

ANNUAL REPORT

2010 | 2011

# CANADIAN MUSEUM OF CIVILIZATION CORPORATION

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CANADIAN MUSEUM OF CIVILIZATION  
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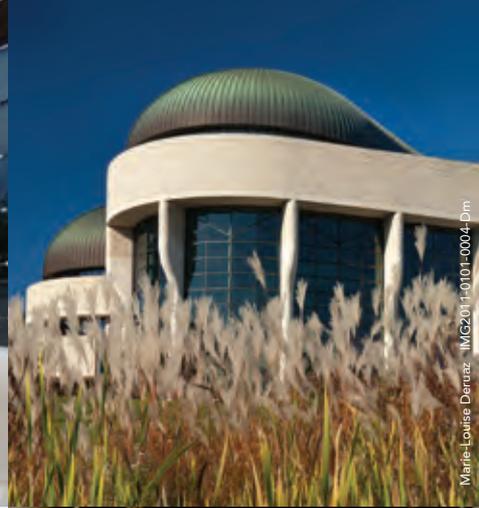
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[LEFT]  
Canadian Museum  
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**The Canadian Museum of Civilization Corporation** is a federal Crown Corporation responsible for the Canadian Museum of Civilization and the Canadian War Museum, Canada's national museums of human and military history. It is directed by a Board of Trustees whose members are appointed from across the country.

**Uniting the Museums under one banner**, the Corporation is Canada's largest and most-visited cultural institution. It is also a major source of touring exhibitions within Canada, and a key cultural flag-bearer internationally.

**Preserving and promoting Canada's heritage** for present and future generations, thereby contributing to the promotion and enhancement of a Canadian identity, is the Corporation's principal mandate.

## 2010–2011 HIGHLIGHTS

The work of the Corporation and its Museums is guided by Strategic Directions approved by the Board of Trustees in 2009, and a Corporate Plan approved by Government for the period 2010–2011 to 2014–2015. The Directions and Plan are detailed elsewhere in this report. Some of the goals pursued and results achieved in 2010–2011 are described below.

**Goal:** *Promote understanding among Canadians of their common heritage.*

**Result:** The Museum of Civilization opened a new permanent exhibition module examining the rebellions that set the stage for parliamentary democracy in Canada, while the War Museum introduced a new permanent exhibition module on Canada's longest-running peacekeeping operation. The Museums also presented 10 special exhibitions exploring other aspects of our common heritage.

**Goal:** *Broaden the national collections to better reflect and present national narratives, symbols and achievements.*

**Result:** The Corporation added over 4,800 artifacts to the National Collection. These ranged from a medal worn by King Edward VIII when he unveiled the Canadian war memorial at Vimy, France, to a glamorous, hockey-themed concert outfit worn by Canadian pop icon Shania Twain.

**Goal:** *Enhance national and international outreach initiatives.*

**Result:** The Corporation's Travelling Exhibitions Program facilitated 20 presentations of 13 exhibitions at 14 venues in six provinces within Canada, and three exhibitions in three venues internationally. The Corporation's website had a total of 12.7 million page views and 2.4 million visits.

**Goal:** *Continue efforts to increase earned and donated revenues.*

**Result:** The Museum of Civilization opened a new and improved Boutique, and unveiled plans aimed at significantly increasing business at its dining facilities. The annual Valentine's Gala raised \$115,000 for the Corporation's Youth Education Fund. Annual giving to the Museums increased by 70 per cent over last year.

**Goal:** *Strengthen national marketing and media relations to promote the Museums across the country.*

**Result:** The Corporation was the focus of, or was mentioned in, over 4,500 print articles, broadcast stories and media interviews in 2010. This coverage reached into all provinces and territories. The Corporation designed and launched new national and regional marketing campaigns for both Museums.

**Goal:** *To continue the Corporation's disciplined managerial practices.*

**Result:** The Visitors Services Division created a new staffing model to consolidate frontline service delivery, as part of its sustained effort to improve the quality and consistency of service.



**The Canadian Museum of Civilization** preserves, explores and presents the human history of Canada, promotes an appreciation for the country's rich diversity, and offers a window onto world cultures, past and present.

**As Canada's most popular cultural attraction**, the Museum welcomes over 1.2 million visitors a year to its celebrated complex in the heart of the National Capital Region. With roots stretching back to 1856, it is one of Canada's oldest public institutions.

**As a leading centre for research**, the Museum safeguards a collection of over 3 million artifacts and specimens, including some of Canada's most valued national treasures. It is also home to the Canadian Children's Museum, the Canadian Postal Museum, the Virtual Museum of New France and an IMAX® Theatre.

## 2010–2011 HIGHLIGHTS

### Exhibitions

- The Museum added two important chapters in Canadian history to its largest exhibition gallery. Visitors to the Canada Hall can now learn about the rebellions in Upper and Lower Canada that set the stage for Confederation, while a re-created one-room schoolhouse opens a window onto the experiences of early Black settlers on the Canadian Prairies.
- Sir William Logan, one of the most honoured scientists in Canadian history, was added to Face to Face: The Canadian Personalities Hall. As founding director of the Geological Survey of Canada, Logan opened a small museum in the mid-1800s that would spawn three national institutions, including the Canadian Museum of Civilization.
- The blossoming of Canada's national identity in the post-war era is reflected in the magnificent Hansen-Bruni Mural, a four-storey masterpiece created in 1957 and installed this year in the Museum. Holcim (Canada), formerly St. Lawrence Cement Inc., donated the mural to the Museum of Civilization.
- The profound relationship between humans and horses was the focus of an exhibition that enthralled close to 160,000 Museum visitors. **The Horse** was organized by an international partnership that included the Museum and major institutions in the United States and the United Arab Emirates.
- The special exhibition **Haida: Life. Spirit. Art.** explored the remarkable depths and complexity of Haida culture, and featured more than 80 masterpieces from the outstanding collection of the McCord Museum in Montréal.

### Collections

- An exceptional collection of historical materials that the Museum acquired from the Ottawa Catholic School Board illuminates the evolution of public education in Canada. The School Board donated the entire contents of its Museum Classroom. These 2,300 books and artifacts will be a treasure trove for researchers and exhibition curators.

- A rare and beautifully crafted pair of nineteenth-century Coast Chilkat leggings acquired this year by the Museum reveal important aspects of the history and culture of the First Peoples of Canada's Northwest Coast.

### Research

- Among the many research topics Museum staff pursued this year, in order to enhance our understanding of Canada's history and culture, were the history of the Underground Railroad, the spirituality of the Plains Cree, the origins of ceramics imported into New France, and the closing of rural post offices in Canada beginning in the mid-1980s.

### Public Programs

- The Museum developed innovative community-based events that attracted crowds and media attention. The first Christmas Market and Festive Trees Decorating Challenge were a great success. These events complement the Museum's overall programming.

### Outreach

- The Museum brought stories of Canada and its people to audiences in Mexico and Japan this year with two touring exhibitions. **First Peoples of Canada: Masterworks from the Canadian Museum of Civilization** was presented at the Museo Nacional de las Culturas in Mexico City, and **Inuit Prints: Japanese Inspiration** had its world debut in the Prince Takamado Gallery at the Canadian Embassy in Tokyo. Both exhibitions helped increase international understanding of Canada's diverse peoples and their cultures.

Canadian War Museum,  
LeBreton Gallery



Harry Foster  
IMG2011-0101-0035-Dm

**The Canadian War Museum is Canada's national museum of military history.** Its permanent exhibition galleries offer a revealing and affecting look at Canada's military past and how it has shaped the country. The Museum is especially renowned for its exploration of the human dimension of war: the profound effect of armed conflict on combatants and civilians alike.

**Home to an outstanding collection** of artifacts, ranging from ancient arrowheads to a modern Voodoo jet, the Museum occupies one of Canada's most striking and iconic buildings. It houses a world-class art collection comprising over 13,000 works, including paintings by some of Canada's most celebrated artists.

**As a national centre for remembrance,** education and historical research, the Museum is also a venue and facilitator for the informed discussion of military affairs, past and present.

## 2010–2011 HIGHLIGHTS

### Anniversary Celebration

- The War Museum celebrated the fifth anniversary of the opening of its new building. The Museum has quickly become one of the must-see attractions in the National Capital Region and one of the world's most respected military museums. In 2010–2011, the War Museum welcomed 470,000 visitors.

### Exhibitions

- Canada's longest peacekeeping operation is explored in a new exhibition module, **The Canadian Peacekeeping Mission in Cyprus, 1964–1993**. The new module features reconstructions of a United Nations observation post and the "Green Line" that separated the opposing forces, together with artifacts and sound recordings of some of the 30,000 Canadians who served on the mission.
- **The Navy: A Century in Art** was a special exhibition marking the 100th anniversary of the founding of Canada's navy. It was presented at the Museum and in Halifax and Calgary.
- **A Brush with War: Military Art from Korea to Afghanistan** looked at Canada's post-war military history through the eyes of artists who witnessed it first-hand.
- **Legion Halls** documented the role played by Royal Canadian Legion Halls in communities across the country.

### Collections

- When King Edward VIII unveiled the Canadian National Vimy Memorial on July 26, 1936, he was wearing a Royal Canadian Legion Vimy Pilgrimage Medal. This year, the War Museum acquired that historic medal, which symbolized the King's admiration and respect for Canada's great achievement and sacrifice at Vimy Ridge.

### Research

- The War of 1812; the Canadian peace movement; landscape art, war and nationalism; medieval warfare; war and medicine; and Canada and the Balkans were among the research topics War Museum staff explored as they worked to advance understanding of Canada's military history in its personal, national and international dimensions.

### Outreach

- Staff at the War Museum wrote three books and 14 articles, and delivered 13 public presentations and 21 lectures.
- In conjunction with the centennial of Canada's navy, the Museum developed a new and significant online resource: **Canada's Naval History**. It presents some 750 digitized objects that illuminate the country's naval history and the experiences of the men and women involved in that history. In addition to providing free access to a wealth of historical information, this module offers lesson plans and other resources designed specifically for teachers and students.

## MESSAGE FROM THE CHAIR

The Board of Trustees congratulates the Corporation and its Museums for the very significant progress they made this year in pursuit of their strategic goals. The Board also wishes to extend its sincere thanks to Dr. Victor Rabinovitch for his long and distinguished tenure as the Corporation's President and CEO.

Among the many achievements detailed in this report, two are especially noteworthy: the Museums' success in reaching out to audiences across the country and around the world; and the enhancement of the National Collection through the acquisition of various outstanding artifacts. Both achievements relate directly to the Strategic Directions adopted by the Board in 2009, which called on staff to "bring the Museums to Canadians," and to broaden and deepen the collections to better preserve and present the social, cultural, political and military heritage of Canada.

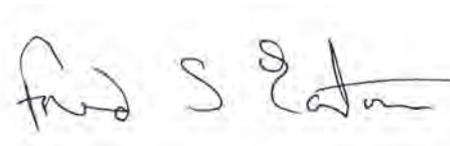
The Corporation also made important progress on its other Strategic Directions, despite significant challenges stemming from the continuing economic downturn which has negatively affected tourism and other sources of revenue. I am very pleased with the accomplishments to date and the groundwork that has been laid for future progress.

Credit for the past year's success is due to many individuals within the Corporation and the Museums. Management, staff and volunteers all made vital contributions. The Board gratefully acknowledges their collective efforts. I would like to mention the leadership of Dr. Rabinovitch in particular. He has led this important national institution for the past 11 years, continuing a long career devoted to public service. The highlights of his tenure include the planning and construction of the new Canadian War Museum—which opened on time, on budget and to critical and public acclaim; the completion of two of the largest permanent galleries at the Museum of Civilization; the creation of a fourth permanent gallery; and the forging of partnerships with some of the leading cultural institutions in the world.

Under his direction, the Museum of Civilization has broadened its research and collection activities, focusing more attention on Canada's political history and other aspects of our common heritage. Both Museums have placed greater priority on the development of travelling exhibitions and their presentation in venues across Canada, helping them fulfill their mandate as national institutions. The Corporation has also maintained its fiscal discipline, and has carefully managed its resources on behalf of Canadians.

Most importantly for the future, Dr. Rabinovitch has overseen the development of a strong management team. His successor will take charge of a balanced and talented staff, with extensive skills, dedication and knowledge. The Board's guidance on strategy and performance will ensure that our Museums continue on the path of public success—locally, nationally and internationally.

I have had the personal pleasure of working with Victor since I joined the Board in 2006. I thank him for his dedicated service to the Corporation and the country. I also want to thank all of the Corporation's employees for their magnificent efforts throughout the year.

A handwritten signature in black ink, reading "Fredrik S. Eaton". The signature is written in a cursive, flowing style.

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

## MESSAGE FROM THE PRESIDENT AND CEO

This is my eleventh and final Annual Report message as President and CEO of the Canadian Museum of Civilization Corporation. I have had the great privilege of leading this remarkable institution since April 2000, and it is my good fortune to leave at the conclusion of a very successful year.

The achievements of 2010–2011 are well documented throughout this report. I would like to draw special attention to the fact that during every month of the year, our Museums opened at least one travelling exhibition at a venue in Canada or overseas. This accomplishment underlines our commitment to expand our efforts to share Canadian history and our exhibitions' stories with museum-goers across Canada and around the world.

Within Canada, our exhibitions were presented from Halifax to Nanaimo and 13 cities in between, including our own galleries in Ottawa and Gatineau. One particularly topical exhibition was **The Navy: A Century in Art**, which the War Museum presented in conjunction with the Canadian navy's centennial.

Internationally, we opened **First Peoples of Canada: Masterworks from the Canadian Museum of Civilization** at the Museo Nacional de las Culturas in Mexico City. This was the final stop on the exhibition's three-continent tour. In Japan, at the Canadian Embassy in Tokyo, we opened **Inuit Prints: Japanese Inspirations**, which examines Japanese influences on the birth of Inuit printmaking in Cape Dorset, Nunavut.

These exhibitions, and related publications, demonstrate the outstanding scholarship undertaken at both Museums every year. Scholarship is one of our hallmarks, as we continuously add to our understanding of this country, and its peoples, customs and values. The Museums' scholarship creates the framework for what we do in sharing knowledge with wider audiences. The exhibition **Expedition: Arctic**, set to open in early April 2011, is an excellent example of this process. It recounts the story of the Canadian Arctic Expedition of

1913–1918, one of the world's great sagas of exploration and discovery, and is based on outstanding materials gathered by Museum of Civilization researchers.

When I came to the Corporation a decade ago, the Chair of the Board of Trustees identified three "extraordinary challenges" then facing the institution: the building of a new Canadian War Museum, the completion of the much-delayed First Peoples Hall, and the expansion of new forms of electronic outreach. We have handled all three of these challenges successfully, along with many others.

This has been an exceptional period for the Corporation in terms of the construction and completion of major projects. Of course, the building of the War Museum in its prime location in downtown Ottawa stands out as an extraordinary achievement. Since re-opening in 2005, the War Museum has established a solid international reputation as a great museum of military history—a place where Canadian narratives are brilliantly presented within the context of national and world events. Attendance is one measure of this success: with well over 400,000 visitors each year, the Canadian War Museum has become a "must-see" jewel in Canada's capital.

At the Museum of Civilization, the completion of numerous projects has kept Canada's most-visited museum at peak performance. During the past decade, the Museum has opened two huge galleries (the First Peoples Hall, and the Canadian Personalities Hall), and significantly expanded three others (the Canada Hall, the Children's Museum, and the Postal Museum). We also repaired and adjusted public spaces both inside and outside the Museum's iconic buildings to ensure that Douglas Cardinal's masterwork would efficiently serve our average 1.2 million annual visitors.

My greatest pleasure was seeing the expansion of our work in collections and research. At both the War Museum and the Museum of Civilization, there have been some exceptional initiatives to identify and acquire important artifacts from



Steven Darby IMG2010-0018-0014-Dm

Canada's history. We obtained major military medals and important works of war art through donations and selective purchases. We also acquired major collections of historical furnishings, decorative arts and political treasures, along with pieces of contemporary Aboriginal and Inuit artwork. The National Collection Fund, created in 2006 as part of the celebration of the Canadian Museum of Civilization's 150th anniversary, has become a powerful instrument to support our work in strategic collecting. I believe that future generations will look upon this period as a renaissance in our commitment to the Museums' core mandates: preserving, creating and sharing knowledge.

The past 11 years were marked by a succession of negative external events which had a major impact on our society and economy, and of course, museums. Beginning with the 9/11 attacks and fears about terrorism, various factors have led to significant cuts in international tourism. These factors included increasing restrictions on the flow of tourists from the United States; the SARS outbreak and other pandemic scares; and the rapid fluctuation in gas prices and currency exchange rates. At the Museum of Civilization and War Museum, where foreign visitors are an important part of our market, rapid innovations and promotions to attract new audiences locally and nationally have helped offset a decline in the number of tourists from abroad. The Museums have sustained their total visitorship levels, while other museums in the National Capital Region and elsewhere have experienced declines.

Our ability to withstand these repeated storms is due largely to our managerial culture of financial prudence and discipline. However, we are now facing significant financial pressures that are beyond our control. Non-discretionary costs such as electricity and municipal taxes are increasing while public funding is being reduced. As a result, resources must be diverted from core programs, creating a serious challenge for the Museums.

In the years ahead, the Corporation will pursue and achieve new goals, while responding to challenges and opportunities. I am confident that staff and Trustees will never lose sight of its central purpose: to preserve and present the social, cultural, political and military history of Canada, helping foster a sense of common identity in a country that values regional and cultural diversity.

I am very grateful that I was asked to contribute to this process, and it has been an honour to work with so many outstanding Museum employees. I extend my best wishes to everyone, and especially my successor, for great success in the years ahead.

A handwritten signature in black ink that reads "Victor Rabinovitch". The signature is written in a cursive, flowing style.

Dr. Victor Rabinovitch



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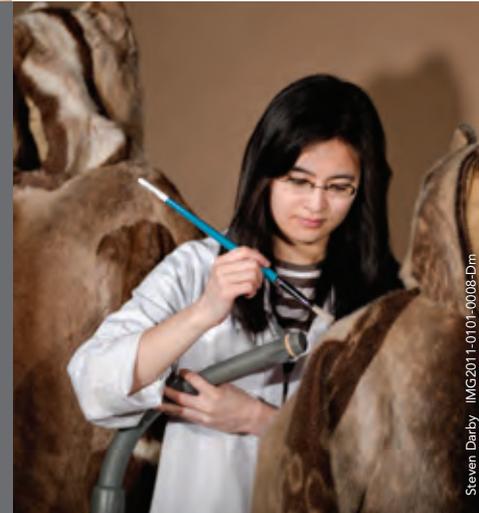
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William Kent IMG2011-0101-0043-Dm

## THE MUSEUMS

The Civilization and War Museums fulfill their national mandates through the development and presentation of exhibitions, the building and maintenance of artifact collections, the research and scholarship of their curators and historians, the richness and variety of their public programs, the dissemination of information through their websites and publishing activities, and their marketing and promotion efforts.



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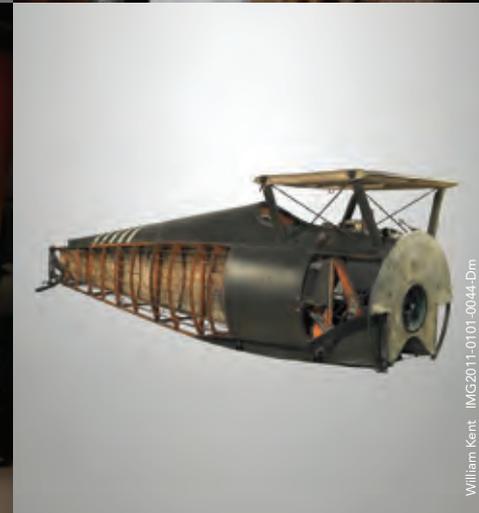
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Maria-Louise Corrigan / ICG2011-0101-0021-Dm

## EXHIBITIONS

Most of the Museums' gallery space is devoted to permanent exhibitions that explore aspects of Canada's history—chronologically or thematically. The remaining galleries are used for special (or temporary) exhibitions that are produced in-house, developed through partnerships, or received on loan from other Canadian or foreign institutions. In addition, the Corporation is a major producer of travelling exhibitions at the national and international levels.

## PERMANENT EXHIBITIONS

### Museum of Civilization permanent exhibitions

- The Canada Hall invites visitors on a fascinating journey through a thousand years of Canadian history, beginning with the first contact between Europeans and First Peoples.
- Face to Face: The Canadian Personalities Hall introduces visitors to 27 exceptional individuals who helped shape Canada through their decisions, actions and accomplishments.
- The Grand Hall features the world's largest indoor collection of totem poles and portrays the rich cultural history of the First Peoples of the Northwest Coast.
- The First Peoples Hall highlights the cultural, historical and artistic achievements of Canada's First Peoples.
- The Canadian Children's Museum invites young people and families to explore Canada's history and worldwide cultural diversity through interactive learning experiences, using authentic materials from the Museum's collections.
- The Canadian Postal Museum collects, researches and interprets the material heritage of postal communications.

### War Museum permanent exhibitions

- The Canadian Experience Galleries tell the story of Canadian military history from earliest times to the present day. They describe the human experience of war and the many ways in which military events have shaped the development of this country and its people.
- The LeBreton Gallery is a glass-walled showcase for the Museum's impressive Military Technology Collection, which includes tanks, trucks, artillery and other large artifacts.
- Regeneration Hall, with its soaring angled walls and view of the Peace Tower on Parliament Hill, is a dramatic architectural symbol of hope for a better future.
- The Royal Canadian Legion Hall of Honour uses personal stories, photographs, art and artifacts to explore how Canadians have remembered and commemorated their military past and the service and sacrifice of their veterans.



[LEFT]

Grand Hall, Canadian  
Museum of Civilization

[RIGHT]

Commissionaire's Way,  
Canadian War Museum



Steven Darby IMG2011-0101-0036-Dm

## RENEWAL OF PERMANENT EXHIBITIONS

The permanent galleries at both Museums are continually renewed and adjusted. The following changes are among this year's highlights.

### At the War Museum

- The second phase of the new exhibition module **The Canadian Peacekeeping Mission in Cyprus, 1964–1993** opened. This exhibition tells the story of Canada's longest peacekeeping operation, focusing on the dramatic events of 1974, when gunfire killed two Canadians and wounded 17 others.
- Improvements and additions were made to two other exhibition areas: **The Forced Relocation of Japanese Canadians during the Second World War**, and **Enemies Real or Imagined**, dealing with First World War internment.

### At the Museum of Civilization

- The Canada Hall added two new modules. **From Rebellions to Confederation, 1837–1867** looks at the uprisings against British colonial rule that set the stage for parliamentary democracy in Canada. **Toles School** explores an important chapter of Black history in Canada, re-creating a one-room schoolhouse founded in Alberta by former slaves who immigrated from the United States.
- The entrance to the First People's Hall was revamped to more effectively introduce the exhibition's major themes (*We are still here, We are diverse, We contribute and We have an ancient relationship with the land*). Other improvements include a new selection of art, and a fresh design to revitalize the Hall's contemporary art section. The introduction of Quick Response (QR) barcodes, which can be read by many handheld devices, now gives visitors instant access to in-depth information about some of the artists.
- As part of the Grand Hall's multi-year redevelopment program, staff installed new barriers around the totem poles to ensure their long-term preservation, while work continued on developing a new storyline and improved text panels for the Hall.



From Rebellions to Confederation, 1837–1867, Canada Hall

- Staff added a video produced by the Historica-Dominion Institute to enhance the visitor experience of the Canada Hall's **Ontario Street** module. They also made, or planned for, major improvements to the Loyalist and Norse modules.
- In April 2010, Sir William Logan—founding director of the Geological Survey of Canada and one of the most honoured scientists in Canadian history—was introduced into Face to Face: The Canadian Personalities Hall.
- Another notable change at the Museum of Civilization was the installation in the Southern Salon of the Hansen-Bruni Mural, a four-storey masterpiece designed by Thor Hansen and painted by Umberto Bruni. Created in 1957 for the British American Oil Company, the mural reflects Canada's blossoming national identity in the post-war era.

## NEW SPECIAL EXHIBITIONS



### At the War Museum

- **The Navy: A Century in Art**  
November 11, 2010 to March 20, 2011  
Marking the 100th anniversary of the founding of Canada's navy, this exhibition featured 46 paintings from many of Canada's leading war artists, and showed how geography, history and war shaped the navy through its first century of service. The exhibition highlighted the navy's diverse roles, traditions and activities.
- **A Brush with War: Military Art from Korea to Afghanistan**  
December 10, 2010 to March 20, 2011  
This exhibition featured 64 significant works by artists who witnessed Canadian military history in the period from 1946 to 2008. It focused on the creative challenges they faced in documenting and interpreting their experiences overseas and in Canada, exploring their varied and powerfully moving personal responses. **A Brush with War** was developed by the War Museum in partnership with the Directorate of History and Heritage of the Department of National Defence.
- **Legion Halls**  
January 15 to November 20, 2011  
This captivating photo exhibition documents the role of Royal Canadian Legion Halls in communities across the country. It features an evocative collection of black-and-white images captured by Toronto photographer Tobi Asmoucha at Legion branches from Nova Scotia to British Columbia. *Canadian Geographic* magazine originated the project and the War Museum developed the exhibition.
- **Missing Lives**  
January 15 to September 5, 2011  
Developed by the International Committee of the Red Cross, this exhibition explores, through the stories of 15 families, the immense tragedy of the 35,000 people who went missing during the Yugoslav wars of the 1990s. The stories are told through the work of photographer Nick Danziger and best-selling author Rory MacLean.
- **Camouflage: From Battlefield to Catwalk**  
June 5, 2009 to September 6, 2010  
This major exhibition was so popular that the War Museum extended it into a second season. It traced the colourful history

of military camouflage over the past century, from the simple concealment of soldiers and objects to the use of camouflage-inspired designs in a wide range of commercial and artistic products. Developed by Britain's Imperial War Museum, the exhibition was adapted by the Canadian War Museum for its presentation in Ottawa.

The War Museum partnered with other organizations to present the following small exhibits at various locations inside the Museum:

- **World Press Photo 2010**, a partnership with the World Press Photo organization of international photo-journalists. This display of outstanding photographs—many relating to human conflict and its consequences—was on display in the main lobby in August 2010.
- **Poppies**, an art installation presented in the Museum's cafeteria and organized in collaboration with the Embassy of the Republic of Turkey.
- **The Red Cross**, a photographic exhibition presented in the Museum's lobby in partnership with the International Committee of the Red Cross.
- Winning entries in the **Royal Canadian Legion's Annual Youth Remembrance National Contest**, displayed in the atelier corridor.

## ATTENDANCE

### Permanent Exhibitions

- Canadian Experience Galleries 262,065
- LeBreton Gallery 209,337

### Special Exhibitions

- **Camouflage: From Battlefield to Catwalk** 231,946
- **The Navy: A Century in Art** 27,228
- **A Brush with War: Military Art from Korea to Afghanistan** 22,454

## At the Museum of Civilization

### • **The Horse**

May 28, 2010 to January 2, 2011

A fascinating exhibition about the shared history of humans and horses, **The Horse** featured fossils, dioramas, prehistoric and modern art, cultural objects from around the world and other spectacular artifacts illustrating the symbiotic relationship between our two species. Organized by a consortium of institutions led by the American Museum of Natural History, New York, the exhibition was adapted for a Canadian audience by the Museum of Civilization.

### • **The "Four Indian Kings": War and Diplomacy in 1710**

June 10 to September 7, 2010

This exhibition marked the 300th anniversary of the journey of four representatives of the Iroquoian and Algonquian nations to the court of Queen Anne in 1710, a trip arranged by colonial leaders seeking to establish an alliance against the French. To commemorate the visit of these Aboriginal diplomats, Queen Anne commissioned artist John Verelst to paint their official portraits. This exhibition, organized in partnership with Library and Archives Canada, presented the original paintings and other documentary objects from the visit.



The **Horse** exhibition at the Museum of Civilization

- **Haida: Life. Spirit. Art.**

October 8, 2010 to January 23, 2011

This exhibition provided a rare opportunity to see more than 80 objects from the McCord Museum's collection of eighteenth- and nineteenth-century Haida masterpieces, including carved feast bowls and elaborate bentwood boxes. Produced by the McCord, the exhibition also featured works by contemporary Haida artist Robert Davidson.

- **Philatelic Treasures from Liechtenstein**

October 5, 2010 to March 17, 2011

Presented by the Canadian Postal Museum, this exhibition offered a window onto the little—and little-known—country of Liechtenstein. It featured 27 beautiful first-day covers and postcards from the collection of long-time Museum volunteer Joe Murray.

- **Marianne, Symbol of Liberty in France**

March 18 to July 31, 2011

Presented by the Canadian Postal Museum, this exhibition features close to 175 philatelic items bearing the image of this emblem of the French Republic.

The Museum of Civilization also presented other exhibitions in 2010–2011 that were carried over from the previous year:

- **Afghanistan: Hidden Treasures**

October 23, 2009 to April 25, 2010

- **Profit and Ambition: The Canadian Fur Trade, 1779–1821**

September 11, 2009 to February 6, 2011

- **The Post Goes Pop**

November 10, 2006 to April 5, 2010

## ATTENDANCE

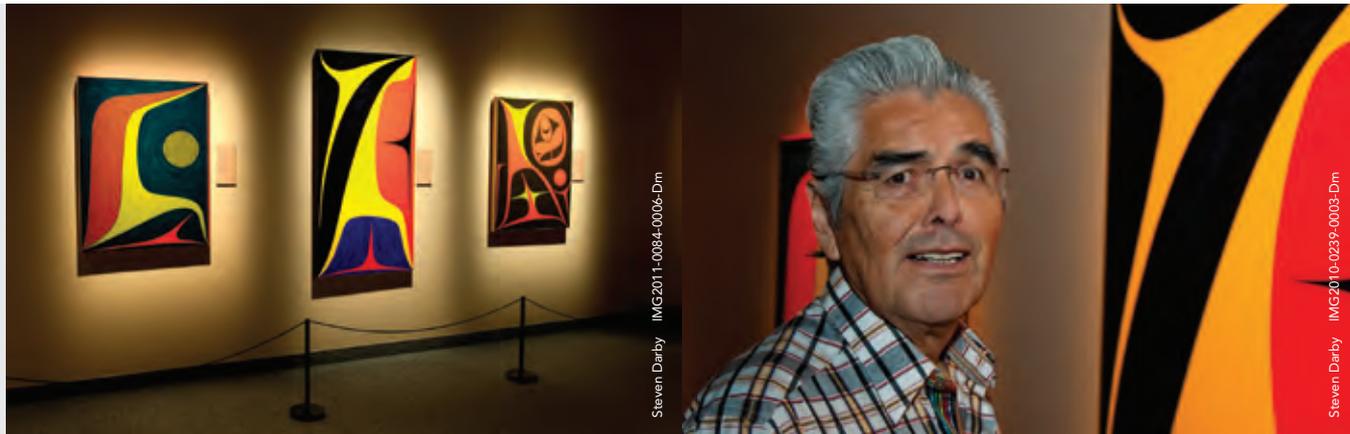
### Permanent Exhibitions

- Canada Hall 393,474
- First Peoples Hall 222,909
- Face to Face: The Canadian Personalities Hall 195,101
- Canadian Postal Museum 239,513
- Canadian Children's Museum 435,654

### Special Exhibitions

- **Haida: Life. Spirit. Art.** 19,824
- **Afghanistan: Hidden Treasures** 80,777
- **The Horse** 158,744
- **Profit and Ambition: The Canadian Fur Trade, 1779–1821** 165,768

Haida artist  
Robert Davidson



Steven Darby IMG2011-0084-0006-Dm

Steven Darby IMG2011-0084-0003-Dm

## TRAVELLING EXHIBITIONS

The Corporation reaches out to distant audiences in Canada and abroad by lending exhibitions produced by the Civilization and War Museums to other institutions. Through this program, we also support museums around the country by sharing our expertise.

In 2010–2011, the Travelling Exhibitions Program facilitated 20 presentations of 13 exhibitions at 14 venues in six Canadian provinces, and three exhibitions in three venues internationally. The program reached 333,088 visitors. The exhibitions and their venues are listed alphabetically below.

### INTERNATIONAL TOURS

- **First Peoples of Canada: Masterworks from the Canadian Museum of Civilization**
  - 1 Museo Nacional de las Culturas, Mexico City, Mexico  
October 6, 2010 to January 30, 2011
- **Inuit Prints: Japanese Inspiration**
  - 2 Prince Takamado Gallery, Canadian Embassy, Tokyo, Japan  
January 21 to March 15, 2011
- **Top Secret: Mission Toy**
  - 3 Boston Children's Museum, Boston, Massachusetts  
January 15 to June 6, 2010

### NATIONAL TOURS

- **Acres of Dreams: Settling the Canadian West**
  - 4 Diefenbaker Canada Centre, Saskatoon, Saskatchewan  
September 27, 2009 to April 5, 2010
  - 5 Nanaimo District Museum, Nanaimo, British Columbia  
June 5 to September 6, 2010
- **Afghanistan: A Glimpse of War**
  - 6 The Military Museums, Calgary, Alberta  
March 1 to July 11, 2011
- **A Brush with War: Military Art from Korea to Afghanistan**
  - 7 Beaverbrook Art Gallery, Fredericton, New Brunswick  
September 18 to November 15, 2010



Valérie Grassi IMG2011-0101-0037-Dm

**Heart and Soul: Quebec Folk Art**  
exhibition at the  
Centre d'exposition  
d'Amos

- **First Flag: The First Maple Leaf Flag**
  - 8 The Military Museums, Calgary, Alberta  
June 28 to August 22, 2010
- **Heart and Soul: Quebec Folk Art**
  - 9 Centre d'exposition d'Amos, Amos, Quebec  
November 26, 2010 to January 23, 2011
  - 10 Royal Alberta Museum, Edmonton, Alberta  
February 14 to May 8, 2011
- **Lace Up! Canada's Passion for Skating**
  - 11 Canadian Museum of Immigration at Pier 21, Halifax, Nova Scotia  
January 15 to March 27, 2011
- **Love 'em Hate 'em: Canadians and their Politicians**
  - 12 St. Catharines Museum, St. Catharines, Ontario  
April 24 to August 29, 2010



- **The Navy: A Century in Art**
  - 13** The Military Museums, Calgary, Alberta  
March 25 to June 20, 2010
  - 14** Maritime Museum of the Atlantic, Halifax, Nova Scotia  
August 5 to September 24, 2010
- **Pack Your Bags! A Kid's Ticket to Travel**
  - 15** St. Catharines Museum, St. Catharines, Ontario  
January 16 to April 11, 2010
  - 16** Exporail, St-Constant, Quebec  
May 1 to November 14, 2010
  - 17** La pulperie de Chicoutimi, Chicoutimi, Quebec  
December 4, 2010 to May 1, 2011
- **Places of Power: Objects of Veneration**
  - 18** Jardin des Glaciers, Baie-Comeau, Quebec  
June 7 to October 3, 2010
- **Top Secret: Mission Toy**
  - 19** Red Deer Museum and Art Gallery, Red Deer, Alberta  
October 18, 2010 to January 9, 2011
  - 20** St. Catharines Museum, St. Catharines, Ontario  
January 29 to May 8, 2011
- **The Tunit: A Palaeo-Eskimo People**
  - 21** Jardin des Glaciers, Baie-Comeau, Quebec  
June 7 to October 3, 2010
- **Wind Work, Wind Play: Weathervanes and Whirligigs**
  - 22** La Maison des Bâisseurs, Alma, Quebec  
June 28 to September 19, 2010

## PARTNERSHIPS

This year, the Museum of Civilization signed six agreements to work in partnership with other institutions on developing large-scale exhibition projects. This was an increase over previous years, reflecting the Corporation's determination to expand its outreach and partnership efforts. Some of these partnerships include:

- **God(s): A User's Guide** (working title) is an exhibition conceived by the Musée de l'Europe and designed by Tempora SA of Brussels. It is being adapted for a Canadian audience by the Canadian Museum of Civilization and the Musée de la civilisation in Québec City, an important working partnership between the two Canadian museums. The exhibition will open at the Canadian Museum of Civilization in December 2011.
- The Museum of Civilization is developing **Maya: Their Ancient Secrets** (working title), an exhibition about the Maya civilization, in partnership with the Royal Ontario Museum (ROM) and Mexico's Instituto Nacional de Antropología e Historia. It will open at the ROM in the fall of 2011 and be presented at the Civilization Museum in the summer of 2012. The ROM and the Museum of Civilization are the exclusive Canadian venues for this exhibition.



God(s): A User's  
Guide exhibition

- **Vodou: A Way of Life** (working title) is an exhibition on which the Museum has been working collaboratively with both Haitian and European partners. It is scheduled to open at the Museum of Civilization in November 2012.
- The Museum is working with the McCord Museum of Montréal and the Haida Gwaii Museum to develop a travelling version of the McCord's exhibition **Haida: Life. Spirit. Art.** for European audiences. This is the first Canadian collaboration of its kind.

## ARTIFACT COLLECTIONS

The Corporation and its Museums are the guardians of a vast and varied collection of artifacts that document Canada's social, cultural, political, economic and military history. Collectively, the 3.5 million objects are known as the National Collection. It is the Corporation's greatest physical asset and the foundation for all Museum activities.

Since its establishment in 1856 by the Geological Survey of Canada, the National Collection has been continually enhanced by new acquisitions of historical and contemporary artifacts that illuminate Canada's rich history and cultural diversity. The objects are acquired through donations, purchases, curatorial fieldwork and transfers from other institutions.

## ARTIFACT ACQUISITIONS

In 2010–2011, the Corporation added 4,880 artifacts to the Collection through 270 separate acquisition transactions related to the Museum of Civilization, and 164 accession lots handled by the War Museum. The following is a small sample of the many exceptional acquisitions made this year:

- **Ottawa Catholic School Board collection:** The Board donated the entire contents of its Museum Classroom, which includes about 1,800 books and 500 artifacts such as workbooks, writing instruments, provincial exams, desks, lunchboxes, school uniforms and much more. Among other things, the collection provides invaluable insight into the evolution of teaching methods and curricula, the portrayal of boys and girls in educational materials, and the rules of classroom etiquette. It is an outstanding resource for curators and historians seeking to shed light on 350 years of formal education in Canada.
- **King Edward VIII's Vimy Pilgrimage Medal:** His Majesty wore this medal when unveiling the Canadian National Vimy Memorial in France on July 26, 1936. It is a 10-karat gold version of the Royal Canadian Legion Vimy Pilgrimage Medal given to the thousands of veterans of the Canadian Corps and their family members who travelled to Vimy to witness this historic event. The War Museum purchased the medallion with the support of the Vimy Foundation.

- **Wendy Hayward's Tim Hortons uniform:** Wendy Hayward's son Corporal James Hayward Arnal was the 88th Canadian soldier to be killed in Afghanistan. Following his death in 2008, Ms. Hayward decided to contribute to the Canadian Forces mission in Afghanistan by getting a job at the Tim Hortons at the Kandahar Airfield. She wore this uniform during her employment there in 2010, later donating it to the War Museum.
- **Northwest Coast Chilkat leggings, early nineteenth century:** The Reverend Robert James Dundas collected these beautifully crafted leggings in the field in British Columbia sometime between 1859 and 1865. Part of the renowned Dundas Collection purchased by the Museum, they reveal important aspects of the history and culture of the First Peoples of Canada's Northwest Coast.
- **Montréal Canadiens outfit worn by Shania Twain:** The international pop star donated this glittering, three-piece concert outfit, which she wore in honour of the legendary hockey team. A colourful symbol of two Canadian cultural icons, the costume was featured in an exhibition about Maurice "The Rocket" Richard.



Chris Uhlig IMG2011-0076-0001-Dm



Steven Darby IMG2011-0101-0022-Dm

[LEFT]  
A desk from the  
Ottawa Catholic  
School Board  
Collection  
[RIGHT]  
King Edward VIII's  
Vimy Pilgrimage  
Medal

- **Modernizing Mostar by William Walter MacDonnell:** This diptych portrays the historic Mostar Bridge, a UNESCO World Heritage Site that became synonymous with senseless ethnic violence during the Balkan wars of the 1990s when it was destroyed by calculated artillery barrages. This painting is particularly significant to Canada because thousands of Canadians served in that theatre of operations. The painting is also a metaphor for the wars of disintegration that were then sweeping parts of southern Europe and former Communist states.
- **Bill Mason's Canoe:** The late Bill Mason was undoubtedly the most famous modern practitioner of that quintessentially Canadian pastime: wilderness canoeing. He had many canoes, but this 16-foot cedar strip canoe is exceptional because it featured prominently in many of Mason's books and movies, including the film *Rise and Fall of the Great Lakes* and the book *Song of the Paddle*.
- **Medal Set of Lieutenant-Colonel (Honorary) Frederick George Scott, C.M.G., D.S.O:** Canon Scott was the senior chaplain of the 1st Canadian Division, Canadian Expeditionary Force, during the First World War. He earned the soldiers' enduring admiration for his courage and devotion to their spiritual comfort. The medal set includes the Companion of the Order of St. Michael and St. George, and the Distinguished Service Order.
- **Olympic stamp collection:** The Canadian Postal Museum has acquired an impressive collection of philatelic items highlighting Canada's involvement in the International Olympic Movement over the past four decades. The collection comprises 12 albums and more than 1,000 commemorative philatelic items awarded, for the most part, exclusively to members of the International Olympic Committee, including the collection's donor, Richard W. Pound of Montréal.
- **Three archaeology collections from southern Ontario:** These collections contain numerous important artifacts gathered during excavations at three sites: the homestead of loyalist Colonel John Butler, whose house in the Niagara region was destroyed by retreating American forces in 1813; a proto-Huron village site northeast of Toronto, whose findings will enhance understanding of early Huron history and culture; and an Early Palaeo-Indian site in Hamilton, whose artifacts are expected to reveal much about the trade in raw materials among the region's First Peoples. In total, these acquisitions comprise over 160,000 recorded archaeological artifacts and fragments.
- **Wentworth Women's Auxiliary Corps Uniform:** This uniform, worn by a member of the women's auxiliary corps based in Hamilton, Ontario, is a symbol of the contribution Canadian women made to the war effort. Before women were officially accepted into the Canadian military in the Second World War, about 17,000 chose to join one of the approximately 90 unofficial, voluntary women's auxiliary corps established across Canada, which included the Wentworth Corps.
- **Political materials collected by Senator Serge Joyal:** This impressive collection, including about 400 objects dating from the 1860s to the 1990s, traces the evolution of politics and identity in Canada. It was assembled by Senator Joyal, a prominent politician and art collector.
- **Lieutenant Keith MacLellan's SAS uniform:** Lieutenant MacLellan was a member of Britain's Special Air Service, an elite corps that specialized in commando raids behind enemy lines. He was among those who liberated the Bergen-Belsen concentration camp. His family donated his battle dress and service dress uniforms to the Museum.
- **OPS ROOM, an acrylic painting on canvas created by the donor, Mrs. Pat Ashbaugh:** A British airwoman in the Royal Air Force and operations plotter, Mrs. Ashbaugh married a Canadian flyer. Her painting depicts, from a detailed, personal perspective, an aspect of uniformed women's war work not previously represented in the War Museum's art collection.

## CONSERVATION

Staff specialists manage the Museums' conservation program, with the occasional assistance of contract conservators. Together, they carry out preventive and restorative treatment for artifacts in the National Collection. They also conduct environmental assessments of exhibition spaces, and design and monitor environmental conditions for all venues in which artifacts might be displayed or stored.

### The Museum of Civilization

The Museum of Civilization's onsite conservation laboratories have specialized facilities for many artifact materials acquired by the two Museums. These materials include previously frozen or wet textiles, paper, items from archaeological digs, and all varieties of three-dimensional objects—from totem poles and Inuit carvings to furniture and clothing.

### The War Museum

The War Museum has an ongoing conservation program to restore technical equipment—such as historical vehicles and artillery—to either cosmetic or operating condition.

Especially noteworthy this year was the War Museum's restoration work on the First World War Six-Ton Tank, M1917 a project begun in 2006. The restoration was greatly advanced by the donation of numerous hull and suspension components from private donors and the Department of National Defence. The Museum also arranged this year for the manufacture of all missing hull plating and fittings. The completed restoration will be ready for public viewing in the summer of 2011.



Steven Darby IMG2011-0101-0020-Lyn

## ARTIFACT LOANS

The Civilization and War Museums loan artifacts and archives from their National Collection for research and exhibition use by other museums.

In 2010–2011, the Museum of Civilization lent 76 artifacts to 18 institutions for short- or long-term purposes as part of this loans program. Under its Travelling Exhibitions Program, detailed elsewhere in this report, the Corporation loaned an additional 515 artifacts, which were included in its touring exhibitions.

Significant loans by the War Museum during 2010–2011 included:

- First World War uniform pieces, for use in the “End of an Era” Veterans Affairs ceremony at the Ottawa National War Memorial on April 9, 2010.
- The Victoria Cross medal set of Lieutenant-Colonel Robert Shankland, lent to the Queen’s Own Cameron Highlanders Regiment for an exhibition at the Manitoba Museum marking the Regiment’s 100th anniversary.
- Twelve paintings lent to the Beaverbrook Art Gallery in Fredericton for a retrospective on the work and career of Molly Lamb Bobak, one of Canada’s three surviving Second World War official war artists.

## ABORIGINAL REPATRIATION

In 2010–2011, the Museum of Civilization continued to address requests for repatriation of ethnographic objects, human remains and associated burial objects through bilateral discussions with First Nations, under the Repatriation Policy and federal negotiations of comprehensive claims and self-government agreements. Curatorial and collections staff, along with senior managers, prepared data for, or participated in, negotiations with over 30 First Nations this year.

On September 15, 2010, 125 objects were repatriated to the Nisga’a Lisims Government, an occasion the First Nation marked in a ceremony conducted on the Nass River. In addition, the Ethnology and Cultural Studies Division returned burial objects to the Whispering Pines First Nation in British Columbia.

The Archaeology and History Division continues to devote important resources to address a request from the Inuit Heritage Trust for the repatriation of all Inuit human remains and associated burial objects from Nunavut. The inventory and documentation of these collections is a major ongoing task.

## LIBRARIES AND ARCHIVES

The libraries and archives of the Civilization and War Museums are outstanding storehouses of information on Canada's social, cultural, political and military history. The archival collections make up a substantial and important part of the Corporation's National Collection. All these resources are used extensively by Museum staff, academics, writers and researchers, and many other individuals from across Canada and abroad.

### The Museum of Civilization

The Museum of Civilization Library contains more than 60,000 printed books, including many rare volumes; about 2,000 journal and magazine titles; over 1,000 DVDs, CDs and videocassettes; and a growing collection of e-books and online journals. The Museum's Archives have extensive holdings of unpublished documents and other materials, including more than one million historical and contemporary photographs, 72,000 sound recordings and 18,000 films and videotapes relating to the Museum and its research interests. The archival collections occupy four linear kilometres of shelf space.

### The War Museum

The Military History Research Centre at the War Museum 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 in materials relating to the First and Second World Wars. The Hartland Molson Library has approximately 60,000 volumes, including regimental histories, published personal memoirs, wartime pamphlets, military technical and field manuals, and 5,000 rare books.

## 2010–2011 ACTIVITIES AND ACQUISITIONS

### Research Requests

The Museum of Civilization's Archives and Corporate Records received over 3,585 requests, 77 per cent of which related to textual documents; the remaining requests focused on the audiovisual collections.

Over 1,300 people consulted the Archives on the premises. The Archives Section also hosted tours for various groups, including First Nations and Inuit representatives, college and university students, and delegates to a Costume Society of America conference.

The Canadian War Museum's Military History Research Centre responded to more than 3,000 requests for information and welcomed more than 6,000 visitors. The Centre lent 8,500 items from the library collection to Museum staff and to other libraries through interlibrary loan. Users consulted 19,800 archival items and rare books onsite.

The Military History Research Centre also hosted tours for a range of groups, including students from the Canadian Forces Ammunition Technology Course and National Defence's School of Military Mapping.

### Library

The Library received nearly 8,000 visitors and responded to over 2,410 requests for information or materials. It lent 9,205 items from its collection to employees, and to other libraries through interlibrary loans. It also hosted a large number of professional tours, meetings or presentations, including several with university groups from Nova Scotia, Quebec and Ontario.



Steven Darby IMG2011-0101-0041-Dm

### Photographs and Copyright

This year, the Museums' Photographs and Copyright Section handled more than 2,000 requests from inside and outside the Museums, and distributed approximately 3,180 images in response. The volume of requests was up more than 50 per cent over recent yearly averages. The Section also consolidated all photographs in one database, and worked with other divisions to improve the transfer of photographic material.

### Artifact Documentation

The Artifact Documentation Section responded to 1,124 requests for artifact information from the public and internal staff. The Section also hosted on-site visits by 21 groups who viewed a total of 595 objects, mostly from the ethnological collection, but also from the historical, postal and cultural studies collections.

## LIBRARY AND ARCHIVAL ACQUISITIONS

Important archival acquisitions at the War Museum included:

- *Notes from Home*, a custom-made scrapbook created by Canadian Forces Sergeant Renay Groves. This memory book, weighing nearly 20 kilograms and containing thousands of signatures, drawings, photographs and personal messages, circulated across Canada and to Afghanistan, providing members of the Canadian Forces and others with an opportunity to send greetings to Canadian soldiers and civilians serving overseas.
- An extensive collection of original documents, audiotapes and draft manuscripts from the Honourable Barnett J. Danson, a former Canadian politician and Cabinet minister, who served with the Queen's Own Rifles during the Second World War.
- A photographic album and diary documenting a Canadian family's experience as they travelled to France to attend the 1936 unveiling of the Vimy Memorial. The donor, Ms. Frances Owen, who was eight years of age in 1936, was recently interviewed as part of the Museum's Oral History Program, providing a unique perspective on the Vimy ceremony.

- An extensive collection of First World War letters, photographs and original documents on the military career of Private John Rogers Clark, a boy soldier with the 77th Regimental Band at Niagara Camp and, later, with the Young Soldiers Battalion of the 123rd Battalion of the Canadian Expeditionary Force during the First World War.

Special initiatives of the War Museum's library and archives included:

- The creation of more than 1,500 digital images of archival documents, photographs, maps, and blueprints for the Museum's new web module **Canada's Naval History**.
- The conservation of 40 rare books, eighteenth- and nineteenth-century archival documents, and pre-First World War photographs and albums.
- The development, design and production of a brochure to inform researchers about the Military History Research Centre, and to promote its collections and services.

At the Museum of Civilization, Library and Archives acquired 4,833 library items, over 224,000 analog and digital images, more than 100 linear metres of textual documents, and thousands of electronic files and audiovisual materials.

Notable acquisitions included:

- The photographic collection of renowned Cree photographer Fred Cattroll. Representing decades of his work, this major collection includes negatives, slides, prints and over 200,000 digital photos, all from an Aboriginal perspective.
- The Peter and Mary Prokop fonds, a unique collection of archival material documenting the couple's role in the development of the Ukrainian Labour-Farmer Temple Association and its successor body, the Association of United Ukrainian Canadians (1930s to 1970s).
- The Rhéal Ranger drawing collection, a set of original drawings by the sculptor Rhéal Ranger (1924–2005)—nicknamed the “Tin Can Man”—whose artistic creations are composed mainly of soda cans and other recycled materials.
- The Senator Nancy Ruth fonds, consisting of documentation relating to Senator Ruth's political career and activism in support of women's rights.

- The Anita Shapiro fonds, a fascinating collection documenting the work of Montréal commercial artist Anita Shapiro between 1940 and 1946. It comprises 255 artist's proofs and copies of newspaper advertisements for department stores such as Eaton's and Morgan's.
- The addition of several unpublished and important field books, photographs, awards and honours for the fonds of the Museum's late Director and Arctic archaeologist Dr. William E. Taylor, Jr. (1927–1994).

Special initiatives of the Museum of Civilization's archives included:

- The digitization of audiotapes, vinyl records and videos, resulting in approximately 550 digital audio files. Notable digitized material included 67 audio-tape interviews that Anna Feldman conducted in the 1980s with members of Canada's Jewish community; and 41 interviews conducted across Canada and the United States for the Museum's “Urban Native Life” project, led by curator Morgan Baillargeon.
- Completion of the transfer of over 350,000 photos from obsolete tapes to a computer server, ensuring greater accessibility and improved client service.

## COLLECTIONS DOCUMENTATION

The Artifact Documentation team continued to adapt its resources, procedures and database to meet users' needs and promote accessibility. Work this year included the development and staff training for the database to manage the exhibits inventory, the cataloguing of 770 artifacts, and the verification of essential points of access for 977 artifact records.

The catalogue now includes 1,045,000 artifact records. Of these, 220,000 are available to the public. With the upload of 18,600 images in 2010, 106,000 of the records now have images.



Marie-Louise Deruaz IMG20110101-0030-Dm



IMG2011-0101-0028-Dm

Dr. Dean Oliver, Director, Research and Exhibitions, War Museum



Steven Darby IMG20100134-0006-Dm



Marie-Louise Deruaz IMG2010-0224-0015-Dm

Dr. David Morrison, Director, Archaeology and History, Museum of Civilization

## RESEARCH

The Civilization and War Museums conduct historical and cultural research, both on-site and in the field. Research conducted by curators, historians and other staff supports the development of exhibitions and collections, the writing of books and articles, and a range of other activities. At the Museum of Civilization, the research program enhances understanding of Canadian identity, history and culture, including our national narratives, symbols and achievements. At the War Museum, research advances understanding of Canada's military history in its personal, national and international dimensions.



Steven Darby IMG2010-0120-0013-Dm

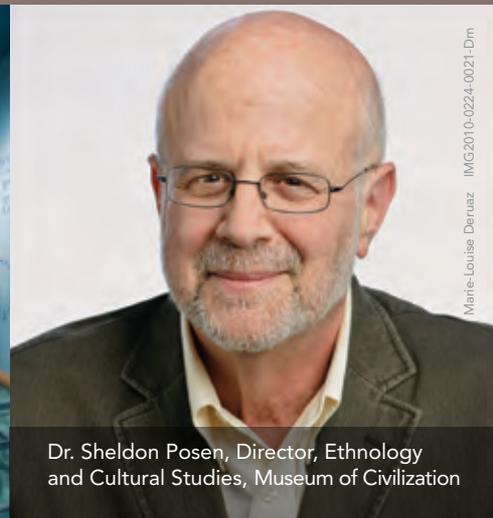


Marie-Louise Deruaz IMG2010-0224-0009-Dm

Moira McCaffrey, Vice-President, Research and Collections, Museum of Civilization



Steven Darby IMG2010-0133-0009-Dm



Marie-Louise Deruaz IMG2010-0224-0021-Dm

Dr. Sheldon Posen, Director, Ethnology and Cultural Studies, Museum of Civilization

## WAR MUSEUM

2010–2011 was an exceptional year for research at the War Museum, as curators and historians finished work on two exhibitions and prepared for three others set to open in the new fiscal year. The projects highlight three categories of research which the Museum carries out: documentary, material culture and community-based.

According to **Dr. Dean Oliver, the War Museum's Director, Research and Exhibitions**, documentary research is best exemplified by the work performed this year on an upcoming exhibition relating to the War of 1812. That work is led by Dr. Peter Macleod.

"Peter has spent a lot of time researching things like letters, diaries, government documents, maps, plans and so on," says Dr. Oliver. On the basis of this documentary research, Dr. Macleod is synthesizing, into one exhibition, a number of distinct perspectives on the War of 1812: British, Canadian, American and First Nations. "To the best of my knowledge, no one has ever done that before; so this is going to result in substantial new knowledge," adds Dr. Oliver.

The second category—material culture research—involves the study of objects to determine their identity, use and provenance. That information can then be woven into an exhibition storyline. "We did a lot of that this year," Dr. Oliver says. "I would estimate that we looked at about a thousand objects."

He explained that, while many of the objects were already well documented, others required extensive research: "Sometimes an object comes into our possession with a note that says 'Please take my granddad's uniform, signed Mike.' And that's all the information we have about it." It then falls to Museum staff to uncover the story behind the object and make that information accessible to the public. Much of this year's material culture research, notes Dr. Oliver, related to the centennial of the Canadian navy and the exhibition **War and Medicine**, scheduled to open in the new fiscal year.

As an example of community-based research, Dr. Oliver pointed to the exhibition **Peace**, due to open in late 2011. "Here we go beyond the study of something on paper or in a velvet box," he says, "to connect with the people involved in the subject. What have they been doing, what do they have to say, and do they have any objects? It's a little bit of interviewing, a little bit of collecting, and an awful lot of listening."

Dr. Oliver notes that the principal researcher on that file, Dr. Amber Lloydlangston, has spent a lot of time building relationships with individuals and organizations involved in the peace movement—voices not traditionally heard inside war museums. "This is helping build our reputation as an institution that is interested in looking at war in the round, not just from the perspective of those who are in uniform or have been in uniform—as important and critical as that perspective is."

## MUSEUM OF CIVILIZATION

Research conducted at the Museum of Civilization in 2010–2011 reflects the richness of Canada's history and diversity. Over a dozen projects were underway, with subjects ranging from the spirituality of the Plains Cree to contemporary politics in Quebec. "The interests and expertise of our research staff are quite remarkable," says **Moira McCaffrey, the Museum's Vice-President, Research and Collections**. "Again this year, they made tremendous contributions to our understanding of Canada and its people."

The Museum has two research divisions: Archaeology and History, and Ethnology and Cultural Studies.

## ARCHAEOLOGY AND HISTORY

What stands out this year in the **Archaeology and History Division**, according to its **Director, Dr. David Morrison**, is the connection between research and public outreach. He cited two initiatives in particular: the E'se'get Archaeological Project and the Virtual Museum of New France.

In the first project, archaeologists are digging at a site in Nova Scotia, searching for information about the area's first inhabitants. The project also provides field training for university students and Mi'kmaw high school students. It has welcomed the participation of the Mi'kmaq Rights Initiative and enquiries from curious residents and tourists. The project's leader, Dr. Matthew Betts, has also been using social media to spread the word about the project and its progress, most notably through his blog.

"It's a fine piece of archaeological fieldwork," says Dr. Morrison, "and a very good example of how archaeology is happening in the twenty-first century, with a major emphasis on partnerships and outreach."

The Virtual Museum of New France—which exists only on the Internet—was created in the 1980s. Researchers have spent the past year preparing for a major expansion of the site, which will eventually comprise hundreds of pages of text. The goal is to create a comprehensive, authoritative and accessible source of information about New France. "It has to be unimpeachable in terms of content, says Dr. Morrison, and that is why every page must be written by a scholar and reviewed by other experts." He describes it as "a gigantic research project," and an example of the Museum's commitment to scholarship and public outreach.

## ETHNOLOGY AND CULTURAL STUDIES

"I would call this 'The Year of Japan' for the **Ethnology and Cultural Studies Division**," says its **Director, Dr. Sheldon Posen**. Two Japanese-themed exhibitions were developed in 2010–2011, based on research conducted by Museum curators. The first, **Inuit Prints: Japanese Inspiration**, tells the foundation story of Inuit printmaking in Cape Dorset and highlights the little-known connection to Japan. The research was conducted by Dr. Norman Vorano, the Museum's curator of contemporary Inuit art. He also led the development of the exhibition and wrote a complementary catalogue. "Norman did a marvellous job of gathering the evidence and piecing this story together," says Dr. Posen. "His research has contributed greatly to our understanding of the origins of Inuit printmaking and the importance of intercultural influence."

At the same time, curator Alan Elder was conducting research on Japanese technology and design, leading to the second exhibition, **JAPAN: Tradition. Innovation**. It examines the link between contemporary, cutting-edge Japanese design and artifacts dating from the Edo Period (1603–1867). "This was a monumental research project," says Dr. Posen, adding that it involved an international search for artifacts and information. The result is an exhibition that enhances our appreciation of the everyday objects around us, as well as our understanding of the innovation process.

## ABORIGINAL TRAINING PROGRAM IN MUSEUM PRACTICES

The Corporation established this program in 1993 to offer First Nations, Métis and Inuit participants professional and technical training relevant to the museum sector. This year, program staff visited, and made an inventory of, other programs that offer similar training throughout North America. The findings of this research will benefit potential participants and help strengthen the Corporation's program. The participants in the program for 2010–2011 are from Yukon, Saskatchewan, Ontario and Quebec. They represent the Tr'ondëk Hwëch'in, Cree, Ojibway/Oneida and Huron-Wendat nations.



Mark Holleran IMG2011-0496-0023.Dm

K. Ann Marie Proulx, Ojibway/Oneida, at the ATPMP graduation ceremony

## LECTURES AND ARTICLES

Museum curators, historians and other staff members share their knowledge and expertise with academic and general audiences in Canada and abroad through public presentations, academic symposia, university lectures, scholarly papers, magazine and web articles and books (see also the Websites and Publishing section of this report). They also receive and respond to enquiries from scholars, students and the general public on a wide variety of subjects. Several staff members are adjunct professors at Canadian universities.

Among the 2010–2011 highlights:

- Fourteen Civilization and War Museum staff were involved in teaching a new program in museology at l'Université du Québec en Outaouais.
- Staff at the War Museum delivered 13 public presentations and 21 lectures and papers. They also wrote 14 articles and three books: *The Madman and the Butcher: The Sensational Wars of Sam Hughes and General Arthur Currie* by Tim Cook; *Acts of Occupation: Canada and Arctic Sovereignty, 1918–25* by Jeff Noakes (with Janice Cavell); and *The Oxford Companion to Canadian Military History* by Dean Oliver (with J.L. Granatstein).
- At the Museum of Civilization, staff in the History and Archaeology Division and the Ethnology and Cultural Studies Division produced two books, wrote 40 articles and 30 book reviews, and delivered 25 lectures.

## **PUBLIC PROGRAMS**

Public Programs provide an enhanced and varied visitor experience, and help attract new audiences to the Museums. They include cultural celebrations, live animation, lectures, film screenings, book launches, family and children's activities, and performing arts events. Most of the programs are presented in conjunction with permanent or special exhibitions, inviting visitors to explore exhibition themes in more depth or in new ways. Some of the programs offer unique museum experiences designed to connect people with their identity as Canadians.

## MUSEUM OF CIVILIZATION

During the past year, the Museum of Civilization delivered over 800 public programs. These included some long-standing Museum favourites, plus a few bold, new initiatives.

### Dramamuse

The Museum's in-house theatre company, Dramamuse, offered highly imaginative, interactive learning experiences to over 150,000 visitors and students in the Canada Hall and in the special exhibition **Profit and Ambition: The Canadian Fur Trade, 1779–1821**. They also reached out to Canadians via videos on YouTube.

The play *No Power Greater*, with a repertoire of 10 historical characters, enabled many visitors and “Encounters with Canada” students from across the country to understand what the Winnipeg General Strike was really like. The theatre company also created and performed *A Trick of Truth*, a new promenade-style play that gives voice to untold stories of the men and women of the fur trade featured in **Profit and Ambition**.

### Special Exhibition Programming

In conjunction with **The Horse**, the Museum offered horse-drawn guided tours, sessions on equestrian skills for adults and youth, special events for families, and a symposium on the horse. Over 1,200 people took part in these events.

To complement the exhibition **Haida: Life. Spirit. Art.**, the Museum hosted an evening with Haida artist Robert Davidson, an internationally renowned master carver, printmaker, painter and jeweller, who discussed the sources of his inspiration.

During its presentation of **Profit and Ambition: The Canadian Fur Trade, 1779–1821**, the Museum hosted a panel discussion on the contemporary state of Canada's fur industry in the face of international competition and protest. This event also offered live animation by the Museum's in-house theatre company.

### Series, Lectures and Special Events

The Museum presented a variety of other public programs, including lectures, discussions, film screenings, musical and

theatrical performances, family and children's activities, and evening get-togethers aimed at the clubbing crowd.

Two high-profile speakers featured at the Museum this year were culture critic Andrew Potter—described as Canada's “hippest and smartest culture critic”—and the celebrated Haitian-Canadian novelist Dany Laferrière. Both delivered thought-provoking presentations to large and appreciative audiences.

### Curator's Notebook: Lunchtime Lecture Series

For the past 20 years, members of the Museum's curatorial staff have hosted lunchtime conferences open to staff and Museum visitors for the exchange of ideas, discussion of the collections, and question-and-answer sessions. Among the highlights this year was a presentation during Black History Month by the distinguished guest speaker Boulou Ebanda de B'béri from the University of Ottawa, who examined the role that a multicultural group of Black, White and Aboriginal peoples played in ending slavery in North America and abroad. Other presenters included Christina Bates, the Museum's Curator of Ontario History, and a leading expert on the history of Canadian nursing. Her topic was “Whatever Happened to the Nurse's Uniform?”

### Museum After Dark

New this year, this fun and hip series invites the public to the Museum after hours to catch live performances, share ideas, be creative and debate cultural issues over cocktails with friends. Each event has its own unique flavour. West Coast Fusion, for example—held in conjunction with **Haida: Life. Spirit. Art.**—celebrated British Columbia's cutting-edge creativity in a cocktail party atmosphere. YEEEEEE HAAA!, an evening of country-style dancing and mechanical bull riding, was inspired by the exhibition **The Horse**.

### Winterlude

For a second year, the Museum of Civilization hosted the official launch of Winterlude, the annual winter celebration organized by the National Capital Commission. About 13,000 revellers gathered on the Museum grounds for live performances, a light show and a spectacular fireworks display. The Museum featured a number of indoor programs during the three weekends of Winterlude, including the very popular Chill-Out Chalet.

### Festive Season

Inspired by the Christmas Markets that delight residents and visitors to European cities, the Museum launched its first annual Christmas Market this year, highlighting products by regional vintners and agricultural and craft producers. Presented in partnership with the Marché de solidarité régionale de l'Outaouais, the market doubled Museum attendance over the weekend. The Museum also held a Festive Trees Decorating Challenge, which will become an annual event.

### Culture Days

The Civilization Museum took part in the inaugural edition of Culture Days, an annual Canada-wide event that invites the public to venture “behind the scenes” to discover the world of artists, creators, historians, architects, curators and designers at work in their community. The Museum’s staff photographers invited visitors into their studio for a tour and some expert advice, followed by an outdoor photo shoot.

### Aboriginal Programming

On National Aboriginal Day, the Museum featured a full day of performances, workshops and demonstrations by First Nations and Métis communities. More than 1,400 students took part. The Museum also hosted various Aboriginal workshops, demonstrations and films during the year, including the world premiere of *The White Archer*, a film inspired by an Inuit legend. Another notable screening presented the film *Reel Injun: On the Trail of the Hollywood Indian* by Cree filmmaker Neil Diamond.



Festive Trees  
Decorating Challenge

## WAR MUSEUM

Public programs at the War Museum give visitors diverse opportunities to learn about, and respond to, the Museum's messages. Well over 100,000 visitors benefitted directly from the Museum's public programming this year.

### Gallery Animations

Gallery animations give visitors the type of one-on-one personal contact that enhances their exhibition experience. In the Museum's permanent galleries and special exhibitions, animators complement the storylines with interactive hands-on activities and demonstrations. They also help younger visitors understand the Museum's key messages.

Gallery animations in 2010–2011 enabled visitors to learn about 15 different topics, including how to make musket cartridges, battlefield surgery, and soldiers' and sailors' kits from the First and Second World Wars respectively. During these activities, animators interacted with an estimated 78,000 visitors.

### Special Exhibitions Programming

Special exhibitions programming provides interactive activities and demonstrations that 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 that help to extend the exhibitions' impact beyond the gallery space.

An estimated 15,200 visitors participated in various program activities related to the special exhibitions **Camouflage: From Battlefield to Catwalk**; **The Navy: A Century in Art**; and **A Brush with War: Military Art from Korea to Afghanistan**.

Programming related to **Camouflage** included:

- The camouflage-inspired fashion show "From Battlefield to Catwalk" on June 4, 2010, featuring original creations by Ottawa-Gatineau design students. Attracting 250 people, the show was a very successful community outreach activity.

- A series of public lectures on topics such as "Seagoing Easter Eggs: Artists' Contributions to Dazzle Ship Camouflage" by Roy Behrens; "L'Essentiel est invisible aux yeux" by Rénaud Fortier; and "Dazzling Shoes and Deceptive Hats: Fashion and Camouflage during the First World War" by Alison Matthews David.
- An event organized by Spins & Needles, an Ottawa-based group that brings craft-making and music parties to bars, galleries and other public venues. More than 100 young adults participated in this entertaining and creative evening.

Programming related to the art exhibitions **The Navy** and **A Brush with War** included:

- A one-day symposium, "War Art Now: The First Ten Years (2001–2011) of the Canadian Forces Artists Program." The Museum invited artists and representatives of the Program for informal presentations in the morning, and a panel discussion in the afternoon, on Canadian military art in the twenty-first century.
- A two-day conference, "The Canadian Navy and the Commonwealth Experience, 1910–1210: From Empire to Independence." Presented in May 2010 in partnership with the Canadian Navy, it attracted 130 participants.
- Two weekends of LEGO® shipbuilding, and a demonstration by artist David Collier on how to create your own military comic strip, both as part of the Museum's March Break programming.
- A workshop, "An Artist, a Mural and You," offered on four different days, in which participants were invited to make a creative contribution to a mural begun by war artist Karole Marois.

### Remembrance Week

About 4,500 visitors took part in a special event at the Museum during Remembrance Week. The Museum provided guided tours, free lunches for veterans and live screenings of the National Service of Remembrance. A highlight was the conference “Look to the Future of Remembrance,” which focused on how we might remember, in future, the service and sacrifice of Canadians in war and peace. Presented in partnership with the Embassy of the Kingdom of the Netherlands, it attracted an audience of 250. The keynote speaker was CBC’s Chief Correspondent, Peter Mansbridge.

Other events included:

- The projection, in the Museum’s Lobby, of the names of Canadian soldiers who were killed in the First World War.
- Performances by two youth choirs: La Chorale les 2 Rives and the Ottawa Catholic School Board’s Chamber Choir.
- Talks by author Kathy Stinson about her new book *Highway of Heroes*, and by professor and author Serge Durflinger about the contribution of French Canadians during the Second World War.
- A concert by the Central Band of the Canadian Forces.

### An Anniversary Celebrated, an Armistice Commemorated

On May 8, 2010, the new Museum building celebrated its fifth anniversary and commemorated the 65th anniversary of the end of the Second World War. The full day of programming included guided tours of the Museum’s architectural features, gallery animations, swing dancing to Big Band music, and the Karen Oxorn Quintet performing well-known tunes of the 1940s.

Events relating to the Liberation of the Netherlands were organized in conjunction with the Tulip Festival, and in partnership with the Embassy of the Kingdom of the Netherlands. Canadian author Mark Zuehlke also presented his latest book on Canadians’ role in the Liberation.

### Other Public Programs

The War Museum presented several special programs throughout the year to enhance the visitor experience and attract new visitors to the Museum. Among the highlights:

- An excerpt from the play *Vimy* by Vern Thiessen, performed by the Great Canadian Theatre Company (GCTC), introduced a panel discussion on how war is portrayed in theatre. The event was held at the Museum in conjunction with the GCTC’s presentation of *Vimy* at its Ottawa theatre in November and December 2010.
- “Four Views on Military History,” a panel discussion featuring the authors of four very different books on Canadian military history. Moderated by war correspondent and *Maclean’s* magazine writer, Michael Petrou, the four panellists discussed how writing about the past is inevitably shaped by trends and resources in the present.
- A public demonstration of three vehicles from the Military Technology Collection: a one-day event that attracted more than 300 participants.
- Several performances by popular military bands, such as the Governor General’s Foot Guards and the Central Band of the Canadian Forces.
- A performance by the Ottawa percussion group Heritage Hands Drumming, as part the Museum’s celebration of Culture Days in September.



Steven Darby - IMG2010-0097-0002-Dm

Inspection of the Nijmegen Marchers

### Building Knowledge

The War Museum's Building Knowledge series consists of lectures and book launches. Lectures this year were delivered by:

- Connie Rodriguez, Program Director for the Classical Studies program, Loyola University, New Orleans, whose lecture was called "Military Dress Boots of the Emperors."
- Ottawa writer Nathan Greenfield, who spoke about his latest book *The Damned: The Canadians at the Battle of Hong Kong and the POW Experience, 1941–45*.
- Author and artist Sherry Pringle, who talked about her book *All the Ship's Men: HMCS Athabaskan Untold Stories*, in conjunction with the exhibition **The Navy**.

Book launches this year were:

- *St. John's and the Battle of the Atlantic* by Senator Bill Rompkey.
- *The Madman and the Butcher* by War Museum historian Tim Cook.

## PROGRAMS FOR STUDENTS

In 2010–2011, over 50,000 students on school visits to the Museums learned about Canadian history and world cultures, with the help of educational programs developed and delivered by Museum staff and volunteers.

Over 6,000 students were able to visit the Museums thanks to the School Access Program, which subsidizes transportation costs and program fees for students from schools in disadvantaged areas. The School Access Program is supported by the Cowan Foundation and by funds raised through the Corporation's annual Valentine's Gala.

The Museum of Civilization continued its partnership with the Historica-Dominion Institute, providing a unique educational experience for students enrolled in the Institute's "Encounters with Canada" program. During the year, 2,000 participants from across the country came to the Museum for an evening program on Canada's social and cultural history.

At the War Museum, school programs and educational services helped 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.

The War Museum also runs the **Colonel Douglas H. Gunter History Awards** essay contest, and in 2010, senior high school students were asked to submit an original work on the topic of peace. The Museum received 106 submissions and awarded five prizes of \$1,000 each.

## PROGRAMMING AT THE CANADIAN CHILDREN'S MUSEUM



The Children's Museum delivered a diverse line-up of activities to 58,000 participants throughout the year. Daily drop-in studio activities, special weekend events, workshops, and a monthly early-learning series offered families an ever-changing schedule of programming and cultural experiences.

Many activities enriched seasonal and holiday celebrations, such as Easter, Canada Day, Winterlude and Spring Break.

Some of these activities included art-based drop-in workshops.

Family programs explored themes of heritage, literacy, creativity, world cultures and the environment. Special activities also involved theatrical productions presented in partnership with the Puppets Up! Festival and Opera Lyra. The Children's Museum developed many programs in collaboration with cultural partners, such as the Indonesian, Vietnamese and Mexican communities, as well as guest artists, musicians and storytellers.

The Museum partnered with the Canadian Children's Book Centre and the TD Bank in hosting the TD Grade One Book Giveaway Program. This program provides every Grade One student across Canada with the gift of a free book, in either English or French. Over 500,000 free books are distributed annually. In November, children's author and illustrator Marie-Louise Gay launched the program with readings from her book *Caramba* at the Children's Museum.

## VOLUNTEER INTERPRETER PROGRAM

At the Museum of Civilization, the Volunteer Interpreter Program provides adult volunteers with training and resources so that they can interact with visitors in selected Museum special exhibitions, offering them additional insight on exhibition themes and subjects. Volunteer interpreters deliver a range of live interpretation, including demonstrations and interactive hands-on activities to visitors of all ages. In 2010–2011, volunteer interpreters delivered a total of 3,725 hours of interpretation to Museum visitors for three special exhibitions, enhancing the experience of over 48,000 visitors.

At the War Museum, 65 volunteer interpreters—most of whom are veterans—delivered a total of 8,170 hours of interpretation to Museum visitors. The volunteers helped visitors gain a deeper appreciation of the Museum's themes, artifacts and messages by relating their own experiences during wartime conflict and military service.



Steven Darby / IMG2011-0101-0025-Dm

## WEBSITES AND PUBLISHING

As national institutions, the Civilization and War Museums reach beyond the National Capital Region to share their knowledge as widely as possible, and to meet the needs of diverse audiences. They do so primarily through their websites—[civilization.ca](http://civilization.ca) and [warmuseum.ca](http://warmuseum.ca)—social media such as YouTube and Facebook, and print publications.

Canada's Naval History website



The Museums' websites are among Canada's most comprehensive online museum resources. They provide free access to many virtual exhibitions, databases and online games, and a full range of visitor information. The sites also offer special resources for children, educators and scholars, and a wealth of information about Canada's history and the collections.

During the past year, the websites logged a total of 2.4 million visits, with visitors accessing 12.7 million web pages. Both Museums also made significant improvements and additions to their websites.

This year, civilization.ca was enhanced by the addition of new exhibitions and online resources:

- **The Horse**
- **Heart and Soul: Quebec Folk Art**
- **Inuit Prints: Japanese Inspiration**
- **Making Medicare: The History of Health Care in Canada, 1914–2007**
- The Nunavut Archaeological Sites online application

The site was also enhanced with an update to The Canadian Personalities Hall web module and an extension to the Museum's mobile application for the Blackberry® platform.

The War Museum enhanced its site with a new online exhibition, **Camouflage: From Battlefield to Catwalk**, and a web module marking the fifth anniversary of the Museum's new building. The site also received a new visual treatment for its presentation of the exhibitions and galleries, integrating social media tools.

The War Museum also added the following new and significant online resource to its site: **Canada's Naval History**, which the Museum developed in connection with the Canadian navy's centennial in 2010. Its approximately 750 digitized objects provide a learning experience rich in content. The material was drawn from the collections of the Canadian War Museum and its partners: the Canadian Naval Centennial, the Naval Museum of Québec, the Naval Museum of Alberta, and the CFB Esquimalt Naval and Military Museum. These artifacts, photographs, works of art and documents help tell the story of the country's naval history, and highlight the experiences of the men and women involved in that history. In addition to providing free access to a wealth of historical information, this module offers lesson plans and other resources designed specifically for teachers and students.

## OTHER ONLINE RESOURCES

The Museums' Libraries and Archives launched their new system in 2010. The catalogue ([catalogue.civilization.ca](http://catalogue.civilization.ca)) offers enhanced access to collections and includes nearly 550,000 records, with over 65,000 online documents (photographs, manuscripts, e-books and e-serials). Since 2000, users have completed over 1.3 million searches through the catalogue, which includes the 170,000 they conducted in 2010.

### Canadian Culture Online

The Museums are winding down their successful collaboration with the Department of Canadian Heritage's Canadian Culture Online (CCO) Program. Over the past decade, the Museums' CCO teams have created and launched seven online exhibitions, bringing the wealth of the Museums' artifact and archival collections to the people of the world. In 2010–2011, the CCO team at the Museum of Civilization prepared four new web exhibitions that are scheduled for launch in May 2011:

- **Power and Elegance: The Collection of Cantonese Opera Recordings at the Canadian Museum of Civilization**, presenting a unique collection of vintage Cantonese opera discs recorded in China between 1915 and 1920, and later produced in Canada.
- **Canadian Dress: The Confederation Generation**, featuring the Museum's varied collection of historical costuming from 1840 to 1890. It will include two 360-degree photos of clothing from the era.
- **Canada at Play**, highlighting the comprehensive collection of toys and games in the Museum's collections.
- **Inuit Prints from Cape Dorset**, showcasing the largest collection of Inuit prints in the world.

To date, the CCO program has contributed to the digitization and online dissemination of more than 126,000 artifacts, photographs, sound recordings and textual records from the Museum of Civilization's Collections and Archives, as well as publications and catalogues from the Museum's Library.

## PUBLICATIONS

Both Museums have significant publishing programs, facilitating the dissemination of knowledge to the academic community and the general public, in Canada and abroad.

The War 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. Most notably, the Museum partners 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. It also encourages the work of new scholars and the investigation of important gaps in the existing literature. In addition, the Museum supports the work of the New Brunswick Military Heritage Series, the quarterly journal *Canadian Military History*, and the research and publishing of its own scholars.

Publications supported by the War Museum in 2010–2011 include:

### New Brunswick Military Heritage Series

- *New Brunswick and the Navy: Four Hundred Years* by Marc Milner and Glenn Leonard.
- *Agnes Warner and the Nursing Sisters of the Great War* by Shawna M. Quinn.

### Studies in Canadian Military History

- *The Information Front: The Canadian Army and News Management during the Second World War* by Timothy Balzer.
- *Canada and Ballistic Missile Defence, 1954–2009: Déjà Vu All Over Again* by James G. Fergusson.
- *From Victoria to Vladivostok: Canada's Siberian Expedition, 1917–1919* by Benjamin Isitt.
- *Militia Myths: Ideas of the Canadian Citizen Soldier, 1896–1921* by James Wood.

The activities of the Canadian Museum of Civilization's Publishing Division present the results of in-house curatorial research, helping the Corporation to fulfill that part of its mandate which relates to the communication of knowledge, expertise and research. This year, the Division introduced four new titles: two in-house publications and two new additions to the Museum's Mercury Series. Considered an important reference by the research community, the Mercury Series is designed to disseminate information relating to the Museum's research disciplines. Established in 1972, the Series now comprises over 400 titles.

Key titles published or in production by the Museum of Civilization in 2010–2011 were:

- *Treasures from the Canadian Museum of Civilization and the Canadian War Museum* by Frank Corcoran and Victor Rabinovitch, featuring hundreds of the finest artifacts in the National Collection, beautifully photographed and accompanied by concise, vivid descriptions.
- *Inuit Prints: Japanese Inspiration. Early Printmaking in the Canadian Arctic*, edited by Norman Vorano. Published in conjunction with the Museum's exhibition **Inuit Prints: Japanese Inspiration**, this book features rare archival photographs, two essays and 46 exquisite artworks, including Japanese prints brought to Cape Dorset, Inuit prints (1957–1963) and works by

James Houston. It presents new scholarship on the birth of Inuit printmaking, examining the movement's global and local impact.

### Mercury Series

- *North American Aboriginal Hide Tanning: The Act of Transformation and Revival* by Morgan Baillargeon explores Aboriginal relationship to big-game animals killed for food and hides. It contains hide-tanning recipes from 13 tanners and step-by-step instructions on how to tan moose, buffalo, deer, elk and caribou hide using traditional North American Aboriginal techniques.
- *Stefansson, Dr. Anderson and the Canadian Arctic Expedition, 1913–1918: A Story of Exploration, Science and Sovereignty* by Stuart E. Jenness. A work of impressive scope and scholarship, this book presents the first comprehensive and authoritative account of the storied Canadian Arctic Expedition and the personal animosity of its co-leaders: the intrepid explorer Vilhjalmur Stefansson and the respected scientist Rudolph Anderson. The book details the expedition's successes and tragedies, including the discovery of islands never before mapped and the sinking of the flagship *Karluk*.



Frank Wilmart - IMS2011-0031-0087-0m

## **PUBLIC AFFAIRS**

The Civilization and War Museums describe and promote their activities through a wide range of communication products and activities, and carry out extensive media relations. They organize exhibition previews and official openings; VIP and media tours; and other partnership, media and public events.

The overarching goal is to raise the profile of the Museums across the country and within Canada's National Capital Region, to reach out and engage with Canadians, and to communicate the excellence and relevance of the Museums' activities.

## EXHIBITION OPENINGS

At the Museum of Civilization, one of this year's highlights was the opening of **The Horse**: an event featuring family-friendly activities throughout the Museum grounds, such as horse-drawn wagon rides and lasso demonstrations, as well as a live band and a barbecue. Over 800 people participated in these activities.

Several hundred people attended the special inaugural event for the exhibition **Haida: Life. Spirit. Art.** which included a presentation by renowned Haida artist Robert Davidson.

The Museum also inaugurated three new modules within its permanent exhibition spaces. These included a new display in Face to Face: The Canadian Personalities Hall examining the life of one of the most honoured scientists in Canadian history, geologist Sir William Logan; and two new modules in the Canada Hall: **From Rebellions to Confederation** and the **Toles School**, which add important chapters from our history to the Canada Hall. The launch for the two new Canada Hall modules featured a reception for high school students and media representatives who heard presentations by Museum historians, and met former students from the Toles School.

The War Museum held an official opening in December 2010 for two new exhibitions: **The Navy: A Century in Art** and **A Brush with War: Military Art from Korea to Afghanistan.**

### VIP Events

This year, the War Museum hosted 33 VIP visits by Canadian and foreign dignitaries. These included visits by Her Royal Highness Princess Margriet of the Netherlands; the Defence Minister of Belgium; the Chiefs of Defence Staff of Canada, the Netherlands and Israel; the Vice-Chief of the Defence Staff of China; the Ambassador of the United States; the Speakers from the Senates of Canada and Poland and the Lower Houses of the G8 countries; and winners of the Governor General's Awards for Excellence in Teaching Canadian History.

With the help of the Special Events Division of Public Affairs, the Museum of Civilization hosted 93 VIP visits, totalling about 800 guests. Among the dignitaries were the wife of the Prime Minister of Mongolia, the Director General of the National Museum of China, several international Ministers of Culture, and Canadian senators and parliamentarians.

[LEFT]  
Opening of **The Horse**  
exhibition

[RIGHT]  
Princess Margriet of  
the Netherlands



### Partnerships and Special Events

The Museum of Civilization offers an exceptional venue and a unique learning opportunity, especially for foreign visitors who wish to learn more about Canada and its history. This year, the Museum welcomed about 22,500 guests to 55 special events, organized either internally or in partnership with various government and non-government organizations. The events included ceremonies, receptions, conferences, concerts and a fundraising gala.

These partnerships and events are part of the Museum's core mandate of promoting understanding of Canadian heritage and culture.

Highlights include:

- A reception and dinner celebrating the recipients of the Governor General's Awards for Excellence in Teaching Canadian History, hosted by the organization Canada's History. Over 150 teachers and their guests attended the event in the Grand Hall.
- A private reception hosted by the Honourable Noel Kinsella, Speaker of the Senate. Guests included Senate Speakers from the other G20 countries, as well as their respective Ambassadors and High Commissioners to Canada. The evening's program included a guided tour of the Museum's Canada Hall.
- One of the largest and most important partnership events for the Museum this year was with the National Capital Commission for the launch of Winterlude. The official opening ceremonies took place at the Museum, and included cultural and musical performances and programming activities both inside and out and a spectacular fireworks display. The launch also featured a special ticketed event held in the Grand Hall as part of the Taste of Winterlude series, where guests enjoyed a gourmet meal created by Canadian chef Michael Smith. Over 13,000 guests attended the Winterlude festivities at the Museum.
- The 2011 Valentine's Gala was the Corporation's major fundraising event of the year, supporting the Youth Education Fund for both the Civilization and War Museums. The gala attracted 450 guests, and raised \$115,000 for the Fund. Guests were treated to a four-course meal by Museum Executive Chef Michael Daniels, and a performance by the multi-talented Gregory Charles.

The War Museum hosted 35 partnership events, with a combined attendance of over 2,800 people. Highlights were:

- The National Holocaust Remembrance Day ceremony. This event included candle-lighting ceremonies with various political figures and prominent members of Canada's Jewish community.
- The Change of Command Ceremony for the Chief of the Land Staff, with over 350 military and government officials in attendance.
- The Historica-Dominion Institute Memory Project, which interviewed close to 40 veterans at the Museum and added their stories to its database.



Special presentation by Les 7 doigts de la main during Winterlude

## MEDIA RELATIONS

The Museum of Civilization organized five media launches for six new exhibitions: **From Rebellions to Confederation** and **Toles School** in the Canada Hall; **Haida: Life. Spirit. Art.**; the **Hansen-Bruni Mural**; **The “Four Indian Kings”**; and **The Horse**.

The Media Relations team also promoted 10 of the Corporation’s travelling exhibitions—which were presented in 12 different museums across Canada—and worked with Canadian and international media to promote the exhibitions presented in Japan and Mexico.

In addition, the Media Relations team coordinated more than 85 visits for regional, national and international media representatives and journalists. The Museum of Civilization was featured in several television programs broadcast on various stations, including CTV, TVO, TFO, CityTV and the Aboriginal Peoples Television Network.

At the War Museum, communications staff produced a wide variety of materials, including news releases, backgrounders and posters for new exhibitions and web modules; *This Month at the Museum* flyers, including a special edition for Remembrance Day; event invitations and newspaper advertisements; and communications plans for the upcoming **War and Medicine** and **Peace** exhibitions.

### Media Coverage

Over 2,300 articles, stories and interviews related to the War Museum appeared in the media in 2010, with more than 1,000 additional news items distributed via websites, blogs and other digital media. The coverage reached into all provinces and territories, focusing on topics such as artifact acquisitions, exhibition openings, Remembrance Day events, the new Museum’s fifth anniversary celebrations and a farewell ceremony for the departing Governor General.

The Museum of Civilization was featured or mentioned in 2,245 news items (print, broadcast and Internet), 98 per cent of which were either positive or neutral. Stories in print and broadcast media had a potential cumulative reach of over 242.3 million people.



Marie-Louise Deriaz IMG2011-0101-0029-Dm



Marie-Louise Deriaz IMG2011-0064-0007-Dm



Steven Darby IMG2011-0031-0046-Dm



Steven Darby IMG2011-0101-0033-Dm



Marie-Louise Deriaz 2006-07-30-DIC-0073-F

# THE CANADIAN MUSEUM OF CIVILIZATION CORPORATION



Steven Darby IMG2011-0101-0040-Dm



Harry Foster IMG2011-0101-0031-Dm



Steven Darby IMG2011-0101-0002-Dm



Steven Darby IMG2011-0101-0034-Dm



Steven Darby IMG2011-0029-0020-Dm

## MANDATE

The Canadian Museum of Civilization Corporation is a federal Crown Corporation and a member of the Canadian Heritage Portfolio. It is established pursuant to the *Museums Act*.

The Corporation's purpose, as stated in the *Act*, "is to increase, throughout Canada and internationally, interest in, knowledge and critical understanding of and appreciation and respect for human cultural achievements and human behaviour." It is empowered to do so through the development and maintenance of artifact collections and the creation and dissemination of knowledge.

### 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**

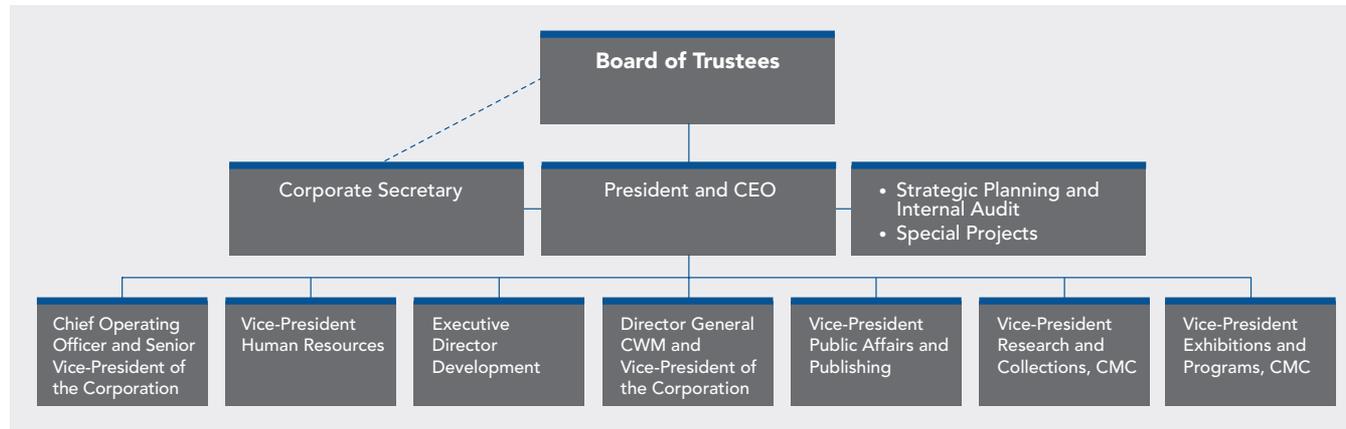
Coherence applies to all corporate activities as we aim to be consistent, united in purpose and easily accessible. We strive for coherence in our research, exhibitions, programs, services and design, in our behaviour as teams, and in our use of the Museums' physical spaces.

#### **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 of 11 members 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 2010–2011, seven committees supported the Board of Trustees. These committees met regularly before Board meetings, and made their recommendations to meetings of the Board. Each Member has duties on at least one committee.



### BOARD OF TRUSTEES 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 and Senior Vice-President of the Corporation

**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

**Michèle Canto**

Director, Marketing and Business Operations

**Michel Cheff**

Director, Special Initiatives

**Elizabeth Goger**

Vice-President, Human Resources

**David Loye**

Chief Operating Officer and Senior Vice-President of the Corporation

**Moira McCaffrey**

Vice-President, Research and Collections, Canadian Museum of Civilization

**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

**Victor Rabinovitch**

President and Chief Executive Officer

**Robert Ryan**

Executive Director, Development (since August 2010)

**Chantal Schryer**

Vice-President, Public Affairs and Publishing

**James Whitham**

Director, Collections Management and Planning, Canadian War Museum



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- 1 **J.L. Granatstein**, Trustee
- 2 **Ruth Ramsden-Wood**, Trustee
- 3 **David Loye**, Chief Operating Officer and Senior Vice-President of the Corporation
- 4 **Stéfanie Pelletier**, Trustee
- 5 **Dr. Víctor Rabinovitch**, President and Chief Executive Officer

- 6 **Mark O'Neill**, Director General, Canadian War Museum, Vice-President of the Corporation and Corporate Secretary
- 7 **Ken Langille**, Trustee
- 8 **Laurie M. Watson**, Trustee
- 9 **Duncan Dee**, Trustee

- 10 **Linda Cardinal**, Trustee
- 11 **Fredrik Stefan Eaton**, Chair
- 12 **Judith Baxter**, Trustee
- 13 **André E. Audet**, Vice-Chair
- 14 **Fiona Robin**, Trustee

Steven Darby IMC2011-0035-0003.Dm

## MEMBERS OF THE BOARD

**André E. Audet**, Vice-Chair  
*Montréal, Quebec*

Mr. Audet is a Corporate Director in both the business and cultural sectors. He is a former president of Capital Capda Corporation, was a founder and owner of the Brome Financial Corporation, and is currently a trustee of Novocap I. Mr. Audet 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. He has 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*

Ms. Baxter has worked as an artist, writer and commercial illustrator, and is a tireless volunteer activist and community organizer. She sits on the Board of the New Brunswick Museum, was founding director of the Kingston Farmers Market, founding director of the Clifton Royal Recreation Council, and founding director of the John Fisher Memorial Museum, where she served for 35 years as volunteer museum coordinator.

**Linda Cardinal**, Trustee  
*Ottawa, Ontario*

Ms. 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. 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.

**Duncan Dee**, Trustee  
*Ottawa, Ontario*

Mr. Dee is Executive Vice-President and Chief Operating Officer of Air Canada, overseeing all of the company's operations and customer service functions. Mr. Dee has an extensive background in marketing and communications, including his tenure as Executive Vice-President, Customer Experience at Air Canada, where he was responsible for all aspects of the customer experience throughout the airline'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*

Mr. Eaton held various positions at the T. Eaton Company Limited, which he joined in 1962, rising to President, Chairman and CEO, a position he occupied for 10 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. From 2001 to 2007, Dr. Granatstein was a member of the Board of Directors of the Canadian Defence and Foreign Affairs Institute, and was 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*

Ken Langille has served the community of New Glasgow in a variety of capacities, including Deputy Fire Chief, Deputy Mayor, and Chair of the Police Commission and Fire Committee, and president of the Festival of the Tartans. He has also served on several boards and commissions at the county and provincial levels, including the Nova Scotia Police Review Board. Mr. Langille has been an active member of the Royal Canadian Legion, the Pictou County Black Watch Association and the Shrine Club, among other groups and associations.

**Stéphanie Pelletier, Trustee**

*Montréal, Quebec*

Ms. Pelletier is Vice-President of Finance at the Laurentian Bank. Among other duties, she is responsible for the Bank's strategic financial planning and its profitability forecasts and analyses. From 2005 to 2010, she served as Chief Financial Officer of the French bank Société Générale (Canada Branch), for whom she previously worked as Internal Audit Manager. Ms. Pelletier has also worked in the Québec, Montréal and Paris offices of Ernst & Young. She has been a member of the l'Ordre des comptables agréés (Order of Chartered Accountants) since 1997.

**Ruth Ramsden-Wood, Trustee**

*Calgary, Alberta*

Ms. Ramsden-Wood is President of the United Way of Calgary and Area and has 35 years' experience as a school principal and community leader. She also serves on the Board of Directors for Mount Royal University and for the Calgary Homeless Foundation. She is a member of Calgary's Children's Initiative and is Chapter Chair of the International Women's Forum. Ms. Ramsden-Wood has a Master's degree from Columbia University.

**Fiona Robin, Trustee**

*Vancouver, British Columbia*

Fiona Robin is a partner with Schuman Daltrop Basran & Robin, a Vancouver-based family law firm, and plays an active role within the legal community. She is a founding member of the Family Law Advocates Group, and has written many articles and papers on family law. For the past eight years, Ms. Robin has been a contributing author to the annual *British Columbia Annotated Family Practice Manual*.

**Laurie M. Watson, Trustee**

*Calgary, Alberta*

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

## STRATEGIC DIRECTIONS AND ACHIEVEMENTS

In June 2009, the Corporation's Board of Trustees approved four new Strategic Directions to shift priorities and emphasis, promote innovation, and broaden the Corporation's scope of activities. These are essential in fulfilling the Corporation's national mandate, while also promoting a high standard of museological excellence. A detailed set of goals and objectives addresses each issue. For the 2010–2011 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 DIRECTION ONE: MUSEOLOGICAL EXCELLENCE AND RELEVANCE

#### Objective

To broaden its national collections and its curatorial research, in order to better reflect and present national narratives, symbols and achievements through the social, cultural, human, military and political history dimensions of Canadian life.

#### Goals

The Corporation will:

- Pursue the goal of helping Canadians understand their culture and history through research, exhibitions and public programs that focus on advancing knowledge of Canadian history and exploring subjects of relevance.
- Strive to reflect diverse Canadian experiences and Canada's many regions.
- Redirect internal resources to enhance national outreach initiatives with a strong Travelling Exhibitions Program.
- Increase the focus on national programming initiatives through its newly created Travelling Exhibitions, Planning and Partnerships Division.
- Respond to the changing face of Canada by continuing to adapt programming and promotion.
- Aim to attract new audiences across Canada through well-developed initiatives.
- In the First Peoples Hall, staff revamped the entrance to introduce the exhibition's major themes more effectively, and revitalized the Hall's contemporary art section with a new selection of art and a fresh design.
- As part of the **Grand Hall's** multi-year redevelopment program, staff installed new barriers around the totem poles to ensure their long-term preservation, while work continued on developing a new storyline and improved text panels for the Hall.

### RESULTS

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

- The Canada Hall added two new modules. **From Rebellions to Confederation, 1837–1867** looks at the uprisings against British colonial rule that set the stage for parliamentary democracy in Canada. **Toles School** explores an important chapter of Black history in Canada, re-creating a one-room schoolhouse founded in Alberta by former slaves who immigrated to the Canadian Prairies from the United States.

#### NEW SPECIAL EXHIBITIONS

- At the Museum of Civilization: **The Horse; The "Four Indian Kings": War and Diplomacy in 1710; Haida: Life. Spirit. Art.; Philatelic Treasures from Liechtenstein; Marianne, Symbol of Liberty in France.**
- At the War Museum: **The Navy: A Century in Art; A Brush with War: Military Art from Korea to Afghanistan; Legion Halls; Missing Lives.**

## SPECIAL EXHIBITIONS

Museum of Civilization	5 Opened	8 Presented
War Museum	4 Opened	9 Presented

## TRAVELLING EXHIBITIONS

Museum of Civilization	14 Exhibitions	15 Venues	244,126 Attendance
War Museum	2 Exhibitions	2 Venues	88,962 Attendance

## RESEARCH

- The Museums conducted almost 50 research projects on a wide range of subjects in the areas of 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 Corporation added over 4,880 new artifacts to the Collection through 270 separate acquisition transactions related to the Museum of Civilization and 164 accession lots handled by the War Museum.

## OUTGOING LOANS OF ARTIFACTS

- As part of their national outreach, both Museums loan artifacts from their collections to other institutions.
- The Museum of Civilization lent 76 artifacts to 18 institutions as part of its loans program, and circulated 515 artifacts to other institutions through its Travelling Exhibitions Program.

## STRATEGIC DIRECTION TWO: BRINGING THE MUSEUMS TO CANADIANS

### Objective

To expand its efforts to become better known, more accessible and increasingly relevant across the country and internationally, through innovative and engaging Museum initiatives and outreach programs.

## Goals

The Corporation will:

- Strive to make Canadians more aware of the Corporation's physical, intellectual and human resources, and the important services it provides to the nation and its citizens.
- Develop the collections, focusing on pertinent research projects and communicating and reaching out to Canadians.
- Significantly renew the Corporation's website as a key tool for communicating information. Further enhancing the site, which currently carries 20,000 pages of information, is a key factor in reaching audiences.
- Better communicate the outcomes of its research initiatives with the help of a new publishing strategy.

## RESULTS

### MUSEUM OF CIVILIZATION PUBLIC PROGRAMS

School Programs	1,846 Number of Groups	46,150 Number of Participants
Reserved Programs*	227 Number of Programs	10,918 Number of Participants
All Other Programs	770 Number of Programs	93,421 Number of Participants
Volunteer Interpreter Program	3,725 Number of Hours	48,017 Number of Interactions with the Public
Dramamuse	2,261 Number of Performances	173,223 Number of Participants

\* Ticketed events and Children's Museum revenue programs

### WAR MUSEUM PUBLIC PROGRAMS

Public Programs	35 Number of Programs	12,211 Number of Participants
School Programs	285 Number of Programs	8,465 Number of Participants
Group Orientations	751 Number of Group Orientations	39,182 Number of Participants
Animations	736 Gallery Animation Days	89,821 Number of Participants
Birthday Party Programs	141 Number of Programs	1,926 Number of Participants

### GUIDED TOURS

- Guides provided almost 1,000 reserved guided tours to over 45,000 visitors.

### A CLIENT-FOCUSED APPROACH

The most recent study of visitors conducted in the summer of 2009 produced the following results:

- At the Museum of Civilization, 94% of the visitors said they were "satisfied" or "very satisfied" with their visit. At the War Museum, 97% said they were "satisfied" or "very satisfied" with their visit.
- At the Museum of Civilization, visitors reported that their most satisfying experiences involved "seeing something new, unusual/different" (53%) and "gaining new information or knowledge" (51%).
- At the War Museum, visitors said that the most satisfying experiences involved "gaining a greater appreciation for the Canadian military/military personnel" (62%) and "enriching their understanding" and "seeing something new/unusual/different" (61%).

	MUSEUM OF CIVILIZATION	WAR MUSEUM
<b>Expectations:</b>		
Exceeded/all met/most met	95%	96%
<b>Overall rate:</b>		
Very satisfied/satisfied	94%	97%
<b>In comparison to others:</b>		
Excellent/good	92%	93%
<b>Overall value-for-money:</b>		
Excellent/good	88%	85%

## ONLINE SERVICES

- The Corporation's Library and Archives Catalogue includes nearly 550,000 records, with over 65,000 online documents.
- Since 2000, users have made 1.3 million searches through the catalogue. In 2010, searches totalled 170,000.
- The Museums are winding down their successful collaboration with the Department of Canadian Heritage's Canadian Culture Online (CCO) Program. To date, the CCO program has contributed to the digitization and online dissemination of more than 126,000 artifacts, photographs, sound recordings and textual records from the Museum of Civilization's Collections and Archives.

## COMMUNICATION OF KNOWLEDGE

- Museum of Civilization: The Library had over 8,000 onsite visitors and responded to over 2,410 requests. The Archives received over 3,585 information requests. Some 1,300 people consulted the Archives on the premises.
- War Museum: The Military History Research Centre welcomed 6,000 visitors, responded to 3,000 requests for information, and circulated 8,500 documents. Users consulted 19,800 archival documents and rare books onsite.

## CIVILIZATION.CA AND WARMUSEUM.CA

- In 2010–2011, the Corporation's website had a total of 12.7 million page views and 2.4 million visits.

## NUMBER OF VISITORS

Museum of Civilization: 1,243,000  
War Museum: 470,000

## MEDIA RELATIONS

- 4,545 news items (12 items per day)
- 98% positive or neutral
- Potential audience reach of 242.3 million people
- Coverage in Canada spanned all ten provinces and three territories, with the majority of coverage in Ontario, followed by Quebec, Alberta and British Columbia, in addition to coverage obtained through national media.
- Media coverage includes radio, television, Internet, magazines and daily newspapers, as well as community and ethnic papers.

## PUBLICATIONS AND PRESENTATIONS

- The Museums funded, published or otherwise supported the publication of 8 books.
- Researchers and staff from different areas of both Museums wrote more than 84 articles and reviews, and gave over 59 presentations and lectures in Canada and abroad.

## SHARING OF EXPERTISE

- Staff connected with colleagues in museums, universities, and groups and societies with special interests, 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 VIP tours and delegations of national and international museum professionals.
- 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.

### STRATEGIC DIRECTION THREE: FOCUS ON RESULTS

#### Objective

To continue its disciplined managerial practices, while also being flexible and responsive to changing conditions. Staff will develop tools and procedures to enable more effective reporting on activities and outcomes.

## Goals

The Corporation will:

- Provide innovative and disciplined management to maintain financial and operational viability across the organization.
- Streamline its administration of two world-class museum facilities.
- Continue to integrate the two Museums, in order to minimize expenses while maximizing synergies and providing comparable high-quality experiences for visitors at both Museum sites.

The Corporation's reports to the Board of Trustees on the implementation of its Strategic Directions will help the Corporation measure performance, and assure the Government of Canada that it is focused on achieving results for Canadians by educating, communicating with, and informing them on Canadian culture and history.

## RESULTS

### 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 facilities operations and maintenance.

- In many areas, Management applies common standards and processes at both Museums.

## REVENUES

- Operating revenues were \$13.1 million (includes general admission, the IMAX® Theatre, boutique sales, facility rentals, food services, parking, membership, travelling exhibitions, etc.).

### REVENUES FROM ONSITE ACTIVITIES

Museum of Civilization	\$9.2 MILLION Onsite Revenues	\$7.37 Revenue per Visitor
War Museum	\$2.9 MILLION Onsite Revenues	\$6.25 Revenue per Visitor

## HUMAN RESOURCES MANAGEMENT

- The Public Service Alliance of Canada (PSAC) Collective Agreement was implemented, and all employees received a copy.
- The Corporation also began preparing for upcoming negotiations with the Professional Institute of the Public Service of Canada.
- The Corporation committed to undertake major job evaluation of all PSAC and non-unionized positions to ensure consistency in its job evaluation

process, with a timeline for completion of April 30, 2011. This evaluation project stemmed from the 2009 Pay Equity Settlement. The project was completed and implemented on April 27, 2011.

- The Corporation actively promoted the Government of Canada's Official Languages policy.

#### BUILDING INFRASTRUCTURE

- Retrofit of the Special Exhibitions Gallery C and the Boutique completed in April 2010.
- Phase II of the garage roof repairs and Plaza renewal completed in 2010.
- Electrical infrastructure for the Children's Park site rehabilitation began, with implementation scheduled for early 2011.
- The War Museum's exterior signage project will continue with its implementation in 2010–2011 and 2011–2012.
- The War Museum's exterior lighting project has started and will be implemented in early 2011–2012.

#### STRATEGIC DIRECTION FOUR: FUNDING AND FUNDRAISING

##### Objective

To increase its financial resources through a variety of supplementary funding sources, notably business sponsorships, partnerships and philanthropy solicited in all regions of the country, and through commercial revenues.

##### Goals

The Corporation will:

- Continue to enhance its financial and operational viability through innovative and disciplined management.
- Continue its efforts to increase earned and donated revenues.
- Seek to maintain or increase current levels of public funding.

#### RESULTS

Substantial government funding is essential for any museum with a public mandate. The Corporation must also employ innovative and disciplined management to enhance its financial and operational viability. Although its revenue performance has been strong, the Corporation will continue its efforts to increase earned and donated revenues. The current economic recession and its likely impact on tourism and philanthropy will require the Corporation to maintain or increase current levels of public funding. Future expansion projects will obviously require government support and private fundraising.

Under the direction of the Board of Trustees—particularly the Board's Development Committee—the Corporation will identify new opportunities for fundraising, including sponsorships and philanthropy.

##### FUNDRAISING

- Fundraising activities contributed \$927,000. This amount included \$492,000 in donations, \$220,000 in cash sponsorship and in-kind sponsorship of \$215,000.
- Contributions to the National Collection Fund totalled \$99,000.

##### PARTNERSHIPS

- The Museum of Civilization signed six agreements to work in partnership with other institutions on developing large-scale exhibition projects. This was an increase over previous years, reflecting the Corporation's determination to expand its outreach and partnership efforts.
- 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.

## OPERATIONS

The Canadian Museum of Civilization Corporation continually seeks to improve its delivery of programs and services. Given the challenging economic environment, the Corporation continued its efforts in 2010–2011 to control operating costs, while maximizing self-generated revenues.

### CLIENT SERVICES

Client Services provides a variety of services to visitors at both Museums. In 2010–2011, Program Interpreters delivered:

- Guided tours to 976 groups (45,333 participants).
- Public tours to 1,582 visitors.
- Familiarization tours to 61 groups of travel and tourism industry professionals (1,132 participants).
- VIP tours to 59 groups of local, national and international dignitaries (696 participants).

In addition, the Visitor Services Division created a new staffing model to consolidate frontline service delivery focusing on sustained improvements in service quality and consistency.

### CALL CENTRE

The Call Centre manages all incoming calls to the Museums, promotes and sells the Corporation's products and services, carries out group reservations, and responds to all requests for information. The Centre answered a total of 25,638 calls throughout the year: an average of 2,137 calls per month. It secured 4,394 group reservations: an average of 366 new

group reservations per month. Plans are underway to remodel the 776-7000 information phone line and modify phone-tree messaging to make it more efficient and user-friendly.

### EVENT PRODUCTION

As detailed elsewhere in this Report (see in particular Public Programs and Public Affairs in the Museums section), the Corporation and its Museums produced and/or participated in a multitude of special events in 2010–2011. These included exhibition openings, military ceremonies, cultural performances, lectures and conferences, book launches and film screenings, and seasonal and protocol events. The Corporation's production team was involved in about 1,000 events during the year, often in collaboration with external partners or clients.

### BOUTIQUES

The Corporation relocated and expanded the Museum of Civilization's main retail outlet this year as part of overall capital improvements at the Museum.

The new 295-square-metre Boutique is closer to the main entrance and coat

check. It has undergone a complete remodelling, with a contemporary design and new furniture and products under a totally revamped Museum of Civilization signature line. The Boutique is now the Museum's only permanent retail outlet, consolidating operations that used to be divided among the Main Boutique, the Special Exhibitions Boutique and the Express Boutique. The Satellite Boutique on the first floor will be used in future years to complement important exhibitions in the adjoining gallery.

### FACILITY RENTALS AND FOOD SERVICES

This was the third and final's year of the Ottawa Convention Centre's closure, which created significant opportunities for the Museums and similar institutions to offer their spaces as alternate venues. Through proactive marketing, the Corporation was able to capitalize on those opportunities again this year, hosting a total of 344 events at the two Museums. Reservations for next fiscal year are ahead of expectations, and include a number of important bookings related to major events scheduled for the new Convention Centre.

Plans were underway this year for major changes to food service operations at the Museum of Civilization. The space formerly occupied by the Main Boutique—close to the IMAX® Theatre and the 500-seat auditorium—will be converted into a Bistro and a Café, with a new entrance providing direct access from Laurier Street. The Bistro will replace the current Café du Musée, and the Café will replace the current Café Express. With new menus, contemporary designs, a high-traffic location and direct street access, the Bistro and Café are expected to attract more customers and generate more revenues for the Museum.

#### **MAINTENANCE OF BUILDING INFRASTRUCTURE**

The Corporation completed several major capital projects this year, as part of an ongoing program of infrastructure renewal at the Canadian Museum of Civilization. These include retrofit of Special Exhibitions Gallery C and the Boutique; Phase II of the garage roof repairs and Plaza renewal; and electrical infrastructure for the Children's Park site rehabilitation.

#### **INFORMATION TECHNOLOGY**

The Corporation completed a number of information technology (IT) projects in 2010–2011, the major one being the market renewal of the IT Services Outsourcing Agreement, which resulted in a contract with Compugen Inc. Separate agreements were also negotiated and awarded for the provision of audiovisual technical support services, high-capacity Internet connections, and remote data backup/restoration services. In addition, the Corporation installed and managed infrastructure for the Children's Hospital of Eastern Ontario (CHEO) annual telethon held for the first time at the War Museum; expanded its WiFi service throughout both Museums; and expanded and improved the online donation module for the Corporation's website.

As noted elsewhere in this Report (see Websites and Publishing in the Museums section), the Corporation made significant changes and additions to its website and other digital services.

#### **FINANCIAL AND ADMINISTRATIVE SERVICES**

The Corporation took steps this year to modify its financial reporting processes for the 2011–2012 fiscal year, in order to reflect changes adopted by the Public Sector Accounting Board, which sets the standards for financial reporting by the public sector. In addition, plans got underway to introduce public quarterly financial reporting, starting in 2011–2012.

## HUMAN RESOURCES

The Corporation continues to recruit qualified candidates and invest in training and development activities to retain a competent workforce. Its annual performance evaluation process for employees and senior managers ensures sound performance management tools and practices, and helps identify additional training and skills development requirements. The evaluation process also supports succession planning, essential for the preservation of corporate memory and the transfer of knowledge at both Museums. The Corporation is committed to fostering a work environment that supports employee productivity, creativity, teamwork, effectiveness, quality service to clients and accountability.

### Labour Relations

This year the Public Service Alliance of Canada (PSAC) Collective Agreement was implemented, and all employees received a copy. The Corporation also began preparing for upcoming negotiations with the Professional Institute of the Public Service of Canada.

### Job Evaluation

In the fall of 2010, the Corporation committed to undertake a major job evaluation project of all PSAC and non-unionized positions to ensure consistency in its job evaluation process, with a timeline for completion of April 30, 2011. This evaluation project stemmed from the 2009 Pay Equity Settlement. The project was completed and implemented on April 27, 2011.

### Corporate Training, Development and Succession Planning

In 2010–2011, the Corporation continued to provide staff with training and development opportunities in keeping with individual, divisional and corporate objectives. The Corporation also re-launched its Leadership Development and Continuity Process—

an essential element in the Corporation's succession planning process.

### Research Fellowship Program

This year, the Corporation promoted its Research Fellowship Program at universities across Canada, and on its own website. The Program offers senior graduate students or recent post-graduates the opportunity to undertake research projects at the Civilization and War Museums. The objective is to enhance the quantity and quality of museum-based scholarship, develop professional multidisciplinary research networks, and identify potential candidates for future employment. The program also enables the Corporation to embark on new research projects.

### Official Languages

The most recent annual review by the Official Languages Branch (OLB) of the Public Services Human Resources Development Services Canada concluded that the Corporation is successfully meeting its official languages obligations. The OLB noted the high level of language proficiency (96 per cent) among Museum employees

who provide services directly to the public. The OLB also recognized the Corporation's efforts to maintain strong performance in both official languages in its visitor services sector, on the Web, and in its work environment.

Surveys conducted by the Commissioner of Official Languages also revealed that the Corporation meets the highest standards in delivering services to the public in both official languages. The Corporation's own annual surveys also confirm that visitors are receiving service in the language of their choice.

### Corporate Volunteers

During the past fiscal year, 323 volunteers contributed close to 35,505 hours on 46 different volunteer projects at the Museums. Volunteers assist with research, craft preparation, visitor interpretive programs, direct mail campaigns and other activities. The Corporation greatly appreciates the contribution and dedication of its volunteers.

## MARKETING

The Corporation's marketing initiatives aim to ensure that the public recognizes the Civilization and War Museums as primary attractions within the National Capital Region. In 2010–2011, staff developed major marketing campaigns for both Museums. The Corporation also worked closely with partners in the tourism industry to promote Ottawa-Gatineau as a destination.

### New Initiatives

The Museum of Civilization marketing campaign served two purposes: it promoted new and exciting programming events and series, thereby positioning the Museum as a "happening" place; and it launched the name "Civ," making this the campaign's main visual icon. This campaign was aimed at three specific audiences: families, "YoCos" (Young Cosmopolitans) and individuals interested in art and culture.

The War Museum campaign, aimed at all audiences, juxtaposed the many conflicting emotions that visitors experience when they visit the permanent exhibitions.

This year, the Corporation increased its focus on group sales by reaching out to local and regional groups, and promoting customized offers and preferred pricing for activities at both Museums.

### ADVERTISING

The Corporation renewed longstanding media partnerships with *The Ottawa Citizen* and *LeDroit*, resulting in greater print coverage for its exhibitions and IMAX® films.

It also used national advertising to raise public awareness of its Museums, and to promote its numerous exhibitions travelling across Canada. Messages about exhibitions and programs ran Canada-wide with the placement of regular ads in *The Globe and Mail*, *La Presse* and *Le Devoir*.

Advertising budgets are being shifted towards online initiatives such as enhanced microsites for priority exhibitions, web banner ads, e-newsletters, e-flyers and Web 2.0 initiatives. Both Museums have an active presence on Facebook, YouTube, Twitter and Flickr.

In addition, the Corporation cultivated its 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. These partnerships allow the Corporation to position both Museums as must-see attractions within the National Capital Region for the leisure and tour-group markets. With the help of these partnerships, the Corporation intensified its efforts this year to increase local group sales.

### THE IMAX® THEATRE

The IMAX Theatre plays an important role in communicating knowledge of human and natural history, while generating revenue and drawing visitors to the Museum. In 2010–2011, following its major renovation and conversion to 3D, the IMAX Theatre attracted over 241,000 visitors and presented 19 films, seven of which had never before been shown at the Museum.

The IMAX Theatre continued to offer regular evening presentations of feature-length Hollywood films. Since the Theatre began these screenings in the summer of 2009, its evening clientele has expanded as a result of visitors' very enthusiastic response. The most successful Hollywood film presented to date has been *Avatar 3D*, which ran this year for 21 weeks, attracting 14,268 visitors.

## PARTNERS AND DONORS

Donors and corporate partners provide vital support to the Museums through financial and in-kind contributions that supplement core funding from the Government of Canada. Donations and partnerships greatly enhance the Museums' exhibitions and educational programs, and support the acquisition and care of artifacts.

### PHILANTHROPY

Donors include individuals and organizations from across Canada.

#### Friends of the Canadian War Museum

The Friends of the Canadian War Museum is a national organization devoted to promoting and supporting the Museum. Backed by the generous contributions of its members, the Friends support War Museum projects such as conservation work, archiving, education and acquisition.

#### School Access Program

More than 6,000 students from schools in economically disadvantaged communities were able to visit the Civilization and War Museums this

year, thanks in part to donor support of the School Access Program. Donor contributions helped these students learn more about Canada's military and cultural history through educational and interactive programs. Especially notable were generous gifts from the Cowan Foundation, TELUS, and MBNA Canada.

#### Operation Veteran Program

The Operation Veteran Program offers complimentary meals at the Mess—the War Museum's cafeteria—to all Canadian veterans. The program also supports the Museum's educational programs, which include opportunities for youth to interact with veterans and learn first-hand about their experiences.

Inspired by Dr. Paul Kavanagh, who helped raise more than \$25,000 to found it, the program has provided more than 740 veterans with a complimentary meal since it was first launched.

#### Planned Giving Program

Those making a planned gift to the Civilization or War Museum through their will or estate are helping to support the preservation and presentation of our cultural and military history. To date, 22 individuals have generously committed a bequest or gift of life insurance.

[LEFT]  
Students taking part in  
Operation Pyramid  
[RIGHT]  
Students presenting  
a cheque to Mr. Mark  
O'Neill, Director  
General, CWM



### Annual Giving

This year we saw a significant increase in both the number of donors and the funds raised compared with previous years, with over 2,000 donors from across the country donating more than \$210,000. Both online giving and the monthly giving program are also becoming very popular.

Through annual giving, Canadians from coast to coast can donate at a level with which they are comfortable. This results in significant resources that help to fund the acquisition, preservation and restoration of artifacts, archives and research work, and educational programs for both Museums.

### SPONSORSHIP

Sponsorship is another form of support that is vital to the Museums' ongoing success. Notable developments and achievements this year include:

#### Strategy Development

The Corporation is working with third-party experts to refine and integrate its new sponsorship strategy and packages, as it lays the foundation for enhanced sponsorship support in the future.

#### Canada Post

The Corporation welcomed Canada Post's decision to remain the Presenting Sponsor of the Canadian Postal Museum. Its support is crucial to the ongoing success of Canada's only Museum dedicated exclusively to postal communications.



Steven Darby IMG2011-0035-0003-DM



Steven Darby IMG2011-0035-0005-DM

National Capital Suzuki School of Music students perform at this year's Valentine's Gala

#### Pitney Bowes Canada

For the fourteenth consecutive year, Pitney Bowes Canada also continued its generous support of the Canadian Postal Museum.

#### The Canadian Embassy in Mexico

The Canadian Embassy in Mexico secured several sponsors for the high-profile presentation in Mexico City of the exhibition **First Peoples of Canada: Masterworks from the Canadian Museum of Civilization**. The sponsors were Air Canada, Bombardier, TransCanada Pipelines, Export Development Corporation, Scotiabank, Silver Wheaton, Gammon Gold, Alamos Gold, Pan American Silver, Minefinders, Gold Corp, Minera San Xavier and Farallon Minera Mexicana.

#### Bell Canada

Bell Canada signed on as Sponsor of the fifth anniversary of the new War Museum facility, making a major contribution to the celebration.

#### Lockheed Martin

Sponsorship by Lockheed Martin helped ensure the success of the Naval Centennial Conference held at the War Museum in May 2010.

## VALENTINE'S GALA

In support of the Youth Education Fund, 450 people participated in this elegant event, which raised \$115,000 for children's and youth programming at both Museums. The Gala also raised the Corporation's profile as an important cultural institution that seeks and receives support from donors and sponsors. Leading contributors to the Gala's success included:

- Presenting Sponsor: Borden Ladner Gervais LLP.
- Gold Sponsors: Compass Group Canada, SAQ, Odgers Berndtson Ottawa Inc. and Mediaplus Advertising.
- Silver Sponsors: National Printers and Ottawa Flowers.
- Media Sponsors: CTV, *The Ottawa Citizen*, *LeDroit*, *RockDétente* and EZRock.
- Many individual businesses and organizations that bought corporate tables, provided in-kind services or contributed raffle prizes.

## THE NATIONAL COLLECTION FUND

The National Collection Fund enables both Museums to acquire artifacts with important links to Canada's history, identity and culture that might otherwise be lost from our national heritage.

Recent acquisitions through the National Collection Fund include:

- The Vimy Pilgrimage Medal worn by King Edward VIII when unveiling the Canadian National Vimy Memorial on July 26, 1936. This important acquisition was made possible with the support of Andrew Powell and John MacBain on behalf of The Vimy Foundation.
- A rare and beautiful pair of Chilkat woven leggings, collected in British Columbia sometime between 1859 and 1865. They belonged to the renowned Dundas collection, parts of which the Museum of Civilization has acquired.

The Canadian Museum of Civilization Corporation is grateful to all donors and corporate partners who have contributed to the National Collection Fund.

## DONORS AND SPONSORS

The Canadian Museum of Civilization Corporation is extremely grateful for the generous contributions of our donors, and for the investments made by our corporate sponsors. Their support is instrumental in helping us achieve our goals for exhibitions, programming and collections development for both the Museum of Civilization and the War Museum.

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## MANAGEMENT DISCUSSION AND ANALYSIS

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

### STRATEGIC DIRECTION

In June 2009, the Corporation's Board of Trustees approved four Strategic Directions that introduced new priorities and broadened the Corporation's scope of activities. These remain relevant and essential in fulfilling the Corporation's national mandate, while also promoting a high standard of museological excellence and innovation. A detailed set of goals and objectives addresses each direction. The Corporation's four Strategic Directions are as follows.

*MUSEOLOGICAL EXCELLENCE AND RELEVANCE:* to broaden its national collections and curatorial research in order to better reflect and present national narratives, symbols and achievements through the social, cultural, human, military and political history dimensions of Canadian life.

*BRINGING THE MUSEUMS TO CANADIANS:* to expand its efforts to become better known, more accessible and increasingly relevant across the country and internationally, through innovative and engaging Museum initiatives and outreach programs.

*FOCUS ON RESULTS:* to continue its disciplined managerial practices, while also being flexible and responsive to changing conditions. Staff will develop tools and procedures to enable more effective reporting on activities and outcomes.

*FUNDING AND FUNDRAISING:* to increase its financial resources through a variety of supplementary funding sources, notably business sponsorships, partnerships and philanthropy solicited in all regions of the country, and through commercial revenues.

### EXTERNAL ENVIRONMENT

For the 2010–2011 fiscal year, the Corporation, like other touristic and cultural institutions, was again affected by several significant environmental pressures, including the ongoing economic situation; the opening of new cultural and recreational attractions in the National Capital Region; and the reduction in cross-border traffic from the United States, our largest international market. The impact on the Corporation included a modest decline in paid attendance. The Corporation continued to benefit from increased funding by

the government, tied mostly to capital repair initiatives, from both the Risk Management initiative of 2006 and Budget 2008. This increased funding expires in 2012–2013. Additionally, the Corporation received one time only funding in 2010–2011 to address inflationary pressures in fixed operating costs, including its shortfall in Payment in Lieu of Taxes funding. This welcomed influx of funding by the Government allowed the Corporation to address long-standing, ongoing pressures over the short term but emphasizes that a long term solution to these financial pressures is required. The government's restraint initiatives outlined in Budget 2010, namely a freeze of funding to offset salary increases and a request for restraint in travel and hospitality expenses also had a significant impact on the Corporation's finances. The Corporation implemented management controls and has reduced its travel and hospitality expenses as compared to 2008–2009.

## FINANCIAL OVERVIEW

In the 2010–2011 fiscal year, the Museums presented several major exhibitions, notably *Camouflage: from Battlefield to Catwalk; Profit and Ambition: The Canadian Fur Trade, 1779–1821; The Horse; Navy: A Century in Art* and *A Brush with War*. Although overall site attendance at both Museums was solid, with an increase of 7.5 per cent to 1,712,376 from 1,593,390 visits in 2009–2010, admission revenue decreased to \$4.6 million as compared to \$4.7 million in 2009–2010, a 1.4 per cent decrease. Revenues from rentals, parking and concessions increased to \$3.8 million as compared to \$3.2 million in 2009–2010, or 17.6 per cent. IMAX revenues increased to \$1.7 million as compared to \$1.5 million in 2009–2010, or 9.8 per cent. Boutique revenues decreased to \$1.7 million as compared to \$1.8 million in 2009–2010, or 5.6 per cent. Expenses totalled \$89.8 million as compared to \$85.2 million in 2009–2010, an increase of \$4.6 million or 5.4 per cent. Salary expenses of \$34.8 million were higher than the \$29.7 million reported in 2009–10. The net result of Operations is \$1.4 million.

Cash has increased to \$12.5 million as compared to \$6.3 million in 2009–2010, mainly attributable to deferred appropriation for capital repairs. Investments have increased to \$36.9 million compared to \$35.0 million in 2009–10 due to the recognition of unrealized gains on the investment

portfolio. Restricted Cash and Investments—the National Collection Fund now stands at \$5.4 million for 2010–2011, an increase of \$2.3 million from 2009–2010.

At March 31, 2011, the Corporation held Master Asset Vehicle II (MAVII) notes tied to its original investment in nonbank sponsored asset-backed commercial paper (ABCP) in 2007. 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 using Level Two and Three hierarchy inputs by discounting expected future cash flows considering the best available data at March 31, 2011. Since the fair values of the MAVII notes are determined using the foregoing assumptions and are based on the Corporation's assessment of market conditions as at March 31, 2011, the fair values reported may change materially in subsequent periods which would have a direct impact on the net results of operations. At March 31, 2011, the MAVII notes were recorded at their estimated fair value of \$7.6 million, resulting in a fair value adjustment of \$1.6 million. Principal repayments of \$13 thousand were received in the period and a gain on investments of \$1.6 million was recorded and is included in the statement of earnings and comprehensive income. Since the fair values of the MAVII notes are determined using the foregoing assumptions and are based on the Corporation's assessment of market

conditions as at March 31, 2011, the fair values reported may change materially in subsequent periods.

## FINANCIAL AND OPERATIONAL VIABILITY

Over the last few years, the Corporation has received temporary funding which will expire shortly. The Corporation received funding of \$25.7 million over five years from Budget 2008. The majority of this funding was earmarked for capital projects with the remainder allocated to fixed operational building costs; this funding expires in 2012–2013. Budget 2010 provided the Corporation with an additional one time funding of \$6.3 million in 2010–2011 to address inflationary pressures in fixed operating costs, including its shortfall in Payment in Lieu of Taxes (PILT). The Corporation appreciates the Government's recognition of its financial pressures in 2010–2011, and will continue to work with the Department of Canadian Heritage and Treasury Board to find a long-term solution to rising fixed costs including PILT.

The Corporation has had to manage a reduction in funding of over \$4 million from the 2007 Strategic Review and Procurement Reform exercises. Budget 2010 also identified spending restraint initiatives that are impacting the Corporation. The Corporation will not receive funding to offset negotiated salary increases for three years starting in 2010–2011. By 2012–2013, the funding shortfall for the Corporation

will be an additional \$1.9 million. These reductions total close to \$6 million dollars. For 2011–2012, the Corporation has undertaken certain initiatives to address the current year shortfall; these initiatives include an increase in certain user fees, including admission fees and parking, increased targets for private sector support and the reduction of overhead costs through contract renegotiation and renewal.

Budget 2011 has identified a government wide strategic and operational review during 2011–2012 and the impact on the Corporation will not be known until Budget 2012.

The National Collection Fund which stands at \$5.4 million has already shown its usefulness in allowing the Corporation to react to opportunities to enrich its collection and to preserve Canadian heritage. The Corporation is continuing its efforts to increase the Restricted Cash and Investments—National Collection Fund to \$10 million at the end of seven years.

Currently, the Corporation is classified as a Government Business-Type Organization (GBTO). In December 2009, Public Sector Accounting Board (PSAB) amended the Introduction to Public Sector Accounting Standards, eliminating the GBTO classification effective for fiscal years beginning on or after January 1, 2011. Government organizations previously classified as a GBTO are required to reclassify themselves as a Government

Not-For-Profit Organization (GNPO) or Other Government Organization (OGO), and adopt the applicable accounting standards for years beginning on or after January 1, 2011. Effective April 1, 2011, the Corporation will be classified as a GNPO and will implement Public Sector Accounting Standards including the 4200 series of accounting standards applicable for government not-for-profit organizations. The Corporation has developed, and is implementing a plan for the transition to the new accounting standards on a retrospective basis for the year ending March 31, 2012. Effective for the 2011–2012 fiscal year, the Corporation is also required to implement Quarterly Financial Reporting.



Financial Statements of

**CANADIAN MUSEUM OF CIVILIZATION**

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Year ended March 31, 2011

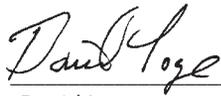
## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

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

June 28, 2011



Auditor General of Canada  
Vérificateur général du Canada

## INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage and  
Official Languages

### Report on the Financial Statements

I have audited the accompanying financial statements of the Canadian Museum of Civilization, which comprise the balance sheet as at 31 March 2011, and the statement of earnings and comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

#### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

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 comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

#### *Opinion*

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Canadian Museum of Civilization as at 31 March 2011, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

### Report on Other Legal and Regulatory Requirements

As required by the *Financial Administration Act*, I report that, in my opinion, Canadian generally accepted accounting principles have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Canadian Museum of Civilization 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 Canadian Museum of Civilization.

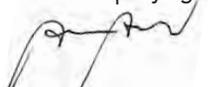
John Rossetti, CA  
Assistant Auditor General  
for the Interim Auditor General of Canada

28 June 2011  
Ottawa, Canada

**CANADIAN MUSEUM OF CIVILIZATION****Balance Sheet**As at March 31  
(In thousands of dollars)

	2011	2010
<b>Assets</b>		
<b>Current assets:</b>		
Cash	\$ 12,485	\$ 6,277
Accounts receivable (note 16(a))	2,482	2,030
Inventories	891	901
Prepaid expenses	441	765
	<u>16,299</u>	<u>9,973</u>
Restricted cash (note 4)	1,088	1,051
Restricted cash and investments – National Collection Fund (note 5)	5,396	3,118
Intangible assets (note 6)	378	378
Investments (note 7)	36,880	35,001
Collection (note 8)	1	1
Property and equipment (note 9)	276,376	285,133
	<u>\$ 336,418</u>	<u>\$ 334,655</u>
<b>Liabilities and Equity</b>		
<b>Current liabilities:</b>		
Accounts payable and accrued liabilities (note 10)	\$ 12,815	\$ 10,977
Deferred revenue and Parliamentary appropriations	1,807	2,231
Current portion of employee future benefits (note 12)	932	586
	<u>15,554</u>	<u>13,794</u>
Deferred Parliamentary appropriations – National Collection Fund	4,072	1,983
Deferred funding related to property and equipment (note 11)	241,297	245,591
Employee future benefits (note 12)	6,177	5,586
	<u>267,100</u>	<u>266,954</u>
<b>Equity:</b>		
Retained earnings	26,038	24,647
Contributed surplus	40,868	40,868
Accumulated other comprehensive income	2,412	2,186
	<u>69,318</u>	<u>67,701</u>
Contingencies (note 15)		
Commitments (note 18)		
	<u>\$ 336,418</u>	<u>\$ 334,655</u>

The accompanying notes and schedules form an integral part of the financial statements. Approved by the Board of Trustees:

  
Acting Chairperson  
Trustee

**CANADIAN MUSEUM OF CIVILIZATION**  
**Statement of Earnings and Comprehensive Income**

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

	2011	2010
<b>Revenues:</b>		
Donations, grants and sponsorships	\$ 865	\$ 825
Interest (note 13)	1,012	356
Gain (Loss) on investments (note 7)	2,199	(1,483)
Operating (schedule 1)	13,057	12,805
	17,133	12,503
<b>Expenditures (schedule 2):</b>		
Collect and research	13,541	12,773
Exhibit, educate and communicate	17,956	16,994
Accommodation	39,785	38,242
Corporate management	18,486	17,176
	89,768	85,185
Net result of operations before government funding	(72,635)	(72,682)
Parliamentary appropriations (note 19)	74,026	75,567
Net results of operations	\$ 1,391	\$ 2,885
Restricted donations from non-owners	474	321
Deferred investment income	5	4
Donations recognized as revenue	(253)	(130)
Other comprehensive income	226	195
Comprehensive income	\$ 1,617	\$ 3,080

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)

	2011	2010
Retained earnings, beginning of year	\$ 24,647	\$ 21,762
Net results of operations	1,391	2,885
Retained earnings, end of year	26,038	24,647
Accumulated other comprehensive income, beginning of year	2,186	1,991
Other comprehensive income	226	195
Accumulated other comprehensive income, end of year	2,412	2,186
	28,450	26,833
Contributed surplus	40,868	40,868
Equity, end of year	\$ 69,318	\$ 67,701

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)

	2011	2010
<b>Operating activities:</b>		
Cash receipts (clients)	\$ 14,857	\$ 11,252
Cash receipts (parliamentary appropriation)	76,250	79,680
Cash paid (employees and suppliers)	(86,660)	(85,785)
Interest received	1,012	356
	<u>5,459</u>	<u>5,503</u>
<b>Investing activities:</b>		
Acquisition of intangible assets	-	(378)
Acquisition of property and equipment	(5,698)	(8,663)
Increase in long-term investments	(1,879)	(29,009)
Increase in restricted cash and investments	(2,315)	(1,170)
	<u>(9,892)</u>	<u>(39,220)</u>
<b>Financing activities:</b>		
Parliamentary appropriation for the acquisition of property and equipment	10,162	5,419
Restricted donations and related investment income	479	325
	<u>10,641</u>	<u>5,744</u>
Increase (decrease) in cash	6,208	(27,973)
Cash, beginning of year	6,277	34,250
Cash, end of year	<u>\$ 12,485</u>	<u>\$ 6,277</u>

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, 2011  
(In thousands of dollars)

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**1. Mission and mandate:**

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

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

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

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

**Collect and research:**

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

**Exhibit, educate and communicate:**

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

**Accommodation:**

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

**Corporate management:**

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

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

Year ended March 31, 2011  
(In thousands of dollars)

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**2. Significant accounting policies:**

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

(a) Financial assets and financial liabilities:

Cash, restricted cash and investments and long-term investments in long-term bonds and in Master Asset Vehicle notes are classified as "Financial Assets Held for Trading". These financial assets are recognized at fair value through the Statement of Earnings and Comprehensive Income at each period end. Fair value is determined for Master Asset vehicles using a discounted cash flow, using market assumptions. All other financial assets are marked-to-market by reference to their quoted bid price. 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.

(b) Cash:

Cash is composed of deposits with financial institutions that can be withdrawn without prior notice or penalty.

(c) Inventories:

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

(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.

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

Year ended March 31, 2011  
(In thousands of dollars)

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

(e) Property and equipment:

Property and equipment owned by the Corporation are valued at cost, net of accumulated amortization. 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) Intangible assets

The Corporation will from time to time invest in the production of an IMAX/OMNIMAX film for eventual public showing. The film investment is initially recognized at cost as an intangible asset and is expensed over the reporting period of the initial film run.

(g) 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, 2011  
(In thousands of dollars)

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

(g) 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 16.5 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 arise 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 12.7 years.

The most recent extrapolated actuarial valuation was completed by an independent actuary as at March 31, 2011. 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, 2011  
(In thousands of dollars)

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

(h) Revenue recognition:

(i) Museum operations:

Revenues from Museum operations include the sale of general admissions and programmes, IMAX, facility rentals, food concessions, parking, boutique sales, 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 investments:

Interest on cash 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, 2011  
(In thousands of dollars)

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

(h) Revenue recognition (continued):

(vi) Donations:

Unrestricted donations are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Donations 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 funding related to property and equipment on the Balance Sheet and subsequently recognized as revenue 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.

**CANADIAN MUSEUM OF CIVILIZATION**  
**Notes to the Financial Statements, page 7**

Year ended March 31, 2011  
(In thousands of dollars)

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

- (i) 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 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. Future accounting standards:**

Currently, the Corporation is classified as a Government Business-Type Organization (GBTO). In December 2009, Public Sector Accounting Board (PSAB) amended the Introduction to Public Sector Accounting Standards, eliminating the GBTO classification effective for fiscal years beginning on or after January 1, 2011. Government organizations previously classified as a GBTO are required to reclassify themselves as a Government Not-For-Profit Organization (GNPO) or Other Government Organization (OGO), and adopt the applicable accounting standards for years beginning on or after January 1, 2011.

Effective for its 2011-12 fiscal year, the Corporation will be classified as a GNPO and will implement Public Sector Accounting Standards including the 4200 series of accounting standards applicable for government not-for-profit organizations. The Corporation has developed, and is implementing, a plan for the transition to the new accounting standards on a retrospective basis for the year ending March 31, 2012.

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

Year ended March 31, 2011  
(In thousands of dollars)

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**4. Restricted cash:**

Restricted cash arises from donations received from individuals and corporate entities for a specified purpose.

Changes in the restricted cash balance are as follows:

	2011	2010
Balance, beginning of year	\$ 1,051	\$ 964
Add donations received in the year	370	148
Add deferred investment income (note 13)	4	3
Less amounts transferred to the National Collection Fund	(255)	-
Less amounts recognized as donation revenue	(82)	(64)
Balance, end of year	\$ 1,088	\$ 1,051

As at March 31, 2011 and 2010, the entire amount was held in cash.

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

Year ended March 31, 2011  
(In thousands of dollars)

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

Restricted cash and investments – National Collection Fund consists of deferred Parliamentary appropriations and donations 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:

	2011	2010
Balance, beginning of year	\$ 3,118	\$ 2,035
Add donations received in the year	103	174
Add Parliamentary appropriations allocated to the National Collection Fund	2,000	1,000
Add deferred investment income (note 13)	82	2
Add unrealized gain on investments	9	-
Add amounts transferred from Restricted Cash	255	-
Less amounts recognized as donation revenue	(171)	(93)
<b>Balance, end of year</b>	<b>\$ 5,396</b>	<b>\$ 3,118</b>

At March 31, 2011, the Corporation held long-term government bonds with a face value of \$3,989 (\$1,978 in 2010). These long-term bonds have annual yield percentages ranging from 2.6% to 2.7% (2010 – 2.7%), and have maturity dates ranging from December 15, 2014 to December 15, 2015 (2010 – December 15, 2014).

**6. Intangible assets:**

	Cost	Accumulated amortization	2011 Net book value	2010 Net book value
Acquired film rights	\$ 378	\$ -	\$ 378	\$ 378

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

Year ended March 31, 2011  
(In thousands of dollars)

**7. Investments:**

		Fair Value
	2011	2010
Long-term bonds	\$ 29,262	\$ 29,009
Master Asset Vehicle notes	7,618	5,992
	<b>\$ 36,880</b>	<b>\$ 35,001</b>

i) Long-term bonds

At March 31, 2011 and 2010, the Corporation held long-term corporate and government bonds with a face value of \$28,204. These long-term bonds have annual yield percentages ranging from 1.3% to 4.1%, and have maturity dates ranging from April 15, 2012 to March 15, 2020.

A gain on investments in long-term bonds of \$560 (a loss of \$713 in 2010) was recorded and included in the statement of earnings and comprehensive income.

ii) Master Asset Vehicle Notes

At March 31, 2011, the Corporation held the following Master Asset Vehicle (MAVII) notes:

	Fair Value
Class A-1	\$ 6,675
Class A-2	2,574
Class B	467
Class C	300
Other Classes	3,048
	<b>\$ 13,064</b>

At March 31, 2011, the MAVII notes were recorded at their estimated fair value of \$7,618 (\$5,992 in 2010), resulting in a fair value adjustment of \$1,626 (\$1,050 in 2010). Principal repayments of \$13 (\$280 in 2010) were received in the period and a gain on investments of \$1,639 (a loss of \$770 in 2010) was recorded and is included in the statement of earnings and comprehensive income.

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

Year ended March 31, 2011  
(In thousands of dollars)

**7. Investments (continued):**

The assumptions used in the discounted cash flow valuation model include:

Criteria	2011	2010
Assumptions		
<u>MAVII Notes</u>		
Expected term to maturity	5.78 years	6.82 years
Discount rates	4.32%, 6.21%, 10.32% and 24.63% for the A1, A2, B and C notes	6.50%, 10.50% and 35.07% for the A1, A2 and B notes
Coupon rates	A1, A2 and B Notes: 1 month BA rate less 50 bps	A1, A2 and B notes: 1 month BA rate less 50 bps
<u>MAVII IA Notes</u>		
Expected term to maturity	25.93 years	26.93 years
Discount rate	21.57%	24.86%
Coupon rate	1 month BA rate plus 50 bps	1 month BA rate plus 50bps

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 using Level Two and Three hierarchy inputs by discounting expected future cash flows considering the best available data at March 31, 2011.

Since the fair values of the MAVII notes are determined using the foregoing assumptions and are based on the Corporation's assessment of market conditions as at March 31, 2011, the fair values reported may change materially in subsequent periods which would have a direct impact on the net results of operations. A 1.0% increase in the discount rate will decrease the fair value of the MAVII notes by approximately \$389 (\$352 in 2010).

Further information on the fair value measurement of the Corporation's investments can be found in Note 16(d).

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

Year ended March 31, 2011  
(In thousands of dollars)

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**8. Collection:**

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

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

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

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

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

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

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

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

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

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

Year ended March 31, 2011  
(In thousands of dollars)

**9. Property and equipment:**

	Cost	Accumulated amortization	2011 Net book value	2010 Net book value
Buildings	\$ 356,909	\$ 148,900	\$ 208,009	\$ 216,933
Land	40,868	-	40,868	40,868
Building improvements	69,259	45,563	23,696	23,191
Technical equipment	13,166	10,971	2,195	2,301
Informatics equipment	11,084	10,463	621	531
Office furniture and equipment	8,815	7,871	944	1,286
Motor vehicles	137	94	43	23
	<b>\$ 500,238</b>	<b>\$ 223,862</b>	<b>\$ 276,376</b>	<b>\$ 285,133</b>

The current year amortization amounts to \$14,456 (2010 - \$14,051).

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

	2011	2010
Trade accounts payable	\$ 8,949	\$ 7,446
Accrued salaries and vacation pay	1,681	1,371
Government departments and agencies	2,185	2,160
	<b>\$ 12,815</b>	<b>\$ 10,977</b>

**11. Deferred funding related to property and equipment:**

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

	2011	2010
Deferred capital donations	\$ 2,401	\$ 2,549
Deferred capital funding	238,896	243,042
	<b>\$ 241,297</b>	<b>\$ 245,591</b>

(i) Deferred capital donations represent the unamortized portion of donations used to purchase depreciable property and equipment. Deferred capital donations 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 14**

Year ended March 31, 2011  
(In thousands of dollars)

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

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

	2011	2010
Balance at beginning of year	\$ 245,591	\$ 254,223
Add:		
Parliamentary appropriations received	10,162	5,419
Less amounts recognized as revenue:		
Deferred capital donations	(148)	(171)
Parliamentary appropriations	(14,308)	(13,880)
	<b>\$ 241,297</b>	<b>\$ 245,591</b>

**12. Employee future benefits:**

	2011	2010
Severance liability (note 12(b))	\$ 3,839	\$ 3,503
Other non-pension post retirement liability (note 12(c))	3,270	2,669
Employee future benefits	7,109	6,172
Less: current portion of employee future benefit	(932)	(586)
	<b>\$ 6,177</b>	<b>\$ 5,586</b>

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

Year ended March 31, 2011  
(In thousands of dollars)

**12. 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 consecutive 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:

	2011	2010
Corporation's contributions	\$ 3,059	\$ 2,546
Employees' contributions	1,499	1,309

(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:

	2011	2010
Accrued benefit obligation, beginning of year	\$ 3,503	\$ 3,611
Cost for the year	613	828
Benefits paid during the year	(277)	(936)
Accrued benefit obligation, end of year	\$ 3,839	\$ 3,503
Short-term portion	\$ 932	\$ 586
Long-term portion	2,907	2,917
	\$ 3,839	\$ 3,503

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

Year ended March 31, 2011  
(In thousands of dollars)

**12. 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:

	2011	2010
Accrued benefit obligation:		
Balance at beginning of year	\$ 4,667	\$ 4,000
Current service cost	237	203
Interest costs	261	291
Actuarial loss (gain)	(219)	264
Benefits paid	(89)	(91)
<b>Balance at end of year, and funded status</b>	<b>\$ 4,857</b>	<b>\$ 4,667</b>

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

	2011	2010
Funded status:		
Plan deficit	\$ 4,857	\$ 4,667
Unamortized net actuarial gain	1,523	1,376
Unamortized past service costs	(3,110)	(3,374)
<b>Other non-pension post retirement liability</b>	<b>\$ 3,270</b>	<b>\$ 2,669</b>

A reconciliation of the amortization of the past service costs is as follows:

	2011	2010
Unamortized past service costs:		
Balance at beginning of year	\$ (3,374)	\$ (3,638)
Amortization in current year	264	264
<b>Balance at end of year</b>	<b>\$ (3,110)</b>	<b>\$ (3,374)</b>

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

Year ended March 31, 2011  
(In thousands of dollars)

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

(c) Other post retirement benefits (continued):

The significant actuarial assumptions used are as follows:

	2011	2010
Discount rate used to determine accrued benefit obligation	5.5%	5.5%
Rate of increase in dental benefit costs	4.0%	4.0%
Rate of increase in health care benefit costs	5.0%	5.0%

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 2010-11:

	Increase	Decrease
Total of service and interest cost	127	(95)
Accrued benefit obligation	1,065	(806)

Total cash payments for these post retirement benefits, consisting of cash contributed by the Corporation, was \$89 (2010 - \$91). The benefit cost recognized in the Statement of Earnings and Comprehensive Income for the year was \$690 (2010 - \$652).

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

2012	\$ 98
2013	105
2014	112
2015	120
Years 2016 to 2020	762

The expected benefits are based on the same assumptions used to measure the Corporation's benefit obligation as at March 31, 2011 and include the estimated future employee service.

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Year ended March 31, 2011  
(In thousands of dollars)

**13. Interest revenue:**

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

	2011	2010
Interest revenue earned on unrestricted resources	\$ 1,005	\$ 346
Interest revenue earned on restricted resources	93	15
Total interest revenue earned on cash and investments in the year	1,098	361
Less amounts deferred for restricted purposes (notes 4, 5)	(86)	(5)
Total interest revenue	\$ 1,012	\$ 356

**14. 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 \$12,836 (\$12,209 in 2010) and recorded Museum operations revenue of \$834 (\$545 in 2010) with related parties.

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Year ended March 31, 2011  
(In thousands of dollars)

**14. Related party transactions (continued):**

As at March 31, 2011, the Corporation recorded the following amounts on the balance sheet for transactions with related parties:

	2011	2010
Accounts receivable	\$ 295	\$ 107
Accounts payable and accrued liabilities	2,185	2,160
Deferred revenues	50	99

**15. Contingencies:**

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

No amount has been included in the balance sheet as at March 31, 2011.

**16. 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.

(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, cash and long-term investments.

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**Notes to the Financial Statements, page 20**

Year ended March 31, 2011  
(In thousands of dollars)

**16. Financial risk management (continued):**

(a) Credit risk (continued):

The maximum exposure to credit risk of the Corporation at March 31, 2011 is the carrying value of these assets.

(i) Accounts receivable:

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

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

	2011	2010
Refundable taxes	\$ 1,113	\$ 1,183
Parliamentary appropriation	80	215
Customers	1,017	514
Other	272	118
	<u>\$ 2,482</u>	<u>\$ 2,030</u>

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

	2011	2010
Canada	\$ 2,456	\$ 1,918
Other	26	112
	<u>\$ 2,482</u>	<u>\$ 2,030</u>

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

	2011	2010
Governments (including governmental departments and agencies)	\$ 1,424	\$ 1,445
Consumers	786	467
Financial institutions	272	118
	<u>\$ 2,482</u>	<u>\$ 2,030</u>

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

Year ended March 31, 2011  
(In thousands of dollars)

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**16. 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 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:

	2011	2010
Current	\$ 1,916	\$ 1,170
Past due 31-60 days	225	399
Past due 61-90 days	253	292
Past due over 91 days	88	169
	<u>\$ 2,482</u>	<u>\$ 2,030</u>

The change in the allowance for doubtful accounts receivable during the year ended March 31, 2011 was a decrease of \$41 relating to past due balances.

As at March 31, 2011, \$566 (2010 - \$860) of trade accounts receivable were past due, but not impaired.

(ii) Cash and long-term investments:

The Corporation manages its credit risk surrounding cash and long-term 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.

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**Notes to the Financial Statements, page 22**

Year ended March 31, 2011  
(In thousands of dollars)

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**16. Financial risk management (continued):**

(a) Credit risk (continued):

(ii) Cash and long-term investments (continued):

As per the Corporation's investment policy investments must maintain a credit rating from at least two of the following credit agencies, meeting the following minimum criteria:

Moody's Investor Service rating of A3

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

Fitch Ratings Ltd rating of A –

Dominion Bond Rating Service (DBRS) rating of A (low)

(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 investment.

(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 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.

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 23**

Year ended March 31, 2011  
(In thousands of dollars)

**16. 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:

	US Dollar 2011	US Dollar 2010	Euro 2011	Euro 2010
Cash	\$ 211	\$ 12	\$ -	\$ -
Accounts receivable	26	18	-	-
Investments	-	-	-	-
Accounts payable and accrued liabilities	(98)	(106)	(12)	(26)
Net exposure	\$ 139	\$ (76)	\$ (12)	\$ (26)

Based on the net exposures as at March 31, 2011, and assuming all other variables remain constant, a hypothetical 10% appreciation in the Canadian dollar against the currencies below would result in a net decrease (increase in 2010) 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 2011	Net Income 2010
US Dollar	\$ (14)	\$ 8
Euro	\$ 1	\$ 3

(ii) Interest rate risk:

Interest rate risk is the risk that the fair value of 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 investments include long-term bonds bearing interest at coupon rates. The Corporation does not have any debt instruments outstanding with fixed or variable interest rates at March 31, 2011 and 2010.

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**Notes to the Financial Statements, page 24**

Year ended March 31, 2011  
(In thousands of dollars)

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**16. 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, 2011, 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 \$1,427 (\$1,678 in 2010), approximately 3.87% of the fair value of Investments (4.79% in 2010).

(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, 2011, the Corporation has a cash balance of \$12,485 (\$6,277 in 2010). All of the Corporation's financial liabilities have contractual maturities of less than 365 days.

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Year ended March 31, 2011  
(In thousands of dollars)

**16. Financial risk management (continued):**

(d) Fair value of financial instruments:

The following tables summarize information on the fair value hierarchy of the Corporation's assets as of March 31. The fair value hierarchy prioritizes the valuation techniques used to determine the fair value of a financial instrument based on whether the inputs to those techniques are observable or unobservable:

- Level 1 – Financial instruments are considered Level 1 when valuation can be based on quoted prices in active markets for identical assets and liabilities.
- Level 2 – Financial instruments are considered Level 2 when they are valued using quoted prices for similar assets and liabilities, quoted prices in markets that are not active, or models using inputs that are observable.
- Level 3 – Financial instruments are considered Level 3 when their values are determined using pricing models, discounted cash flow methodologies or similar techniques and at least one significant model assumption or input is unobservable.

		March 31, 2011		
	Total	Quoted prices in active markets (Level 1)	Significant other observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Investments – long-term bonds	29,262	29,262	-	-
Investments – MAVII notes	7,618	-	7,282	336
<b>Total</b>	<b>\$ 36,880</b>	<b>\$ 29,262</b>	<b>\$ 7,282</b>	<b>\$ 336</b>

Transfers are made between the various fair value hierarchy levels due to changes in the availability of quoted market prices or observable market inputs due to changing market conditions.

The Corporation is valuing the MAVII notes based on discounted cash flow models using observable inputs such as discount margins and price levels indicated by broker quotations.

Although some trading in these notes has occurred since their restructuring in 2009, there has been sufficiently increased broker/dealer trading and improved market liquidity in these notes during the year to support this approach.

In 2011, MAVII notes under classes A1, A2, B and C were transferred to Level 2 while the IA tracking notes remained at Level 3. There were no purchases, sales and issues in the year.

**CANADIAN MUSEUM OF CIVILIZATION**  
**Notes to the Financial Statements, page 26**

Year ended March 31, 2011  
(In thousands of dollars)

**16. Financial risk management (continued):**

(d) Fair value of financial instruments (continued):

A reconciliation of all changes in Level 3 financial instruments as at March 31, 2011 is as follows:

	Balance March 31, 2010	Principal Repayments	Unrealized Gain	Transfers out of Level 3	Balance March 31, 2011
MAVII notes	\$ 5,992	\$ (13)	\$ 1,639	\$ (7,282)	\$ 336

A gain on investments of \$1,639 was recorded in the period and is included in the statement of earnings and comprehensive income.

	March 31, 2010			
	Total	Quoted prices in active markets (Level 1)	Significant other observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Investments – long-term bonds	29,009	29,009	-	-
Investments – MAVII notes	5,992	-	-	5,992
<b>Total</b>	<b>\$ 35,001</b>	<b>\$ 29,009</b>	<b>\$ -</b>	<b>\$ 5,992</b>

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**Notes to the Financial Statements, page 27**

Year ended March 31, 2011  
(In thousands of dollars)

**16. Financial risk management (continued):**

(d) Fair value of financial instruments (continued):

A reconciliation of all changes in Level 3 financial instruments as at March 31, 2010 is as follows:

	Balance March 31, 2009	Principal Repayments	Unrealized Loss	Transfers out of Level 3	Balance March 31, 2010
MAVII notes	\$ 7,042	\$ (280)	\$ (770)	\$ -	\$ 5,992

In 2010, there were no transfers between levels and no purchases, sales and issues related to the Corporation's Level 3 financial instruments.

A loss on investments of \$770 was recorded in the period and is included in the statement of earnings and comprehensive income.

The carrying amounts of cash, accounts receivable and accounts payable and accrued liabilities approximate fair value because of the short-term nature of these items.

**17. 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 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, 2010.

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**Notes to the Financial Statements, page 28**

Year ended March 31, 2011  
(In thousands of dollars)

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**18. Commitments:**

As at March 31, 2011, the Corporation has entered into agreements which included informatics, building operations and maintenance, security and point-of-sale outsource services with a remaining value of \$39,972. The future minimum payments are as follows:

2011-12	\$	15,414
2012-13		9,796
2013-14		8,028
2014-15		6,502
2015-16		226
2016-17		6
		<hr/>
	\$	39,972

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**CANADIAN MUSEUM OF CIVILIZATION**  
**Notes to the Financial Statements, page 29**

Year ended March 31, 2011  
(In thousands of dollars)

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**19. Parliamentary appropriations:**

Parliamentary appropriations recognized as revenue:

	2011	2010
Main Estimates amount provided for operating and capital expenditures	\$ 65,325	\$ 62,266
Supplementary estimates and transfers	5,893	4,089
	71,218	66,355
Portion of amount deferred for specific projects and acquisitions	(4,942)	(438)
Deferred Parliamentary appropriations used in current year	1,140	5,433
Amounts used to purchase property and equipment	(5,698)	(8,663)
Amortization of deferred capital funding (note 11)	14,308	13,880
Transfer to National Collection Fund	(2,000)	(1,000)
<b>Parliamentary appropriations</b>	<b>\$ 74,026</b>	<b>\$ 75,567</b>

**20. 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**

For the year ended March 31, 2011  
(In thousands of dollars)

	2011	2010
General admission and programmes	\$ 4,646	\$ 4,710
Facility rental and concessions	2,350	1,990
Boutique sales	1,725	1,828
IMAX	1,681	1,531
Parking	1,447	1,240
Memberships	238	300
Travelling exhibits	218	470
Royalties	119	136
Publications	49	52
Other	584	548
	<b>\$ 13,057</b>	<b>\$ 12,805</b>

**CANADIAN MUSEUM OF CIVILIZATION****Schedule 2 - Expenditures**

For the year ended March 31, 2011  
(In thousands of dollars)

	2011	2010
Personnel costs	\$ 34,811	\$ 29,739
Amortization of property and equipment	14,456	14,051
Professional and special services	14,300	15,420
Property taxes	9,062	8,964
Repairs and maintenance	3,532	3,445
Utilities	3,022	2,816
Materials and supplies	1,966	1,589
Communications	1,924	1,916
Exhibit fabrication and rental	1,563	1,996
Marketing and advertising	1,531	1,658
Travel	957	1,093
Cost of goods sold	898	962
Collection acquisitions	870	742
Royalties	456	390
Rentals	147	119
Building leases	79	72
Other	194	213
	<b>\$ 89,768</b>	<b>\$ 85,185</b>