **Afghanistan: A Glimpse of War** to its website. This groundbreaking exhibition conveys the human experience of Canada's participation in the war through unforgettable photographs by journalists Stephen Thorne and Garth Pritchard and images of artifacts, including wreckage from a Canadian military vehicle destroyed by a roadside bomb.

## PUBLICATIONS

The Museum assists in the publication of selected research-based projects, both through existing partnerships and in response to requests for support from other agencies, private firms, or members of the public.

The Museum's principal publishing vehicle is its partnership with the University of British Columbia Press to produce *Studies in Canadian Military History*, a series of scholarly monographs. This series makes innovative contributions to the study of Canadian military history based on contemporary scholarship, and particularly encourages the work of new scholars and the investigation

of important gaps in the existing literature.

Last year, the partnership produced a paperback version of *Battle Grounds: The Canadian Military and Aboriginal Lands*, by P. Whitney Lackenbauer. This publication analyzes a century of government-Aboriginal interaction and negotiation, and explores how the Canadian military came to use Aboriginal lands for training.

The Museum also supported the New Brunswick Military Heritage Project. This project, located at the University of New Brunswick, was dedicated to informing the public about the province's military heritage and stimulating further research, education and publication in the field. In addition, the Museum supported the publication of four issues of *Canadian Military History*, and renewed a memorandum of understanding with this quarterly journal.

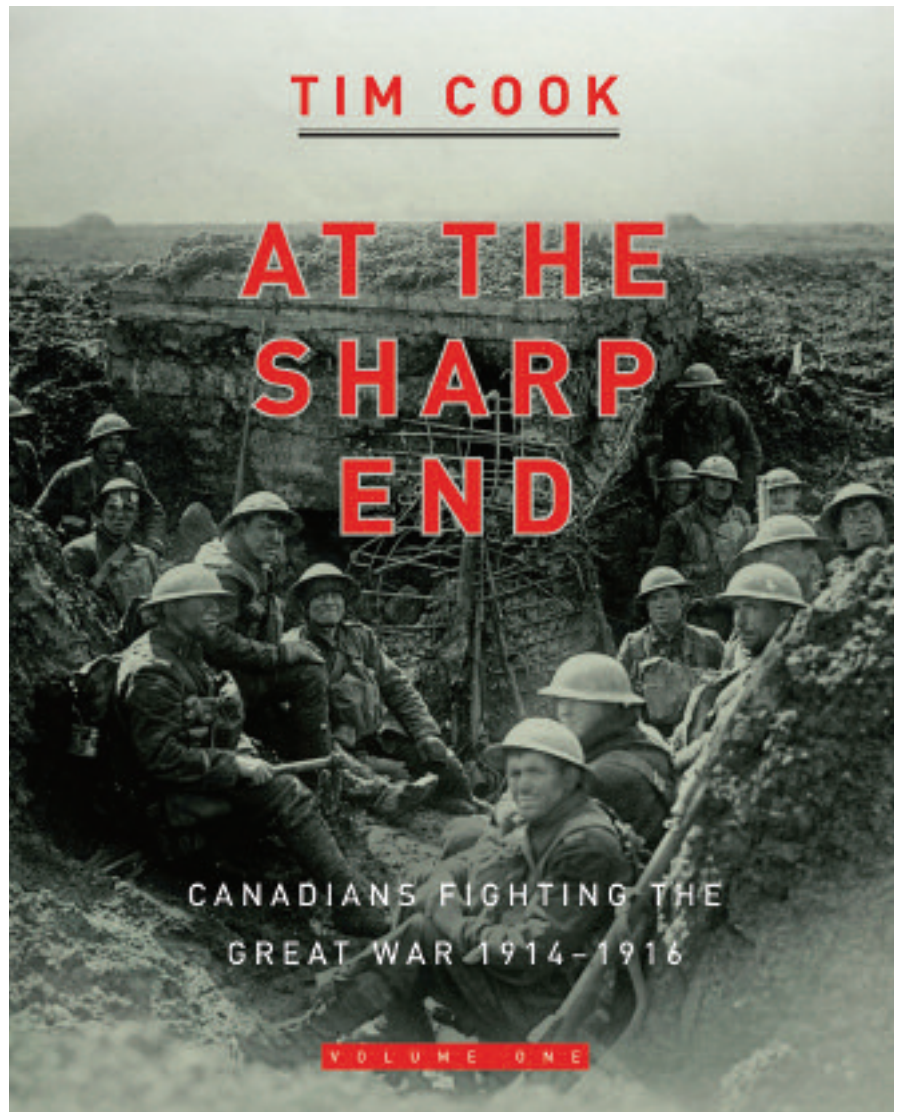
**New Book on the First World War**  
In 2007, Museum historian Tim Cook published a new comprehensive history of Canadians in the First World War: *At the Sharp End: Canadians Fighting the Great War 1914-1916* (Viking, 2007). The book covers early battles of the First World War and provides both an intimate look at Canadians in the trenches and an authoritative account of the slow evolution in tactics, weapons, and advancement. *At the Sharp End* won the 2008 Dafoe Book Prize.

## LECTURES AND ARTICLES

The Museum's historians and other staff members published eight articles during the year, and gave more than 20 presentations in Canada and abroad.

Lectures this year included:

- Dean Oliver, Director, Research and Exhibitions, on "Difficult Subjects in Museums" at the Canadian Museums Association Annual Meeting in Ottawa.
- Andrew Iarocci, Production Coordinator, on "Witnessing War: Depictions of Battlefield Technology in the Illustrated London News, 1914-16" at the 18th Military History Colloquium at Wilfrid Laurier University in Waterloo, Ontario.
- Andrew Burtch, Post-1945 Historian, on "The History behind the Headlines: The War in Afghanistan as Public History" at the 17th Military History Colloquium in Waterloo, Ontario.



- Tim Cook, First World War Historian, on “Rumours and the Canadian Great War Soldier,” at the Conference of the International Society for First World War Studies in Washington, D.C.
- Amber Lloydlangston, Assistant Historian, on “Teaching the History of Peace Advocacy,” at the Peace and Global Education Conference at the University of Ottawa.

For journals such as *Canadian Military History*, *The Legion* and *Canadian Army Journal*, Museum staff also contributed many articles on topics ranging from war artists to medical care for prisoners of war during the War of 1812.

## PUBLIC AFFAIRS

The Canadian War Museum organized numerous official openings of new exhibitions, as well as previews and other media events, as outlined below.

### MUSEUM WELCOMES WAR BRIDES

In conjunction with the opening of the exhibition **War Brides: Portraits of an Era**, the Museum hosted a special welcome for Canadian war brides from across the country. Some 300 war brides made the journey to Ottawa for this special afternoon of Big Band music and dancing.

### EVENTS AND VIP TOURS

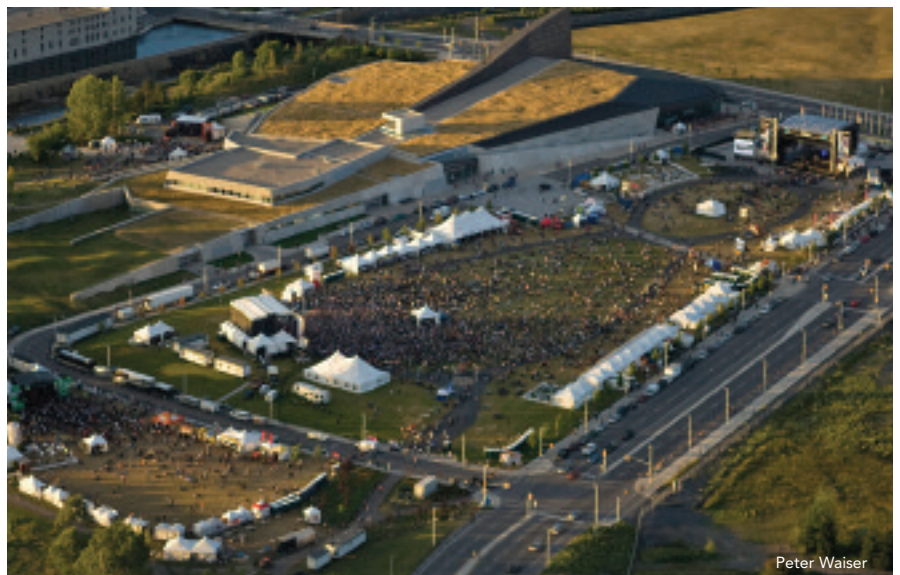
The War Museum offers a magnificent, architecturally unique setting for important occasions, ranging from protocol ceremonies to banquets. Over the past year, the Museum hosted major events, such as The Duke of Edinburgh Awards, which were presented by His Royal Highness Prince Edward, the Earl of

Wessex. The Museum also hosted the Official Send-Off for the Canadian delegation to the unveiling of the restored Vimy Monument in France, as well as a Citizenship Ceremony for new Canadians.

In addition, the Museum organized visits for VIPs. Last year’s high-profile guests included the Governor General and her family on Vimy Ridge Day; His Royal Highness Prince Edward, the Earl of Wessex; and a reunion of the First Special Service Force Association (the Second World War “Devil’s Brigade”).

### Cisco Ottawa Bluesfest

In the summer of 2007, the Museum’s grounds were also the venue for the Cisco Ottawa Bluesfest. This music festival was a great success, and the Museum’s exterior environment proved an excellent setting for festival shows and events. In total, the Bluesfest brought approximately 70,000 people inside the Museum, helping to give the institution a higher public profile.



**Right:** Aerial view of the Museum site during the **Cisco Ottawa Bluesfest** in July 2007.

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The Corporation is committed to sustaining a strong financial and operational foundation for the delivery of quality museum services. Responding to the strategic direction approved by its Board of Trustees in December, 2005, it builds accountability into its operational planning and reporting. The Corporation has at its core a management culture that fosters excellence and incorporates best practices for continued improvement. It is accountable to Parliament and Canadians in implementing its mandate.

### ECONOMIC ENVIRONMENT

In the 2007–2008 fiscal year, the Corporation was affected by several significant external pressures. Largely because of the rising value of the Canadian dollar, both Museums and other tourist attractions had fewer visitors in the summer of 2007 than in the previous year. Our stronger currency has had a negative impact on the Canadian tourism industry in general, leading most noticeably to a decline in cross-border automobile traffic from the United States. The stronger Canadian currency is also making foreign destinations more attractive to Canadian travellers. Rising fuel costs over the last year have also had a negative impact on domestic travel. These developments are significant for the Corporation because its Museums normally draw large numbers of visitors from outside the National Capital Region. The unfavourable economic conditions had a negative impact on 2007–2008 revenues, and will likely result in further reductions in attendance and revenues in the immediate future. We have reflected this trend in our planning for 2008–2009.

### FINANCIAL OVERVIEW

In the 2007–2008 fiscal year, the Museums presented several major exhibitions, notably **Afghanistan: A Glimpse Of War**; **Secret Riches: Ancient Peru Unearthed** and **Treasures From China**. This past year also marked the third full year of operation for the Canadian War Museum.

Overall attendance at both Museums dropped slightly to 1,763,814 visits from 1,810,178 in 2006–2007. Admission revenue decreased to \$4.9 million as compared to \$5.0 million in 2006–2007, a reduction of 3 per cent, corresponding to the decrease in attendance. IMAX revenues fell to \$1.5 million as compared to \$2.2 million in 2006–2007. This reduction reflects marketplace conditions and film product offerings which the Corporation will seek to address. Boutique sales were also affected by the decline in attendance, down 11 per cent to \$2.3 million as compared to \$2.6 million in 2006–2007. On the other hand, strong sales for banquets and facility rentals have increased parking, rentals and concession revenues to \$3.2 million as compared to \$3.0 million in 2006–2007, an increase of 8 per cent. Membership revenue remained steady at \$291,000 as compared to \$286,000 in 2006–2007. Investment income decreased to \$1.7 million from \$1.9 million. Donations, grants and sponsorship revenue increased to \$1.9 million from \$1.8 million. The net result of Operations is a loss of \$5.96 million, which is primarily related to the shortfall in funding received for the Corporation's municipal taxes (called Payments in Lieu of Taxes - PILT) of \$1.88 million and a loss on investments of \$3.79 million due to the credit crisis in financial markets.

As of March 31, 2008, the Corporation held non-bank-sponsored asset-backed commercial paper (ABCP). When the Corporation acquired this third party ABCP, they were rated R-1 (High) by the Dominion Bond Rating Service (DBRS), the highest credit rating issued for commercial paper. These investments were scheduled to mature in August 2007 but, as a result of liquidity issues in the ABCP market, the notes were not settled. As a result, the Corporation has reclassified its ABCP from cash and cash equivalents to long-term investments. On August 16, 2007, an announcement was made by a group representing banks, asset providers and major investors that they had agreed in principle to a long-term proposal and interim agreement, the Montreal Accord (the "Accord"), to convert the ABCP into pooled long-term floating rate notes maturing no earlier than the scheduled maturity of the underlying assets. On March 20, 2008, an agreement-in-principle was reached regarding the restructuring of the ABCP. This agreement was approved by investors effective April 25, 2008, and forms the basis for the valuation estimates made by the Corporation. The total adjustment to the Corporation's ABCP at March 31, 2008, reflecting independent advice, is an impairment of \$3.79 million. This is presented as a loss on investments recorded in the statement of earnings. The assets have been designated as available-for-sale and are recorded at their estimated fair value of \$9.41 million on the balance sheet. Continuing uncertainties regarding the value of the assets that underlie the ABCP, the credit and liquidity risks associated with the restructured notes and the final outcome of the restructuring process, could give rise to further changes in the fair value of the Corporation's

# MANAGEMENT DISCUSSIONS AND ANALYSIS

► 72

investment in ABCP. This is not expected to have a significant impact on the Corporation's future operations.

The Balance Sheet and the Statement of Cash Flows show a decrease in cash and cash equivalents of \$13.03 million, which is primarily related to the reclassification of the Corporation's investment in asset-backed commercial paper (ABCP). On the Balance Sheet, investments of \$9.41 million represent the fair value of the ABCP after recognition of the impairment. It is expected that these investments will cover long-term liabilities and obligations of the Corporation.

The Corporation has adopted the new CICA standards on Financial Instruments, Equity and Comprehensive Income. The adoption of these new standards did not result in any transitional adjustment recorded in opening retained earnings. The major impact is that receipt of restricted donations and related investment income earned on these donations are now recorded in other comprehensive income.

## FINANCIAL AND OPERATIONAL VIABILITY

In 2007, the Corporation was required to participate in the Government's Strategic Review budget initiative. To ensure value for money from the programs that are its priority, the Corporation conducted an in-depth review of the funding, relevance and performance of all programs and spending and presented the results to the Government. The outcome of this review will see a reduction of \$400,000 in government funding in 2008–2009. From 2009–2010 onward, the reduction in government funding will be \$3.3 million per year.

In Budget 2008, the Government announced new funding for national museums to address capital and operating pressures for the next five

years. This funding will be over and above the \$4 million over four years in capital funding for urgent projects that was provided in 2007 from the Risk Management reserve. The Corporation recognizes and thanks the Government for its announcement on these long-standing pressures to gain adequate long-term funding for capital repairs and costs such as property taxes, utilities and other building-related items. These expenses make up a large percentage of the Museums' annual expenditures, with the impact of aging facilities and inflation now posing a significant financial risk. The Corporation is currently working with Treasury Board Secretariat to access the Government's new funds which have not yet been released to the museums.

This past year, the Corporation used the National Collection Fund, a major fundraising initiative established in 2006, to partially support the acquisition of a collection of early Canadian furniture at a cost of \$2.7 million. Several other artefacts were also purchased using this Fund.

During 2007–2008, the Corporation transferred the old Canadian War Museum, located at 330 Sussex Drive in Ottawa to Public Works and Government Services Canada (PWGSC). This transfer of administration was conditional on PWGSC further transferring the former Canadian War Museum to the National Capital Commission. During the nearly three years when 330 Sussex was no longer used by the CWM, the Corporation continued to pay for all maintenance, taxes and security costs. As a result of this transfer, the Corporation is no longer liable for these expenditures.

**Financial Statements of**  
**CANADIAN MUSEUM OF CIVILIZATION**

Year ended March 31, 2008

## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

The financial statements contained in this annual report have been prepared by Management in accordance with Canadian generally accepted accounting principles, and the integrity and objectivity of the data in these financial statements are Management's responsibility. Financial information presented throughout the annual report is consistent with the financial statements.

In support of its responsibility, Management has developed and maintains books of account, records, financial and management controls, information systems and management practices. These are designed to provide reasonable assurance as to the reliability of financial information, that assets are safeguarded and controlled, and that transactions are in accordance with the Financial Administration Act and regulations as well as the Museums Act and the by-laws of the Corporation.

The Board of Trustees is responsible for ensuring that Management fulfills its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Audit Committee, which includes a majority of members who are not officers of the Corporation. The Committee meets with Management and the independent external auditor to review the manner in which these groups are performing their responsibilities, and to discuss auditing, internal controls and other relevant financial matters. The Audit Committee has reviewed the financial statements with the external auditor and has submitted its report to the Board of Trustees. The Board of Trustees has reviewed and approved the financial statements.

The Corporation's external auditor, the Auditor General of Canada, examines the financial statements and reports to the Minister of Canadian Heritage, Status of Women and Official Languages and Minister for La Francophonie, who is responsible for the Canadian Museum of Civilization.



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David Loye  
Chief Operating Officer



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Gordon Butler  
Acting Chief Financial Officer

May 30, 2008

## AUDITOR'S REPORT

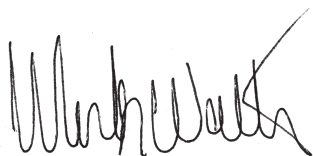
To the Minister of Canadian Heritage, Status of Women and Official Languages  
and Minister for La Francophonie

I have audited the balance sheet of the Canadian Museum of Civilization as at March 31, 2008 and the statement of earnings and comprehensive income, changes in equity and cash flows for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the *Financial Administration Act*, I report that, in my opinion, these principles have been applied, except for the change in the method of accounting for financial instruments as explained in Note 3 to the financial statements, on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Corporation that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part X of the *Financial Administration Act* and regulations, the *Museums Act*, and the by-laws of the Corporation.



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Mark G. Watters, CA  
Assistant Auditor General  
for the Auditor General of Canada

Ottawa, Canada  
May 30, 2008

# CANADIAN MUSEUM OF CIVILIZATION

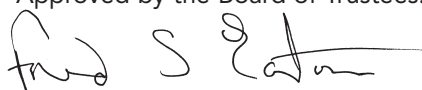
## Balance Sheet

As at March 31  
(In thousands of dollars)

	2008	2007
<b>Assets</b>		
Current assets:		
Cash and cash equivalents (note 4)	\$ 30,103	\$ 43,135
Accounts receivable (note 5)	1,370	2,388
Inventories	1,423	1,488
Prepaid expenses	524	272
	<u>33,420</u>	<u>47,283</u>
Restricted cash and investments (note 6)	931	786
Restricted cash and investments – National Collection Fund (note 7)	587	125
Investments (note 8)	9,410	-
Collection (note 9)	1	1
Property and equipment (note 10)	298,929	308,431
	<u>\$ 343,278</u>	<u>\$ 356,626</u>
<b>Liabilities and Equity</b>		
Current liabilities:		
Accounts payable and accrued liabilities (note 11)	\$ 15,676	\$ 14,647
Obligation under capital lease (note 12)	-	72
Deferred revenues	3,100	3,849
	<u>18,776</u>	<u>18,568</u>
Long-term accounts payable	675	-
Deferred funding related to property and equipment (note 13)	257,793	267,338
Employee future benefits (note 14)	4,061	3,346
	<u>281,305</u>	<u>289,252</u>
Equity:		
Retained earnings	19,587	25,546
Contributed surplus	40,868	40,917
Accumulated other comprehensive income	1,518	911
	<u>61,973</u>	<u>67,374</u>
Contingencies (note 17)		
Commitments (note 19)		
	<u>\$ 343,278</u>	<u>\$ 356,626</u>

The accompanying notes and schedules form an integral part of the financial statements.

Approved by the Board of Trustees:

  
Chairperson

  
Trustee

## CANADIAN MUSEUM OF CIVILIZATION

### Statement of Earnings and Comprehensive Income

For the year ended March 31  
(In thousands of dollars)

	2008	2007
Revenues:		
Donations, grants and sponsorships	\$ 1,859	\$ 1,804
Interest (note 15)	1,704	1,930
Gain on settlement of claim	-	1,100
Operating (schedule 1)	12,951	13,876
	<u>16,514</u>	<u>18,710</u>
Expenditures (schedule 2):		
Collect and research	17,167	13,587
Exhibit, educate and communicate	19,140	19,352
Accommodation	36,726	36,437
Corporate management	18,201	17,632
Loss on investments (note 8)	3,790	-
	<u>95,024</u>	<u>87,008</u>
Net result of operations before government funding	(78,510)	(68,298)
Parliamentary appropriations (note 20)	72,551	69,027
Net results of operations	<u>\$ (5,959)</u>	<u>\$ 729</u>
Restricted donations from non-owners	950	487
Deferred investment income	31	23
Donations recognized as revenue	(374)	(411)
Other comprehensive income	607	99
Comprehensive income	<u>\$ (5,352)</u>	<u>\$ 828</u>

The accompanying notes and schedules form an integral part of the financial statements.

## CANADIAN MUSEUM OF CIVILIZATION

### Statement of Changes in Equity

For the year ended March 31  
(In thousands of dollars)

	2008	2007
Retained earnings, beginning of year	\$ 25,546	\$ 24,817
Net results of operations	(5,959)	729
Retained earnings, end of year	19,587	25,546
Accumulated other comprehensive income, beginning of year	911	812
Other comprehensive income	607	99
Accumulated other comprehensive income, end of year	1,518	911
	21,105	26,457
Contributed surplus, beginning of year	40,917	40,917
Land transfer (note 16)	(49)	-
Contributed surplus, end of year	40,868	40,917
Equity, end of year	\$ 61,973	\$ 67,374

The accompanying notes and schedules form an integral part of the financial statements.



**CANADIAN MUSEUM OF CIVILIZATION****Statement of Cash Flows**

For the year ended March 31  
(In thousands of dollars)

	2008	2007
Operating activities:		
Cash receipts (clients)	\$ 14,144	\$ 18,806
Cash receipts (parliamentary appropriation)	73,020	68,483
Cash paid (employees and suppliers)	(89,074)	(84,063)
Interest received	1,704	1,930
	(206)	5,156
Investing activities:		
Acquisition of property and equipment	(4,069)	(4,487)
(Increase) in long-term investments	(13,200)	-
(Increase) in restricted cash and investments	(607)	(99)
	(17,876)	(4,586)
Financing activities:		
Parliamentary appropriation for the acquisition of property and equipment	4,069	3,697
Restricted contributions and related investment income	981	510
	5,050	4,207
(Decrease) increase in cash and cash equivalents	(13,032)	4,777
Cash and cash equivalents, beginning of year	43,135	38,358
Cash and cash equivalents, end of year	\$ 30,103	\$ 43,135

The accompanying notes and schedules form an integral part of the financial statements.

# CANADIAN MUSEUM OF CIVILIZATION

## Notes to the Financial Statements

Year ended March 31, 2008  
(In thousands of dollars)

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### 1. Mission and mandate:

The Canadian Museum of Civilization (the "Corporation") was established on July 1, 1990 by the *Museums Act*. The Canadian Museum of Civilization is an agent Crown corporation named in *Part I of Schedule III to the Financial Administration Act* and is not subject to income tax under the provisions of the *Income Tax Act*. The Canadian War Museum is a component of the Canadian Museum of Civilization.

The mission, as stated in the *Museums Act*, is as follows:

*"to increase, throughout Canada and internationally, interest in, knowledge and critical understanding of and appreciation and respect for human cultural achievements and human behaviour by establishing, maintaining and developing for research and posterity a collection of objects of historical or cultural interest, with special but not exclusive reference to Canada, and by demonstrating those achievements and behaviour, the knowledge derived from them and the understanding they represent."*

The Canadian Museum of Civilization's operations are divided into four mutually supportive activities which work together to meet all aspects of its mandate. These activities are:

#### **Collect and research:**

Manages, develops, conserves, and undertakes research on the collections to enhance program delivery and augment the scientific knowledge base.

#### **Exhibit, educate and communicate:**

Develops, maintains, and communicates exhibits, programs and activities to further knowledge, critical understanding, appreciation and respect for human cultural achievements and human behaviour.

#### **Accommodation:**

Managing and maintaining all facilities and related security and hosting services.

#### **Corporate management:**

Governance, corporate management, audit and evaluation, fund raising, commercial activities, finance and administration, human resources and information systems.

**CANADIAN MUSEUM OF CIVILIZATION****Notes to the Financial Statements, page 2**

Year ended March 31, 2008  
(In thousands of dollars)

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**2. Significant accounting policies:**

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles. Significant accounting policies follow.

**(a) Inventories:**

Inventories, which consist of materials for the boutiques and publications, are valued at the lower of cost and net realizable value.

**(b) Collection:**

The artifact collection forms the largest part of the assets of the Corporation and is presented in the balance sheet at a nominal value of \$1,000, due to the practical difficulties of determining a meaningful value for these assets.

Objects purchased for the collection of the Corporation are recorded as an expense in the year of acquisition. Objects donated to the Corporation are recorded, as assets, at a nominal value.

**(c) Property and equipment:**

Property and equipment owned by the Corporation are valued at cost, net of accumulated amortization. Assets acquired under capital leases are initially recorded at the present value of the minimum lease payments at the inception of the lease. Buildings owned by the Government of Canada, which are under the administrative control of the Corporation, are recorded at their estimated historical cost, less accumulated amortization. Lands owned by the Government of Canada, which are under the administrative control of the Corporation, are recorded at their estimated historical cost with a corresponding amount credited directly to the Contributed Surplus.

Amortization is calculated using the straight-line method, over the estimated useful lives of assets as follows:

Asset	Useful life
Buildings	40 years
Building improvements	10 years
Technical and informatics equipment	5 and 8 years
Office furniture and equipment	8 years
Motor vehicles	5 years

# CANADIAN MUSEUM OF CIVILIZATION

## Notes to the Financial Statements, page 3

Year ended March 31, 2008  
(In thousands of dollars)

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### 2. Significant accounting policies (continued):

(d) Employee future benefits:

(i) Pension benefits:

All eligible employees participate in the Public Service Pension Plan administered by the Government of Canada. The Corporation's contributions reflect the full cost as employer. This amount is currently based on a multiple of an employee's required contributions and may change over time depending on the experience of the Plan. The Corporation's contributions are expensed during the year in which the services are rendered and represent the total pension obligation of the Corporation. The Corporation is not currently required to make contributions with respect to any actuarial deficiencies of the Public Service Pension Plan.

(ii) Severance benefits:

Employees are entitled to severance benefits, as provided for under labour contracts and conditions of employment. The cost of these benefits is accrued as the employees render the services necessary to earn them. Management determined the accrued benefit obligation using a method based upon assumptions and its best estimates. These benefits represent an obligation of the Corporation that entails settlement by future payments.

(iii) Other post retirement benefits:

The Corporation provides unfunded defined benefit health and dental care plans for eligible retirees and employees. The cost of the accrued benefit obligations earned by employees is actuarially determined using the projected benefit method prorated on service and management's best estimate of discount rate, retirement ages and expected health care and dental costs.

Past service costs from plan initiation or amendment are deferred and amortized on a straight-line basis over the average remaining service period of employees active at the date of the initiation or amendment. On July 1, 2006, the Corporation initiated these plans and, accordingly, is amortizing past service costs arising on plan initiation over 13.5 years, which is the average remaining service period of employees active at the date of the initiation.

Actuarial gains (losses) on the accrued benefit obligation arises from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. The excess of the net accumulated actuarial gains (losses) over 10% of the accrued benefit obligation is amortized over the average remaining service period of active employees. The average remaining service period of the active employees covered by these post retirement benefits is 16.5 years.

The most recent extrapolated actuarial valuation was completed by an independent actuary as at March 31, 2008. The Corporation measures its accrued benefit obligation for accounting purposes as at March 31 of each year.

## CANADIAN MUSEUM OF CIVILIZATION

### Notes to the Financial Statements, page 4

Year ended March 31, 2008  
(In thousands of dollars)

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#### 2. Significant accounting policies (continued):

(e) Revenue recognition:

(i) Museum operations:

Revenues from Museum operations include the sale of general admissions and programmes, IMAX, facility rentals, food concessions, parking, boutiques, publications and royalties from boutique product reproduction and film distribution. They are recognized in the year in which the sale of goods is completed or the services are provided.

(ii) Memberships:

Revenue from the sale of memberships is recognized over the length of the membership eligibility period.

(iii) Travelling exhibits:

Revenue from the rental of travelling exhibits is recognized over the length of the exhibition period for each venue.

(iv) Interest on cash and cash equivalents and investments:

Interest on cash and cash equivalents and investments is recognized in the year it is earned.

(v) Grants and sponsorships:

Unrestricted grants and sponsorships are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Externally restricted grants and sponsorships are deferred and recognized as revenue in the year in which the related obligations are fulfilled. Revenues and offsetting expenses from goods and services received in-kind are recorded at fair market value upon receipt.

# CANADIAN MUSEUM OF CIVILIZATION

## Notes to the Financial Statements, page 5

Year ended March 31, 2008  
(In thousands of dollars)

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### 2. Significant accounting policies (continued):

(e) Revenue recognition (continued):

(vi) Contributions:

In prior years, restricted donations were recorded following the deferral method of accounting.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Contributions externally restricted, and related investment income, are now recorded in other comprehensive income and recognized as either revenue in the Statement of Earnings or deferred capital contributions on the Balance Sheet in the year in which the related expenses are incurred.

Volunteers contribute a significant number of hours of service per year. Because of the difficulty of determining their fair value, contributed services are not recognized in these financial statements.

(vii) Parliamentary appropriation:

The Government of Canada provides funding to the Corporation. The portion of the parliamentary appropriation used or to be used to purchase depreciable property and equipment is recorded as deferred capital funding and amortized on the same basis and over the same periods as the related property and equipment acquired. Parliamentary appropriations for specific projects are deferred and recognized on the statement of operations in the year in which the related expenses are incurred. The remaining portion of the appropriation is recognized in the statement of operations in the year for which it is approved.

(viii) Other revenues:

Other revenues mainly consist of library and photographic reproduction services, conservation services, special event production coordination services and gain on disposal of assets. They are recognized in the year in which the sale of goods is completed or the services are provided.

(f) Measurement uncertainty:

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of income and expenses for the year. Employee-related liabilities, contingent liabilities, Asset Backed Commercial Paper valuation, buildings, land and estimated useful lives of property and equipment are the most significant items where estimates are used. Actual results could differ significantly from those estimated.

## CANADIAN MUSEUM OF CIVILIZATION

### Notes to the Financial Statements, page 6

Year ended March 31, 2008  
(In thousands of dollars)

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#### 3. Changes in accounting policies:

(a) Comprehensive Income, Equity and Financial Instruments:

Effective April 1, 2007, the Corporation adopted, retroactively without restatement of prior period amounts, the following Canadian Institute of Chartered Accountants' ("CICA") recommendations:

- (i) Section 1530, *Comprehensive Income*, introduces a new financial statement which shows the change in the Corporation's net assets that results from transactions, events and circumstances from other than the Corporation's shareholders.
- (ii) Section 3251, *Equity*, establishes standards for the presentation and changes in equity during the reporting period. On adoption of this standard, the Corporation will separately present each of the changes in equity during the period including accumulated other comprehensive income as well as components of equity at the end of the period.
- (iii) Section 3855, *Financial Instruments – Recognition and Measurement*, establishes standards for recognizing and measuring financial assets, financial liabilities and non-financial derivatives. This new standard lays out how financial instruments are to be recognized depending on their classification. Depending on the financial instruments' classification, changes in subsequent measurements are recognized in net earnings or comprehensive income.
- (iv) Section 3861, *Financial Instruments – Disclosure and Presentation*, establishes standards for presentation of financial instruments and non-financial derivatives, and identifies the related information that should be disclosed.

Upon adoption of these recommendations, the Corporation has implemented the following classification:

- Cash and cash equivalents and restricted cash and investments are classified as "Financial Assets Held for Trading". These financial assets are marked-to-market through the statement of earnings at each period end. Purchases of investments are recorded on the settlement date.
- Trade accounts receivable are classified as "Loans and Receivables". After the initial fair value measurement, they are measured at amortized cost using the effective interest rate method through the statement of earnings.

# CANADIAN MUSEUM OF CIVILIZATION

## Notes to the Financial Statements, page 7

Year ended March 31, 2008  
(In thousands of dollars)

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### 3. Changes in accounting policies (continued):

#### (a) Comprehensive Income, Equity and Financial Instruments (continued):

- Accounts payable and long-term accounts payable are classified as "Other Financial Liabilities". After their initial fair value measurement, they are measured at amortized cost using the effective interest rate method through the statement of earnings. For the Corporation, the initial measured amount approximates the fair value for all short-term accounts payable.

Adoption of these recommendations resulted in the addition of a new financial statement entitled Statement of Comprehensive Income which is combined with the Statement of Earnings. The adoption of these new standards did not result in any transitional adjustment recorded in opening retained earnings. The receipt of restricted donations from non-owners and related investment income earned on these donations are now recorded in other comprehensive income until the related expenses are incurred, at which point they are recognized as revenue in the year or deferred capital contributions on the Balance Sheet. The Corporation adopted a transition date for embedded derivatives of April 1, 2003 and, accordingly, only recognized those embedded derivatives requiring separation from host contracts issued, acquired or substantially modified subsequent to this transition date. One embedded derivative was identified for contracts issued, acquired or substantially modified from April 1, 2003 to March 31, 2008. Based on the immaterial nature of this embedded derivative the Corporation chose not to account for its impact on April 1, 2007.

#### (b) Accounting changes:

Effective April 1, 2007, the Corporation adopted the revised CICA Handbook Section 1506, *Accounting Changes*, relating to changes in accounting policies, changes in accounting estimates and errors. Adoption of these recommendations had no effect on the financial statements for the year ended March 31, 2008, except for the disclosure of accounting changes that have been issued by the CICA but have not yet been adopted by the Corporation because they are not effective until a future date (refer to Future accounting standards in note 3(c)).

#### (c) Future accounting standards:

Effective April 1, 2008, the Corporation will adopt the following accounting standards recently issued by the Canadian Institute of Chartered Accountants (CICA):

##### (i) Inventory:

Section 3031, *Inventories*, harmonizes the Canadian standards related to inventories with International Financial Reporting Standards. Effective for annual financial statements relating to years beginning on or after January 1, 2008, this Section provides changes to the measurement and more extensive guidance on the determination of cost, narrows permitted cost formulas, requires impairment testing, and expands the disclosure requirements to increase transparency. The Corporation does not anticipate the adoption of this standard will significantly impact its financial results.



**CANADIAN MUSEUM OF CIVILIZATION****Notes to the Financial Statements, page 8**

Year ended March 31, 2008  
(In thousands of dollars)

**3. Changes in accounting policies (continued):**

## (c) Future accounting standards (continued):

## (ii) Financial instruments – disclosure and presentation:

Section 3862, *Financial Instruments – Disclosure*, and Section 3863, *Financial Instruments – Presentation*, requires enhanced disclosure on the nature and extent of financial instruments risks and how an entity manages those risks. These standards carry forward the existing presentation requirements in Section 3861, *Financial Instruments – Disclosure and Presentation*, and provides additional guidance for the classification of financial instruments. These sections are effective for annual financial statements relating to fiscal years beginning on or after October 1, 2007. This new requirement is for disclosure only and will not impact the financial results of the Corporation.

## (iii) Capital disclosures:

Section 1535, *Capital Disclosures*, requires disclosure of information about the entity's objectives, policies and processes for managing capital, as well as quantitative data about capital and whether the entity has complied with any externally restricted capital requirements. This Section is effective for annual financial statements relating to fiscal years beginning on or after October 1, 2007. This new requirement is for disclosure only and will not impact the financial results of the Corporation.

**4. Cash and cash equivalents:**

The Corporation invests in short-term money market investments. The overall portfolio yield to maturity as at March 31, 2008 was 3.7% (2007 – 4.4%). All instruments held in short-term investments are rated R1 or better by the Dominion Bond Rating Service. The average term to maturity is 20 days (25 days in 2007). Cash and cash equivalents are classified as held-for-trading and are recorded at fair value.

Cash and cash equivalents are distributed as follows:

	2008	2007
Cash	\$ 5,671	\$ (1,096)
Cash equivalents	24,432	44,231
	<b>\$ 30,103</b>	<b>\$ 43,135</b>

# CANADIAN MUSEUM OF CIVILIZATION

## Notes to the Financial Statements, page 9

Year ended March 31, 2008  
(In thousands of dollars)

### 5. Accounts receivable:

	2008	2007
Refundable taxes	\$ 544	\$ 790
Parliamentary appropriation	33	453
Trade accounts	721	987
Other	72	158
	<u>\$ 1,370</u>	<u>\$ 2,388</u>

### 6. Restricted cash and investments:

Restricted cash and investments arise from contributions received from individuals and corporate entities for a specified purpose.

Changes in the restricted cash and investments balance are as follows:

	2008	2007
Balance, beginning of year	\$ 786	\$ 812
Add donations received in the year	249	365
Add deferred investment income (note 15)	31	20
Less donations recognized as revenue	(135)	(411)
<u>Balance, end of year</u>	<u>\$ 931</u>	<u>\$ 786</u>

The overall portfolio yield to maturity on restricted cash as at March 31, 2008 was 3.4% (2007 – 4.3%). All instruments held in short-term investments are rated R1 or better by the Dominion Bond Rating Service. The average term to maturity is 21 days (52 days in 2007). Restricted cash and investments are classified as held-for-trading and are recorded at fair value.

**CANADIAN MUSEUM OF CIVILIZATION****Notes to the Financial Statements, page 10**

Year ended March 31, 2008  
(In thousands of dollars)

**7. Restricted cash and investments – National Collection Fund:**

Restricted cash and investments arise from contributions received from individuals and corporate entities for the National Collection Fund.

Restricted cash and investments designated to the National Collection Fund represent funds for the acquisition of artifacts by the Canadian Museum of Civilization and the Canadian War Museum. Funds are removed from the National Collection Fund upon acquisition of selected artifacts.

Changes in the restricted cash and investments – National Collection Fund balance are as follows:

	2008	2007
Balance, beginning of year	\$ 125	\$ -
Add donations received in the year	701	122
Add deferred investment income (note 15)	-	3
Less amounts recognized as revenue	(239)	-
<b>Balance, end of year</b>	<b>\$ 587</b>	<b>\$ 125</b>

The overall portfolio yield to maturity on restricted cash as at March 31, 2008 was 3.4% (2007 – 4.3%). All instruments held in short-term investments are rated R1 or better by the Dominion Bond Rating Service. The average term to maturity is 21 days (52 days in 2007). Restricted cash and investments are classified as held-for-trading and are recorded at fair value.

# CANADIAN MUSEUM OF CIVILIZATION

## Notes to the Financial Statements, page 11

Year ended March 31, 2008  
(In thousands of dollars)

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### 8. Investments:

Asset backed commercial paper:

At March 31, 2008, the Corporation held non-bank sponsored asset-backed commercial paper ("ABCP") with an original cost including accrued interest of \$13,200, comprising \$5,000 in Rocket Trust Series E, \$5,000 in Planet Trust Series E, \$1,700 in Planet Trust Series A and \$1,500 in Aurora Trust Series E. At the dates that the Corporation acquired these third party ABCP, they were rated R-1 (High) by the Dominion Bond Rating Service (DBRS), the highest credit rating issued for commercial paper. These investments were scheduled to mature in August 2007 but, as a result of liquidity issues in the ABCP market, did not settle. As a result, the Corporation has reclassified its ABCP from cash and cash equivalents to long-term investments.

On August 16, 2007, an announcement was made by a group representing banks, asset providers and major investors that they had agreed in principle to a long-term proposal and interim agreement, the Montreal Accord (the "Accord"), to convert the ABCP into pooled long-term floating rate notes maturing no earlier than the scheduled maturity of the underlying assets. On September 6, 2007, the Pan-Canadian Investors Committee for Third-Party Structured Asset-Backed Commercial Paper (the "Committee") consisting of major investors was created to propose a solution to the liquidity problem affecting the ABCP market, and retained legal and financial advisors to oversee the restructuring process. On March 20, 2008, an agreement in principle was reached regarding the restructuring of the ABCP. This agreement was approved by investors effective April 25, 2008, and forms the basis for the valuation estimates made.

Since there is no active market for the valuation of ABCP, the fair value of the Corporation's investment in ABCP was determined using valuation techniques. The principal amount of the investments was discounted for certain factors related to underlying assets of the original investments, and the terms and conditions which apply to the restructured investments, including assets deemed ineligible and the applicable credit ratings assigned to the underlying assets. The valuation techniques include a probability weighted approach based on a high probability of successful restructuring versus orderly disposal, weighted discounted future cash flows techniques (taking into account the lack of liquidity and uncertainty of the terms and conditions of underlying assets). Whenever available, observable market inputs for comparable securities were used to determine the expected coupon rate, discount rates, timing of cash flows and the maturities of the floating rate notes.

Significant assumptions included in the valuation are as follows:

Criteria	Assumptions
Expected term to maturity	6 years to 32 years
Discount rates	6.60% to 67.52%
Coupon rates	3.60% to 4.66%

## CANADIAN MUSEUM OF CIVILIZATION

### Notes to the Financial Statements, page 12

Year ended March 31, 2008  
(In thousands of dollars)

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#### 8. Investments (continued):

Asset backed commercial paper (continued):

The total adjustment to the Corporation's ABCP at March 31, 2008 reflecting the assumptions above is an impairment of \$3,790, which is presented as loss on investments recorded in the statement of earnings. The assets have been designated as available-for-sale and are recorded at their estimated fair value of \$9,410 on the balance sheet.

Since the fair value of the Corporation's ABCP is determined using a probability weighted approach employing the foregoing assumptions and is based on the Corporation's assessment of market conditions as at March 31, 2008, the fair value reported may change materially in subsequent periods. In addition, the fair value estimates are dependent on the likelihood, nature and timing of implementation of the restructuring plan. The Corporation used a wide range of discount rates resulting in a weighted-average discount rate of 10.35%. A 1.0% increase/decrease in the discount rate will decrease/increase the fair value of the ABCP by approximately \$573 and \$625, respectively.

Continuing uncertainties regarding the value of the assets that underlie the ABCP, the credit and liquidity risks associated with the restructured notes and the final outcome of the restructuring process, could give rise to further changes in the fair value of the Corporation's investment in ABCP, although this is not expected to result in a significant impact on the Corporation's future operations.

#### 9. Collection:

The Corporation maintains the material culture collections of artifacts, objects, specimens and their related information. These collections are developed by various research areas within the Corporation. The collections are divided into the following eight discipline-related groups:

**Ethnology** - ethnographic and fine art collections principally related to North American First Peoples in post-European contact

**Folk Culture** - folk culture and fine craft collections illustrating the diversity of cultural influences on Canadian culture

**History** - collections which illustrate the experience of the common person as well as famous Canadians

**Canadian Postal Museum** - collections of philatelic, artwork and material culture which serve to illustrate the role of postal communication in defining and shaping a nation

**Canadian Children's Museum** - collections which emphasize intercultural understanding and experience, as well as supporting a rich animation programme

**Living History** - collection of properties, costumes and didactic resources which are used by animators, educators and other staff to promote and enliven the Museum's programming

**Canadian War Museum** - collections of weapons and technological artifacts illustrating the development of military technologies, dress and insignia collections of uniforms, medals, accoutrements and regalia of the Canadian Armed Forces and its allies, and war art collections of paintings, drawings, prints and sculptures from the Canadian War Artist programmes and modern art works illustrating Canadian Peacekeeping efforts

**Archaeology** - archaeological collections of material culture, physical anthropology, flora and fauna recovered from dig sites and principally illustrating indigenous North American culture prior to European contact

**CANADIAN MUSEUM OF CIVILIZATION****Notes to the Financial Statements, page 13**

Year ended March 31, 2008  
(In thousands of dollars)

**10. Property and equipment:**

	Cost	Accumulated amortization	2008 Net book value	2007 Net book value
Buildings	\$ 356,910	\$ 122,131	\$ 234,779	\$ 243,700
Land	40,868	-	40,868	40,917
Building improvements	52,177	33,814	18,363	18,163
Technical equipment	11,716	9,515	2,201	2,566
Informatics equipment	10,422	9,523	899	1,040
Office furniture and equipment	8,515	6,757	1,758	1,990
Motor vehicles	130	69	61	55
	\$ 480,738	\$ 181,809	\$ 298,929	\$ 308,431

The current year amortization amounts to \$13,516 (2007 - \$13,411).

**11. Accounts payable and accrued liabilities:**

	2008	2007
Trade accounts payable	\$ 5,842	\$ 6,682
Accrued salaries and vacation pay	2,074	2,123
Government departments and agencies	6,836	4,983
Current portion of employee future benefits (note 14)	924	859
	\$ 15,676	\$ 14,647

# CANADIAN MUSEUM OF CIVILIZATION

## Notes to the Financial Statements, page 14

Year ended March 31, 2008  
(In thousands of dollars)

### 12. Obligation under capital lease:

The Corporation had an obligation under a capital lease which matured in 2008. The obligation represented the total present value of future minimum lease payments discounted at the blended rate implicit in the lease which is 10.099%. The future minimum lease payments, together with the balance of the obligation under capital lease as at March 31<sup>st</sup>, 2008 is \$0 (2007 - \$72).

### 13. Deferred funding related to property and equipment:

(a) Deferred funding related to property and equipment is composed of:

	2008	2007
Deferred capital contributions	\$ 2,891	\$ 3,062
Deferred non-monetary sponsorships	-	147
Deferred capital funding	254,902	264,129
	<u>\$ 257,793</u>	<u>\$ 267,338</u>

- (i) Deferred capital contributions represent the unamortized portion of donations used to purchase depreciable property and equipment. Deferred capital contributions are recognized as donation revenue on the same basis and over the same periods as the related property and equipment is depreciated.
- (ii) Deferred non-monetary sponsorships represent the estimated fair value of goods and services received by the Corporation from external parties in exchange for recognition as a Corporation sponsor. Deferred non-monetary sponsorships are recognized as sponsorship revenue on the same basis and over the same periods as the received goods and service are expensed.
- (iii) Deferred capital funding represents the unamortized portion of parliamentary appropriations used or to be used to purchase depreciable property and equipment. Deferred capital funding is recognized as parliamentary appropriation revenue on the same basis and over the same periods as the related property and equipment is depreciated.

**CANADIAN MUSEUM OF CIVILIZATION****Notes to the Financial Statements, page 15**

Year ended March 31, 2008  
(In thousands of dollars)

**13. Deferred funding related to property and equipment (continued):**

(b) Changes in the deferred funding related to property and equipment is composed of:

	2008	2007
Balance at beginning of year	\$ 267,338	\$ 277,150
Add:		
Parliamentary appropriations received	4,069	3,697
Less amounts recognized as revenue:		
Deferred capital contributions	(171)	(171)
Non-monetary sponsorships	(147)	(147)
Parliamentary appropriations	(13,296)	(13,191)
	<b>\$ 257,793</b>	<b>\$ 267,338</b>

**14. Employee future benefits:**

	2008	2007
Severance liability (note 14(b))	\$ 3,654	\$ 3,621
Other non-pension post retirement liability (note 14(c))	1,331	584
Employee future benefits	4,985	4,205
Less: current portion of employee future benefit	(924)	(859)
	<b>\$ 4,061</b>	<b>\$ 3,346</b>

(a) Pension benefits:

The Corporation and all eligible employees contribute to the Public Service Pension Plan. This pension plan provides benefits based on years of service and average earnings for the employee's best five years up to retirement. The benefits are fully indexed to the increase in the Consumer Price Index. The Corporation's and employees' contributions to the Public Service Pension Plan for the year were as follows:

	2008	2007
Corporation's contributions	\$ 3,043	\$ 2,742
Employees' contributions	1,412	1,291



# CANADIAN MUSEUM OF CIVILIZATION

## Notes to the Financial Statements, page 16

Year ended March 31, 2008  
(In thousands of dollars)

### 14. Employee future benefits (continued):

#### (b) Severance benefits:

The Corporation provides severance benefits to its employees based on years of service and salary upon termination. This benefit plan is not pre-funded and thus has no assets, resulting in a plan deficit equal to the accrued benefit obligation. Benefits will be paid from future appropriations or other sources of revenue. Information about the plan, measured as at the balance sheet date, is as follows:

	2008	2007
Accrued benefit obligation, beginning of year	\$ 3,621	\$ 3,653
Cost for the year	666	414
Benefits paid during the year	(633)	(446)
Accrued benefit obligation, end of year	\$ 3,654	\$ 3,621
Short-term portion	924	859
Long-term portion	2,730	2,762
	\$ 3,654	\$ 3,621

#### (c) Other post retirement benefits:

On July 1, 2006, the Corporation introduced defined benefit post retirement health care and dental benefit plans for eligible employees. The health care plans are contributory with employee contributions adjusted periodically. The cost of this plan is charged to income as benefits are earned by employees on the basis of service rendered. The plans are not pre-funded resulting in a plan deficit equal to the accrued benefit obligation.

Information about the Corporation's post non-pension benefits plans is as follows:

	2008	2007
Accrued benefit obligation:		
Balance at beginning of year	\$ 5,233	\$ 4,364
Current service cost	314	196
Interest costs	276	187
Actuarial (gain) loss	(585)	528
Benefits paid	(63)	(42)
Balance at end of year, and funded status	\$ 5,175	\$ 5,233

**CANADIAN MUSEUM OF CIVILIZATION****Notes to the Financial Statements, page 17**

Year ended March 31, 2008  
(In thousands of dollars)

**14. Employee future benefits (continued):**

## (c) Other post retirement benefits (continued):

A reconciliation of the funded status of the defined benefit plans to the amounts recorded on the financial statements is as follows:

	2008	2007
Funded status:		
Plan deficit	\$ 5,175	\$ 5,233
Unamortized net actuarial gain (loss)	58	(528)
Unamortized transitional obligation	(3,902)	(4,121)
<b>Other non-pension post retirement liability</b>	<b>\$ 1,331</b>	<b>\$ 584</b>

The significant actuarial assumptions used are as follows:

	2008	2007
Discount rate used to determine accrued benefit obligation	5.5%	5.0%
Discount rate used to determine benefit cost	5.0%	5.5%
Rate of increase in dental benefit costs	4.0%	4.0%
Assumed health cost trend rates as at March 31:		
Initial health care trend rate	10.0%	10.0%
Trend rate declines to	5.0%	5.0%
Year the ultimate rate is reached	2017	2017

## Sensitivity analysis:

Assumed health care cost trend rates have a significant effect on the amounts reported for health care plans. A one-percentage-point change in assumed health care cost trend rates would have the following effects for 2007-08:

	Increase	Decrease
Total of service and interest cost	179	(131)
Accrued benefit obligation	1,267	(967)

Total cash payments for these post retirement benefits, consisting of cash contributed by the Corporation, was \$63 (2007 - \$42). The benefit cost recognized in the income statement for the year was \$810 (2007 - \$626).

# CANADIAN MUSEUM OF CIVILIZATION

## Notes to the Financial Statements, page 18

Year ended March 31, 2008  
(In thousands of dollars)

### 14. Employee future benefits (continued):

(c) Other post retirement benefits (continued):

The estimated future benefit payments for each of the next four years and the subsequent five year period are as follows:

2009	\$ 70
2010	76
2011	87
2012	96
Years 2013 to 2017	664

The expected benefits are based on the same assumptions used to measure the Corporation's benefit obligation as at March 31, and include the estimated future employee service.

### 15. Interest revenue:

Interest revenue earned on cash and investments is reported as follows:

	2008	2007
Interest revenue earned on unrestricted resources	\$ 1,683	\$ 1,892
Interest revenue earned on restricted resources	52	61
Total interest revenue earned on cash and investments in the year	1,735	1,953
Less amounts deferred for restricted purposes (notes 6,7)	(31)	(23)
Total interest revenue	\$ 1,704	\$ 1,930

**CANADIAN MUSEUM OF CIVILIZATION****Notes to the Financial Statements, page 19**

Year ended March 31, 2008  
(In thousands of dollars)

**16. Related party transactions:**

The Corporation is related to all Government of Canada departments, agencies and Crown corporations. The Corporation enters into transactions with these entities in the normal course of business. These transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties. During the year, the Corporation incurred expenses totaling \$12,771 (\$12,342 in 2007) and recorded Museum operations revenue of \$751 (\$661 in 2007) with related parties.

In the year the Corporation transferred the old Canadian War Museum, located at 330 Sussex Drive in Ottawa, Ontario, to Public Works and Government Services Canada (PWGSC). This transfer of administration was conditional on PWGSC further transferring the former Canadian War Museum to the National Capital Commission (NCC). For the year ended March 31, 2008 both buildings and accumulated amortization buildings were decreased by the fully amortized original capital cost of \$3,600. In addition, leasehold and building improvements decreased by \$890, accumulated amortization leasehold and building improvements decreased \$885 and amortization expense increased by \$5. Both land and contributed surplus decreased by \$49.

As at March 31, 2008 the Corporation recorded the following amounts on the balance sheet for transactions with related parties:

	2008	2007
Accounts receivable	\$ 167	\$ 229
Accounts payable and accrued liabilities	6,836	4,983
Property and equipment	(54)	-
Deferred revenues	70	94
Contributed surplus	(49)	-

**17. Contingencies:**

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, a liability will be accrued and an expense recorded in the Corporation's financial statements.

No amount has been included in the balance sheet as at March 31, 2008.

# CANADIAN MUSEUM OF CIVILIZATION

## Notes to the Financial Statements, page 20

Year ended March 31, 2008  
(In thousands of dollars)

### 18. Pay equity

In March 2000, the Public Service Alliance of Canada (Local 70396) launched a Pay Equity complaint with the Canadian Human Rights Commission against the Corporation. The outcome of this complaint is not currently determinable and as a result no provision has been recorded in the financial statements of the Corporation.

### 19. Commitments:

As at March 31, 2008, the Corporation has entered into long-term contracts for informatics, property leases, building operations and maintenance, security and point-of-sale outsource services with a remaining value of \$20,354. The future minimum payments are as follows:

2008-09	\$ 10,112
2009-10	8,705
2010-11	1,537
	<u>\$ 20,354</u>

### 20. Parliamentary appropriations:

	2008	2007
Main Estimates amount provided for operating and capital expenditures	\$ 61,136	\$ 59,946
Supplementary estimates and transfers	1,273	2,015
	<u>62,409</u>	<u>61,961</u>
Portion of amount deferred for specific projects and acquisitions	(1,470)	(2,937)
Deferred Parliamentary appropriations used in current year	2,385	1,299
Amounts used to purchase property and equipment	(4,069)	(4,487)
Amortization of deferred capital funding (note 13)	13,296	13,191
Parliamentary appropriations	<u>\$ 72,551</u>	<u>\$ 69,027</u>

### 21. Comparative figures:

Certain comparative figures have been reclassified to conform with the presentation adopted in the current year.

**CANADIAN MUSEUM OF CIVILIZATION****Schedule 1 - Operating Revenues**

Year ended March 31, 2008  
(In thousands of dollars)

	2008	2007
General admission and programmes	\$ 4,874	\$ 5,007
Boutique sales	2,287	2,557
Facility rental and concessions	1,836	1,663
IMAX	1,503	2,202
Parking	1,371	1,302
Memberships	291	286
Publications	93	85
Royalties	40	36
Travelling exhibits	34	152
Other	622	586
	<b>\$ 12,951</b>	<b>\$ 13,876</b>

**Schedule 2 - Expenditures**

Year ended March 31, 2008  
(In thousands of dollars)

	2008	2007
Personnel costs	\$ 34,648	\$ 32,777
Professional and special services	14,065	13,496
Amortization of property and equipment	13,516	13,411
Property taxes	8,686	8,540
Loss on investments	3,790	-
Repairs and maintenance	2,922	2,763
Collection acquisitions	2,885	330
Utilities	2,755	2,862
Communications	2,360	2,098
Exhibit fabrication and rental	2,309	3,082
Materials and supplies	1,962	2,319
Marketing and advertising	1,605	1,672
Cost of goods sold	1,333	1,525
Travel	1,207	1,099
Building leases	359	344
Royalties	296	425
Rentals	228	145
Other	98	120
	<b>\$ 95,024</b>	<b>\$ 87,008</b>