



CANADIAN MUSEUM OF CIVILIZATION CANADIAN WAR MUSEUM ANNUAL REPORT 2008 | 2009



CANADIAN MUSEUM OF CIVILIZATION CORPORATION

CANADIAN MUSEUM OF CIVILIZATION

100 Laurier Street
Gatineau, Quebec
K1A 0M8
www.civilization.ca



CANADIAN MUSEUM OF CIVILIZATION
MUSÉE CANADIEN DES CIVILISATIONS

CANADIAN WAR MUSEUM

1 Vimy Place
Ottawa, Ontario
K1A 0M8
www.warmuseum.ca



CANADIAN WAR MUSEUM
MUSÉE CANADIEN DE LA GUERRE

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MESSAGE FROM THE CHAIR

In uncertain and turbulent times — the economy, the conflict in Afghanistan — there is something uniquely reassuring about a walk through our national museums of human and military history. By telling the story of Canada and its people from earliest times to the present day, our Museums remind us of our resilience and tenacity as a country, and of our ability as Canadians to overcome the most daunting challenges, be they rooted in our climate, our geography or caused by human activity.

History museums cannot cure our troubles, of course, but they can put them in perspective. They can also greatly aid our understanding of what is happening, how it came to be, and what might happen next. And they can help us to learn what can be achieved when great societies persevere.

As you will read in this report, our Museums continue to do an exemplary job of preserving and presenting the remarkable story of Canada for the benefit of all Canadians, thereby contributing to our sense of national identity.

They serve us well.

NATIONAL AND INTERNATIONAL OUTREACH

The primary focus of activity for both the Museum of Civilization and the War Museum remains the National Capital Region, where their artifact collections and permanent galleries reside. With the encouragement and support of our Board of Trustees, however, both Museums will expand on their strong tradition of reaching out to other parts of the country, and other parts of the world, to bring the stories of Canada and its people to a wider audience.

One initiative that merits special mention this year was **First Peoples of Canada: Masterworks from the Canadian Museum of Civilization**. This beautiful exhibition

was presented in Beijing, China, during the 2008 Summer Olympic Games, exposing an international audience to the history, diversity and creativity of Canada's First Peoples. This exhibition — the largest and most comprehensive of its kind ever sent abroad by the Museum — is now on a three-continent tour.

First Peoples of Canada was developed and presented in conjunction with the Olympics at the invitation of the National Museum of China, Beijing. That invitation (and the current tour) not only bespeaks worldwide interest in the cultures of Canada's Aboriginal Peoples, but also testifies to the international reputation of the Canadian Museum of Civilization.

On behalf of the Board, I offer my sincerest congratulations to the Museum and its staff.

APPOINTMENTS TO THE BOARD

As Chair of the Board of Trustees, I have had the pleasure this year of welcoming six new members appointed by the Governor-in-Council, including the new Vice-Chair, André E. Audet. Mr. Audet has extensive experience in the financial sector and a long association with the arts.

The other new Trustees are: Linda Cardinal, a Professor in the School of Political Studies at the University of Ottawa; Duncan Dee, a marketing and communications specialist; Ken Langille, a former Deputy Mayor of New Glasgow, Nova Scotia; Ruth Ramsden-Wood, President of the United Way of Calgary and Area; and Laurie M. Watson, president of a communications company specializing in marketing, investor relations and corporate communications.

Elsewhere in this report you will find more detailed profiles of all our Trustees. I thank them for their service thus far, and look forward to their contributions in the year ahead.

VALUABLE AND RELEVANT

Our overriding objective under the Corporation's current corporate plan is to make the Museums ever more valuable and relevant to Canadians. I am pleased to note continuing progress towards the achievement of that goal. You will find evidence of this throughout this document; however, I would like to cite two accomplishments in particular.

On November 11, 2008, Canada marked the 90th anniversary of the 1918 Armistice. A major documentary by the National Film Board, marking this event, premiered the night before at the Canadian War Museum, with the Governor General in attendance. The Museum was also among the film's sponsors. This shows how the War Museum is serving Canadians, not only through its collections and exhibition galleries, but also as a national venue and facilitator for informed discussion of military affairs, past and present. It is a vital role, especially in these difficult times.

Also in 2008, Canada as a whole, and Quebec residents in particular, celebrated the 400th anniversary of the founding of the City of Québec. It was a joyous and momentous occasion. The Canadian Museum of Civilization contributed significantly to the celebration by presenting two special exhibitions: **Heart and Soul: Quebec Folk Art** and **Jamestown, Québec, Santa Fe: Three North American Beginnings**.

On March 26, 2009, I had the pleasure of attending the awards dinner at the Canadian Museums Association annual conference in Toronto, Ontario. Sylvie Morel, former Vice President of Exhibitions and Programs for the Canadian Museum of Civilization Corporation (CMCC), received an Award of Distinguished Service for her 35 years of service to the CMCC and to Canadians. Her example is a testament to the kind of devotion the CMCC inspires and so, on behalf of the Board, I congratulate all members of staff and management on another successful year.



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

MESSAGE FROM THE PRESIDENT AND CEO

Twenty years ago, the Canadian Museum of Civilization welcomed the first visitor to its dramatic complex on the northern bank of the Ottawa River, across from Parliament Hill. Since then, more than 26 million visitors have passed through our doors — a number almost equivalent to Canada's total population.

With every success comes the search for further improvements. And this year, our results have been reinforced not only by solid attendance, but also by numerous awards and accolades received by members of our staff.

While we work with great energy as a corporate team to continually improve operations at the Museum of Civilization and the War Museum, we are still thrilled every time we reach an important milestone or gain new recognition. Such achievements underline how important our two museums are to Canadians, and attest to the quality of our exhibitions, national collections, curatorial research and public programs.

A YEAR OF HONOURS

The Canadian War Museum received a notable honour in 2008, when its groundbreaking exhibition, **Afghanistan: A Glimpse of War**, was recognized with an Award of Outstanding Achievement in Exhibitions from the Canadian Museums Association. Following its highly successful presentation at the War Museum (which was extended to meet popular demand), we re-designed the exhibition and it has begun to travel to other locations across the country, starting at The Rooms in St. John's, Newfoundland. This award is another "first" for the War Museum.

The Canadian Museum of Civilization was honoured with several major awards for members of its staff. I draw particular attention to Dr. Stephen Augustine, Curator of Ethnology, Eastern Maritimes, who received the National Aboriginal Achievement Award in the category of Culture, Heritage and Spirituality. This is the highest honour of its type bestowed by the Aboriginal community upon its members. (Two other Museum of

Civilization curators also received honours for their work, as described on pages 9 and 10).

These awards bring much-deserved attention to the quality of scholarship demonstrated by staff at both our Museums. Their research and expertise is reflected in our exhibitions, publications and website, and is well recognized in academic and professional circles.

PARTNERSHIPS AND OUTREACH

There is a longstanding corporate commitment to reach beyond our Museums' home base in the National Capital Region, in order to make our artifacts, exhibitions and expertise more accessible to Canadians in their own communities, and to foreign audiences in their own locales. A new initiative was launched last year with the travelling exhibition, **Acres of Dreams: Settling the Canadian Prairies**. It began a national tour with presentations in St-Constant (QC), Medicine Hat (AB), and Halifax (NS). **Acres of Dreams** has been specially created for the purpose of travelling, and was designed for flexible installation in different types and sizes of museum settings. This reflects a new priority identified by our Corporation's Trustees which will result in significant efforts to make more top-quality shows available across the country.

Exhibition exchanges can operate in both directions, as can be seen especially in our international partnerships. This past year, we were able once again to host some exceptional presentations informing Canadians about events and cultures beyond our borders and, in some cases, before our time. These included the important and haunting exhibition, **Deadly Medicine: Creating the Master Race**, an unforgettable look at eugenics and their use by the Nazis to justify mass murder and the Holocaust. Organized by the United States Holocaust Memorial Museum in Washington, D.C., it was presented at the Canadian War Museum.

The Museum of Civilization has pioneered a successful model for international partnerships, which joins artifact collections borrowed from

abroad with the Corporation's creative forces. Our exhibition and curatorial teams have successfully created exhibitions focusing on social and historical themes that are of interest to our visitors. Two examples stood out this past year: the exclusive North American presentation of **The Greeks**, a historical exhibition built on a great collection lent by the Benaki Museum of Athens; and **Tombs of Eternity: The Afterlife in Ancient Egypt**, which combined artifacts and scholarship from the Boston Museum of Fine Arts with a unique design and archaeological interpretation created by our staff. Both exhibitions demonstrate how we can go beyond the limits imposed by our own artifact collection — which is superb but focuses primarily on Canada.

REVIEW OF EXPENDITURES

As part of a government-wide process, the Corporation completed a full examination of its expenditures and revenue generation. The results were submitted for central agency review and formed part of the federal government's budget, which had an impact on the Corporation's funding this past year. We continue to make funding adjustments through changes in operations, including some reductions, as well as through important increases for capital repairs and improvements.

Our review last year also demonstrated the Corporation's effectiveness at earning revenue through efficient operations — notably facility rentals, food services, IMAX screenings, general admissions, parking, boutiques and fundraising. The overall impact is that core museum activities aimed at the public are increasingly covered by earned revenues. This means that our annual federal funding voted by Parliament, which has not been adjusted for fixed-cost inflation for at least 15 years, is now more and more consumed by maintenance of our buildings and protection of the national artifact collections. Our largest annual expenditure is municipal taxes — about \$9 million each year — followed by the costs of physical repairs, heating and lighting, and security.

FUNDRAISING INITIATIVES

The generosity of benefactors, whether involving the donation of artifacts or financial support, is an important factor in our success. We are making greater efforts to gain support through philanthropy and sponsorships, which will help us to expand the *National Collection Fund*, children's and youth programming, and other designated activities. This year, several notable additions to the collection were obtained through donations and support. Our annual History Costume Ball, together with our Valentine's Day Ball, are two innovative ways allowing us to increase our fundraising profile within the limited market of the National Capital Region. The Costume Ball is particularly creative, gaining much local media attention for its worthwhile purpose.

THE YEAR AHEAD

The Corporation and its staff have worked diligently — and successfully — to control costs and maximize efficiencies. Those efforts are helping us weather difficult economic times, but they cannot shelter us completely. We are very reliant on earned revenues to cover the costs of exhibitions and other public programs. We are likely to be affected by current declines in consumer spending and holiday travel.

Nonetheless, I remain optimistic about the year ahead. We have prepared a stellar line-up of exhibitions and related educational programs. We offer great value at reasonable prices for individuals in all age groups. We enjoy a reputation as the "must-see" destination for all people interested in museums or in learning more about our country. In fact, we remain the most-visited museum institution in the country, and three out of every four visitors to our Museums come from outside the National Capital Region.

Whatever the challenges posed by current economic conditions, we will carry on enthusiastically with the job of preserving and promoting the heritage of Canada for the benefit of present and future generations



Dr. Victor Rabinovitch

HIGHLIGHTS

25 MILLION AND COUNTING

In September 2008, the Canadian Museum of Civilization welcomed its 25-millionth visitor since opening in Gatineau almost 20 years ago. In a lighthearted ceremony, two surprised visitors — a mother and her two-year-old son — were greeted by three Greek figures: living emblems of last summer's blockbuster exhibition, **The Greeks**.

CREATIVE FUNDRAISING INITIATIVES

Once again this year, the Corporation held two major fundraising events in support of its activities. The 2008 **History Costume Ball: Spotlight on 400 Years** was the third event of its kind, organized in support of the *National Collection Fund* Campaign. The October event showcased some of the Museum's most spectacular recent acquisitions with the launch of the exhibition, **Old is New Again**.

In February 2009, more than 250 guests attended the **Valentine's Day Ball: For Love, Children, Youth**. All proceeds go to children and youth programs at the Museum of Civilization and the War Museum.

COLLECTIONS

The Museum of Civilization and the War Museum acquired from the Winkworth Collection an exceptional group of three powder horns. Other major acquisitions for the Museum of Civilization included an important collection of Quebec furniture and folk art pieces, and a magnificent mural created in the golden age of Canadian design. The mural was painted by Umberto Bruni and designed by Thor Hansen, a towering figure in the history of Canadian design and folk art. It was donated to the Museum by St. Lawrence Cement Inc.

RESTORATION OF ARTIFACTS

Last year, experts at the War Museum carried out restoration of a Ram tank from the Second World War, a piloted V-1 and a Fordson Emergency Food Van, as well as treating numerous other artifacts.

Conservators at the Museum of Civilization undertook restoration of an Egyptian coffin for the exhibition **Tombs of Eternity**. Visitors were invited to watch conservators at work during the fall of 2008.



Steven Darby

From the Winkworth
Collection: Powder horn.
CWM 20080079-005

APPOINTMENT

Jean-Marc Blais was appointed Vice-President of Exhibitions and Programs at the Museum of Civilization. Mr. Blais replaces Sylvie Morel, who retired from the Corporation in November 2008 after 35 years of dedicated service.

Mr. Blais, who worked in the Museum's Exhibition and Programs Branch from 1989 to 2001, has held several senior positions within the Canadian Heritage Portfolio and other sectors of the federal public service. He brings to his new position a solid background in history, teaching, project management and museum studies, in addition to extensive government experience.

AWARDS

The War Museum received the Canadian Museums Association's 2008 Award of Outstanding Achievement in Exhibitions for **Afghanistan: A Glimpse of War**.

Dr. Rhonda Hinthier, Curator of Western Canadian History at the Museum of Civilization, received the inaugural Neil Sutherland Prize at the 2008 meeting of the Canadian Historical Association. This prize is given to the author of the best article or book chapter on the history of children and youth. Dr. Hinthier was honoured with the prize for her article "Raised in the Spirit of the Class Struggle: Children, Youth, and the Interwar Ukrainian Left in Canada," which appeared in the journal *Labour/Le Travail*, 60 (Fall 2007).

Dr. Matthew Betts, Curator of Atlantic Provinces Archaeology at the Museum of Civilization, was awarded an American National Science Foundation grant — along with co-investigators Herbert Maschner and Corey Schou — to create a virtual faunal reference collection. The grant provides \$310,000 over two years, with both project and funds administered through Idaho State University.

LEFT:

Congratulations to Christina and her son Joshua Wolaniuk, the 25-millionth visitor at the Museum of Civilization.

RIGHT:

Louise Poirier and Jim Orban (centre) and guests of Expresso Air Services: Guy Massé, Diane Desrosiers, Lyne Morin and Gilles Lalonde.



IMG2008-0975-0005-Dm

Steven Darby



IMG2008-0608-0093-Dm

Mario Bernard



The plan of the mural designed by Thor Hansen.

Dr. Stephen Augustine, Curator of Ethnology, Eastern Maritimes at the Museum of Civilization, was recognized with a National Aboriginal Achievement Award in the category "Culture, Heritage and Spirituality" from the National Aboriginal Achievement Foundation. These awards are the highest honours bestowed by Canada's Aboriginal community upon its members.

Two members of senior staff at the Canadian Museum of Civilization — Dr. Stephen Inglis, former Vice-President, Research and Collections, and Sylvie Morel, former Vice-President, Exhibitions and Programs — were honoured by the Canadian Museums Association in 2008–2009 with the Award of Distinguished Service, which recognizes individual lifetime contributions to Canadian museums.

Dr. Tim Cook, the War Museum's First World War historian, won the Ottawa Book Award for English Non-Fiction for his work *At the Sharp End: Canadians Fighting the Great War 1914–1916*.



Marie-Louise Deruaz

CANADIAN MUSEUM OF CIVILIZATION CORPORATION



Marie-Louise Deruaz

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, HUMAN, AND POLITICAL HISTORY OF CANADA. 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:

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.

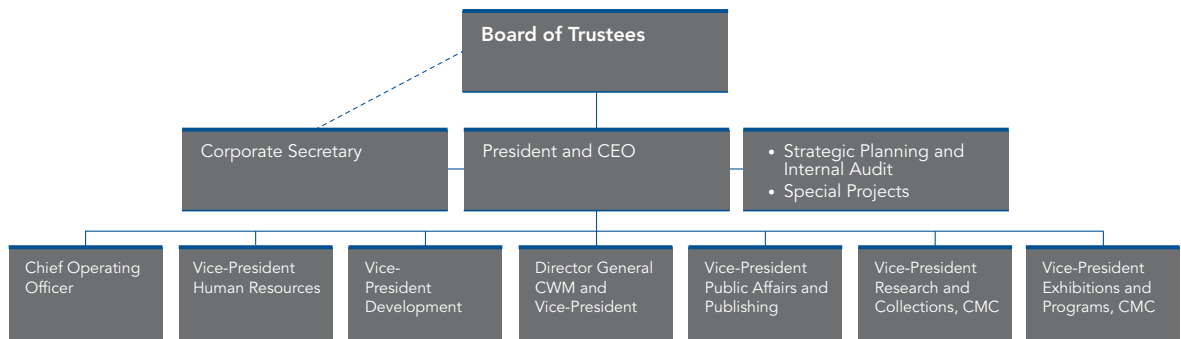
Canadian Perspectives

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.

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 2008–2009, 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.

CANADIAN MUSEUM OF CIVILIZATION CORPORATION



BOARD COMMITTEES

The **Executive Committee** assists in making important decisions between Board meetings, if necessary.

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

The **Finance and Compensation Committee** advises the Board 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** provides advice on matters related to the Canadian War Museum, and includes members of the Board of Trustees and representatives from veterans' groups.

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

The **Nominating Committee** assists in the creation of 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 Chief Executive Officer

David Loye

Chief Operating Officer

Mark O'Neill

Director General, Canadian War Museum,
Vice-President of the Corporation and Corporate
Secretary

MEMBERS OF THE CORPORATION'S EXECUTIVE COMMITTEE

Jean-Marc Blais

Vice-President, Exhibitions and Programs
(since February 2009)

Francine Brousseau

Vice-President, Development

Michèle Canto

Director, Marketing and Business Operations

Michel Cheff

Director, Special Projects

Odette Dumas

Acting Vice-President, Public Affairs and
Publishing (since December 2008)

Elizabeth Goger

Vice-President, Human Resources

David Loye

Chief Operating Officer

Moira McCaffrey

Vice-President, Research and Collections

Kim McDougall

Acting Vice-President, Exhibitions and Programs
(from December 2008 to February 2009)

Sylvie Morel

Vice-President, Exhibitions and Programs (until
November 2008)

Dean Oliver

Director, Research and Exhibitions, Canadian
War Museum

Mark O'Neill

Director General, Canadian War Museum,
Vice-President of the Corporation and
Corporate Secretary

Jennifer Price

Vice-President, Public Affairs and Publishing
(temporary assignment — May to December 2008)

Victor Rabinovitch

President and Chief Executive Officer



Steven Darby



LEFT TO RIGHT: Mark O'Neill, Director General, Canadian War Museum, Vice-President of the Corporation and Corporate Secretary; Victor Rabinovitch, President and Chief Executive Officer; David Loye, Chief Operating Officer; Jean-Claude Cyr, Trustee; J.L. Granatstein, Trustee; Stéfanie Pelletier, Trustee; Fredrik Stefan Eaton, Chair; A. Webster Macdonald, Trustee; Harvey A. Slack, Trustee; Claudia Simon, Trustee; Laurie M. Watson, Trustee; André E. Audet, Vice-Chair; Linda Cardinal, Trustee. Absent: Judith Baxter, Trustee.

MEMBERS OF THE BOARD

André E. Audet, Vice-Chair

Montréal, Quebec

(Since May 2008)

André E. Audet is the co-founder and former president of Capital Capda Corporation and is co-founder of the Brome Financial Corporation. He is currently a member of the investment committee of Novocap I and II, and is President of HLT Énergie. In the field of arts and culture, he has served as Vice-President and Administrator of Montréal's Théâtre de Quat'Sous and as Chair of the Investment Committee of the Canada Council for the Arts. Mr. Audet holds a Master's degree in Commerce from Université Laval, and a Bachelor's degree from the Université de Montréal.

Judith Baxter, Trustee

Clifton Royal, New Brunswick

Judith Baxter is a retired businessperson who was a founding director of the Kingston Farmers Market and the Clifton Royal Recreation Council. 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.

Linda Cardinal, Trustee

Ottawa, Ontario

(Since June 2008)

Linda Cardinal is a Professor in the School of Political Studies at the University of Ottawa, and occupies the University's Research Chair on Francophonie and Public Policy. Among her many other distinctions, she has also occupied the Research Chair in Canadian Studies at the Université Sorbonne Nouvelle, in Paris, and the Craig Dobbin Chair of Canadian Studies at University College Dublin. In 2008, Ms. Cardinal was the Peter O'Brien Fellow at the School of Canadian Irish Studies of Concordia University in Montréal.

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 Laurentian and Groupe Dayan. From 1995 to 2004, he served as Senior Vice-President and Vice-President of 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 Musée d'art contemporain de Montréal, and more recently on the boards of CADIM-dettes immobilières and MCAP Financial Corporation in Toronto.

Duncan Dee, Trustee

Ottawa, Ontario

(Since March 2009)

Duncan Dee's extensive background in marketing and communications includes positions as Executive Vice-President, Customer Experience and Chief Administrative Officer with Air Canada, where he was responsible for all aspects of the customer experience throughout Air Canada's worldwide network. In 2004, he received Canada's Top 40 under 40 Award, which recognizes Canadian leaders of today and tomorrow.

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

Toronto, Ontario

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 Chair 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

Well-known military historian Jack 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.

Ken Langille, Trustee

New Glasgow, Nova Scotia

(Since March 2009)

Ken Langille's extensive experience in community leadership and service includes 30 years with the New Glasgow Fire Department. He also served as Deputy Mayor on the New Glasgow Town Council, as Chair of the Police Commission and the Fire Committee, and with the Pictou County Sports Hall of Fame Committee. Mr. Langille is a past president of the Festival of the Tartans Committee.

A. Webster Macdonald, Trustee

Calgary, Alberta

(Until March 2009)

For many years, Mr. Macdonald was involved with the Glenbow Museum in Calgary. He was 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 its Board from 2003 to 2004. A lawyer by profession, he has practiced law in Calgary since 1970.

Stéfanie Pelletier, Trustee

Montréal, Quebec

Stéfanie Pelletier is a chartered accountant whose professional background includes work in taxation, financial planning and management. From 1995 to 2002, she worked in certification services for Ernst & Young in their Québec, Montréal and Paris offices. Since 2005, she has been Chief Financial Officer for the Canadian operations of the French Bank Société Générale, where she was previously Director of Internal Audit.

Ruth Ramsden-Wood, Trustee

Calgary, Alberta

(Since March 2009)

Ruth Ramsden-Wood, who has 30 years of experience as a school principal and community leader, is currently President of the United Way of Calgary and Area. She also serves on the Board of Directors for the Calgary Homeless Foundation,

and is a member of the Diversity Calgary Leadership Council. She holds a Master's degree from Columbia University in New York City.

Claudia Simon, Trustee

Big Cove, New Brunswick

(Until March 2009)

Claudia Simon has 35 years of professional experience in public and community service, specializing in education and healthcare. 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

(Until March 2009)

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 is also a Board Member for the Honens International Piano Competition in Calgary.

Laurie M. Watson, Trustee

Calgary, Alberta

(Since June 2008)

Laurie M. Watson is currently President of Merlin Edge Inc., a communications company with annual revenues of nearly \$3 million, specializing in marketing, investor relations and corporate communications. Previously, Ms. Watson worked as communications manager for the Reform Party of Canada, as well as a journalist and Bureau Chief for United Press International, where she managed the wire service's first bureaus in Canada.

OBJECTIVES AND ACHIEVEMENTS

FOUR STRATEGIC ISSUES WERE IDENTIFIED BY THE BOARD OF TRUSTEES IN 2005, AND WILL CONTINUE TO GUIDE THE CORPORATION THROUGH 2009–2010. THESE REMAIN RELEVANT AND ESSENTIAL IN FULFILLING THE CORPORATION'S NATIONAL MANDATE, WHILE ALSO PROMOTING A HIGH STANDARD OF MUSEOLOGICAL EXCELLENCE. A DETAILED SET OF OBJECTIVES AND STRATEGIES ADDRESSES EACH ISSUE. FOR THE 2008–2009 FISCAL YEAR, THE CORPORATION IS PLEASED TO REPORT THE FOLLOWING RESULTS RELATED TO EACH OF THESE STRATEGIC DIRECTIONS. ADDITIONAL RESULTS CAN BE FOUND THROUGHOUT THE 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

The Corporation can help foster a sense of Canadian identity and increase understanding of Canada's heritage by:

- Continuing strategically planned and diverse research and exhibition projects.
- Expanding and enriching the presentation of Canada's social, military, human and political history at both Museums.
- Reaching out to Canadians and other visitors through programming and services at both Museums.

RENEWAL OF PERMANENT GALLERIES AT THE MUSEUM OF CIVILIZATION

- In the **Grand Hall**, work continued on the design and production of barriers to ensure the protection and preservation of the totem poles and house fronts.
- In the **Canada Hall**, the Upper Canada Frontier module has been completed, and work began on the Toles Schoolhouse modules.

- Changes were made to the audiovisual presentation in Zone 3 of the **First Peoples Hall** to improve the visitor experience and to enhance the illusion of changing seasons.
- The **Canadian Children's Museum** completed a Visitor Survey to measure the learning outcomes of its permanent exhibits for future development.

NEW SPECIAL EXHIBITIONS

- At the Museum of Civilization: **Tombs of Eternity: The Afterlife in Ancient Egypt; Old is New Again: Building Our National Collection; Heart and Soul: Quebec Folk Art; The Greeks; Jamestown, Québec, Santa Fe; Three North American Beginnings; Harvesting Clay: The Beauce Pottery in the 1940s; Japan and Nature: Spirits of the Seasons and Bob the Builder™ — Project: Build It!**
- At the War Museum: **Deadly Medicine: Creating the Master Race; Trench Life: A Survival Guide; A Letter from Japan: The Photographs of John Swope; Fields of Battle, 1914–1918: The Photography of Michael St. Maur Sheil; Dieppe: The Landscape Photography of Bertrand Carrière; Remembered: Photographs from the Commonwealth War Graves Commission.**

SPECIAL EXHIBITIONS

Museum of Civilization

Opened:	8
Presented:	14

War Museum

Opened:	6
Presented:	11

TRAVELLING EXHIBITIONS

Museum of Civilization

Exhibitions:	14
Venues:	21
Attendance:	250,000

War Museum

Exhibitions:	2
Venues:	2

PUBLIC PROGRAMS

- At the **Museum of Civilization** (excluding the Children's Museum and the Postal Museum): 176 public programs/38,526 participants
- At the **Children's Museum**: 771 activities/70,773 participants
- At the **Postal Museum**: 126 activities/4,963 participants
- At the **War Museum**: 16,184 visitors participated in special exhibition programs. Seven special events were presented, with 9,000 participants. Remembrance Week programs attracted about 8,200 visitors.

MUSEUM OF CIVILIZATION PROGRAMS

School Programs

Number of Groups:	2,165
Attendance:	56,290

Reserved Programs*

Number of Events:	260
Attendance:	9,679

Unreserved Programs**

Number of Events:	813
Number of Participants:	104,080

Volunteer Interpreter Program

Number of Visitor Interactions:	67,497
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Dramamuse

Number of Performances:	1,990
Number of Participants:	160,686

WAR MUSEUM PROGRAMS

Public Programs

Number of Programs:	76
Number of Participants:	10,490

School Programs

Number of Programs:	378
Number of Participants:	10,317

Animation

Gallery Animation Days:	454
(14 different Gallery Animations were provided)	
Number of Participants:	46,334

GUIDED TOURS

- Guides provided 2,500 **reserved guided tours**, 450 **public tours** and **VIP tours** to 1,660 local, national and international dignitaries.

A CLIENT-FOCUSED APPROACH

- At the **Museum of Civilization**, 96% of the visitors said they were "satisfied" or "very satisfied" with their visit. At the **War Museum** 98% said they were "satisfied" or "very satisfied" with their visit.
- At the **Museum of Civilization**, visitors reported that their most **satisfying experiences** involved "gaining new information or knowledge" (48%) and "imagining other times or places" (48%).
- At the **War Museum**, visitors said that the most satisfying experiences involved "honouring the sacrifices of those who served/continue to serve" (55%) and "enriching their understanding" (62%).

* Ticketed events and Children's Museum revenue programs

** All other public programs

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

The Corporation will raise its national profile and further enhance its service to Canadians by:

- Conducting original research in museum disciplines related to Canada's culture and history.
- Developing and managing the collections and providing accessible, detailed, accurate and timely information on the artifacts and documents in a variety of formats.
- Communicating its knowledge across Canada through traditional and non-traditional methods of information dissemination.
- Developing travelling exhibitions and lending artifacts to other Canadian museums.
- Collaborating with other Canadian museums on the development and presentation of special exhibitions.
- Continuing to develop agreements and understandings on repatriation requests, while preserving the National Collection of materials and artifacts.
- Sharing its expertise with others.

RESEARCH

- The Museums conducted more than 55 research projects on a wide range of subjects related to Canadian social and military history.
- Through the **Research Associates 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 more than 6,000 **new artifacts** through donations or purchases in some 210 separate acquisitions transactions.
- The War Museum acquired 1,800 **artifacts** through 77 donations.

OUTGOING LOANS OF ARTIFACTS

- The Museum of Civilization loaned 180 **artifacts** to 21 institutions and circulated 420 artifacts to other institutions through its Travelling Exhibitions Program.
- Both Museums actively loan their artifacts to other institutions.

ONLINE SERVICES

- The **online database of artifact records** has continued to expand.
- The Corporation's entire artifact catalogue (**collections.civilization.ca**), which includes a catalogue of its image collection, contains 1.9 million records, with over 215,000 of these available online.
- As part of **Canadian Culture Online**, the Museum of Civilization has catalogued and digitized over 46,000 objects from the collection, and over 53,000 items from the archives.

COMMUNICATION OF KNOWLEDGE

- In 2008, a combined 190,000 searches were registered in the **online catalogues** of the libraries for both Museums.
- **Museum of Civilization:** the **Library** had over 8,000 on-site visitors, and responded to over 1,600 requests. The **Archives** received over 5,000 information requests. Some 2,160 people consulted the Archives on the premises.
- **War Museum: The Military History Research Centre** welcomed 9,307 visitors, responded to 4,317 requests for information, and 13,993 documents were circulated and 19,904 archival documents and rare books were consulted on site.

CIVILIZATION.CA AND WARMUSEUM.CA

- The Corporation's **websites** were visited 5 million times, with a total of 42 million page views. These numbers are lower than the figures for 2007–2008, due primarily to new Web analytics software which captures user statistics more accurately; improved navigation; shortening Web visits; and to dormant external links created by the launch of the new website.

PUBLICATIONS

- The Corporation introduced nine titles, including two new **publications** in the Museum of Civilization's Mercury Series. Two Mercury volumes exceeded their original 2007–2008 print runs, and required reprinting this fiscal year.

ARTICLES AND PRESENTATIONS

- Researchers and staff from different areas of both Museums authored more than **60 articles and reviews**, and gave over **110 presentations and lectures** in Canada and abroad.

AUDIENCE OUTREACH

Museum of Civilization Visitors:	1,231,000
War Museum Visitors:	478,000
Circulation of Promotional Material*:	1,500,000
Advertising Reach:	157,000,000
Publications**:	9

SHARING OF EXPERTISE

- Staff **connected** with colleagues in museums, universities and interest-based groups and societies through research seminars, lectures and presentations of graduate theses.
- Staff responded to a multitude of **inquiries** from museum professionals and other interested individuals, in Canada and internationally.
- Both Museums hosted numerous visits by **delegations of national and international professionals** interested in how we operate.
- Through the **Aboriginal Training Program in Museum Practices**, four interns received training in the development of exhibitions, the conservation of artifacts and the basics of interpretation.

REPATRIATION EFFORTS

- Within the context of treaty and self-government negotiations, the Museum of Civilization is 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 collection, research, exhibitions and public information on the social, military, human and political history of Canada.

STRATEGIES

The Corporation will continue to manage for results through rigorous and disciplined planning and budgeting by:

- Continuing to improve the Corporation's financial self-sufficiency by maximizing net commercial revenues, increasing fundraising efforts and seeking alternative sources of funds.
- Further improving operational viability and cost-efficiency by enhancing the measurement of results, implementing innovative human resources

strategies, maintaining and repairing physical infrastructure, and reviewing partnerships related to collections, research, exhibitions and public information.

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 \$14.5 million (includes general admission, the IMAX® Theatre, boutique sales, facility rentals, food services, parking, membership, travelling exhibitions, etc.).

* 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.

** Includes publications published, funded or otherwise supported by the Museums.

REVENUES FROM ON-SITE ACTIVITIES

Museum of Civilization

On-site Revenues:	\$10.2 million
Revenue per Visitor:	\$8.25

War Museum

On-site Revenues:	\$3.1 million
Revenue per Visitor:	\$6.57

FUNDRAISING

- Fundraising activities contributed \$1,317,429. This amount included \$780,160 in donations, \$267,715 in cash sponsorship and \$269,554 in-kind sponsorship.
- Contributions to the *National Collection Fund* total \$465,839.

HUMAN RESOURCES MANAGEMENT

- The Corporation developed a Human Resources Succession Plan which helps to attract and retain management and staff, while also preparing for renewal.

- Preserving corporate memory and the transfer of knowledge are assisted through the Leadership Development and Continuity process and the Research Fellowship Program.
- The Corporation actively promotes the Government of Canada's Official Languages policy.

BUILDING INFRASTRUCTURE

- Garage roof repairs to correct water infiltration in the building progressed substantially and will be completed in 2009–2010.
- Exterior stonework repairs progressed substantially and will continue in 2009–2010.
- The replacement of CMC's aging lighting dimmer controls was successfully completed.
- An upgrade of the emergency lighting system has progressed substantially and will continue over the next two fiscal years.
- Retrofit of the aging Special Exhibitions Gallery D was successfully completed.
- The final phase of a five-year elevator modernization project was successfully completed.

STRATEGIC ISSUE IV: REACH OUT THROUGH DYNAMIC PARTNERSHIPS AND NETWORKS

OBJECTIVE

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

STRATEGIES

The Museums will build upon their strong program of partnerships and will expand their networking by:

- Reviewing and assessing current partnerships for ongoing relevance and possible gaps.
- Continuing to share expertise through professional networks.
- Seeking out innovative arrangements with organizations and institutions across Canada and abroad, in order to disseminate knowledge and information effectively.

PARTNERSHIPS

- The Corporation partnered with numerous organizations, including institutions within the Canadian Heritage Portfolio, other federal government departments and agencies, provincial and municipal institutions, community organizations, international organizations and the private sector. It also forged partnerships for sharing and developing exhibitions with other countries, including Peru, Korea, Spain, Greece, Japan and Egypt.

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 EFFORTS TO MAINTAIN OPERATING COSTS WHILE MAXIMIZING REVENUES WITHIN A CHALLENGING BUSINESS ENVIRONMENT.

CLIENT SERVICES

Client Services personnel provide visitors to both Museums with a variety of services. In 2008–2009, guides provided around 2,500 reserved guided tours to more than 50,000 clients, and about 500 other tours to around 3,500 clients. These included public tours, VIP tours for local, national and international dignitaries, and specialized familiarization tours for travel and tourism industry professionals.

In addition, a new Visitor Services Division, created to consolidate frontline delivery functions, is expected to result in more consistent service at a reduced overall cost.

CALL CENTRE

The Call Centre provides the Corporation's clients with general information about the two Museums and the range of available programs, services and activities. It manages reservations for the Corporation's educational programs and tours, and sells individual tickets for special events, general admission and the IMAX® Theatre. It also handles RSVPs for Museum events. The Call Centre's agents field an average 3,000 calls each month.

BOUTIQUES

In 2008–2009, the Museum of Civilization's overall boutique sales were down by 3.9 per cent as compared to 2007–2008. However, gross margins were maintained throughout the year.

Throughout the year, the Corporation regularly reviewed sales trends for both Museums, and made frequent adjustments and changes to maximize sales within a rapidly changing retail environment.

In the Museum of Civilization's Main Boutique, the Canadian Artisans section was enlarged and relocated to improve its visibility, while the selection and quality of products were upgraded in some departments. In addition to unique merchandise related to special exhibitions, the Special Exhibitions Boutique began to carry new merchandise, including an enhanced selection of general items related to the Museum, such as books and multimedia products. The Corporation also opened a new "satellite" boutique, which offered a wide range of products related to the international exhibitions **The Greeks** and **Tombs of Eternity**.

To increase visibility of the Daphne Odjig product line throughout Canada, the Museum of Civilization continued to promote the line to several art galleries and museums.

The War Museum Boutique introduced new merchandise several times throughout the year, based on specific events and seasons, and continued to expand the Boutique's product lines to appeal to a broader range of visitors.

FACILITY RENTALS AND FOOD SERVICES

In 2008–2009, the Corporation earned record revenues from its facility rentals and food services, surpassing the \$2.6 million mark for the first time. The 280 events held at the Museum of Civilization and 105 events at the War Museum together generated facility rental revenues of close to \$1.5 million. Revenues from food services surpassed \$1.1 million. Record catering results, coupled with improved commissions from the Museum’s private-sector food services provider, have contributed to this outstanding achievement.

MAINTENANCE OF BUILDING INFRASTRUCTURE

The Corporation completed several major capital projects this year, as part of an ongoing program of infrastructure renewal for the Canadian Museum of Civilization. These included replacement of aging lighting controls, retrofit of Gallery D, and the final phase of a five-year elevator modernization project. In addition, substantial progress was made on repairs to the garage roof and external stonework, and on an upgrade of the emergency lighting system. Infrastructure renewal for the Museum of Civilization includes numerous capital projects that will total more than \$25 million by the time of their completion in 2014: the Museum’s twenty-fifth year of operation in Gatineau.

INFORMATION TECHNOLOGY

The Corporation completed several significant Information Technology projects during the past year. The Museum of Civilization is introducing Voice over Internet Protocol (VoIP) technology to replace its telephony systems, upgraded its Wide Area Network infrastructure, and implemented a pilot wireless network within its buildings. Major software application projects launched this year include a ticketing system upgrade to enable wireless ticket processing, implementation of new server infrastructure for Web services, a new Client Contact Management System, and a Digital Signage System at the Museum of Civilization.

FINANCIAL AND ADMINISTRATIVE SERVICES

In 2008–2009, the Corporation began preparations for converting its financial reporting to International Financial Reporting Standards. This extensive exercise must be completed for reporting in the 2011–2012 fiscal year. During the past year, the Corporation closed its offsite warehouse facility. This comprehensive project required the retrofit of storage spaces within both the Museum of Civilization and War Museum, and involved extensive internal coordination of human and physical resources.



The new
“satellite”
boutique.

HUMAN RESOURCES

THE CORPORATION CONTINUES TO RECRUIT, TRAIN, DEVELOP, EVALUATE AND RETAIN ITS WORKFORCE IN ORDER TO PRESERVE CORPORATE MEMORY, WHILE ALSO ENSURING A TRANSFER OF KNOWLEDGE WITHIN BOTH MUSEUMS, AND FOR KEY POSITIONS WITHIN THE ORGANIZATION AS A WHOLE. THE CORPORATION FOCUSES 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 BY THE CORPORATION'S COMMITMENT TO SUCCESSION PLANNING.

CORPORATE TRAINING, DEVELOPMENT AND SUCCESSION PLANNING

The Corporation provides its staff with valuable and relevant training and development opportunities. Employees received training in such areas as business writing, media relations, administration, management and leadership. Training was also provided to individual employees who needed either to enhance or add to their existing skills.

In addition, nine employees were given opportunities for personal development through temporary or acting assignments.

These training and development initiatives complement the Corporation's official succession planning process, which was implemented in April 2005. To date, ten employees have been promoted to senior positions within the organization, and a total of 872 employees — from entry level to management — have enjoyed various training and development activities at both the Museum of Civilization and the War Museum.

RESEARCH FELLOWSHIP PROGRAM

For a third consecutive year, the Corporation offered its Research Fellowship Program at various universities across Canada. The objectives of this program are to enhance the quantity and quality of museum-based scholars, develop professional multidisciplinary research networks, and identify potential candidates for future employment. The program also enables the Corporation to embark on new research projects.

To date, this program has been successful in attracting exceptional scholars who bring many different areas of expertise to both Museums, thus benefitting the Corporation as a whole. The program has also given one current research fellow an opportunity to undertake a temporary assignment as a Collections Manager at the War Museum.

OFFICIAL LANGUAGES

The most recent annual review by the Official Languages Branch (OLB) of the Public Service Human Resources Agency concluded 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 who provide services directly to the public. The OLB also recognized the Corporation's efforts over the years to maintain strong performance in both official languages in its visitor services sector

and its work environment. Through its unique five-year validation process, the Corporation continues to ensure that employees maintain and improve their linguistic profiles.

In addition, the Office of the Commissioner of Official Languages conducted telephone and person-to-person surveys, which also concluded that the Corporation meets the highest standards in delivering services to the public in both official languages.

CORPORATE VOLUNTEERS

During the fiscal year, 395 individuals gave their time and support to the Corporation and its Museums, contributing over 35,149 hours on 84 volunteer projects. Primary volunteer activities involve such projects as assisting with research, craft preparation, visitor interpretive programs and direct mail campaigns.

POSTAL MUSEUM VOLUNTEERS

Since 1997, a dedicated group of volunteers has been working on the growing philatelic collection of the Canadian Postal Museum. To date, they have sorted over 320 stamp albums, and have provided over 10,500 hours of service. As a result, over one million philatelic items have been classified and stored.

CANADIAN CHILDREN'S MUSEUM VOLUNTEERS

Since 1997, a total of 941 volunteers have contributed over 110,329 hours of service, providing assistance with craft activities and helping with children's programs. The vast majority of these volunteers were youths between the ages of 12 and 15.

Conservator Ghislain Bérubé working on an artifact (Egyptian coffin).



MARKETING

THE CORPORATION SPEARHEADS MARKETING INITIATIVES DESIGNED 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. MARKETING STAFF WORK CLOSELY WITH PARTNERS IN THE TOURISM INDUSTRY TO PROMOTE OTTAWA-GATINEAU AS AN ATTRACTIVE TOURIST DESTINATION.

PRICING

To improve accessibility to all its offerings while also maintaining box office revenues, the Corporation made significant changes to its admission fee structure in 2008–2009. Following a comparative analysis of admission fees at similar Canadian museums and a comprehensive study of audience expectations, levels of satisfaction and visiting patterns, admission fees were adjusted in all individual categories. One major change, reflecting consumer expectations of value in a slowing economy, involves the inclusion of feature exhibitions in general Museum of Civilization admission — representing a savings of three dollars for individual adult admission. In addition, the family rate now includes five members, rather than four. Visitors have responded positively to these changes.

ADVERTISING

This past year, the Corporation renewed longstanding media partnerships with *The Ottawa Citizen*, *LeDroit* and *CBC/Radio-Canada*, resulting in greater print and electronic media coverage for exhibitions and IMAX® films.

After an assessment of consumers' media habits, the Corporation has started to shift its advertising budget towards online initiatives such as Web banner ads, e-newsletters, e-flyers and Web 2.0 applications.

The Corporation also launched a new campaign to help raise national awareness of Museum of Civilization and War Museum exhibitions travelling across Canada. In support of these exhibitions, print ads were purchased in St. John's, Newfoundland; Montréal, Quebec; Medicine Hat, Alberta; Charlottetown, Prince Edward Island; Kleinburg, Ontario; and Halifax, Nova Scotia.

TOURISM

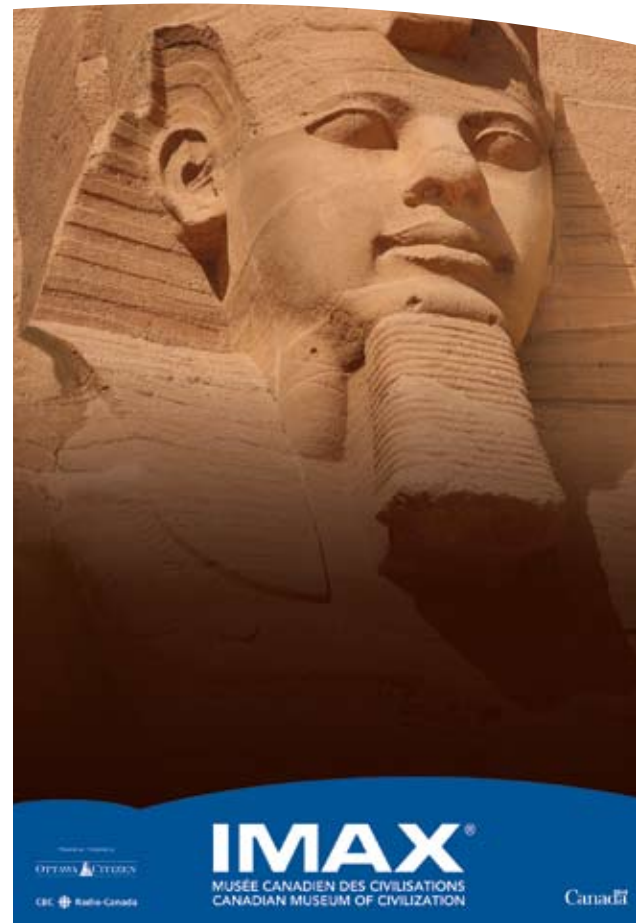
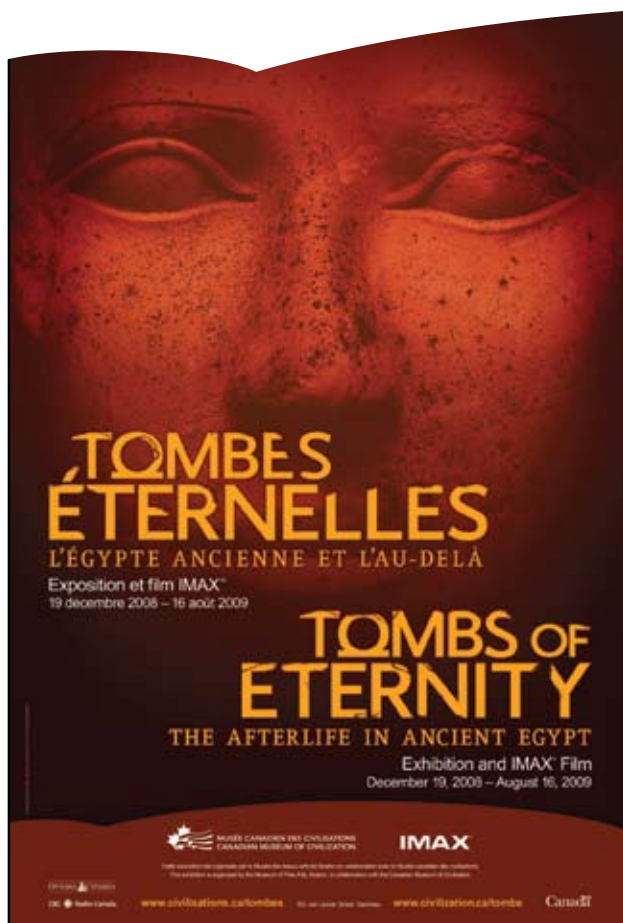
Partnerships with many destination marketing organizations — such as Ottawa Tourism, Tourisme Outaouais, the National Capital Commission, the Société des attractions du Québec and Ontario Tourism Partnership Marketing — allow the Corporation to position both Museums as must-see attractions within the National Capital Region for the leisure and tour group markets. In response to an anticipated decline in tourism for the summer of 2008, the Corporation focused its advertising budgets and tactics on markets close to the National Capital Region.

THE IMAX® THEATRE

The IMAX Theatre plays an important role in communicating knowledge about human and natural history. It is also a major source of revenue and attendance for the Corporation: in 2008–2009, it attracted 323,000 visitors. Attendance was up nearly 13 per cent, and revenues were up more than 18 per cent as compared to 2007–2008. Last year, twenty films were presented, six of which had never before been shown at the Museum.

In order to increase revenues, IMAX films were often linked to Museum exhibitions: *Greece: Secrets of the Past* was presented alongside **The Greeks**, and *Mummies: Secrets of the Pharaohs* was featured in support of **Tombs of Eternity: The Afterlife in Ancient Egypt**.

In 2008–2009, the IMAX Theatre received special funding from the MacGillivray Freeman Educational Foundation. These funds financed the implementation of special programming linked to the film *Grand Canyon: River at Risk*, specifically for disadvantaged local schools. More than 1,300 students enjoyed the IMAX experience, many for the first time, while participating in two different water-awareness programs put together in collaboration with the Ottawa Riverkeeper organization and the Ryan's Well Foundation.



PARTNERS AND DONORS

THE CANADIAN MUSEUM OF CIVILIZATION AND THE CANADIAN WAR MUSEUM ARE ACTIVE IN COMMUNITY LIFE WITHIN THE OTTAWA-GATINEAU REGION, AS WELL AS IN OTHER PARTS OF CANADA. THE VALUABLE SUPPORT OF NUMEROUS PARTNERS AND DONORS HELPS TO STRENGTHEN THIS COMMUNITY INVOLVEMENT. 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 INDIVIDUALS, ASSOCIATIONS AND ORGANIZATIONS AND PRIVATE-SECTOR COMPANIES. THIS ASSISTANCE ENABLES THE CORPORATION TO FINANCE MAJOR EXHIBITIONS, MANAGE ITS COLLECTIONS, ACQUIRE AND RESTORE ARTIFACTS, AND 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 Canada's history, identity and culture that might otherwise be lost from our national heritage. The Corporation is working with partners and donors towards a goal of raising \$5 million over a seven to eight year period. Since the launch of this campaign, three very popular balls and related donations have raised over \$1.4 million for the Fund.

National Collection Fund Campaign Patrons

Marcel Beaudry
 Avie Bennett, C.C., O. Ont.
 The Right Honourable Kim Campbell, P.C., C.C., Q.C.
 The Honourable Larry W. Campbell
 The Honourable Barney J. Danson, P.C., O.C.
 The Honourable Serge Joyal, P.C., O.C.
 The Honourable Laurier L. LaPierre, O.C.
 The Right Honourable Paul Martin, P.C., B.A., LL.B.
 The Right Honourable Brian Mulroney, P.C., C.C., LL.D.
 Vincent M. Prager, Esq.

The Canadian Museum of Civilization Corporation is also grateful to the RBC Foundation for its valued support. The RBC Foundation has contributed generously to both Museums for a number of years. In 2008–2009, the Foundation provided a donation to the *National Collection Fund*.

Fundraising events help raise public consciousness of the Museums and the social causes they represent, including education, cultural awareness and heritage preservation. These events also provide opportunities to engage community and business leaders.

FUNDRAISING EVENT IN SUPPORT OF THE NATIONAL COLLECTION FUND

THE 2008 HISTORY COSTUME BALL

In October 2008, the Corporation organized its third annual History Costume Ball. The Ball's theme, **Spotlight on 400 Years**, celebrated four centuries of Canadian history since the founding of the City of Québec in 1608. A collaborative partnership with Radio-Canada provided costumes and a talented team of costumers for guests. The event provided an opportunity for a first look at some of the Corporation's recent acquisitions. Award winning Montréal jazzman Paul Kunigis provided the entertainment.

Major Partners

CBC/Radio-Canada
The Ottawa Citizen
LeDroit
 Compass Group Canada
 Société des alcools du Québec

Sponsors

Espresso Air Services
 Casino du Lac-Leamy
 TELUS
 RockDétente
The National Post
 Hewson Bridge+Smith Marketing Ltd.

THE 2008 HISTORY COSTUME BALL COMMITTEE**Co-Chairs**

Jim Orban
 Louise Poirier

Committee/Members

Francine Brousseau
 Bruce Carr-Harris
 Claude Drouin
 Pierre Dufour
 Rachael Duplisea
 The Honourable Sheila Finestone
 Françoise Gagnon
 Elizabeth S. Goger
 David Gollob
 Gillian Hewitt
 Don Hewson
 David K. Law
 Mojgan Legault
 Kenneth J. Loeb
 Nicole Loreto
 Joshua McJannett
 Sylvie Morel
 Mark O'Neill
 Yves Poisson
 Lynn Pratt
 Victor Rabinovitch
 Ian Scott
 Richard Simeons
 Harvey A. Slack
 Thérèse Spénard-Pilon
 Kevin Taylor
 Janet Yale
 David Zussman

EVENT IN SUPPORT OF CHILDREN AND YOUTH PROGRAMMING**VALENTINE'S DAY BALL 2009**

Attracting more than 250 guests this year, the Corporation's **Valentine's Day Ball: For Love, Children, Youth** raised \$45,000 for children's and youth programming at the Canadian Museum of Civilization and the Canadian War Museum.

Silver Partner

Espresso Air Services

Media Partners

The Ottawa Citizen
LeDroit
 RockDétente
FoodMODE Magazine

THE 2009 VALENTINE'S DAY BALL COMMITTEE**Chair**

Joy Noonan

Members

Francine Brousseau
 Denis Deschênes
 Claude Drouin
 Rachael Duplisea
 Elizabeth Goger
 David K. Law
 Mojgan Legault
 Christina M.P. Loeb
 Patricia MacRae
 Sylvie Morel
 Andrew Penny
 Victor Rabinovitch
 Carmen Rodrigue
 Harvey A. Slack
 Ian Smith
 Laura Thorsell
 Ainslie Wiggs

SPONSORSHIP AND PARTNERSHIPS

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 programs, including educational and public programming. This longstanding partnership has also been instrumental in helping the Postal Museum undertake important research and collection projects in relation to postal and communications history in Canada.

Bell Canada

Bell Canada's sponsorship of the Corporation's audioguide program continued in 2008. Bell's generous support made it possible to produce audioguides for major special exhibitions, including: **Glenn Gould: The Sounds of Genius**, **The Greeks** and **Secret Riches: Ancient Peru Unearthed**. This new audioguide program has helped to enhance the visitor experience at the Museum of Civilization.

Pitney Bowes Canada

Pitney Bowes Canada supported the Postal Museum for a twelfth consecutive year, ensuring access to programs and exhibitions illuminating Canada's national postal heritage.

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.

SonyBMG

SonyBMG contributed significantly to **Glenn Gould: The Sounds of Genius** by waiving copyright fees on several essential Gould recordings.

Library and Archives Canada

Glenn Gould: The Sounds of Genius was presented with the generous support 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.

Canadian Medical Association

The Canadian Medical Association continued its support of an online exhibition on the history of Medicare in Canada.



Joy Noonan,
Chair of the
Valentine's Day
Ball Committee.

PHILANTHROPIC SUPPORT

Both Museums rely upon support from individuals, foundations and corporations to help safeguard and preserve Canada's social and military history for generations to come. Each year, the Corporation receives donations to acquire and preserve artifacts, and to provide educational programs and other activities. This philanthropic support is a remarkable acknowledgement of the high regard donors have for our shared history, culture and identity.

Friends of the Canadian War Museum

The ongoing contributions of the Friends of the Canadian War Museum helped support various War Museum projects, including the annual Colonel H. Gunter History Award, the Library and the Military History Research Centre, vehicle restoration, educational programs and archives.

An anonymous loyal donor gave \$10,000 to support restoration of a First World War vehicle at the War Museum.

Exceptional Donations

The Museum of Civilization received a donation of \$56,000 from **St. Lawrence Cement** to conduct conservation work on a mural, which the company had also donated. This mural is an important addition to the Museum of Civilization's Craft and Design collection.

Also notable were contributions from the **Manitoba Government Employees' Union, United Steelworkers, Canadian Union of Postal Workers, CUPE, the Canadian Labour Congress** and the **Carleton University School of Information Technology**. Each provided a donation in support of a renewed module in the Museum of Civilization's Canada Hall titled **Which Side Are You On? The Winnipeg General Strike**.

Planned Giving

Three private individuals demonstrated their deep commitment to preserving Canada's history for future generations by arranging bequests in their wills to the War Museum or the Museum of Civilization. These three join a growing number of donors interested in leaving a legacy through their support to our Museums.

Léo Charbonneau and his son, Alec, inside the **Heart and Soul** exhibition.



Annual Giving Campaign

During the year, the Corporation benefitted from a significant increase in gifts received through its Annual Giving Campaign. More than \$116,466 was donated by more than 1,331 renewing and new donors for a variety of projects, ranging from education and public programs, to preservation and restoration of artifacts, to archives and research projects.

DONOR AND PARTNER RECOGNITION

The Corporation is deeply appreciative of the generous contributions of its many donors and partners. To help acknowledge this generosity, the Corporation produces *Inspirations*, a newsletter highlighting various achievements and the impact of outside support on specific initiatives at the Museum of Civilization and the War Museum.

In addition, the Corporation invited partners and donors to a special event which included a behind-the-scenes tour of the Canadian Museum of Civilization collections. Events such as this are just one of the ways in which the Corporation seeks to build special relationships with its partners, donors and members, ensuring that we continue working together towards even greater accomplishments.

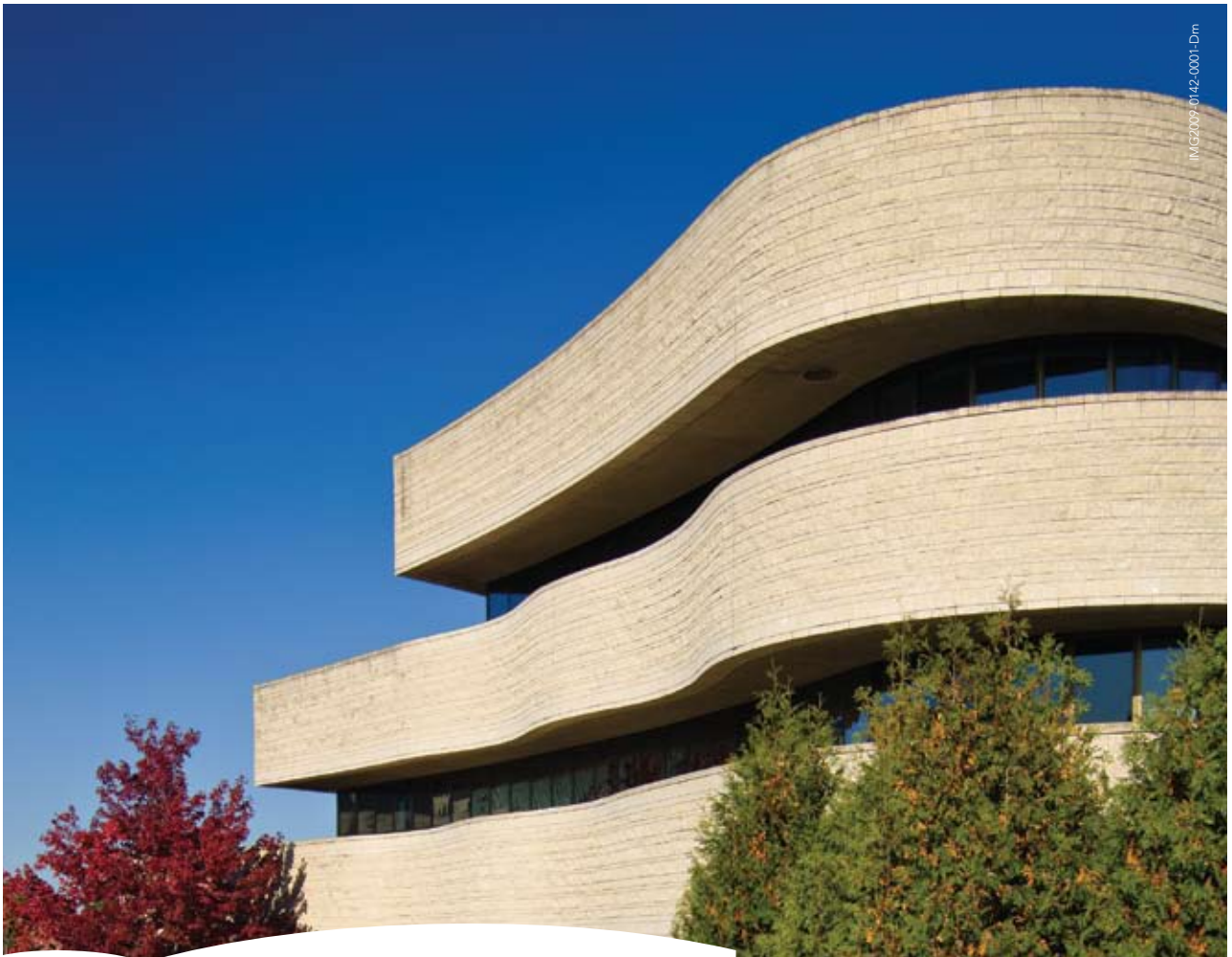
For a complete list of donors and sponsors, please see page 71.

MEMBERSHIP PROGRAM

The Corporation's membership program currently includes 4,500 households, representing over 16,000 individuals. As members, families and individuals enjoy important privileges such as unlimited access to one or two Museums, discounts on IMAX Theatre admission, discounts in the boutiques and cafeterias, and invitations to special events.



Bear carving, Late Dorset – QiLd-1:819



THE CANADIAN MUSEUM OF CIVILIZATION COLLECTS, STUDIES, PRESERVES AND PRESENTS MATERIAL OBJECTS ILLUMINATING THE HUMAN HISTORY OF CANADA AND THE CULTURAL DIVERSITY OF ITS PEOPLES. IT IS CANADA'S LARGEST AND MOST POPULAR MUSEUM, AND IS ALSO HOME TO THE CANADIAN CHILDREN'S MUSEUM, THE CANADIAN POSTAL MUSEUM, THE VIRTUAL MUSEUM OF NEW FRANCE AND AN IMAX® THEATRE. LOCATED IN GATINEAU, QUEBEC, THE MUSEUM OF CIVILIZATION IS HOUSED IN A COMPLEX OF BUILDINGS DESIGNED BY INTERNATIONALLY RENOWNED ARCHITECT DOUGLAS CARDINAL.

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. EACH YEAR, THE MUSEUM PRESENTS A VARIETY OF SPECIAL EXHIBITIONS. THESE SUPPLEMENT CORE PERMANENT EXHIBITIONS WHICH OCCUPY THE GREATEST PROPORTION OF ITS PUBLIC SPACES. THE MUSEUM ALSO LOANS EXHIBITIONS TO INSTITUTIONS ACROSS THE COUNTRY AND AROUND THE WORLD.

RENEWAL OF PERMANENT EXHIBITIONS

Grand Hall Review

In consultation with the Aboriginal community, a review of the Grand Hall is now underway to improve visitor access and strengthen the exhibition's storylines. Work continued on the design and production of barriers to ensure the protection and preservation of totem poles and housefronts. The Museum is also working to improve interpretation related to the totem poles, enabling visitors to develop a greater understanding and respect for these iconic objects.

Canada Hall Review

In 2008–2009, work continued on review and remediation of the Canada Hall. The Upper Canada Frontier module was completed in April 2008, and work began on the Toles Schoolhouse module. The Toles one-room schoolhouse, built in Alberta in the 1900s by African-American fugitives, will highlight the Canadian rural school experience. In addition, work began on the design of the new Rebellions to Confederation module, which will explore Canada's development from 1837 to 1867.

First Peoples Hall

The First Peoples Hall is the nation's largest presentation on the history and cultures of Aboriginal communities in Canada, and illustrates their compelling and continually unfolding story. In 2008–2009, changes were made to the Hall's audiovisual presentations to

improve the visitor experience and enhance the illusion of changing seasons. Other ongoing work includes the rotation of objects to provide new content for visitors, while also protecting physically-sensitive objects from overexposure.

Face to Face: The Canadian Personalities Hall

This permanent exhibition opened in October 2007 and features women and men who have helped shape Canada and the lives of its inhabitants. The Hall will remain fresh through an ongoing rotation of personalities. Research and development have begun on replacement modules for several personalities.

The Canadian Children's Museum

This popular space consists of 21 permanent modules, a large temporary exhibition gallery, and a family programming area. It provides a unique experience for young people and families, allowing them to explore Canada's history and worldwide cultural diversity through hands-on learning, using real materials from the Museum's collection.

The Children's Museum has just completed a major expansion in order to give more attention to life in Canada. Its next phase of development will focus on visitor assessments and the renewal of older installations. In addition, a visitor survey was completed this year to measure the learning outcomes of permanent exhibits inside the Children's Museum.

NEW SPECIAL EXHIBITIONS

Tombs of Eternity: The Afterlife in Ancient Egypt

December 19, 2008 to August 16, 2009

This exhibition spans 3,000 years of dynastic history. Over 200 exceptional artifacts illuminate aspects of Egyptian art, funerary customs and daily life. Visitors gain rare insights into the wide-ranging achievements of one of the world's great civilizations. *Organized by the Museum of Fine Arts, Boston, in collaboration with the Canadian Museum of Civilization.*

Old Is New Again: Building Our National Collection

October 8, 2008 to May 31, 2009

For the Canadian Museum of Civilization and the Canadian War Museum, collecting and preserving objects lie at the heart of their respective mandates. To do this well, both Museums depend on donations from the public. This exhibition recognizes donor contributions by featuring some of the most outstanding recent acquisitions donated to the two Museums.

Heart and Soul: Quebec Folk Art

June 24, 2008 to March 22, 2009

This exhibition took visitors on a 400-year-long journey into the heart of the fascinating world of Quebec folk art. The 400 pieces in

the exhibition — traditional and contemporary, conventional and quirky — showcased the talent and creativity of the province's folk artists, and the vast range of subject matter and styles over the centuries.

The Greeks

May 30 to September 28, 2008

This exhibition helped visitors discover the magnificent treasures of the Greek world through objects spanning 8,000 years of history. The exhibition included over 190 artifacts, including ceramics, jewellery, sculptures and embroidered textiles. *Co-organized by the Benaki Museum in Athens, Greece and the Canadian Museum of Civilization.*

Jamestown, Québec, Santa Fe: Three North American Beginnings

May 9 to September 7, 2008

This exhibition told the story of three North American settlements established by England, France and Spain in the early seventeenth century. Visitors saw how the colonists' quest to tame these new territories changed the lives of settlers, indigenous peoples, and the map of the world. *Jointly organized by the Virginia Historical Society and the Smithsonian Institution's National Museum of American History, with support from the Robins Foundation, Land America, Jamestown 2007, and Virginia's Department of Historic Resources.*

LEFT:

Rooster from Wayside Cross, 1850–1923, Nettie Covey Sharpe Collection. CMCC 77-943

RIGHT:

The Jamestown, Québec, Santa Fe: Three North American Beginnings exhibition.



IMG2008-0080-0100-Dm

Marie-Louise Deruaz



IMG2008-0586-0031-Dm

Steven Darby



IMG2009.0097.0001.Dim

On the occasion of the opening of the **Tombs of Eternity** exhibition. **FROM LEFT TO RIGHT:** Victor Rabinovitch, President and Chief Executive Officer of the Corporation, Dr. Matthew Betts, Curator of the exhibition, Dean Del Mastro, M.P., Parliamentary Secretary to the Minister of Canadian Heritage, and Robert Lynch, Special Assistant to the Parliamentary Secretary, Canadian Heritage.

Harvesting Clay:**The Beauce Pottery in the 1940s***May 4, 2008 to September 13, 2009*

This exhibition features a collection of over 60 pieces of red clay pottery recently donated to the Museum from private collections, and introduces an artistic and social movement which remains extremely popular among collectors to this day.

Japan and Nature: Spirits of the Seasons*October 4, 2008 to March 29, 2009*

This exhibition demonstrated the special relationship Japanese people have with nature, through many dynamic and interactive activities. Visitors had opportunities to reflect on the many similarities between their lives and those of children living in Japan, and to develop an appreciation of the uniqueness of Japanese culture. *Developed by the Brooklyn Children's Museum for the Freeman Foundation Asian Exhibit Initiative.*

Bob the Builder™ — Project: Build It!*June 21 to September 7, 2008*

Designed for children ages seven and under, this exhibition encouraged the development of social and physiological skills by inviting visitors to engage in tasks requiring teamwork as they helped to "build" an environmentally-friendly community. *Presented by Delta Faucet, and produced by HIT Entertainment and The Children's Museum of Indianapolis.*

TRAVELLING EXHIBITIONS

The Travelling Exhibitions Program, which promotes Canada's heritage both at home and abroad, offers exhibitions from the Museum of Civilization, the Children's Museum and the Postal Museum.

In 2008–2009, 14 exhibitions travelled to 21 venues, reaching about 250,000 visitors. Approximately three-quarters of these travelling exhibitions are presented in Canada, about 19 per cent in the United States, and 14 per cent throughout the rest of the world.

TRAVELLING EXHIBITIONS**INTERNATIONAL TOURS****First Peoples of Canada: Masterworks from the Canadian Museum of Civilization**

Imperial City Art Museum
Beijing, China

*August 1 to October 8, 2008**Exhibition Exchange***Masters of the Plains: Ancient Nomads of Russia and Canada**

Samara Museum of History and Regional Studies
Samara, Russia

*June 20, 2008 to February 16, 2009**Exchange Partnership***Top Secret: Mission Toy**

Bay Area Discovery Museum
Sausalito, California, United States

February 9 to May 4, 2008

Children's Discovery Museum of San Jose
San Jose, California, United States

June 21 to September 7, 2008

Fort Worth Museum of Science and History
Fort Worth, Texas, United States

November 8, 2008 to January 4, 2009

Children's Museum of Houston
Houston, Texas, United States

*January 31 to May 17, 2009***NATIONAL TOURS****Acres of Dreams: Settling the Canadian Prairies**

Exporail
St-Constant, Quebec

*April 28 to October 12, 2008**Beginning of Tour*

Esplanade Heritage and Arts Centre
Medicine Hat, Alberta

November 17, 2008 to February 15, 2009

Pier 21
Halifax, Nova Scotia

March 16 to September 7, 2009

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

Eptek Art & Culture Centre
Summerside, Prince Edward Island
June 7 to October 17, 2008
End of Tour

Lace Up! Canada's Passion for Skating

Musée du Château Ramezay
Montréal, Quebec
November 7, 2008 to March 29, 2009
Special Partnership

**Love 'em, Hate 'em: Canadians and
their Politicians**

Diefenbaker Canada Centre
Saskatoon, Saskatchewan
February 23 to September 13, 2009
Beginning of Tour

"Rocket" Richard: The Legend — The Legacy

The Rooms Provincial Museum
St. John's, Newfoundland
September 8 to November 30, 2008
Beginning of Second Tour

Confederation Centre of the Arts
Charlottetown, Prince Edward Island
December 19, 2008 to March 15, 2009

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

Grey Roots Museum & Archives
Owen Sound, Ontario
January 11 to May 4, 2008

St. Catharines Museum
St. Catharines, Ontario
June 2 to August 31, 2008

La Maison des Bâisseurs
Alma, Quebec
February 16 to August 30, 2009
End of Tour

The First Maple Leaf Flag

Diefenbaker Canada Centre
Saskatoon, Saskatchewan
October 13, 2008 to September 13, 2009

EXHIBITIONS

Permanent Exhibitions

Grand Hall
Canada Hall
First Peoples Hall
Face to Face: The Canadian Personalities Hall
Canadian Postal Museum
Canadian Children's Museum

SPECIAL EXHIBITIONS

GALLERY A

**Tombs of Eternity: The Afterlife in Ancient
Egypt**

December 19, 2008 to August 16, 2009

The Greeks

May 30 to September 28, 2008

Daphne Odjig: Four Decades of Prints

January 18 to April 20, 2008

GALLERY C

Heart and Soul: Quebec Folk Art

June 24, 2008 to March 22, 2009

Secret Riches: Ancient Peru Unearthed

December 14, 2007 to April 27, 2008

GALLERY D

**Jamestown, Québec, Santa Fe: Three North
American Beginnings**

May 9 to September 7, 2008

GALLERY E

Glenn Gould: The Sounds of Genius

September 28, 2007 to May 18, 2009

GALLERY F

**Old is New Again: Building Our
National Collection**

October 8, 2008 to May 31, 2009

W. E. TAYLOR SALON

The Canadian Museum of Civilization's 150-Year History

Ongoing since May 10, 2006

CANADIAN POSTAL MUSEUM

The Post Goes Pop

November 10, 2006 to April 1, 2010

CANADIAN CHILDREN'S MUSEUM

Japan and Nature: Spirits of the Seasons

October 4, 2008 to March 29, 2009

Bob the Builder™ — Project: Build It!

June 21 to September 7, 2008

Living in Space

February 2 to April 27, 2008

Canada Day Poster Challenge

June 30 to October 14, 2008

CORRIDOR DISPLAYS

Harvesting Clay: The Beauce Pottery in the 1940s

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 400,000

First Peoples Hall 263,000

Face to Face: The Canadian Personalities Hall 195,000

Canadian Postal Museum 262,000

Canadian Children's Museum 486,000

Special Exhibitions

The Greeks 56,000

Daphne Odjig: Four Decades of Prints 16,000

Heart and Soul: Quebec Folk Art 94,000

Secret Riches: Ancient Peru Unearthed 33,000

Jamestown, Québec, Santa Fe: Three North American Beginnings 58,000

LEFT: The travelling exhibition **First Peoples of Canada: Masterworks from the Canadian Museum of Civilization**, in Beijing, China.
RIGHT: The travelling exhibition **Acres of Dreams: Settling the Canadian Prairies**, in St-Constant, Quebec.



Claudette Trudeau



Marie-Louise Deruaz

COLLECTIONS

ACQUISITIONS

The Canadian Museum of Civilization acquires artifacts in various ways: through curatorial fieldwork, through purchases and donations, and sometimes through transfers from other institutions. Each acquisition may represent a single item or a collection of items, which are studied and approved by the Museum's Collections Committee, based on strict criteria set out in the National Collection Plan.

Holdings in the Museum of Civilization's National Collection are grouped according to various research disciplines for ease of reference and access. In 2008–2009, over 6,000 artifacts were added to the National Collection through 210 separate acquisition transactions.

MAJOR ACQUISITIONS LAST YEAR INCLUDED:

- A remarkable collection of 1850s furniture, including a settee, sideboard, two armchairs and an embroidered fire screen.
- Three paintings by Joe Norris, "the Matisse of Maritime folk art": *River Side Boat Club*, *Waterfront Landscape* (1973), and *Moose Jacking* (early 1980s).
- An extensive collection of Canadian country and square dance music history, including newspaper clippings, publicity sheets, contracts, personal letters, photographs and posters reflecting the career of Ken Reynolds, one of Canada's major country music impresarios from the 1950s to the 1970s, and a member of the Canadian Country Music Hall of Fame.
- An important collection of Quebec furniture and folk art pieces including an early rocking horse, a duck sculpture, a blanket chest and an armoire.

OTHER IMPORTANT ACQUISITIONS WERE:

- A collection of 31 wrapped-twine Nuu-chah-nulth baskets from British Columbia.
- A collection of music, products, posters, graphics and costumes donated by legendary Canadian children's performers Sharon, Lois and Bram.
- A three-storey-high mural, originally designed by Thor Hansen of the British American Oil Company, and painted by Montréal artist Umberto Bruni, donated by St. Lawrence Cement.
- A contemporary wampum belt made for the Museum exhibition **In My Lifetime** by artist Sonia Robertson.
- A Canadian cigar box made into an illuminated taxi sign in the 1940s, from Nova Scotia.
- An accordion made in Thunder Bay by Italian-Canadian master Attilio Baldovin.
- Six marionettes belonging to Canadian poet James Reaney.
- Items of folk art and crafts from Ecuador, Peru and Bolivia.
- A collection of Quebec sculptures from various artists, including Jean-Lucien Bourgault, Médard Bourgault and Léo Arbour.
- A collection of nineteenth-century Quebec furniture.
- The Elgin Collection (purchased from Lord and Lady Elgin of Dumferline, Scotland).
- A maquette of Canada's Parliament Buildings.
- A range of artifacts from the Winkworth Collection, including a compass, a powder horn and an engraved whale tooth, or scrimshaw.

LIBRARY AND ARCHIVAL COLLECTIONS

Important archival collections acquired last year included the Jean-Pierre Chrestien Fonds, an incomparable resource on the fisheries and naval construction of New France; and the Rural Dignity Fonds, documenting a national initiative to save rural postal offices.

The Museum's Archives also acquired the Margaret Steiner Fonds, the Catharine McClellan Fonds, and the Mitchell Sharp Fonds. Other notable acquisitions include the fonds of retired Museum curator and Canadian Arctic archaeologist Dr. Robert McGhee; photographs from Ottawa Valley vocational archaeologist Clyde C. Kennedy (1919–1987); Dr. Harvey A. Feit's papers on his Waswanipi Cree fieldwork at James Bay in Northern Quebec; James Teit (1864–1922) research materials from the Museum's Curator of Western Subarctic Ethnology; and photographic material from the late Alika Podolinsky Webber's ethnographic studies.

The Library also acquired over 3,217 documents, 560 of which were donations. Several of these will greatly enhance the Library's holdings. In addition, the Thérèse Dion Collection of prints enriched the section on art from India, Sri Lanka and Thailand, and complements the Library's special collection on South Asian cultures and arts.

LEFT:

From the Winkworth Collection: Pocket sundial.
CWM 20080079-011

RIGHT:

Dr. David Morrison, Director of Archaeology and History at the Museum of Civilization, is holding a violin owned by Don Messer, a traditional fiddler who became a national figure during the 1950s and 1960s. The violin was on display in the exhibition **Old is New Again**.
Violin circa 1825, artifact
2007.20.1.2



Steven Darby

CANADIAN POSTAL MUSEUM COLLECTIONS

The Canadian Postal Museum acquired approximately 5,000 items for its philately collection. Three major acquisitions further enriched the collection:

- A Canada Post Maternity Letter Carrier's uniform, first made available to female letter carriers in 2003.
- An important contribution to the Museum of Civilization's ongoing collection of artifacts representing Canadian women's history: a collection of family letters, documents and photographs tracing the history of the Stewart-Davis family who left Aberdeen, Scotland in the late nineteenth century to settle in Ontario and Quebec.
- Three sculptural works by Chicoutimi artist Steven Renald, which are part of the artist's *Robes Intimes* series: dresses created almost entirely out of postal elements such as letters, envelopes, stamps and airmail stickers that have passed through the mail over the past ten years.

In addition, the Postal Museum acquired a rich collection of archival material related to the controversy surrounding the closing of Canada's rural post offices, circa 1986–1994. This collection was amassed by Rural Dignity, the lobby group which launched and has sustained a nationwide campaign to save rural post offices.



Frank Wimart

LOANS

The Canadian Museum of Civilization lent close to 180 artifacts to 21 institutions, as well as 420 artifacts as part of its Travelling Exhibition Program. The Museum also made more than 600 artifacts available to other institutions for display on a short- or long-term basis.

The Museum managed over 30 incoming loans, representing more than 240 artifacts from various Canadian and international lenders, in support of its ongoing exhibition program.

CONSERVATION

Conservators provide preventive and restorative treatment for artifacts in the National Collection. They also make environmental assessments of exhibition spaces, and design and monitor environmental conditions for all venues in which Museum of Civilization collections might be displayed or stored.

The Museum's onsite conservation laboratories include specialized facilities for many artifact materials, including previously frozen or wet textiles, items from archaeological digs, paper and other archival material, as well as all varieties of three-dimensional objects — ranging from Inuit carvings to furniture, to ethnographic clothing and adornments, to watercrafts and totem poles.

Museum of Civilization conservation staff are highly trained and are closely affiliated with the greater museum conservation community. They actively participate in various conservation associations, and from time to time, consult for and with the Canadian Conservation Institute in areas of new research, technical papers and special projects.

Envelope 1989.17.18,
red case 1993.31.1,
letterbox 1985.267.1.



Marie-Louise Deruaz and Chris Uhlig

Highlights of Conservation Projects

Last year, major conservation projects included:

- Treatment of the coffin of an Egyptian mummy, dating from circa 600 BCE, on loan to the Museum from the Université de Québec à Montréal, for the exhibition **Tombs of Eternity**. Staff cleaned and reassembled the coffin, consolidating flaking paint and hundreds of small wood fragments. The coffin had sustained considerable damage during a 1968 student demonstration, when it was at the École des Beaux-Arts in Montréal. Some of the conservation work was completed as part of a public programming event just prior to the opening of the exhibition, and garnered much media and public attention.
- The restoration, in partnership with Library and Archives Canada, of a nineteenth-century edition of *Alexander Mackenzie's Voyages from Montreal, on the River St. Laurence, through the Continent of North America to the Frozen and Pacific Oceans in the Years 1789 and 1793*. The book will be featured in the Museum's upcoming exhibition on the North West Company, opening in the fall of 2009.
- Treatment of the 1838 Regimental Colours (flag) of the Hemmingford Loyal Volunteers, a militia unit raised in Lower Canada to assist the government and British troops in quelling the 1838 Rebellion. The flag had long been roughly sewn to netting and loosely rolled, until its donation to the Museum in 2003.

Audiovisual Archives Conservation

In addition to completing a number of important preservation projects in the Audiovisual Archives, such as the Anna Feldman digitization project, Archives staff consulted with experts at Library and Archives Canada and the Canadian Conservation Institute to assess the condition of archival audiovisual material. The resulting report will help staff develop an implementation plan for action on preservation priorities. In response to concerns about digital degradation of images, close to 300 CDs were transferred onto new CDs as a preventive measure.

ABORIGINAL REPATRIATION

In 2008, the Canadian Museum of Civilization 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 the country.

Negotiations have continued at the following Treaty Tables: Te'mexw, 'Namgis, Yale, Tsimshian First Nation, Hupacasath, Tsleil-Waututh, Sliammon, Maa-nulth, Katzie, Tla-o-qui-aht, K'omok and Winalagalis. The Museum's work in relation to these negotiations has required ongoing review of Treaty language, collections research and consultation. Formal presentations were made to the Hupacasath Tsleil-Waututh and Tla-o-qui-aht Treaty Tables. The Museum was also represented at relevant federal Treaty Caucus meetings.

COLLECTIONS DOCUMENTATION

In 2008–2009, the Artifact Documentation team continued to adapt its resources, procedures and database to meet users' needs and promote accessibility — including a tool for searching the database by date, and the addition of two new sections in the catalogue module: Faunal and Physical Anthropology. A total of 16,000 images were added to the catalogue, 6,000 of which were for artifacts. This brings the number of artifact images available to the public to 97,000.

ONLINE RESOURCES

The Corporation's entire artifact catalogue (**collections.civilization.ca**), which includes a catalogue of its image collection, contains 1.9 million records, with over 215,000 of these available online. Since 2000, users have undertaken over one million searches through the catalogue. Of these searches, 190,000 took place in 2008.

The Corporation's Libraries and Archives Catalogue (geoweb.civilization.ca:8001) currently comprises over 475,000 records. Users have access to over 52,000 archival digital texts and photographic images. In addition, they can listen to 1,260 sound recordings.

Canadian Culture Online

In partnership with the Department of Canadian Heritage's Canadian Culture Online initiative, the Museum has catalogued and digitized over 46,000 artifacts from the collection, and over 53,000 items from the Museum's archives in various media formats. These materials are available online through five new Web modules: **Marius Barbeau: A Glimpse of Canadian Culture**; **Gateway to Aboriginal Heritage: Native Material Culture in Canada**; **Crossroads of Culture: 200 Years of Canadian Immigration**; **From Blacksmiths to Blackboards: The Traditional Trades of Quebec** and **The Art of Puppetry**.

Web Mapping Service

In 2008–2009, approximately 673 local archaeological sites in Yukon, the Northwest Territories and Nunavut were documented as part of the Museum's official inventory of sites. During the year, the Museum's sites inventory group also undertook a second interactive cartography project with the help of \$50,000 in funding from GeoConnexions, a Natural Resources Canada national partnership program. This initiative will be part of a project to repatriate collections from Nunavut. The Museum's cartographic service facilitates the sharing of data on physical anthropology collections and burial objects belonging to the people of Nunavut that are stored at the Museum of Civilization.

With the support of the Inuit Heritage Trust and the Government of Nunavut, the Museum will work with communities to determine Inuit wishes regarding collections from their traditional territories.

WEBSITE

Work began on the design and development of a Web module on the folk art of Quebec as a reflection of society. This site will include the illustrated biography of Nettie Covey Sharpe, one of the Corporation's major benefactors.

ARCHIVES

During 2008–2009, the Museum's Archives received over 5,000 requests, and 2,160 people consulted the Archives on the premises. The section also hosted tours for various groups, including representatives of several First Peoples communities, librarians from the University of Ottawa, and graduate students.

LIBRARY

In 2008, the Library greeted over 8,000 visitors and responded to over 1,600 requests for information or materials. It held professional tours, meetings or presentations with groups from the University of Ottawa, the Library and Archives of the Auckland Museum, l'École du Louvre and Dalhousie University.

PHOTOGRAPHS AND COPYRIGHT

The Museum's photographic collection, which includes over one million images — 560,000 traditional hard copies and close to 630,000 digital photos — was enriched last year with the addition of approximately 30,000 new items, mostly in digital format. These are primarily photographs of artifacts and of Museum events, exhibitions and activities.

In 2008, the Photographs and Copyright Section handled almost 2,000 requests and distributed approximately 7,000 images in response to internal and external requests. The Section also improved management of the digital images collection by gathering all photographs into one database and working with other divisions to improve the transfer of photographic material.

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

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 Ontario, Pre- and Proto-Contact archaeology in the Ottawa Valley, focusing on population movements attendant on the disappearance of the St. Lawrence Iroquois.
- In the Prairie Provinces, archival research into the history of archaeology in the region.
- In the Arctic, research into the history of contact between the Palaeo-Eskimo peoples, the Thule Inuit, and Europeans in the centuries around 1000 CE (Helluland Archaeology Project).
- In 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.
- Also in physical anthropology, fieldwork in the Valley of the Kings, Egypt, involving forensic analysis of mummies dating to the Eighteenth and Nineteenth Dynasties (1550–1190 BCE).
- In the area of the repatriation of human remains, ongoing analysis of physical anthropology and burial object collections for detailed documentation and inventory, with a focus on Nunavut.
- Relative to the British Columbia treaty process, research relating to requests for information regarding the nature of the Museum's collections.

HISTORY

- In the Atlantic Provinces, a final draft history of Charlottetown, Prince Edward Island for publication.
- 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, ongoing research on the history of nursing, and the deconstruction and cultural history of the nurse's uniform.
- In the Prairie Provinces, the daily lives of workers, labour activism, and early-twentieth-century immigration, with an exhibition focus on the early-twentieth-century Black experience in northern Alberta.
- In Canadian political history, ongoing research into personalities such as Maurice Duplessis and John Molson.
- In material culture, documentation, analysis and presentation of several large recent acquisitions (Harbinson, Cole, O'Donnell), and work on a publication on Quebec folk art.
- A Latin-American folk art collecting project focusing primarily on Ecuador.
- Research into sex and sexuality in Canada.
- Research into the North West Company and the early fur trade in Western Canada (for an exhibition opening in September 2009).
- Oral history research into the history of the Canadian Museum of Civilization and its institutional forerunners.

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 historical material culture of the Ktunaxa of southeastern British Columbia.
- The history and cultures of the First Nations of the Great Plains, including research on Blackfoot protocol and Plains Cree concepts of death.
- The impact of urban life on the experience and cultures of First Peoples in Canada.
- The history and production of Mi'kmaq basketry.
- Contemporary Inuit art, with specific reference to the current work of the artists of Cape Dorset.
- Contemporary Aboriginal art, with specific reference to the work of Bob Boyer.
- Reflections of contemporary Aboriginal artists on the world's changing ecology.
- The cultural context and styles of Northern Athabaskan hide clothing in the nineteenth century, and contemporary community-based projects to revive traditional arts and crafts.
- The history of First Nations basketry in British Columbia.

CULTURAL STUDIES

- The experience of Chinese, Japanese and Korean immigrants to Canada, and their impact on the character of communities across Canada.
- The history of rock, pop and alternative musical genres in Canada.
- The history and global impact of Japanese design.
- The history of Canadian design.
- The production and character of pottery in the Beauce region of Quebec.
- Canadian contemporary craft.
- Canadian popular culture, with specific reference to folk songs in the Maritimes and in Ontario.
- Cigar boxes produced in Canada representing popular cultural expression and commemoration.
- The history of puppetry in Canada, with specific reference to the Corporation's puppetry collection.
- Contemporary Buddhism in Canada, with a particular focus on non-Asian Canadians who have converted to Buddhism.

CANADIAN POSTAL MUSEUM RESEARCH

Last year, Postal Museum research focused on three main projects:

- A study of love letter manuals as a means of advancing courtship in nineteenth-century Canada, and how such manuals became tools for the codification of private conduct between lovers.
- Research into the work of contemporary Canadian artists who use written communication in their art for a 2011 exhibition.
- Research for a special exhibition about snow, to be presented at the Museum of Civilization in 2012. The exhibition will take a multidisciplinary approach to cultural expressions of the link between climate and humankind.

ABORIGINAL TRAINING PROGRAM IN MUSEUM PRACTICES

In the spring of 2008, four interns from different regions of Canada graduated from this program. A new group of four interns arrived in September for eight months of training in museum practices. In addition to placements in various divisions of the Museum — such as research, collections, conservation, development and public affairs — the interns learn about artifact rotation and exhibition development. Since it began in 1993, the Aboriginal Training Program in Museum Practices has established itself as a model for other national and international museums interested in training Aboriginal interns.

Last year, staff delivered four presentations about the Program to a range of national and provincial groups.

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. DURING THE PAST YEAR, THE MUSEUM DELIVERED 960 PUBLIC PROGRAMS TO OVER 93,000 PARTICIPANTS.

LECTURES, SERIES AND CULTURAL EVENTS

In 2008–2009, the Museum of Civilization presented 31 lectures and talks by curators, archaeologists, craftspeople, musicologists and historians. Topics ranged from famous Canadian personalities to the architecture, art and treasures of the ancient civilizations of Peru, Greece and Egypt. In recognition of International Polar Year, the Museum offered monthly lectures, from October 2008 through March 2009, on scientific exploration and discovery in the Canadian Arctic, in partnership with the Polar Continental Shelf Project of Natural Resources Canada.

The Evening at the Museum and Tastes and Sounds series offered adults an opportunity to gain new knowledge in a convivial social setting. These events, which combined curatorial tours with demonstrations, performing arts, food and wine tasting, as well as book launches, were held in conjunction with the exhibitions **The Greeks**, **Heart and Soul**, **Tombs of Eternity** and **Face to Face: The Canadian Personalities Hall**.

Partnerships with the Asian Heritage Society, the National Arts Centre's Summer Music Institute, the Canada Dance Festival, the Ottawa International Chamber Music Festival, the Ottawa Folk Festival, the Ottawa International Writers Festival, the Ottawa International Animation Festival and Penguin Group (Canada) resulted in a variety of large-scale events celebrating Canadian culture and diversity. In association with the Ottawa Folk Festival, the Museum showcased musicians

playing the Six String Nation guitar, made from 63 pieces contributed by communities and individuals from across Canada. In partnership with the Embassy of Sweden and IKEA, the Museum also presented the tenth annual Swedish Lucia celebration.

With the assistance of embassies and community associations representing Peru, Korea, Spain, Greece, Japan and Egypt, the Museum of Civilization delivered a dynamic series of well-attended cultural events. In recognition of 80 years of diplomatic relations between Japan and Canada, a full day of festivities celebrating Japanese culture was held in November 2008, in partnership with the Embassy of Japan.

SPECIAL EXHIBITIONS PROGRAMMING

For the exhibition, **Jamestown, Québec, Santa Fe: Three North American Beginnings**, Dramamuse, the Museum's theatre company, brought to life the struggles and hopes of three women — one English, one French and one Spanish — who came to live in North America 400 years ago. The opening weekend of the exhibition also featured a performance of traditional French-Canadian music and a demonstration on the colonial art of Spanish lacemaking.

In conjunction with **The Greeks**, the Museum offered visitors many opportunities to learn more about this ancient civilization through lectures, Coffee and Conversation sessions, curator-led gallery talks, artisan demonstrations, live Greek music, choral concerts and traditional dance.

Programming related to this special exhibition successfully concluded with a sold-out Tastes and Sounds evening event in September 2008.

As part of **Glenn Gould: The Sounds of Genius**, classical chamber music performances were presented in partnership with the National Arts Centre and the Ottawa International Chamber Music Festival. The Chamber Music Festival event, Seeking Gould, highlighted talented Gould specialist Karishmeh Felfeli on Glenn Gould's beloved Steinway piano, along with performances by selected young pianists.

Programming for **Heart and Soul: Quebec Folk Art** included drop-in workshops with three of the artists featured in the exhibition: Jacqueline Tremblay, Fleurette Solomon and Michel Villeneuve. During the exhibition's run, visitors were also able to try their hand at making seven different types of folk art.

As part of the presentation of **Tombs of Eternity: The Afterlife in Ancient Egypt**, the Museum offered eight talks and lectures for adults on topics ranging from mummies, pyramids and pharaohs to recent fieldwork by archaeologists and a "behind-the-scenes" look at the making of the exhibition. A special evening event, Tastes and Sound of Egypt, offered participants an opportunity to learn more about Ancient Egypt in a social setting. Youth programming included workshops on protective amulets, adornment, hieroglyphics and an Egyptian LEGO® Build event over the 2009 spring breaks.

PERMANENT EXHIBITION PROGRAMS

Programming for **Face to Face: The Canadian Personalities Hall** encouraged both youth and adults to learn more about the Canadians who have shaped our country's history. One of the highlights was the Words of Wisdom activity for Canada Day, in which over 300 families created colourful lapel buttons with inspiring quotations from famous Canadians. On July 1, 2008, artist Sherry Tompalsky painted a new oil portrait of Pierre Trudeau *in situ* in the exhibition gallery, while videographer Graham Thompson recorded visitors' thoughts and recollections on the Trudeau era. The well-attended event, Extraordinary Canadians: Why They Mattered Then, Why They Matter Now, featured author John Ralston Saul moderating a discussion involving some of Canada's most thought-provoking writers. Throughout the year, the Face to Face with . . . series featured Mary and Joseph Brant, Nellie McClung, Brother André and Samuel de Champlain. Museum historians discussed the lives and achievements of these figures, and two of the sessions featured theatrical presentations by Dramamuse.

Introductory audio tours, targeting first-time adult visitors, have been developed for the Canada Hall, Grand Hall and First Peoples Hall. These audio tours will be translated into several languages.



Steven Darby



Steven Darby

LEFT: Dancer performing at the opening of the **Tombs of Eternity** exhibition.
RIGHT: The Egyptian LEGO® Build event, one of the many public programs presented at the Museum.

PROGRAMS FOR YOUTH

In 2008–2009, the Museum placed special emphasis on youth by presenting more events involving young performers. In partnership with the Conservatoire de musique de Gatineau, the Museum presented informal student recitals and a concert to more than 800 visitors. The youth choral group, *Les Deux Rives*, performed in the Grand Hall in celebration of the 400th anniversary of the founding of the City of Québec, with Québec's largest-ever gathering of amateur youth performers showcasing their talents over two evenings to full houses in the Theatre. Young musicians attending the National Arts Centre Summer Institute presented two concerts of chamber music in honour of the legendary Glenn Gould. In partnership with the Canada Dance Festival, the Museum also hosted a world-premiere dance performance, featuring some of the country's most exciting break-dancing crews.

BLACK HISTORY MONTH

For several years now, the Canadian Museum of Civilization has celebrated Black History Month with programming that includes performances by gospel choirs, special youth awards ceremonies, theatrical presentations, traditional griot storytelling, and more. One of the most popular activities during this year's Black History Month were hands-on youth workshops on the drumming traditions of West Africa.

REMEMBRANCE WEEK

Along with the War Museum, the Museum of Civilization also commemorated Remembrance Week, with programming in **Face to Face: The Canadian Personalities Hall** linked to featured personalities Mary and Joseph Brant, and focusing on the contributions of 300 Six Nations Band members who fought during the First World War. The Canadian Postal Museum also marked Remembrance Week with a Tree of Peace activity for families.

ABORIGINAL PROGRAMMING

During the past year, the Museum presented a series of workshops and demonstrations on traditional Aboriginal activities. On June 21, 2008, celebrations for National Aboriginal Day featured a full day of performances, workshops and demonstrations by First Nations and Métis communities. More than 1,000 students participated in these activities. The Museum also hosted various Aboriginal workshops throughout the year, including storytelling, printmaking and model canoe-making. The Métis Day Winterlude program celebrated Métis culture through dance, fiddle music, beadwork and outdoor cooking competitions.

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. In 2008–2009, the company added two new interactive theatre characters to its repertoire in the Canada Hall. In addition, the company presented the following productions:

- ***On the Edge***, developed in partnership with the Missouri History Museum, to add a human dimension and enhance some of the themes presented in the exhibition **Jamestown, Québec, Santa Fe: Three North American Beginnings**.
- ***Justice in New France***, from the company's repertoire, performed in the Canada Hall to mark the 400th anniversary of the founding of the City of Québec.
- ***North Pole, Ho!***, a new Christmas play presented in the Canada Hall for children participating in the Traditions of Christmas Past school program and for local family visitors.

Dramamuse also won Silver in the 2008 Interpretation Canada Awards of Excellence for its production ***A Taste of the Wildcat*** by Ben Nind, presented in the Canada Hall's Wildcat Café and featuring stories about life in the North.

PROGRAMS FOR STUDENTS

The Museum of Civilization also reached out to visitors through its school programs. More than 48,000 students learned about Canadian history and world cultures through 23 educational programs developed by the Museum. These included a high school program on Ancient Egypt, delivered over six days in February and April 2009. Students furthered their understanding of this ancient civilization through encounters with Museum archaeologists and volunteer interpreters, participation in workshops, visits to the exhibition and viewing of the IMAX film, *Mummies: Secrets of the Pharaohs*. The Museum continued its partnership with the Historica Foundation of Canada for students enrolled in the Encounters with Canada program, by offering an evening educational program on Canadian and First Peoples history. This year, over 3,000 students from across Canada participated in this valuable learning experience.

The School Access Program was launched in September 2008. Funding from the Valentine's Day Ball in February 2009 will enable over 2,500 students from disadvantaged schools within the National Capital Region to attend programs, by subsidizing their transportation and program fee costs.

VOLUNTEER INTERPRETER PROGRAM

The Volunteer Interpreter Program provides adult volunteers with the training they need to offer demonstrations and provide visitors with additional information about particular artifacts in special exhibitions. In 2008–2009, volunteers participated in four special exhibitions, where they enhanced the exhibition experience for more than 62,000 visitors. For the exhibition **Tombs of Eternity**, the Museum introduced a new initiative, with volunteers offering hands-on activities to families with children ages eight and up.

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

PROGRAMMING AT THE CANADIAN CHILDREN'S MUSEUM

The Canadian Children's Museum delivered a diverse line-up of activities throughout the year to 55,000 participants. 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.

Many activities enriched seasonal and holiday celebrations, such as Easter, Canada Day, Halloween, the Festival of Lights, New Year's Day, Winterlude and Spring Break. Some of these activities included art-based drop-in workshops,



Public program presented in front of the Children's Museum during March break.

and often shared thematic content with summer day camps, theme parties and Overnight Adventures for community groups.

Family programs explored themes of heritage and identity, literacy, creativity, world cultures and the environment. Special activities also involved 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 Chinese, Japanese, Vietnamese, Greek, Korean, East Indian, Indonesian, Brazilian and Mexican communities. A successful partnership with Opera Lyra Ottawa helped provide special workshops and performances. In October 2008, the Museum launched National Family Week in partnership with the Canadian Association of Family Resource Programs.

Bob the Builder™ — Project: Build It! opened in June 2008 with the sold-out event Breakfast with Bob the Builder, and featured summer-long activities highlighting the themes of ecology, building communities and teamwork. Within the exhibition, visitors were also able to meet community tradespeople.

Programming for **Japan and Nature: Spirits of the Seasons**, presented from October 2008 through March 2009, used hands-on activities, workshops and performances to show how

Japanese children celebrate nature in their everyday lives. Special events were held in November for *Shichi-go-san*, a celebration of young children. Other featured celebrations included *Oshogastu* (Japanese New Year), and a mock cherry blossom festival held in March 2009, during the spring break period.

PROGRAMMING AT THE CANADIAN POSTAL MUSEUM

Public programs at the Postal Museum included Special Delivery, a series of animation kits that challenge visitors in a hands-on exploration of postal communications and history. The Postal Museum also offered a wide range of successful seasonal activities. For Earth Day in April 2008, 200 participants created their own pictograph messages painted on rocks. In conjunction with the exhibition **The Post Goes Pop**, more than 400 visitors recorded their Mother's Day wishes on CDs and packaged them for special delivery as part of the program, P.S., I Love You.

Workshops and other events presented as part of ongoing programming included working on scrapbooks, creating holiday mail art, writing "the longest letter" to Santa and a communal stamp mosaic activity celebrating the 100th anniversary of Lucy M. Montgomery's classic book, *Anne of Green Gables*.



LEFT:

A character of Dramamuse, the Museum's resident theatre company.

RIGHT:

A child playing in the Children's Museum.

Steven Darby



Mathieu Girard

COMMUNICATION OF KNOWLEDGE

AS A NATIONAL INSTITUTION, THE CANADIAN MUSEUM OF CIVILIZATION CORPORATION SEEKS TO REACH PEOPLE BEYOND THE NATIONAL CAPITAL REGION. IN ORDER TO SHARE ITS KNOWLEDGE AS WIDELY AS POSSIBLE, IT USES VARIOUS FORMS OF OUTREACH DESIGNED TO MEET THE NEEDS OF ITS DIVERSE AUDIENCES.

CIVILIZATION.CA

With many 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's website underwent a major redesign in the fall of 2008. The new design features a fresh, modern look and intuitive navigation, enabling users to find the information they want quickly and easily. The new site also allows visitors to plan their visits, and enables educators and researchers to browse vast amounts of information. Leveraging the power of Web 2.0, the new Museum of Civilization website provides more interactivity and a more personalized "feel."

Virtual Exhibitions and Activities

During the past year, the Museum of Civilization added new exhibitions and activities to its website, including the virtual exhibitions **The Art of Puppetry** and **From Blacksmiths to Blackboards**, and the **Archaeological Sites Online** project.

PUBLISHING AND PUBLICATIONS

The Corporation's Publishing Strategy has led to the formation of an internal Editorial Board, appointed in November 2008, with established terms of reference. The Board holds monthly meetings in order to discuss upcoming publishing projects and issues.

The 2007 British Columbia Lieutenant Governor's Medal for Historical Writing was awarded in June 2008 to the Museum of Civilization's Curator of Western Subarctic Ethnology, Judy Thompson, for *Recording Their Story: James Teit and the Tahltan* (Co-published with Douglas & McIntyre).

As part of collective book displays in which the Corporation partnered with the Association for the Export of Canadian Books, recent Museum publications were displayed at conferences in Spain, Germany, the United States and Canada. In addition, reviews of past and present Mercury Series titles appeared regularly in scholarly journals, magazines and newspapers.

The Mercury Series is viewed as an important reference resource by the research community, and is designed to disseminate information relating to the Museum's research disciplines.

Two Mercury volumes exceeded their original 2007–2008 print runs, and required reprinting this fiscal year: *Crafting New Traditions: Canadian Innovators and Influences* (Edited by Melanie Egan, Alan C. Elder and Jean Johnson), and *Sakura in the Land of the Maple Leaf: Japanese Cultural Traditions in Canada* (Carlo Caldarola, Mitsuru Shimpo, K. Victor Ujimoto, Ban Seng Hoe; Edited by Ban Seng Hoe).

Mercury titles released in 2008–2009:

Family Origin Histories: The Whaling Indians, West Coast Legends and Stories (Told by Tyee Bob, Sa:ya:ch'apis, William, Qwishanishim, Lo:tisim, Tayi:÷a, and Chief Louie No:km'i:s; prepared by Edward Sapir, Morris Swadesh, Hamilton George, Alexander Thomas, Frank Williams, Katie Fraser, and John Thomas; edited by Eugene Arima, Henry Kammler, Terry Klokeid, and Katherine Robinson)

The “family histories” of the Nuu-chah-nulth of Canada’s West Coast relate the origins of tribal families. Eighteen of these histories are presented, each belonging to a family that had the exclusive right to tell it in a public ceremony. Together, these accounts, which make up Part 11 of the Sapir-Thomas Nootka Texts, provide insight into the traditional worldview of the Nuu-chah-nulth.

Painting the Past with a Broad Brush: Papers in Honour of James Valliere Wright (Edited by David L. Keenlyside and Jean-Luc Pilon)

For over 50 years, J.V. Wright was a groundbreaking leader and inspiring mentor within the Canadian archaeological profession. *Painting the Past with a Broad Brush: Papers in Honour of James Valliere Wright* brings together 23 scholarly articles on various aspects of Canada’s ancient past that pay tribute to and reflect J.V. Wright’s diverse geographical and cultural interests in relation to Canadian archaeology and prehistory. This exceptional Festschrift includes an annotated bibliography of J.V. Wright’s works.

The Corporation also introduced a catalogue for a War Museum exhibition and a book complementing the Canada Hall at the Museum of Civilization:

A Brush with War: Military Art from Korea to Afghanistan (exhibition catalogue)
by Laura Brandon, with Glenn Ogden

The exhibition, **A Brush with War: Military Art from Korea to Afghanistan**, developed by the Canadian War Museum in partnership with the Directorate of History and Heritage, Department of National Defence, reveals the exciting ongoing transformation of Canadian military art through 30 selected works (and four photographs), and presents a powerful visual record of the Canadian military experience from 1946 to 2008. This full-colour exhibition guide shows how Canada’s two official art programs of the post-Second World War period have allowed Canadian artists to expand the boundaries of Canadian military art in diverse and important directions — including highly personal

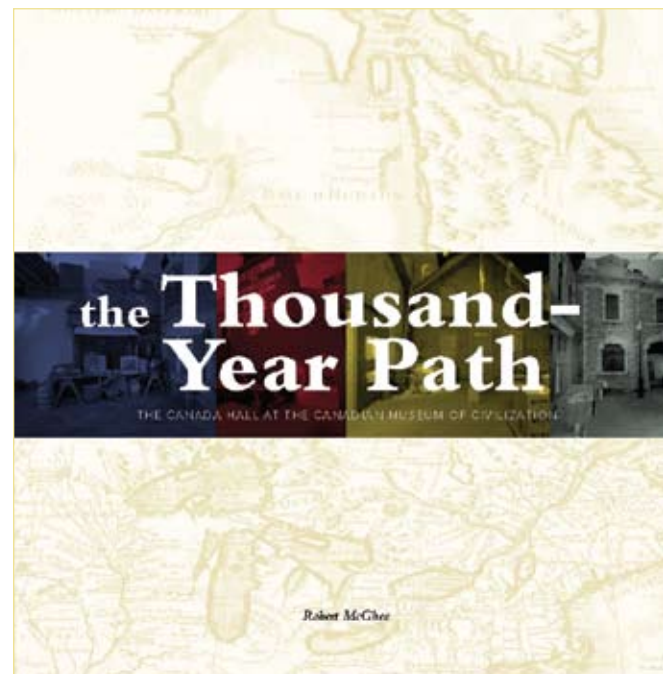
responses to the complex realities of Canada’s current military operations abroad.

The Thousand-Year Path
by Robert McGhee

This book describes the social and economic development of Canada, beginning ten centuries ago with the first ventures of the Norse to the northeastern coast. It tells the stories of Canada’s cod fishery, the fur trade, the early farms of Acadia and the Loyalists, and the rapid transformation of the Prairies from buffalo country to wheat farms, and of British Columbia from a fur-trading colony to a complex society of many peoples. These scenes give readers a sense of the country’s history, and of the immense labour undertaken by our ancestors.

ARTICLES AND PRESENTATIONS

The Museum’s experts share their extensive knowledge through articles and presentations. Last year, researchers and experts from different branches of the Museum authored more than 40 articles and reviews, and gave over 80 presentations or lectures in Canada and abroad on a wide range of topics.



PUBLIC AFFAIRS

THE CANADIAN MUSEUM OF CIVILIZATION DESCRIBES AND PROMOTES ITS ACTIVITIES THROUGH A WIDE RANGE OF COMMUNICATIONS AND PROMOTIONAL PRODUCTS, AND CARRIES OUT INTENSIVE MEDIA RELATIONS. IT ALSO HOSTS VARIOUS EVENTS LINKED TO CANADIAN AND WORLD CULTURES.

CITY OF QUÉBEC'S 400TH ANNIVERSARY

Last year, the Museum developed various initiatives promoting this special celebration, including the exhibitions **Jamestown, Québec, Santa Fe: Three North American Beginnings** and **Heart and Soul: Quebec Folk Art**. Both exhibitions were presented in recognition of the 1608 founding of the City of Québec: Canada's first city, and the first permanent French settlement in North America.

EXHIBITION OPENINGS

With an average of 500 people attending each of the Museum's exhibition openings last year, these events were a great success. Among the many highlights were the openings of **The Greeks** and **Tombs of Eternity: The Afterlife in Ancient Egypt**. Both openings included several musical and dance performances, reflecting the cultural richness of the civilizations presented in the exhibitions.

MEDIA RELATIONS AND COMMUNITY OUTREACH

The Museum organized several very well-attended media launches for **The Greeks**, **Heart and Soul: Quebec Folk Art** and **Tombs of Eternity: The Afterlife in Ancient Egypt**.

To help promote **The Greeks** through community outreach, the Museum was present at the Ottawa Greek Festival, with a three-language brochure (English, French and Greek) about the exhibition. In addition, 1,000 Greek families were invited to the opening: an event that generated extensive newspaper coverage.

In July 2008, the Museum also paid an unusual tribute to the Ottawa Valley's rough-hewn past by displaying an authentic squared-timber crib.

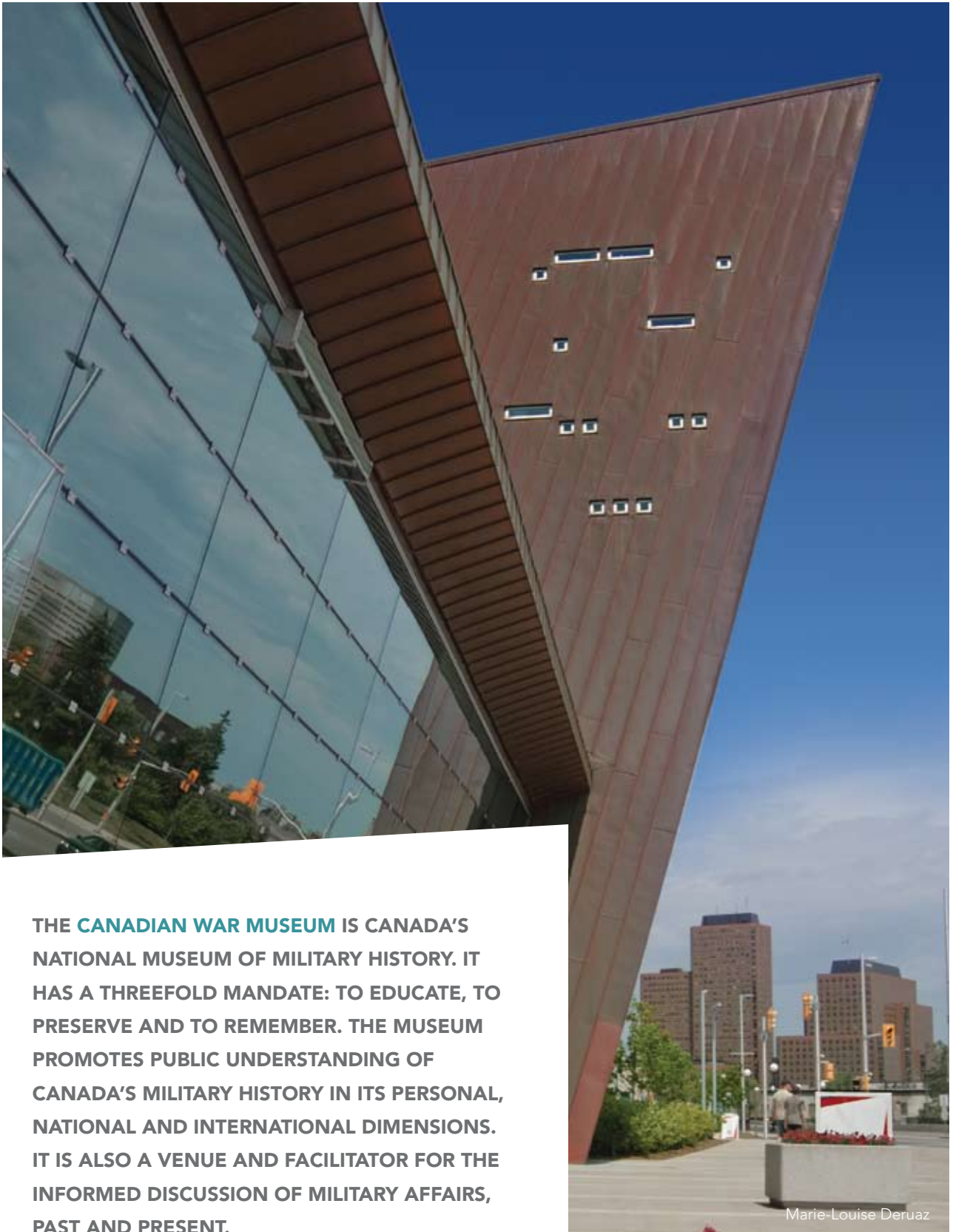
In 2008–2009, the Museum once again provided financial support and was the backdrop for a second season of the TVO Children's series *World of Wonders (WOW)* produced by Donna Leon and Genuine Pictures. Media Relations staff worked with Ms. Leon and her film crew throughout the summer while they filmed at the Museum of Civilization, further increasing the visibility of both the Museum and the Canadian Children's Museum in the series.

SPECIAL EVENTS

Throughout the year, the Museum partners with various government and non-governmental organizations to present ceremonies, conferences, concerts and other events. These partnerships and events are part of the Museum's ongoing mandate, helping to promote understanding of Canadian heritage and culture.

Some of these events in 2008–2009 included:

- Several citizenship ceremonies presented in partnership with Citizenship and Immigration Canada, during which hundreds of new Canadians received their Canadian citizenship.
- The Canwest Canspell National Spelling Bee Final.
- The Parliamentary Press Gallery Dinner.



THE **CANADIAN WAR MUSEUM** IS CANADA'S NATIONAL MUSEUM OF MILITARY HISTORY. IT HAS A THREEFOLD MANDATE: TO EDUCATE, TO PRESERVE AND TO REMEMBER. THE MUSEUM PROMOTES PUBLIC UNDERSTANDING OF CANADA'S MILITARY HISTORY IN ITS PERSONAL, NATIONAL AND INTERNATIONAL DIMENSIONS. IT IS ALSO A VENUE AND FACILITATOR FOR THE INFORMED DISCUSSION OF MILITARY AFFAIRS, PAST AND PRESENT.

Marie-Louise Deruaz

EXHIBITIONS

THE MUSEUM'S PERMANENT EXHIBITIONS COVER CANADIAN MILITARY HISTORY FROM EARLIEST TIMES TO THE PRESENT. 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 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 galleries in this permanent exhibition space tell the chronological story of Canadian military history, while a fifth covers Canada's rich history of honouring and remembrance. The permanent galleries feature a wide variety of artifacts, from small medals and other personal items to tanks and vehicles, as well as personal stories, audiovisual components, historical reconstructions, maps, photographs, artworks and sculptures.

The four 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
- A Violent Peace: The Cold War, Peacekeeping and Recent Conflicts, 1945 to the Present
- The Royal Canadian Legion Hall of Honour

LeBreton Gallery

This permanent exhibition space features a diverse collection of vehicles, artillery, a fighter jet and other large artifacts that tell the personal stories of war, from the eighteenth century to the present day.

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.

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

Special exhibitions at the War Museum are presented in the Lieutenant-Colonel John McCrae Gallery, and are produced by the War Museum, alone or in partnership with other organizations, or are brought in from other institutions.

Deadly Medicine: Creating the Master Race

June 13 to November 11, 2008

This exhibition examined how the Nazis seized upon the concept of eugenics to further their vision of creating a master race. It explored every stage in the development of Nazi eugenics: measuring physical attributes to determine the value of individuals, forced sterilizations and killings, and ultimately, during the Second World War, medical experiments on humans and the near-annihilation of European Jewry in the Holocaust. *Borrowed from the United States Holocaust Memorial Museum in Washington, D.C.*

ES BEWUNDERN DIE MENSCHEN
DAS RAUSCHENDE MEER
DIE FLIESSENDEN GEWÄSSER
DEN ANBLICK DES HIMMELS
UND VERGESSEN
ÜBER ALLEM BEWUNDERN DER DINGE

DAS WUNDER
DAS SIE SELBER SIND

Nazi officials at the
The Miracle of Life
exhibition, German
Hygiene Museum,
Dresden, 1935.
This image was
presented in the
Deadly Medicine
exhibition.



Trench Life: A Survival Guide*June 27, 2008 to April 13, 2009*

Trench Life: A Survival Guide examined how, in the harsh world of the trenches of the First World War, Canadian soldiers created and relied upon a distinct culture to help them make sense of their wartime experiences and cope with the strain of unending death and destruction. The exhibition explored the history of the First World War in its most personal dimensions: words, images, art and songs created by front-line soldiers. *Developed by the Canadian War Museum.*

A Letter from Japan:**The Photographs of John Swope***December 17, 2008 to March 29, 2009*

This exhibition featured photographs taken by John Swope at the end of the Second World War, presenting a vivid and moving exploration of war's aftermath. Approximately 100 original prints documented the liberation of Allied prisoners of war, and explored the nature of early post-war Japan through personal images of both victor and vanquished. *Borrowed from the Hammer Museum of Los Angeles, California.*

LOBBY/WALL EXHIBITIONS**Fields of Battle, 1914–1918: The Photography of Michael St. Maur Sheil***November 6, 2008 to April 13, 2009 — Lobby*

This exhibition presented a collection of photographs depicting Western Front battlefields of the First World War, which extended over some 600 kilometres from Flanders to Switzerland. The photographs, accompanied by firsthand accounts of battle, revealed only hints of the dramatic events which took place across the now-healed landscapes. *Developed by the Canadian War Museum in collaboration with the photographer.*

DIEPPE: The Landscape Photography of Bertrand Carrière*July 28 to October 30, 2008 — North Corridor in the Canadian Experience Galleries*

On August 19, 1942, Canada experienced its worst single-day loss of the Second World War on the beaches of Dieppe, France. More than 60 years later, artist Bertrand Carrière visited the site, creating a haunting portrait of an austere landscape which has been shaped by the forces of nature and given meaning by the power of memory.

Image from the
Trench Life exhibition.
CWM 19930013-736
George Metcalf
Archival Collection.



Remembered: Photographs from the Commonwealth War Graves Commission
November 6, 2008 to April 13, 2009 — **North Corridor in the Canadian Experience Galleries**

This collection of photographs from First World War Commonwealth cemeteries was a visual tribute to fallen Canadian soldiers. *Presented in collaboration with the Commonwealth War Graves Commission.*

TRAVELLING EXHIBITIONS

A Brush with War: Military Art from Korea to Afghanistan

McMichael Canadian Art Collection, Kleinburg, January 17 to June 14, 2009

This exhibition of more than 60 works of art, created by officially-appointed Canadian artists, presented a visually striking record of the Canadian military experience from 1946 to 2008. Depicting subjects as wide-ranging as military training, military families and current conflicts, these works provided not only a unique window into history, but also a view of how Canadian artists have responded to it. *Developed by the Canadian War Museum in partnership with the Directorate of History and Heritage, Department of National Defence.*

Afghanistan: A Glimpse of War

The Rooms Provincial Museum, St John's, Newfoundland, January 15 to June 7, 2009

This was a presentation of the Canadian War Museum's award-winning temporary exhibition of the same name. A section highlighting Newfoundlanders' contributions to the struggle was added to the exhibition in partnership with the Rooms Provincial Museum. *Developed by the Canadian War Museum.*

SPECIAL EXHIBITIONS

Afghanistan: A Glimpse of War

February 8, 2007 to April 27, 2008

Tony Blair at War: Decision Iraq

February 28, 2007 to May 4, 2008

Deadly Medicine: Creating the Master Race

June 13 to November 11, 2008

Trench Life: A Survival Guide

June 27, 2008 to April 13, 2009

A Letter from Japan: The Photographs of John Swope

December 17, 2008 to March 29, 2009

Vimy: Constructing Memory

March 26, 2007 to October 30, 2008

Stiches in Time

May 12, 2007 to July 21, 2008

Fields of Battle, 1914–1918: The Photography of Michael St. Maur Sheil

November 6, 2008 to April 13, 2009

DIEPPE: The Landscape Photography of Bertrand Carrière

July 28 to October 30, 2008

Remembered: Photographs from the Commonwealth War Graves Commission

November 6, 2008 to April 13, 2009

ATTENDANCE

Permanent Exhibitions

Canadian Experience Galleries 289,000

LeBreton Gallery 218,000

Special Exhibitions

Afghanistan: A Glimpse of War 190,000

Tony Blair at War: Decision Iraq 16,000

Deadly Medicine: Creating the Master Race 87,000

A Letter from Japan: The Photographs of John Swope 16,000

COLLECTIONS

HOUSING SOME 500,000 ARTIFACTS — INCLUDING DOCUMENTS, PHOTOGRAPHS, FILMS, AND MORE — THE CANADIAN WAR MUSEUM IS ALSO HOME TO SOME OF THE WORLD'S MOST COMPREHENSIVE COLLECTIONS OF CANADIAN ARTILLERY, MILITARY VEHICLES AND FIREARMS. IN ADDITION, THE MUSEUM HOUSES THE RENOWNED BEAVERBROOK WAR ART COLLECTION, WHICH CONTAINS MORE THAN 13,000 WORKS OF ART. THE MUSEUM ALSO FEATURES THE MOST EXTENSIVE MILITARY LIBRARY AND ARCHIVES IN THE COUNTRY.

ACQUISITIONS

The War Museum relies primarily on donations to enrich its collection. In 2008–2009, the Museum handled 77 donations, which resulted in 1,794 individual artifacts and composite groups of objects being added to the Museum's collections.

Acquisitions highlights for the past year included:

- From the Winkworth Collection: an exceptional group of three powder horns dating from the American Revolution to the 1838 Rebellion.
- An early-nineteenth-century Canadian Militia coatee (jacket) from the Stratford Festival Archives, which belonged to an officer of the 3rd Battalion, Quebec Militia, circa 1805–1812.
- The Nile Voyageur Medal Set belonging to Sergeant Milks. This collection also includes a photograph of Sergeant Milks and the 1920s correspondence between him and his friends discussing their experiences on the Nile. The acquisition of Sergeant Milks's medals will complement his Nile Expedition belt and knife, previously donated in 2006.

- A pistol carried by First World War Canadian fighter pilot Donald MacLaren (54 aerial victories) with modifications for use in his aircraft.
- A sword carried by Lieutenant Colonel George Harold Baker M.P., Commanding Officer of the 5th Canadian Mounted Rifles during the First World War. Baker is the only sitting Member of Parliament to have been killed in conflict.
- A pistol owned by Charles Murray Cathcart, Governor General and commander of military forces in British North America in 1845.
- Two First World War gravemarkers for brothers who died during that conflict.
- A watercolour of Halifax painted by Frank Leonard Brooks.
- A watercolour, titled *In Memoriam*, painted by Carl Schaefer.
- Two Turkish propaganda posters relating to Cyprus.



Bill Kent



Bill Kent

LEFT: Baris İcin Savaş (War for Peace), Turkish Propaganda Poster. CWM 20080018-002
RIGHT: Canadian Victoria Cross, Official Specimen S-6. CWM 20080042

ARCHIVAL ACQUISITIONS

Important archival acquisitions of the past year included:

- An autograph album from the First World War belonging to Irene Layman, and signed by several Canadian military personnel who were patients at Kingswood Convalescent Hospital in Dulwich, London. (This album was filmed by the television program *Ancestors in the Attic* for an upcoming episode.)
- A collection of letters to William Shaw Antliff, who enlisted in 1916 with No. 9 Canadian Field Ambulance. This is a rare example of letters sent from home to a Canadian soldier abroad. A previous donation included the letters Antliff sent to his family in Canada.
- *Hi Ha Canada* by Mart Kempers: a rare children's book written in Dutch, celebrating the Liberation of the Netherlands by Canadian forces in 1945.
- *In the battle silences: poems written at the front* by Canon Frederick Scott, a veteran of the First World War. This rare book includes Scott's signature and an inscription, dated October 17, 1916, to his eldest son. The inscription refers to Scott's younger son, who was killed shortly afterwards.
- A photograph album from the Second World War, with captions in French, depicting troops in training at Trois-Rivières and Saint-Jérôme, Quebec, and Brockville and Petawawa, Ontario.
- Four hundred and seventy-five digital photographs taken by Corporal Andrew James "Boomer" Eykelenboom, a medic with Task Force Afghanistan, who was killed on August 11, 2006 by a suicide bomber.

LOANS

The Museum actively loans its artifacts to other institutions. Significant outgoing loans during 2008–2009 included:

- Two paintings and a drawing, loaned to the National Gallery of Canada for the exhibition **The 1930s: The Making of "The New Man."**
- A maquette for the Montcalm-Wolfe monument, loaned to the National Gallery of Canada for its exhibition **Lord Dalhousie: Patron and Collector.**

- The Victoria Cross medal set awarded to Captain Christopher O'Kelly, loaned to the Royal Canadian Artillery Museum in Shilo, Manitoba.
- A First World War toy horse-drawn field ambulance, loaned to the American Museum of Natural History for its international travelling exhibition **The Horse.**
- The Victoria Cross medal sets awarded to Major George Harry Mullen and Lieutenant Hugh McDonald MacKenzie, loaned to the Princess Patricia's Canadian Light Infantry Museum at The Military Museums in Calgary, Alberta.
- The Victoria Cross medal set awarded to Sergeant Tommy Ricketts, loaned to the Railway Coastal Museum in St. John's, Newfoundland.
- Four paintings and six drawings, loaned to the Robert McLaughlin Gallery in Oshawa, Ontario for its travelling exhibition **Razzle Dazzle.**
- Four paintings loaned to Museum London in London, Ontario for its travelling exhibition **Carl Schaefer, Storm On The Horizon.**

CONSERVATION

In 2008–2009, War Museum staff treated numerous artifacts destined for exhibits within the Museum and elsewhere. In addition, there is an ongoing conservation program aimed at restoring artifacts, such as historical vehicles, to full working condition. The conservation of one painting — Homer Watson's *The Birth of an Army: Valcartier, 1914* — was undertaken in the spring of 2008.

Restoration of Ram Tank from the Second World War

Owing to the difficulty of removing fasteners on the Ram tank, progress on this vehicle has been limited to preparatory work on some of the internal fasteners around the final drives and frontal armour plate. Track removal will be the next stage, which will permit removal of the final drive assemblies.

Piloted V-1 from the Second World War

During the past year, restoration work progressed on the fuselage and cockpit of the V-1. This includes exterior panel repair on the fuselage (using welding), restoration of the instrument panel using some original wartime components from the Transportation and Artillery Collection, and internal layout of the controls. Staff is also preparing the fuselage for internal paintwork, and have re-clad the tailfin in the correct gauge of sheet metal.

Restoration of 1939 Fordson Emergency Food Van from the Second World War

By the end of the 2008–2009 fiscal year, restoration of the 1939 Fordson Emergency Food Van was nearly complete, thanks in large part to many hours of labour from our volunteers in the Restoration Shop. Vehicles such as this provided much-needed relief to Britain's weary citizens, whose homes had been bombed by the Luftwaffe during the Blitz of 1940–1941.

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 material, 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

Last year, the Museum undertook Phase 2 of a project to complete the refinement, cataloguing, and appropriate storage of the cellulose nitrate negative collection held in the Image Archives. These negatives include images of Canadians involved in the First and Second World Wars. This project will make it easier for staff and researchers to access the collection.



Powder horn, 2nd
Grenadier Guards, 1840.
CWM 20080079-001

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 BY MUSEUM STAFF 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:

- Canadian peace support operations in Cyprus, 1964–1994.
- 1759 and the Battle of the Plains of Abraham.
- Canada and the First World War.
- The Royal Canadian Navy.
- The history of peace advocacy in Canada.
- Nazi Germany and eugenics in the 1930s.
- The relationship between armed conflict and art movements during the twentieth century.
- Post-1989 Canadian military operations overseas.
- Material culture research standards.
- The War of 1812.
- Women and war.
- The history of military vehicular transport.
- Military medicine, principally in the War of 1812.



LEFT:

Wedding Dress,
Canadian War
Bride, 1943
CWM 20080052-004

RIGHT:

Officer's Coatee,
City of Québec
Militia, circa 1812.
CWM 20080110-001



PUBLIC PROGRAMS

PUBLIC PROGRAMS PROVIDE AN ENHANCED AND VARIED EXPERIENCE FOR VISITORS, AND AIM TO ATTRACT NEW VISITORS INTO THE MUSEUM. THE MAJORITY OF PROGRAMS ARE OFFERED FREE WITH MUSEUM ADMISSION, AND GIVE VISITORS DIVERSE OPPORTUNITIES TO LEARN ABOUT AND RESPOND TO THE MUSEUM'S MESSAGES.

GALLERY ANIMATION

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

Topics animated for visitors in 2008–2009 included: battlefield medicine, muskets, enlistment in the First World War, military technology, the Canadian experience on D-Day and a soldier's kit from the Korean War.

SPECIAL EXHIBITIONS PROGRAMMING

Special exhibition programming provides interactive activities and demonstrations which complement exhibition storylines.

This programming takes the form of lectures, theatrical performances, gallery animations and other special events. It also includes complementary programming opportunities and partnerships, which help to extend the exhibitions' impact beyond the gallery space.

Public programs delivered in conjunction with the special exhibition **Deadly Medicine: Creating the Master Race** included 14 performances of the play *...and stockings for the ladies*, two sold-out performances of the musical theatre piece *Through Roses*, three Witness to History Holocaust survivor testimonies, lectures, and Lifelong Learners sessions.

Public programs for **Trench Life** included eight performances of Timothy Findley's *The Wars* by Dennis Garnhum, presented in partnership with Theatre Calgary, as well as a number of lectures.

Gallery animations included activities such as Trench Art, Trench Games, Cap Badges, an activity related to the book *A Bear in War*, and demonstrations of a soldier's kit. These activities gave both adult and young visitors insight into the daily lives and activities of Canadian soldiers.

SPECIAL PUBLIC PROGRAMS

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

Building Knowledge

Building Knowledge consists of four different types of programs: the War Museum Book Club, Lifelong Learners, Lectures, and the Spotlight Series.

War Museum Book Club

There were three War Museum Book Club events in 2008–2009, attracting a total of 85 participants.

Lifelong Learners

In conjunction with the special exhibition **Deadly Medicine**, the public was invited to presentations on the exhibition, offered in both official languages by a War Museum expert, and to see the play *...and stockings for the ladies*.

Lectures

The Museum offered two general lectures, which attracted a total of 240 people, as well as nine lectures offered in conjunction with special exhibitions, which attracted 445 visitors.

Spotlight Series

During the past year, the Spotlight Series included an in-depth look at Billy Barker's Sopwith Snipe, battlefield medicine, a handcrafted tea set from the First World War, uniforms of the South African War, the sculpture Canada's Golgotha, the blunderbuss, and Hanna Hill's Memorial Crosses.

Special Events

Approximately 9,000 visitors participated in special events last year. These included Vimy Ridge Day, seasonal programming (Season's Greetings, Valentines for Veterans, Gingerbread Cookies), Tulip Festival activities, Spring Break activities, concerts by various bands and choirs, and film screenings.

Remembrance Week

During Remembrance Week from November 4 to 11, 2008, the War Museum offered a wide range of programs, including a wreath-making workshop, a concert series featuring the Central Band of the Canadian Forces and a youth choir, and the book launch of *A Bear in War*. On November 10 and 11, animators offered orientation sessions to school groups focusing on the First World War. On Remembrance Day

itself, volunteer interpreters shared their own experiences with visitors, and the Museum participated in the coordinated live broadcast of the Remembrance Day ceremony held in Ottawa.

A total of about 8,200 people participated in programs and activities related to Remembrance Week.

VOLUNTEER INTERPRETER PROGRAM

Approximately 69,650 exhibition visitors benefitted from speaking with members of the Museum's Volunteer Interpreter Program. These volunteers helped visitors gain a deeper appreciation of the Museum's themes, artifacts and messages.

SCHOOL PROGRAMS

The Museum's 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. Last year, 54,650 students participated in these school programs.



LEFT:
Family activity during Remembrance Week.

RIGHT:
One of the many public programs presented at the War Museum.



In 2008–2009, the Museum also offered orientation scenarios to more than 42,000 participants.

Canadian Forces Leadership and Recruit School

The Museum provides an adapted group orientation program for Canadian Forces recruits during their fourth week of basic training. In 2008–2009, 4,263 recruits and instructors took part in this program.

Colonel Douglas H. Gunter History Award

In 2008, applicants for the Colonel Douglas H. Gunter History Awards were asked to submit an original work on the topic: “Life in the Trenches of the First World War.” From the 143 submissions, the following six students were awarded prizes of \$1,000 each:

- Brett Clifton of Winston Churchill High School in Lethbridge, Alberta for his story, “The Cap Badge”.
- Maria McDonald of WISDOM Home Schooling in Derwent, Alberta for her story, “St. Crispin’s Eve, 1916”.
- Kyle Ritchie of Windsor Secondary School in North Vancouver, British Columbia for his story, “Choice”.
- Rita Cheng of Kitsilano Secondary School in Vancouver, British Columbia for her website, “Front Line: Life in the Trenches”.
- Brittany Faux of Lindsay Thurber Comprehensive High School in Red Deer, Alberta for her prose poem, “Why, Grandpa? Why?”.
- Kelsey Boorman of Claremont Secondary School in Victoria, British Columbia for her painting, *Cling to Hope*.

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. The site underwent a major redesign in the fall of 2008, with changes similar to those made to the Museum of Civilization site, as described above.

New Virtual Exhibition Canada and the First World War

Launch Date: June 2008

As part of its ongoing outreach initiatives, in 2008–2009 the Museum completed the largest online resource project in its history. Created in collaboration with the Canada Culture Online initiative of the Department of Canadian Heritage, over 7,200 artifacts were digitized and made available through the Web-based module, **Canada and the First World War**. This module, accessible through the Corporation's main site, contains 122 thematic essays, illustrated by 725 contextualized artifacts. While 261 of the Canadian Expeditionary Force photographs were selected as highlights within the module, all images were made accessible through the module's direct link to the online databases of the War Museum's National Collection.

Intended for students and teachers focusing on Canada's involvement in the First World War, the site has a dedicated section for educators. This section includes lesson plans and primary source materials which help teachers enrich their units of study. Recommended reading lists and lists of available online resource links are available to anyone (whether for academic or personal interest) wishing to further their knowledge of Canada's role in the First World War.

In November 2008, the High Commission of Canada in London, England developed a small temporary exhibition using newly accessible images from the Canadian Expeditionary Force collection. Plans for a large celebration were then underway to highlight the 90th anniversary of the signing of the Armistice. As a result of the Museum's efforts to digitize so many important images, the Manager of Canada Culture Online Projects, the Director of Research and Exhibitions, and the Director General of the War Museum were invited to participate in commemorations at Canada House in London, which were presided over by Her Majesty the Queen, and His Royal Highness, the Duke of Edinburgh.

Visitor statistics to date for the site show 10,000 hits per month, with numbers expected to increase, especially around Remembrance Day.

New Online Resource The History of Canada's Navy (working title) *Launch Date: August 2009*

Also with the support of the Canada Culture Online initiative, the Museum has begun work on its second online resource, which will highlight the rich and dynamic history of Canada's navy. Building on knowledge from the successful **Canada and the First World War** module, the War Museum will seek to highlight this story using approximately 2,000 items from the Museum's National Collection, many never before seen by the public. The goal of this module is to tell the story of sailors, navies and sea power in Canadian history from earliest times to the present, including history prior to the birth of the Royal Canadian Navy in 1910. Three new partners — the Department of National Defence, the Canadian Naval Centennial Committee; the National Naval Museum of Alberta; and Parks Canada, *HMCS Haida* — will contribute artifacts, knowledge and

unparalleled access to their assets in support of content development for this module.

As with **Canada and the First World War**, a section will be dedicated to providing dynamic and relevant lesson plans and programming, using primary source materials to help teachers bring the story of Canada's navy to their classrooms. It will also provide recommended reading lists and online resource links for researchers and students alike. The module will be launched in the late summer of 2009, in time for the beginning of the Canadian Naval Centennial Committee's yearlong celebrations.

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 institutions, 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. The Museum currently supports the work of the New Brunswick Military Heritage Project, and is also pleased to support the research and publishing of its own scholars.

Publications by the Canadian War Museum

A Brush with War: Military Art from Korea to Afghanistan. Published in French as *Sur le vif – L'art militaire de la Corée à l'Afghanistan*. (Canadian War Museum Exhibition Guide) by Laura Brandon, with Glenn Ogden

Publications Produced in Partnership

Jarratt, Melynda. *Captured Hearts: New Brunswick's War Brides*. Fredericton: Goose Lane Editions, 2008. (New Brunswick Military Heritage Project)

Shaw, Amy. *Crisis of Conscience: Conscientious Objection in Canada during the First World War*. Vancouver: UBC Press/Canadian War Museum, 2009. (*Studies in Canadian Military History*)

Theobald, Andrew. *The Bitter Harvest of War: New Brunswick and the Conscription Crisis of 1917*. Fredericton: Goose Lane Editions, 2008. (New Brunswick Military Heritage Project)

Publications Produced by Canadian War Museum Scholars

Cook, Tim. *Shock Troops: Canadians Fighting the Great War, 1917–1918, vol. 2*. Toronto: Viking Press, 2008.

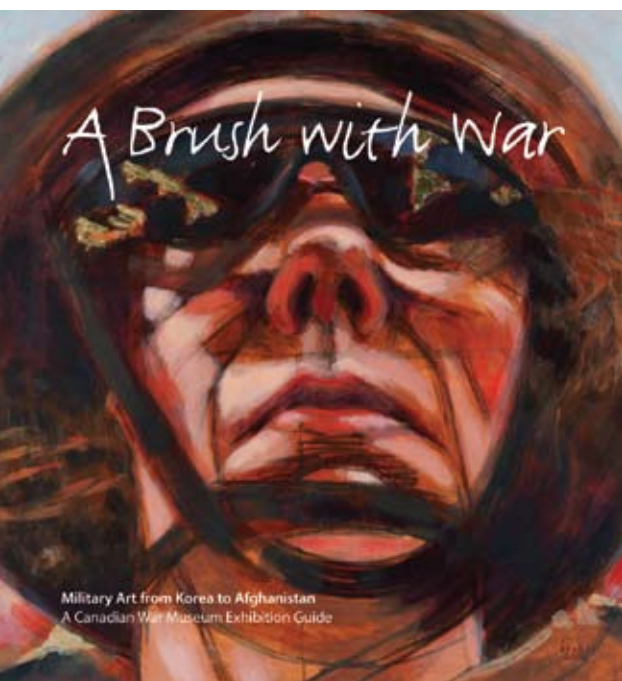
Iarocci, Andrew. *Shoestring Soldiers: The 1st Canadian Division at War, 1914–15*. Toronto: University of Toronto Press, 2008.

MacLeod, Peter. *Northern Armageddon: The Battle of the Plains of Abraham*. Vancouver: Douglas & McIntyre, 2008.

MacLeod, Peter. *La Vérité sur la bataille des plaines d'Abraham*. Montréal: Les Éditions de l'Homme, 2008.

LECTURES AND ARTICLES

During the past year, the Museum's historians and other staff members gave more than 34 presentations in Canada and abroad, and published 21 articles.



PUBLIC AFFAIRS

THE CANADIAN WAR MUSEUM ORGANIZED NUMEROUS OFFICIAL OPENINGS OF NEW EXHIBITIONS IN 2008–2009, AS WELL AS PREVIEWS AND OTHER MEDIA EVENTS, AS OUTLINED BELOW.

HIGHLIGHTS

New Exhibitions

The Museum held official openings and media previews for **Deadly Medicine: Creating the Master Race**, **Trench Life** and **Letter from Japan**. The media were also invited to the official opening of **World Press Photo**.

PARTNERSHIPS

The Museum partnered with the National Film Board to screen its latest documentary on the First World War, *Frontlines*, with guest of honour Governor General Michaëlle Jean, on November 10, 2008.

EVENTS AND VIP TOURS

The War Museum offers a magnificent, architecturally-unique setting for important occasions, ranging from protocol ceremonies to banquets.

In 2008–2009, the Museum hosted several major events, such as the annual Australia New Zealand Army Corps (ANZAC) Day Commemoration, in partnership with the High Commissions of Australia and New Zealand; a luncheon and plaque unveiling on the occasion of the National Reunion of the Royal Canadian Air Force (Women's Division) Association; the opening reception for the exhibition **Deadly Medicine: Creating the Master Race**; and the opening of the **World Press Photo** display in partnership with the Royal Netherlands Embassy.



View of the Museum grounds during the Cisco Ottawa Bluesfest in July 2008.

Other major events at the Museum included the annual Remembrance Week Citizenship Swearing-In Ceremony, in partnership with Citizenship and Immigration Canada, attended by the Honourable Jason Kenney, P.C., M.P.; and a holiday reception and members' event highlighting the exhibitions **A Letter from Japan: The Photographs of John Swope** and **Trench Life: A Survival Guide**.

The Museum was also the venue for the second year for the Cisco Ottawa Bluesfest. This event continues to be the most successful music festival in the region as well as one of the largest international music events in the world, and the Museum's exterior environment has been acclaimed as an outstanding setting for such shows and events. An estimated 75,000 visitors had access to the Museum's facility during the festival.

During the past year, the Museum organized more than 60 visits for VIPs, including many Canadian and international military officials.

This year's distinguished guests included: renowned British historian Sir Martin Gilbert and his wife, Lady Esther Gilbert; Rear Admiral Hubert Hass, North Atlantic Treaty Organization, Chief of Staff to Commander Allied Maritime Component Command Northwood; Colonel Vince E. Cruz, Director of the U.S. Marine Security Guard Program worldwide; Vice Admiral Kevin J. Cosgriff, United States Navy, Commander of the U.S. Fifth Fleet and combined Maritime Forces; Lieutenant General Wang Xibin, President of the National Defense University of the People's Liberation Army, China; Lieutenant General Sverker Göranson, Director Joint Staff, Swedish Armed Forces Headquarters; Major General Jan Robert Andreas Andersson, Defense Attaché, Embassy of Sweden, Washington, D.C.; and the Honourable James Moore, Minister of Canadian Heritage and Official Languages.



On the occasion of the visit of the Honourable James Moore, Minister of Canadian Heritage and Official Languages, to the Canadian War Museum, February 5, 2009.

FROM LEFT TO RIGHT: Dr. Dean Oliver, Director, Research and Exhibitions, Canadian War Museum, Victor Rabinovitch, President and Chief Executive Officer of the Corporation, the Honourable James Moore, Minister of Canadian Heritage and Official Languages, Mark O'Neill, Director General, Canadian War Museum and Vice-President of the Corporation.

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All donor lists are reviewed
 for accuracy. If you have
 any corrections or concerns,
 please contact us.

MANAGEMENT DISCUSSION AND ANALYSIS

THE CORPORATION IS COMMITTED TO SUSTAINING A STRONG FINANCIAL AND OPERATIONAL FOUNDATION FOR THE DELIVERY OF QUALITY MUSEUM SERVICES. RESPONDING TO THE STRATEGIC DIRECTION OF ITS BOARD OF TRUSTEES, IT BUILDS ACCOUNTABILITY INTO ITS OPERATIONAL PLANNING AND REPORTING. THE CORPORATION HAS AT ITS CORE A MANAGEMENT CULTURE THAT FOSTERS EXCELLENCE AND ADJUSTMENT TO BEST PRACTICES FOR CONTINUED IMPROVEMENT. IT IS ACCOUNTABLE TO PARLIAMENT AND CANADIANS IN IMPLEMENTING ITS MANDATE.

ECONOMIC ENVIRONMENT

For the 2008–2009 fiscal year, the Corporation was affected by several significant pressures. The downturn in the economy was deep and significant, affecting consumer spending and travel. The Corporation was also impacted by the first year of funding reductions from the government's Strategic Review exercise of 2007. While there were identified incremental funding initiatives by the government benefitting the Corporation, the timing and certainty was affected by political events during the year, first the election and then the prorogation of Parliament. The incremental funding was received by the end of the fiscal year, and a combination of a strong exhibition schedule, innovative pricing, and strategic opportunity in underserved markets helped the Corporation end the fiscal year in a strong position. We have reflected the likely impact of the economic downturn in the 2009–2010 fiscal year, and will implement the full and permanent funding reductions of the Strategic Review exercise. This has involved the elimination of some positions and re-focusing efforts on initiatives outside the National Capital Region.

FINANCIAL OVERVIEW

In the 2008–2009 fiscal year, the Museums presented several major exhibitions, notably **Deadly Medicine: Creating the Master Race, Heart and Soul: Quebec Folk Art, The Greeks, and Tombs of Eternity: The Afterlife in Ancient Egypt**. This past year also

marked the fourth full year of operation for the Canadian War Museum and the Corporation is seeing a sustained level of attendance after the peaks of the first several years. Overall attendance at both Museums dropped very slightly to 1,709,324 visits from 1,763,814 in 2007–2008. However, due to a change in pricing strategy, admission revenue increased slightly to \$5.0 million as compared to \$4.9 million in 2007–2008, a 2% increase. As a result of a temporary shortage of quality rental and banquet facilities in the National Capital Region and our increased marketing efforts, revenues from rentals, parking and concession revenues have increased to a record \$4.1 million as compared to \$3.2 million in 2007–2008, a 28% increase. IMAX revenues increased significantly to \$1.8 million as compared to \$1.5 million in 2007–2008. This reflects modifications in film product offerings and linking film themes to temporary exhibition themes. Boutique sales were affected by the economic situation, down 4 per cent to \$2.2 million as compared to \$2.3 million in 2007–2008. Investment income decreased to \$1.6 million as compared to \$1.7 million in 2007–2008, due to decreases in interest rates. Expenses totalled 92.3 million as compared to 95.0 million in 2007–2008. Taking into account the \$2.7 million acquisition of the Harbinson furniture collection in 2007–2008, expenses remained constant year over year. The net result of Operations is \$2.2 million, which is primarily related to the one time gain on the elimination of the Payment in Lieu of Taxes liability of \$6.7 million, but offset by a

loss on investments of \$2.4 million due to the credit crisis in financial markets, and a delay in receiving government funding for salary increases of \$1.8 million.

On the Balance sheet, Cash and cash equivalents has increased by \$4.1 million over 2007–2008, attributable to government funding received late in the fiscal year. Accounts receivable of \$4.0 million (as compared to \$1.4 million in 2007–2008) is mainly attributable to Payments in lieu of taxes funding of \$2.2 million from government and an increase in refundable taxes receivable of \$0.6 million. Restricted Cash and Investments – National Collection Fund of \$2.0 million for 2008–2009 is an increase of \$1.4 million from 2007–2008. Accounts Payable and accrued liabilities of \$10.7 million is lower than in 2007–2008 (\$14.8 million) due to the elimination of the outstanding Payments in lieu of taxes liability offset by an increase in trades payable.

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. In 2008–2009 a settlement was reached between the parties and an estimate of the pay equity liability has been determined, and a provision for that amount is included in accounts payable in the records of the Corporation as an estimated amount of settlement.

At March 31, 2008, the Corporation held non-bank sponsored asset-backed commercial paper (ABCP). 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 and there has been no active trading of the ABCP since that time. As a result, the Corporation reclassified its ABCP from cash and cash equivalents to long-term investments. At March 31, 2008, the ABCP was recorded at its estimated fair value of \$9.41 million. On March

17, 2008, the Pan-Canadian Investors Committee (the "Committee") for ABCP filed proceedings for a plan of compromise and arrangement (the "Plan") under the *Companies' Creditors Arrangement Act* (Canada) ("CCAA") with the Ontario Superior Court (the "Court"). At the meeting of ABCP noteholders on April 25, 2008, noteholders approved the Plan by the required majorities. On June 5, 2008, the Court issued a sanction order approving the Plan as amended. On August 18, 2008, that decision was upheld by the Ontario Court of Appeal and, on September 19, 2008, the Supreme Court of Canada denied leave to the appeal. On December 24, 2008, the Committee announced that an agreement had been reached with all key stakeholders, including the governments of Canada, Quebec, Ontario and Alberta to provide additional margin facilities to support the Plan and finalized certain enhancements to the Plan. On January 12, 2009, the Ontario Superior Court issued the final implementation order in the ABCP restructuring process. The restructuring closed on January 21, 2009. The exchange of restructured ABCP notes was completed on January 21, 2009. A first instalment of interest, net of restructuring fees, to August 31, 2008 was received during the year. The remaining interest receivable is to be received in 2009–2010, and has been included in accounts receivable at March 31, 2009. Upon closing of the restructuring in January 2009, the Corporation received the Master Asset Vehicle (MAVII) notes with a cumulative face value of \$13.07 million. Based on the discounted cash flow model as at January 21, 2009, the fair value of MAVII notes received was \$7.20 million, resulting in a loss on investments of \$2.21 million being recorded in the statement of earnings and comprehensive income from this transaction. There is a significant amount of uncertainty in estimating the amount and timing of cash flows associated with MAVII. The Corporation estimates the fair value of its MAVII by discounting expected future cash flows on a probability weighted basis considering the best available data at March 31, 2009. At March 31, 2009, the MAVII notes

were recorded at their estimated fair value of \$7.04 million, resulting in a fair value adjustment of \$156 thousand, which is included in loss on investments in the statement of earnings and comprehensive income.

For 2008–2009, the Corporation has adopted new CICA standards on Capital Disclosures, Financial Instruments — Disclosure and Presentation and Inventories. The adoption of these new standards did not result in any transitional adjustments.

FINANCIAL AND OPERATIONAL VIABILITY

In 2007, the Corporation participated in the Government's Strategic Review budget process. The Corporation conducted an in-depth review of the funding, relevance and performance of all activities and spending and presented the results to the Government. The outcome of this review was a reduction of \$400,000 in government funding in 2008–2009. From 2009–2010 onward, the reduction in government funding will be \$3.5 million per year. The Government announced new funding for national museums to address capital and operating pressures for a five year period. This funding totals over \$25 million over a five year period to address infrastructure and operating pressures. The Corporation recognizes and thanks the Government for addressing these long-standing pressures over the short term. The Corporation also received both an elimination of the accumulated Payments in lieu of taxes liability up to March 31, 2008 and one time funding for the 2008–2009 shortfall for these tax payments. However, the estimated tax liability for 2009–2010 is \$9.2 million resulting in a shortfall of \$2.4 million. The Corporation looks forward to working with the Department of Canadian Heritage and Treasury Board Secretariat to develop a mechanism that will address ongoing pressures for capital repairs and costs such as property taxes, utilities and other building-related items.

The National Collection Fund which stands at \$ 2.0 million has already shown its very useful

role in allowing the Corporation to react to opportunities to enrich the collection and to preserve Canadian heritage. The Corporation is continuing its efforts to increase this fund to \$5 million at the end of five years. As well, the Corporation has initiated a new Youth Education Fund that will solidify fundraising efforts that focus on programs for children and youth.

Financial Statements of
CANADIAN MUSEUM OF CIVILIZATION

Year ended March 31, 2009

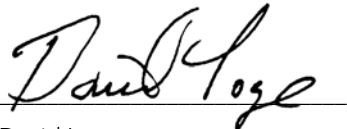
MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

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 is Management's responsibility. Financial information presented throughout the annual report is consistent with the financial statements.

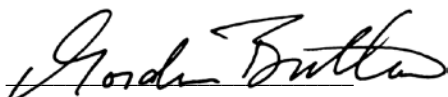
In support of its responsibility, Management has developed and maintains books of account, records, financial and management controls, information systems and management practices. These are designed to provide reasonable assurance as to the reliability of financial information, that assets are safeguarded 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 and Official Languages, who is responsible for the Canadian Museum of Civilization.



David Loye
Chief Operating Officer



Gordon Butler
Chief Financial Officer

May 29, 2009



AUDITOR'S REPORT

To the Minister of Canadian Heritage and Official Languages

I have audited the balance sheet of the Canadian Museum of Civilization as at March 31, 2009 and the statements 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, 2009 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 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.

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

Ottawa, Canada
May 29, 2009

CANADIAN MUSEUM OF CIVILIZATION

Balance Sheet

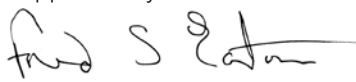
As at March 31

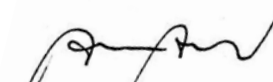
(In thousands of dollars)

	2009	2008
Assets		
Current assets:		
Cash and cash equivalents (note 5)	\$ 34,250	\$ 30,103
Accounts receivable (note 17(a))	3,972	1,370
Inventories	1,075	1,423
Prepaid expenses	703	524
	<u>40,000</u>	<u>33,420</u>
Restricted cash and investments (note 6)	964	931
Restricted cash and investments – National Collection Fund (note 7)	2,035	587
Investments (note 8)	7,042	9,410
Collection (note 9)	1	1
Property and equipment (note 10)	290,524	298,929
	<u>\$ 340,566</u>	<u>\$ 343,278</u>
Liabilities and Equity		
Current liabilities:		
Accounts payable and accrued liabilities (note 11)	\$ 10,659	\$ 14,752
Deferred revenue and Parliamentary appropriations	4,336	2,700
Current portion of employee future benefits (note 13)	829	924
	<u>15,824</u>	<u>18,376</u>
Long-term accounts payable	-	675
Deferred Parliamentary appropriations – National Collection Fund (note 7)	1,008	-
Deferred funding related to property and equipment (note 12)	254,223	258,193
Employee future benefits (note 13)	4,890	4,061
	<u>275,945</u>	<u>281,305</u>
Equity:		
Retained earnings	21,762	19,587
Contributed surplus	40,868	40,868
Accumulated other comprehensive income	1,991	1,518
	<u>64,621</u>	<u>61,973</u>
Contingencies (note 16)		
Commitments (note 19)		
	<u>\$ 340,566</u>	<u>\$ 343,278</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)

	2009	2008
Revenues:		
Donations, grants and sponsorships	\$ 988	\$ 1,859
Interest (note 14)	1,580	1,704
Operating (schedule 1)	14,460	12,951
	17,028	16,514
Expenditures (schedule 2):		
Collect and research	13,900	17,167
Exhibit, educate and communicate	20,113	19,140
Accommodation	36,058	36,726
Corporate management	19,901	18,201
Loss on investments (note 8)	2,368	3,790
	92,340	95,024
Net result of operations before government funding	(75,312)	(78,510)
Parliamentary appropriations (note 20)	77,487	72,551
Net results of operations	\$ 2,175	\$ (5,959)
Restricted donations from non-owners	636	950
Deferred investment income	17	31
Donations recognized as revenue	(180)	(374)
Other comprehensive income	473	607
Comprehensive income	\$ 2,648	\$ (5,352)

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)

	2009	2008
Retained earnings, beginning of year	\$ 19,587	\$ 25,546
Net results of operations	2,175	(5,959)
Retained earnings, end of year	21,762	19,587
Accumulated other comprehensive income, beginning of year	1,518	911
Other comprehensive income	473	607
Accumulated other comprehensive income, end of year	1,991	1,518
	23,753	21,105
Contributed surplus, beginning of year	40,868	40,917
Land transfer	-	(49)
Contributed surplus, end of year	40,868	40,868
Equity, end of year	\$ 64,621	\$ 61,973

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)

	2009	2008
Operating activities:		
Cash receipts (clients)	\$ 16,561	\$ 13,744
Cash receipts (parliamentary appropriation)	76,281	73,020
Cash paid (employees and suppliers)	(93,837)	(89,074)
Interest received	1,580	1,704
	585	(606)
Investing activities:		
Acquisition of property and equipment	(5,241)	(4,069)
Increase in long-term investments	-	(13,200)
Increase in restricted cash and investments	(1,464)	(607)
	(6,705)	(17,876)
Financing activities:		
Parliamentary appropriation for the acquisition of property and equipment	9,614	4,469
Restricted contributions and related investment income	653	981
	10,267	5,450
Increase (decrease) in cash and cash equivalents	4,147	(13,032)
Cash and cash equivalents, beginning of year	30,103	43,135
Cash and cash equivalents, end of year	\$ 34,250	\$ 30,103

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, 2009

(In thousands of dollars)

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, 2009
(In thousands of dollars)

2. Significant accounting policies:

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

(a) Financial assets and financial liabilities:

Cash and cash equivalents, restricted cash and investments and long-term investments in Master Asset Vehicle notes are classified as "Financial Assets Held for Trading". These financial assets are marked-to-market through the Statement of Earnings and Comprehensive Income at each period end, as determined by reference to their quoted bid price at the reporting date. Sales and purchases of investments are recorded on the settlement date. Transaction costs related to the acquisition of investments are expensed.

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 and Comprehensive Income.

Accounts payable and accrued liabilities 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 and Comprehensive Income. For the Corporation, the initial measured amount approximates the fair value for all short-term accounts payable due to their short-term nature.

Long-term investments in Asset Backed Commercial Paper were classified as "Financial Assets Available For Sale". After their initial fair value measurement, they were measured at fair value through the Statement of Earnings and Comprehensive Income.

(b) Cash and cash equivalents:

Cash and cash equivalents are composed of deposits with financial institutions that can be withdrawn without prior notice or penalty, units held in money market funds and short-term deposits with an original maturity of 90 days or less.

(c) Inventories:

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

CANADIAN MUSEUM OF CIVILIZATION
Notes to the Financial Statements , page 3

Year ended March 31, 2009
(In thousands of dollars)

2. Significant accounting policies (continued):

(d) 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, 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.

(e) 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

(f) 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.

CANADIAN MUSEUM OF CIVILIZATION
Notes to the Financial Statements, page 4

Year ended March 31, 2009
(In thousands of dollars)

2. Significant accounting policies (continued):

(f) Employee future benefits (continued):

(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, 2009. 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 5

Year ended March 31, 2009
(In thousands of dollars)

2. Significant accounting policies (continued):

(g) 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 6

Year ended March 31, 2009
(In thousands of dollars)

2. Significant accounting policies (continued):

(g) Revenue recognition (continued):

(vi) Contributions:

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 recorded in other comprehensive income and recognized as either revenue in the Statement of Earnings and Comprehensive Income 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 Earnings and Comprehensive Income in the year in which the related expenses are incurred. The remaining portion of the appropriation is recognized in the Statement of Earnings and Comprehensive Income 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.

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Notes to the Financial Statements, page 7

Year ended March 31, 2009
(In thousands of dollars)

2. Significant accounting policies (continued):

(h) 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, valuation of Asset Backed Commercial Paper and Master Asset Vehicle notes, 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.

3. Adoption of accounting standards:

Effective April 1, 2008, the Corporation adopted the following new accounting standards:

(a) Capital Disclosures:

The Canadian Institute of Chartered Accountants ("CICA") Handbook Section 1535, *Capital Disclosures*, requires the Corporation to disclose information that enables users of its financial statements to evaluate the Corporation's objectives, policies and processes for managing capital, quantitative information about what the Corporation regards as capital and disclosures of any externally imposed capital requirements, as well as the consequences for non-compliance. The Corporation has provided this disclosure in note 18.

(b) Financial Instruments – Disclosure and Presentation:

CICA Handbook Section 3862, *Financial Instruments – Disclosures*, require disclosures that enable users to evaluate the significance of financial instruments on the Corporation's financial position and performance; the nature and extent of risks arising from financial instruments to which the Corporation is exposed during the period and at the balance sheet date; and how the Corporation manages those risks. The Corporation has provided these disclosures in note 17.

CICA Handbook Section 3863, *Financial Instruments – Presentation*, establishes standards for presentation of financial instruments and non financial derivatives. It deals with the classification of financial instruments, from the perspective of the issuer, between liabilities and equities, the classification of related interest, dividends, gains and losses, and circumstances in which financial assets and financial liabilities are offset.

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

Year ended March 31, 2009
(In thousands of dollars)

3. Adoption of accounting standards (continued):

(c) Inventories:

CICA Handbook Section 3031, *Inventories*, replaces Section 3030, *Inventories*, and 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 adoption of this new standard had no significant impact on the Corporation's financial results.

4. Future accounting standards:

(a) International Financial Reporting Standards:

In February 2008, the Canadian Accounting Standards Board (AcSB) confirmed that Publicly Accountable enterprises will need to adopt International Financial Reporting Standards (IFRS) effective for years beginning on or after January 1, 2011. As well, in February 2008, the Public Sector Accounting Board amended the Introduction to Public Sector Accounting Standards to deem government business enterprises and government business-type organizations as Publicly Accountable enterprises. The Corporation is classified as a government business-type organization and will therefore need to adopt IFRS for its fiscal year ending March 31, 2012.

The Corporation is currently undergoing development of its IFRS changeover plan to support the transition from Canadian GAAP to IFRS in the 2012 financial statements. The impact on the Corporation's financial results has not yet been determined.

CANADIAN MUSEUM OF CIVILIZATION
Notes to the Financial Statements, page 9

Year ended March 31, 2009
(In thousands of dollars)

5. Cash and cash equivalents:

The Corporation invests in short-term money market investments. The overall portfolio yield to maturity as at March 31, 2009 was 0.48% (2008 – 3.7%). The average term to maturity is 7 days (20 days in 2008).

Cash and cash equivalents are distributed as follows:

	2009	2008
Cash	\$ 2,054	\$ 5,671
Cash equivalents	32,196	24,432
	\$ 34,250	\$ 30,103

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:

	2009	2008
Balance, beginning of year	\$ 931	\$ 786
Add contributions received in the year	170	249
Add deferred investment income (note 14)	9	31
Less amounts recognized as revenue	(146)	(135)
Balance, end of year	\$ 964	\$ 931

As at March 31, 2009, the entire amount was held in cash. As at March 31, 2008, the average portfolio yield to maturity was 3.4%. All instruments held in short-term investments are rated R1 or better by the Dominion Bond Rating Service. The average term to maturity was 21 days. 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, 2009
(In thousands of dollars)

7. Restricted cash and investments – National Collection Fund:

Restricted cash and investments – National Collection Fund consists of deferred Parliamentary appropriations and contributions received from individuals and corporate entities for the National Collection Fund.

The National Collection Fund represents 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:

	2009	2008
Balance, beginning of year	\$ 587	\$ 125
Add contributions received in the year	466	701
Add Parliamentary appropriations deferred in the year	1,000	-
Add deferred investment income (note 14)	16	-
Less amounts recognized as revenue	(34)	(239)
Balance, end of year	\$ 2,035	\$ 587

As at March 31, 2009, the entire amount was held in cash. As at March 31, 2008, the average portfolio yield to maturity was 3.4%. All instruments held in short-term investments are rated R1 or better by the Dominion Bond Rating Service. The average term to maturity was 21 days. Restricted cash and investments are classified as held-for-trading and are recorded at fair value.

8. Investments:

(a) Asset Backed Commercial Paper ("ABCP") settlement:

At March 31, 2008, the Corporation held non-bank sponsored ABCP with an original cost of \$13,064 plus accrued interest of \$136, 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 and there has been no active trading of the ABCP since that time. As a result, the Corporation reclassified its ABCP from cash and cash equivalents to long-term investments. At March 31, 2008, the ABCP was recorded at its estimated fair value of \$9,410.

CANADIAN MUSEUM OF CIVILIZATION
Notes to the Financial Statements, page 11

Year ended March 31, 2009
(In thousands of dollars)

8. Investments (continued):

(a) Asset Backed Commercial Paper ("ABCP") settlement (continued):

On March 17, 2008, the Pan-Canadian Investors Committee (the "Committee") for ABCP filed proceedings for a plan of compromise and arrangement (the "Plan") under the *Companies' Creditors Arrangement Act* (Canada) ("CCAA") with the Ontario Superior Court (the "Court"). At the meeting of ABCP noteholders on April 25, 2008, noteholders approved the Plan by the required majorities. On June 5, 2008, the Court issued a sanction order and reasons for the decision approving the Plan as amended. On August 18, 2008, that decision was upheld by the Ontario Court of Appeal and, on September 19, 2008, the Supreme Court of Canada denied leave to the appeal. On December 24, 2008, the Committee announced that an agreement had been reached with all key stakeholders, including the governments of Canada, Quebec, Ontario and Alberta to provide additional margin facilities to support the Plan and finalized certain enhancements to the Plan.

On January 12, 2009, the Ontario Superior Court issued the final implementation order in the ABCP restructuring process. The restructuring closed on January 21, 2009. The exchange of restructured ABCP notes was completed on January 21, 2009. A first instalment of interest, net of restructuring fees, to August 31, 2008 was received during the year. The remaining interest receivable is to be received in fiscal 2010, and has been included in accounts receivable at March 31, 2009.

Upon closing of the restructuring in January 2009, the Corporation received the following Master Asset Vehicle (MAVII) notes:

	Face Value
Class A-1	\$ 6,675
Class A-2	2,574
Class B	467
Class C	300
Class 4	345
Class 6	469
Class 7	285
Class 8	13
Class 9	622
Class 10	430
Class 11	726
Class 12	55
Class 14	103
	<hr/>
	\$ 13,064

CANADIAN MUSEUM OF CIVILIZATION
Notes to the Financial Statements, page 12

Year ended March 31, 2009
(In thousands of dollars)

8. Investments (continued):

(a) Asset Backed Commercial Paper ("ABCP") settlement (continued):

Based on the discounted cash flow model as at January 21, 2009, the fair value of MAVII notes received was \$7,198, resulting in a loss on investments of \$2,212 being recorded in the statement of earnings and comprehensive income from this transaction.

The assumptions used in the valuation model at January 21, 2009 include:

Criteria	Assumptions
Expected term to maturity	8 years
Discount rates	6.06% to 12.06%
Coupon rates	A1, A2 and B notes: BA rate less 50 bps; C notes: BA rate

(b) Master Asset Vehicle notes ("MAVII"):

There is a significant amount of uncertainty in estimating the amount and timing of cash flows associated with MAVII. The Corporation estimates the fair value of its MAVII by discounting expected future cash flows on a probability weighted basis considering the best available data at March 31, 2009.

The assumptions used in the valuation model at March 31, 2009 include:

Criteria	Assumptions
Expected term to maturity	7.82 years
Discount rates	5.8% to 12.1%
Coupon rates	A1, A2 and B notes: BA rate less 50 bps; C notes: BA rate

If these assumptions were to change, the fair value of the MAVII notes could change significantly. At March 31, 2009, the MAVII notes were recorded at their estimated fair value of \$7,042, resulting in a fair value adjustment of \$156, which is included in loss on investments in the statement of earnings and comprehensive income.

Since the fair values of the MAVII notes are determined using a probability-weighted approach employing the foregoing assumptions and are based on the Corporation's assessment of market conditions as at March 31, 2009, the fair values reported may change materially in subsequent periods. A 1.0% increase in the discount rate will decrease the fair value of the MAVII notes by approximately \$450.

CANADIAN MUSEUM OF CIVILIZATION

Notes to the Financial Statements, page 13

Year ended March 31, 2009

(In thousands of dollars)

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 14

Year ended March 31, 2009
(In thousands of dollars)

10. Property and equipment:

	Cost	Accumulated amortization	2009 Net book value	2008 Net book value
Buildings	\$ 356,909	\$ 131,054	\$ 225,855	\$ 234,779
Land	40,868	-	40,868	40,868
Building improvements	56,914	37,318	19,596	18,363
Technical equipment	11,809	9,969	1,840	2,201
Informatics equipment	10,581	9,874	707	899
Office furniture and equipment	8,742	7,126	1,616	1,758
Motor vehicles	130	88	42	61
	\$ 485,953	\$ 195,429	\$ 290,524	\$ 298,929

The current year amortization amounts to \$13,633 (2008 - \$13,516).

11. Accounts payable and accrued liabilities:

	2009	2008
Trade accounts payable	\$ 7,542	\$ 5,842
Accrued salaries and vacation pay	2,978	2,074
Government departments and agencies	139	6,836
	\$ 10,659	\$ 14,752

12. Deferred funding related to property and equipment:

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

	2009	2008
Deferred capital contributions	\$ 2,720	\$ 2,891
Deferred capital funding	251,503	255,302
	\$ 254,223	\$ 258,193

(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.

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

Year ended March 31, 2009
(In thousands of dollars)

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

- (a) Deferred funding related to property and equipment is composed of (continued):
- (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.
- (b) Changes in the deferred funding related to property and equipment is composed of:

	2009	2008
Balance at beginning of year	\$ 258,193	\$ 267,338
Add:		
Parliamentary appropriations received	9,614	4,469
Less amounts recognized as revenue:		
Deferred capital contributions	(171)	(171)
Non-monetary sponsorships	-	(147)
Parliamentary appropriations	(13,413)	(13,296)
	\$ 254,223	\$ 258,193

13. Employee future benefits:

	2009	2008
Severance liability (note 13(b))	\$ 3,611	\$ 3,654
Other non-pension post retirement liability (note 13(c))	2,108	1,331
Employee future benefits	5,719	4,985
Less: current portion of employee future benefit	(829)	(924)
	\$ 4,890	\$ 4,061

CANADIAN MUSEUM OF CIVILIZATION
Notes to the Financial Statements, page 16

Year ended March 31, 2009
(In thousands of dollars)

13. Employee future benefits (continued):

(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:

	2009	2008
Corporation's contributions	\$ 2,917	\$ 3,043
Employees' contributions	1,434	1,412

(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:

	2009	2008
Accrued benefit obligation, beginning of year	\$ 3,654	\$ 3,621
Cost for the year	490	666
Benefits paid during the year	(533)	(633)
Accrued benefit obligation, end of year	\$ 3,611	\$ 3,654
Short-term portion	\$ 829	\$ 924
Long-term portion	2,782	2,730
	\$ 3,611	\$ 3,654

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

Year ended March 31, 2009
(In thousands of dollars)

13. Employee future benefits (continued):

(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 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:

	2009	2008
Accrued benefit obligation:		
Balance at beginning of year	\$ 5,175	\$ 5,233
Current service cost	287	314
Interest costs	298	276
Actuarial (gain)	(1,688)	(585)
Benefits paid	(72)	(63)
Balance at end of year, and funded status	\$ 4,000	\$ 5,175

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

	2009	2008
Funded status:		
Plan deficit	\$ 4,000	\$ 5,175
Unamortized net actuarial gain	1,746	58
Unamortized transitional obligation	(3,638)	(3,902)
Other non-pension post retirement liability	\$ 2,108	\$ 1,331

A reconciliation of the amortization of the transitional obligation is as follows:

	2009	2008
Unamortized transitional obligation:		
Balance at beginning of year	\$ (3,902)	\$ (4,121)
Amortization in current year	264	219
Balance at end of year	\$ (3,638)	\$ (3,902)

CANADIAN MUSEUM OF CIVILIZATION
Notes to the Financial Statements, page 18

Year ended March 31, 2009
(In thousands of dollars)

13. Employee future benefits (continued):

(c) Other post retirement benefits (continued):

The significant actuarial assumptions used are as follows:

	2009	2008
Discount rate used to determine accrued benefit obligation	7.0%	5.5%
Discount rate used to determine benefit cost	5.5%	5.0%
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 2008-09:

	Increase	Decrease
Total of service and interest cost	236	(173)
Accrued benefit obligation	1,252	(957)

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

Year ended March 31, 2009
(In thousands of dollars)

13. Employee future benefits (continued):

(c) Other post retirement benefits (continued):

Total cash payments for these post retirement benefits, consisting of cash contributed by the Corporation, was \$72 (2008 - \$63). The benefit cost recognized in the Statement of Earnings and Comprehensive Income for the year was \$849 (2008 - \$810).

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

2010	\$	80
2011		88
2012		98
2013		111
Years 2014 to 2018		729

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.

14. Interest revenue:

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

	2009	2008
Interest revenue earned on unrestricted resources	\$ 1,554	\$ 1,683
Interest revenue earned on restricted resources	50	50
Unrealized gains (losses) due to changes in fair value of financial assets classified as held for trading	1	2
Total interest revenue earned on cash and investments in the year	1,605	1,735
Less amounts deferred for restricted purposes (notes 6, 7)	(25)	(31)
Total interest revenue	\$ 1,580	\$ 1,704

CANADIAN MUSEUM OF CIVILIZATION
Notes to the Financial Statements, page 20

Year ended March 31, 2009
(In thousands of dollars)

15. 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 \$12,775 (\$12,771 in 2008) and recorded Museum operations revenue of \$551 (\$751 in 2008) with related parties.

As at March 31, 2009 the Corporation recorded the following amounts on the balance sheet for transactions with related parties:

	2009	2008
Accounts receivable	\$ 56	\$ 167
Accounts payable and accrued liabilities	139	6,836
Property and equipment	-	(54)
Deferred revenues	132	70
Contributed surplus	-	(49)

16. 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.

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. During the year, an estimate of the pay equity liability was determined, and a provision for that amount is included in accounts payable in the records of the Corporation as the most likely amount of settlement.

17. Financial risk management:

The Corporation has exposure to the following risks from its use of financial instruments: credit risk, market risk and liquidity risk.

The Board of Trustees ensures that the Corporation has identified its major risks and ensures that management monitors and controls them. The Audit Committee oversees the Corporation's systems and practices of internal control, and ensures that these controls contribute to the assessment and mitigation of risk. The Audit Committee reports regularly to the Board of Trustees on its activities.

CANADIAN MUSEUM OF CIVILIZATION
Notes to the Financial Statements, page 21

Year ended March 31, 2009
(In thousands of dollars)

17. Financial Risk Management (continued):

(a) Credit risk :

Credit risk is the risk of financial loss to the Corporation if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise principally from certain financial assets held by the Corporation consisting of accounts receivables and cash, cash equivalents and investments.

The maximum exposure to credit risk of the Corporation at March 31, 2009 is the carrying value of these assets.

(i) Accounts receivable:

The Corporation's exposure to credit risk associated with accounts receivable is influenced mainly by the demographics of the Corporation's debtors, including the risk associated with the type of debtor and the country in which debtor operates.

A breakdown of amounts receivable as at March 31 is as follows:

	2009	2008
Refundable taxes	\$ 1,117	\$ 544
Parliamentary appropriation	2,296	33
Customers	392	721
Other	167	72
	\$ 3,972	\$ 1,370

The maximum exposure to credit risk for accounts receivable by geography as at March 31 is as follows:

	2009	2008
Canada	\$ 3,909	\$ 1,310
Other	63	60
	\$ 3,972	\$ 1,370

The maximum exposure to credit risk for accounts receivable by type of customer as at March 31 is as follows:

	2009	2008
Governments (including governmental departments and agencies)	\$ 3,469	\$ 744
Consumers	336	554
Financial institutions	167	72
	\$ 3,972	\$ 1,370

CANADIAN MUSEUM OF CIVILIZATION
Notes to the Financial Statements, page 22

Year ended March 31, 2009
(In thousands of dollars)

17. Financial Risk Management (continued):

(a) Credit risk (continued):

(i) Accounts receivable (continued):

The Corporation establishes an allowance for doubtful accounts that reflects the estimated impairment of accounts receivable. The allowance is based on specific accounts and is determined by considering the Corporation's knowledge of the financial condition of its customers, the aging of accounts receivable, current business and political climate, customers and industry concentrations and historical experience.

All write downs against accounts receivable are recorded within operating revenues and operating expenditures on the statement of earnings and comprehensive income. The Corporation seeks to reduce its credit exposure by performing credit checks on customers in advance of providing credit and obtaining deposits or prepayments where deemed appropriate.

An aging of the Corporation's accounts receivable as at March 31 is as follows:

	2009	2008
Current	\$ 3,225	\$ 785
Past due 31-60 days	213	245
Past due 61-90 days	205	23
Past due over 91 days	329	317
	\$ 3,972	\$ 1,370

The change in the allowance for doubtful accounts receivable during the year ended March 31, 2009 was an increase of \$8.

As at March 31, 2009, \$747 (2008 - \$585) of trade accounts receivable were past due, but not impaired. The Corporation has not recorded a valuation allowance on any of the past due balances as they generally relate to government clients which are considered low risk and have a history of subsequent collections. There are no impairments or amounts past due other than those relating to accounts receivable.

(ii) Cash, cash equivalents and investments:

The Corporation manages its credit risk surrounding cash, cash equivalents and investments by dealing solely with reputable banks and financial institutions, and utilizing an investment policy to guide their investment decisions. The Corporation invests surplus funds to earn investment income with the objective of maintaining safety of principal and providing adequate liquidity to meet cash flow requirements.

CANADIAN MUSEUM OF CIVILIZATION
Notes to the Financial Statements, page 23

Year ended March 31, 2009
(In thousands of dollars)

17. Financial Risk Management (continued):

(a) Credit risk (continued):

(ii) Cash, cash equivalents and investments (continued):

Investments must maintain a credit rating from at least two of the following credit agencies, meeting the following minimum criteria:

Dominion Bond Rating Service (DBRS) rating of R1

Moody's rating of P1

Standard and Poor's (S&P) rating of A1

(b) Market risk:

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates will affect the Corporation's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing return on risk.

(i) Foreign exchange risk:

The Corporation operates primarily within Canada, but in the normal course of operations is party to exchange of exhibits and collections on an international basis, as well as holding cash, cash equivalents and investments denominated in foreign currencies. Foreign exchange risk arises from exhibit and collection related transactions denominated in a currency other than the Canadian dollar, which is the functional currency of the Corporation. The currencies in which these transactions primarily are denominated are the Canadian dollar, the US dollar and the Euro.

The Corporation's primary objective in managing its foreign exchange risk is to preserve cash flows and reduce variations in performance. Although management monitors exposure to such fluctuations, it does not employ any foreign currency management policies or external hedging strategies to counteract the foreign currency fluctuations.

CANADIAN MUSEUM OF CIVILIZATION
Notes to the Financial Statements, page 24

Year ended March 31, 2009
(In thousands of dollars)

17. Financial Risk Management (continued):

(b) Market risk (continued):

(i) Foreign exchange risk (continued):

The Corporation's exposure to foreign currency risk is based on the following equivalent notional amounts in foreign currencies as at March 31, 2009:

	US Dollar	Euro
Cash and cash equivalents	\$ 25	\$ -
Accounts receivable	12	-
Investments	-	-
Accounts payable and accrued liabilities	(124)	(53)
Net exposure	\$ (87)	\$ (53)

At March 31, 2009, the Corporation is party to long-term contracts denominated in US dollars with future minimum payments of \$726.

Based on the net exposures as at March 31, 2009, and assuming all other variables remain constant, a hypothetical 10% appreciation in the Canadian dollar against the currencies below would result in an increase (decrease) in other comprehensive income and net results of operation by the amounts shown below. A hypothetical 10% weakening in the Canadian dollar against the currencies would have the equal but opposite effect.

	Net Income
US Dollar	\$ 9
Euro	\$ 5

(ii) Interest rate risk:

Interest rate risk is the risk that the fair value or future cash flows or a financial instrument will fluctuate because of changes in the market interest rates.

Financial assets and financial liabilities with variable interest rates expose the Corporation to cash flow interest rate risk. The Corporation's cash and cash equivalents include short-term, highly liquid investments that earn interest at market rates. The Corporation does not have any debt instruments outstanding with fixed or variable interest rates at March 31, 2009.

CANADIAN MUSEUM OF CIVILIZATION
Notes to the Financial Statements, page 25

Year ended March 31, 2009
(In thousands of dollars)

17. Financial Risk Management (continued):

(b) Market risk (continued):

(ii) Interest rate risk (continued):

Although management monitors exposure to interest rate fluctuations, it does not employ any interest rate management policies to counteract interest rate fluctuations.

As at March 31, 2009, had prevailing interest rates increased or decreased by 1%, assuming a parallel shift in the yield curve, with all other variables held constant, the Corporation's financial instruments would have decreased or increased by approximately \$494 (approximately 7.02% of the fair value of Investments).

(c) Liquidity risk:

Liquidity risk is the risk that the Corporation will not be able to meet its financial obligations as they become due.

The Corporation manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Corporation's reputation.

At March 31, 2009, the Corporation has a cash and cash equivalents balance of \$34,250. All of the Corporation's financial liabilities have contractual maturities of less than 365 days.

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Year ended March 31, 2009
(In thousands of dollars)

18. Capital management:

The Corporation defines capital that it manages as the aggregate of its equity which is composed of contributed surplus, retained earnings and accumulated other comprehensive income, and its deferred funding related to property and equipment which consists of government appropriations and donations received to fund the acquisition of property and equipment.

The Corporation's objectives in managing capital are to safeguard its ability to continue as a going concern, to fund its asset base and to fulfill its mission and objectives for the Government of Canada to the benefit of Canadians.

The Corporation sets the amount of capital in proportion to risk. The Corporation manages its capital structure and makes adjustments to it in light of general economic conditions, the risk characteristics of the underlying assets and the Corporation's working capital requirements.

The Corporation is not subject to externally imposed capital requirements and its overall strategy with respect to capital risk management remains unchanged from the year ended March 31, 2008.

19. Commitments:

As at March 31, 2009, 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 \$18,047. The future minimum payments are as follows:

2009-10	\$	12,516
2010-11		3,982
2011-12		1,236
2012-13		313
	\$	18,047

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Year ended March 31, 2009
(In thousands of dollars)

20. Parliamentary appropriations:

(a) Parliamentary appropriations recognized as revenue:

	2009	2008
Main Estimates amount provided for operating and capital expenditures	\$ 67,250	\$ 61,136
Supplementary estimates and transfers	2,296	1,273
	69,546	62,409
Portion of amount deferred for specific projects and acquisitions	(7,729)	(1,470)
Deferred Parliamentary appropriations used in current year	1,804	2,385
Amounts used to purchase property and equipment	(5,241)	(4,069)
Amortization of deferred capital funding (note 12)	13,413	13,296
Government assistance (note 20 (b))	6,694	-
Transfer to National Collection Fund	(1,000)	-
Parliamentary appropriations	\$ 77,487	\$ 72,551

(b) Government assistance:

In the year, the Corporation finalized an agreement with Public Works and Government Services Canada (PWGSC) and Treasury Board Secretariat (TBS) related to the Corporation's liability to PWGSC of \$6,694 for the amount of Payment-In-Lieu of Taxes (PILT) charged in excess of the funding amounts received by the Corporation from 2000 to 2008. Under the agreement, TBS accepted the removal of the PILT from accounts receivable of PWGSC and the accounts payable of the Corporation. The Corporation considers the derecognition of the PILT liability to be government assistance revenue. The Corporation has recorded the transaction at the carrying amount of \$6,694 and has included this amount in Parliamentary appropriations in the Statement of Earnings and Comprehensive Income.

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, 2009

(In thousands of dollars)

	2009	2008
General admission and programmes	\$ 4,955	\$ 4,874
Facility rental and concessions	2,604	1,836
Boutique sales	2,197	2,287
IMAX	1,767	1,503
Parking	1,497	1,371
Travelling exhibits	359	34
Memberships	284	291
Royalties	125	40
Publications	75	93
Other	597	622
	\$ 14,460	\$ 12,951

Schedule 2 - Expenditures

Year ended March 31, 2009

(In thousands of dollars)

	2009	2008
Personnel costs	\$ 34,546	\$ 34,648
Professional and special services	14,421	14,065
Amortization of property and equipment	13,633	13,516
Property taxes	8,846	8,686
Repairs and maintenance	3,375	2,922
Utilities	2,989	2,755
Loss on investments	2,368	3,790
Communications	2,240	2,360
Materials and supplies	2,121	1,962
Exhibit fabrication and rental	1,944	2,309
Marketing and advertising	1,748	1,605
Cost of goods sold	1,444	1,333
Travel	1,238	1,207
Royalties	399	296
Building leases	385	359
Collection acquisitions	297	2,885
Rentals	168	228
Other	178	98
	\$ 92,340	\$ 95,024