

# 1999–2000 Annual Report

Canadian Museum of Civilization and Canadian War Museum



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**Canadian Museum of Civilization**

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*Standing Man*, early 1950s, black stone, ivory. Unidentified Artist, Inukjuak.

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## The Board of Trustees and Officers of the Corporation

*“As the world begins a new century, museums find themselves at a crossroads. Originally tasked with collecting and interpreting the world’s human and natural history, museums are slowly being transformed into leisure and entertainment venues, with an emphasis on providing interactive experiences to their visitors. With these new roles in mind, the Canadian Museum of Civilization continues to seek ways of combining outstanding research and scholarship with a memorable visitor experience.”*

— Dr. John English, Chairman, Canadian Museum of Civilization Corporation



### **The Board of Trustees and Officers of the Corporation**

**Front row:** Louise Dubois (Corporate Secretary and Director General, Strategic Planning), Marianna Simeone (Member), Claudette Roy (Vice-Chairwoman), Barney Danson (Member), Gloria Cranmer Webster (Member), Thérèse Spénard-Pilon (Member).

**Back row:** Joe Geurts (Acting President and Chief Executive Officer), Pierre Dufour (Member), Peter Allen (Member), John English (Chairman), Robert Bothwell (Member), Robert Ojolick (Member).

**Absent:** Patrick Polchies (Member).

Photo: H. Foster

The Canadian Museum of Civilization Corporation is a Crown Corporation established pursuant to the *Museums Act (Statutes of Canada 1990, Chapter 3)*, which came into force on July 1, 1990. Under the *Museums Act*, the Corporation has a specific mandate *“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.”*

Dating from its first incarnation as the Geological Survey of Canada in 1841, the Canadian Museum of Civilization Corporation (CMCC) now comprises the Canadian Museum of Civilization (CMC) — Canada’s national repository of social and cultural history, and its affiliate museums: the Canadian War Museum (CWM)— Canada’s national museum of military history, and the entirely virtual Museum of New France. The Canadian Museum of Civilization complex is also home to the Canadian Postal Museum, the Canadian Children’s Museum, and one of the world’s first IMAX®/IMAX® HD/OMNIMAX® theatres.

## CORPORATE GOVERNANCE

As stated in the *Museums Act*, the Corporation is governed by a Board of Trustees appointed by the Governor-in-Council. The Board is responsible for the fulfillment of the policies and overall financial management of the Corporation’s affairs. During 1999-2000, the Board of Trustees had nine committees to help expedite its work. These committees met regularly before Board meetings — in person and by teleconference — and reported their recommendations to meetings of the Board of Trustees. Each Board Member has duties on at least one Board committee. During the past year, there were seven meetings and five teleconferences of the Board of Trustees, and 20 meetings and twelve teleconferences of the Board’s committees.

The Board’s **Executive Committee**, subject to by-laws and the direction of the Board, facilitates the Board’s decision-making process, if necessary, between Board meetings. During the past year, this committee held one meeting.

The **Audit Committee** fulfills the role required by the *Financial Administration Act*. The Audit Committee serves as the Board’s advisor on audit-related matters, and ensures maintenance of sound internal controls. During the year, this committee held two meetings.

The **Finance and Compensation Committee** serves as the Board’s advisor on accountability and planning, in relation to finance and compensation. It does not involve itself in the Corporation’s day-to-day financial operations, but does maintain appropriate controls over significant financial transactions, by requiring that all financial transactions exceeding a quarter of million dollars are reviewed by the Committee prior to final approval by the Board of Trustees. During the year, this committee held five meetings and one teleconference.

The **Development Committee** advises and supports management and participates in the Corporation’s development and fundraising activities. During the year, this committee held one meeting.

The Board's **Canadian War Museum Advisory Committee** advises the Board of Trustees on matters related to the Canadian War Museum. Its broad membership includes members of the Board of Trustees, and representatives from the veterans, armed forces and military history communities. During the year, this committee held two meetings.

The **Executive Committee of the Canadian War Museum Advisory Committee** comprises members from the CWM Advisory Committee. Its purpose is to advance the work of the CWM Advisory Committee between meetings of the latter. During the year, this committee held one meeting.

This year, the Board established a **Canadian War Museum Building Committee**. Recognizing the magnitude of the proposed project for a new Canadian War Museum facility, the Board has mandated this committee to review all contracts and major policy issues associated with the building project, and to oversee its overall development. During the year, this committee held three meetings and two teleconferences.

The Board's **Working Group on Governance** is mandated to examine and deliberate matters related to the governance of the Canadian Museum of Civilization Corporation, including matters related to the application of its by-laws. During the past year, it held three meetings.

The Board's **Search Committee** was a temporary committee established in August 1998 to direct the search and selection process for the appointment of a new Chief Executive Officer for the CMCC. Following appointment of a new CEO, Dr. Victor Rabinovitch by order-in-council in March 2000, the Committee has been dissolved. During the year, this committee held two meetings and nine teleconferences.

### **The Board of Trustees**

John English, Chairman, Waterloo, Ontario  
Claudette Roy, Vice-Chairwoman, Edmonton, Alberta  
Peter Allen, Trustee, Toronto, Ontario  
Robert Bothwell, Trustee, Toronto, Ontario  
Barney Danson, Trustee, Toronto, Ontario  
Pierre Dufour, Trustee, Aylmer, Quebec  
Robert J. Ojolic, Trustee, Sydney, Nova Scotia  
Patrick M. Polchies, Trustee, Kingsclear First Nation, New Brunswick  
Marianna Simeone, Trustee, Montreal, Quebec  
Thérèse Spénard-Pilon, Trustee, Laval, Quebec  
Gloria Cranmer Webster, Trustee, Alert Bay, British Columbia

### **The Corporate Officers**

Joe Geurts, Acting President and CEO  
Louise Dubois, Corporate Secretary and Director General, Strategic Planning

*A printed version of this report is available upon request. Please call (819) 776-8380.*

*All publications mentioned in this report are available at the Canadian Museum of Civilization Boutique, as well as through our Cyberboutique ([www.civilization.ca](http://www.civilization.ca)). A free printed catalogue is also available by calling 1-800-555-5621.*

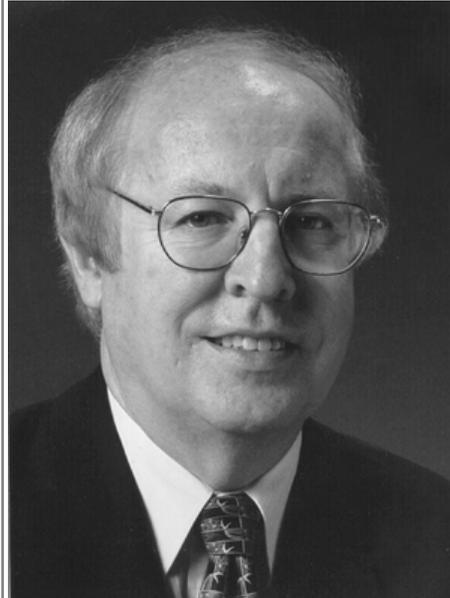
In September 1999, I began my term as Chairman of the Canadian Museum of Civilization Corporation, inheriting the role from Canada's newly-appointed Governor General, Her Excellency The Right Honourable Adrienne Clarkson.

Within a very short period of time, it became clear that this was no ordinary chairmanship. The Canadian Museum of Civilization Corporation (CMCC) is an extremely active and high-profile organization, constantly looking for ways to improve its exhibitions and programmes, expand its outreach activities, and present itself as an example of what modern museums are — or should be — all about.

Never an organization to rest on its laurels, the day after the Corporation closed out its previous — and recordbreaking — fiscal year, it was celebrating the inauguration of Nunavut, in its role as the official southern site of this important Canadian event. Declaring “The Great Canadian North” as its major high-season theme, the Canadian Museum of Civilization featured not one, but three, self-produced exhibitions on the Inuit, including a live webcast of **Iqqaipaa**, an exhibition celebrating modern Inuit art.

A month later, the Canadian Museum of Civilization launched its major exhibition of Canadian outdoor folk art, **This Other Eden**. Showcasing works from the CMC's extraordinary folk art collection, the exhibition's presentation at the CMC marked the first venue of an extensive national tour. The exhibition proved extremely popular with the public and the media. That an exhibition on the domestic artistry of ordinary Canadians managed to strike such a national chord is, perhaps, a testament to the Corporation's ability to give Canadian audiences the kind of content they are looking for.

Despite an ongoing deficit in public-sector support, the Corporation also continued to complete long-term exhibition spaces in the Canada Hall and First Peoples Hall. It did this while maintaining an active slate of educational and interpretive programmes, special events, and more. Much of this success has been achieved with the support of public- and private-sector partners, to whom we are sincerely grateful.



Dr. John English  
Chairman, Board of Trustees  
Photo: H. Foster

## Chairman's Report

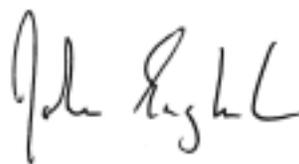
Of all the achievements I have witnessed thus far in my tenure as Chairman, however, none makes me prouder than the recent announcement of federal government support for the building of a new Canadian War Museum. Between the allocation of a 20-acre parcel of land by the Department of National Defence in November 1998, and the March 2000 announcement by the Minister of Canadian Heritage of \$58.25 million in support of construction costs for the new Museum, it has been something of a rollercoaster ride for the Corporation. It is a testament to the determination of the Canadian War Museum itself, the Corporation staff, the Friends of the Canadian War Museum and the CWM's many outside supporters that this project has finally achieved such success.

The Corporation has also been singularly fortunate in its Acting President and CEO. While the Corporation searched for a new President and CEO to take up where Dr. George MacDonald had left off in December 1998, Joe Geurts steered the organization with grace and aplomb. Throughout his tenure, the Corporation has enjoyed some of its greatest successes — including the highest revenues and attendance ever recorded, high-profile participation in Nunavut's inaugural celebrations, the first-ever exhibition of many of Canada's war art treasures, the allocation of funding for the construction of a new War Museum, and a wealth of favourable publicity and awards for the Corporation.

We are pleased that Mr. Geurts will continue as Chief Operating Officer of the Corporation, a post he held with great success prior to his acting presidency. The new President and CEO of the Corporation, Dr. Victor Rabinovitch, will be joining the Corporation on April 3, 2000. Dr. Rabinovitch has considerable public service experience, particularly in the fields of culture and community action, and I have no doubt that he will serve the Corporation well, as it takes on new challenges.

Indeed, as we end the 1999–2000 fiscal year, the Corporation is facing many new challenges and opportunities in support of its mandate. From the construction of a new national home for the Canadian War Museum, to completion of long-term exhibitions in its Canada Hall and First Peoples Hall, the Corporation continues to maintain and enhance the national icons which nurture Canadian unity and a national identity. From the production of major new exhibitions and programming to outreach activities and the revamping of its extensive Web site, the Corporation continues to promote and safeguard Canada's heritage, both within Canada and around the world. From maximizing attendance and revenues to administering an active fundraising programme, the Corporation continues to maintain its financial and operational viability, despite declining public-sector allocations.

The Canadian Museum of Civilization Corporation has long been a forward-thinking cultural institution. For more than a decade, it has tried to anticipate new trends and challenges in museology — often placing itself in the forefront of implementing change. As we head into a new year, with a new CEO, new Chairman and a new national museum to build, I have no doubt that the Canadian Museum of Civilization Corporation will remain responsive and responsible to the public it serves.



Dr. John English  
Chairman, Board of Trustees

As my tenure as Acting President and CEO of the Canadian Museum of Civilization Corporation comes to an end, I am pleased to note that this past year has been a very rewarding one for the Corporation.

A success like 1998's **Mysteries of Egypt** blockbuster is often followed by a year which seems disappointing in relative terms. Surprisingly, although **Mysteries of Egypt** brought us an astonishing 21% jump in attendances and revenues, this past year we managed to maintain similar levels with a slight increase of 1% in revenues despite a 6% drop in attendance. This was much better than we had forecast, and it is gratifying that our audiences are finding so many reasons to return.

We have also been singularly successful this past year in attracting partnerships. From Cancom's sponsorship of **Iqqaipaa** and Investors Group's sponsorship of **This Other Eden**, to the Donner Canadian Foundation's generous support of **Canvas of War**, we have enjoyed partnerships which enhance both our own content and our partners' public profiles. Win-win relationships such as these are, to us, the ideal formula for partnerships that work. Our upcoming blockbuster, **India — The Living Arts**, opening in May 2000, has gathered a similar level of support this fiscal year, with private- and public-sector partnerships totalling nearly half a million dollars.

On April 1, 1999, as the southern site of official ceremonies, we celebrated the inauguration of Nunavut along with the rest of Canada, including a live Webcast and numerous exhibitions and programmes. The establishment of Canada's newest territory was cause for great celebration — particularly for an organization like ours, which maintains such large collections of First Peoples history.

No celebration, however, was more heartfelt for us than the one which followed the announcement of \$58.25 million in federal funding for the construction of a new Canadian War Museum. From time to time, we are asked how the history of war and peacekeeping fits with a museum devoted to the world's cultural achievements. Our response has always been that, throughout history, military heritage has informed the histories and ideals of all nations, and that how a people conducts itself in times of great challenge says a great deal about who they are — and who they may become — as a nation. Canada's current worldwide reputation as a nation built on ideals of justice, humanity and inclusivity, owes a great debt to those who have served it with such distinction in war and peacekeeping.



J. (Joe) Geurts  
Acting President and CEO  
Photo: H. Foster

## Acting President and CEO's Report

For far too long, the Canadian War Museum has languished in quarters far below accepted standards for modern museums of national importance, and we are pleased that the War Museum will finally get the purpose-built facility it deserves. Planned for a 20-acre site provided by the Department of National Defence in the east end of Ottawa, the new CWM is an \$80 million project with support from the Department of Canadian Heritage, the Canadian Museum of Civilization Corporation, and numerous benefactors and donors through the Passing the Torch campaign of the Friends of the Canadian War Museum. When it is completed around 2004, the new CWM will have expanded display space, a war art gallery, room for the display of large-scale artifacts like tanks and submarines, classrooms, expanded research and archive facilities and state-of-the-art conservation labs.

In June 1999, the Canadian Museum of Civilization celebrated ten years in its new facility in Hull, Quebec. This past decade has seen radical changes in how people learn, how they spend their leisure time, how they want to be entertained, and how they define their place in the world. In response to the accelerating pace of change, we have done some corporate soul-searching in recent months, and are redeveloping our strategic direction, with an enhanced emphasis on Canada's human history and promotion of our Canadian identity. In a world in which political borders sometimes seem academic, the Corporation feels it is important to affirm national unity and Canadian identity through its exhibitions, educational programmes, outreach activities and more.

As a modern museum corporation, it is our duty to remain responsive and responsible to the public we serve, as well as to the government which represents them. To meet this part of our mandate, we are developing new initiatives both to enhance our physical sites, and to expand our electronic outreach capability. These include an important new exhibition on East Coast fisheries, opening in Spring 2001, and the grand opening of the completed First Peoples Hall on National Aboriginal Day in June 2001. Exhibitions on the Vikings (Spring 2002) and the Bog People (Fall 2002) are also underway.

In addition, we are redeveloping our award-winning Web site — already home to over 30,000 pages of information — to make it even more interactive, informative and user-friendly. To us, history is a moveable feast, and our objective has always been to provide our visitors — both onsite and online — with as wide a cross-section of the human experience as possible, while always maintaining an emphasis on Canada's rich heritage.

The past few years have been tumultuous ones in the world of museology. A plugged-in world has forced a transformation in how museums do business — from the types of programming they provide, to the ways in which they reach out beyond their walls. Museums are no longer only research institutions contributing to civilization's amassed scholarship. They must now also be educational venues, family venues and entertainment venues.

Most importantly, in a world in which news and views from the other side of the world have become an omnipresent part of daily life in Canada, museums must remind Canadians who they are and where they come from, while also blazing a trail to the future. We do this by remaining mindful of the heritage riches we house and maintain, and of the responsibility we bear for encouraging such vital values as intercultural understanding and an appreciation of civilization's many achievements.

For several years, museums around the world have been at a crossroads — tasked with finding new ways to deliver age-old mandates. The Canadian Museum of Civilization Corporation is no stranger to this phenomenon, and continues to look for ways to anticipate, meet and share in the museological responsibilities of a brave new world.



J. (Joe) Geurts  
Acting President and CEO

### Members of the Museum's Executive Committee

Louise Dubois, Corporate Secretary and Director General, Strategic Planning  
Joe Geurts, Chief Operating Officer and Senior Vice-President  
Elizabeth Goger, Director, Human Resources  
Dr. Jack L. Granatstein, Director and CEO, Canadian War Museum

Dr. Stephen Inglis, Director General, Collections and Research  
David Loye, Chief Financial Officer  
Sylvie Morel, Director General, Exhibitions and Programmes  
Pierre Pontbriand, Vice-President, Public Affairs  
Michael Wolfe, Vice-President, Development

## PLANNING AND STRATEGIC OBJECTIVES

The Corporation's five-year plan for the years 1999–2000 through 2003–2004 identified three primary strategic issues for the Corporation: Canadian identity and unity, the safeguard and promotion of Canada's heritage in the global village, and financial and operational viability. These issues relate directly to the Corporation's mandate, and provided the framework within which the Corporation operated — with considerable success — during the past fiscal year.

### *Canadian Identity and Unity*

In the area of Canadian identity and unity, the Corporation's stated objective was to "enhance understanding of Canadian history and culture." In practical terms, this has meant completing permanent exhibition spaces at both the Canadian Museum of Civilization and the Canadian War Museum, renewing existing exhibitions and programmes while developing and delivering new ones, and undertaking research activities related to Canadian history and culture.

### **Renewal and Replacement at the Canadian War Museum**

Canada's military history is an essential part of this country's heritage. Canada's honourable war and peacekeeping record is integral to Canada's reputation on the world stage, and the characteristics we hold dear as part of our Canadian identity — commitment to alliances and the United Nations, courage in adversity — owe much to the sacrifices of hundreds of thousands of Canadians during the twentieth century. As a Corporation dedicated to presenting Canada's human history to the world, the CMCC has long believed that our military history is as important to providing an understanding of Canada as are programmes and exhibitions dedicated to cultural heritage.



Event: In March 2000, Federal government's announcement of \$58.25 million in funding for the building of a new Canadian War Museum. From left to right: Jack Granatstein, Director and CEO of the CWM, Hon. Art Eggleton, Minister of National Defence, Hon. Jack Marshall, Grand President of the Royal Canadian Legion, Hon. Sheila Copps, Minister of Canadian Heritage, Joe Geurts, Acting President and CEO of the CMCC. Photo: B. Kent

# The Corporate Plan

In order to properly honour and share this valuable military legacy, the Corporation has identified the replacement of CWM facilities and the renewal of existing exhibitions and programmes as primary goals. Over the past year, we have achieved considerable success in this field, including:

- the federal government's March 2000 announcement of \$58.25 million in funding for the building of a new Canadian War Museum at the former CFB Rockcliffe (Canadian Forces Base) in Ottawa
- the raising of a cumulative total of \$4.6 million in cash and pledges for programming at the new CWM by the "Passing the Torch" fundraising campaign



Presentation to General Paul Manson, Chairman, Passing the Torch Campaign, from the Canadian Women's Army Corps Association.  
Photo: B. Kent

- the development of a Speaker's Programme and other outreach initiatives which include enhanced cooperation between the CWM and military museums, the CWM and veterans' associations, and the CWM, the Department of National Defence and Veterans Affairs of Canada
- the development of a new long-term exhibition plan for exhibitions at both the existing CWM site and the new facility

## Completing CMC Long-Term Exhibition Spaces

When the Canadian Museum of Civilization was built over ten years ago, funding was only allocated for the completion of 50% of the Museum's permanent exhibition spaces. As savings have been achieved in other areas, the Corporation has worked towards completion of its permanent galleries. While the majority of the Museum's permanent space is now complete, the Canada Hall and the First Peoples Hall are still being enhanced with new permanent exhibits. Key achievements during the past year include:

- The addition of the Social Progress Gallery, Wildcat Café, Union Hall and King Wheat modules in the Canada Hall, bringing the total completed space to 80%.



Bookmark produced by Public Affairs to promote the opening of the Social Progress Gallery.

- Ongoing completion of the First Peoples Hall, with 67% currently completed, and continued use of the space for fine temporary exhibitions like **Emergence from the Shadow: First Peoples' Photographic Perspectives**.



During the past year, the Corporation has continued working towards completion of its permanent exhibition spaces. Development of the First Peoples Hall has progressed steadily, and the overall design of the permanent exhibition spaces is done, as is much of the infrastructure and basic construction. In this photograph, display artist Caroline Pilon is working on the Blue Fish Cave re-creation in the Origins section of the Hall. The First Peoples Hall is scheduled to open to the public on June 21, 2001.  
Photo: H. Foster

### **Directed Research on Diverse Aspects of Canadian History and Culture**

Research is the heart and soul of an organization like the Canadian Museum of Civilization Corporation. Much of this research has a specific end-product in mind, such as an exhibition, publication, conference presentation or webpage. Key achievements during the past year include:

- 8 directed research projects at the CWM, and 50 directed research projects at the CMC — including research for **Canvas of War: Masterpieces from the Canadian War Museum, Canada and NATO, Imperial Adventure: Canadians and the South African War, 1899-1902, Under the Sign of the Cross: Creative Expressions of Christianity in Canada, The Nunavut Voyages of Martin Frobisher**, the upcoming **Balancing the Scales: East Coast Fisheries** and an Inuvialuit exhibition planned for 2003.

### **Developing Exhibitions and Delivering Programmes that Reflect a Sense of Canadian History, Culture and Unity**

Exhibitions and programmes at both the Canadian Museum of Civilization and the Canadian War Museum have achieved increasing international renown over the past few years. Whether an exhibition on sixteenth-century interaction between the Inuit and the English, a programme which teaches children how to create their own virtual exhibitions of family treasures, or an exhibition of dazzling works of war art, the Corporation provides Canadians with educational activities and experiences that give them a better sense of their place in the world. Key achievements during the past year include:

## The Corporate Plan

- The CMC's official participation in inaugural ceremonies for the new Canadian territory of Nunavut on April 1, 1999

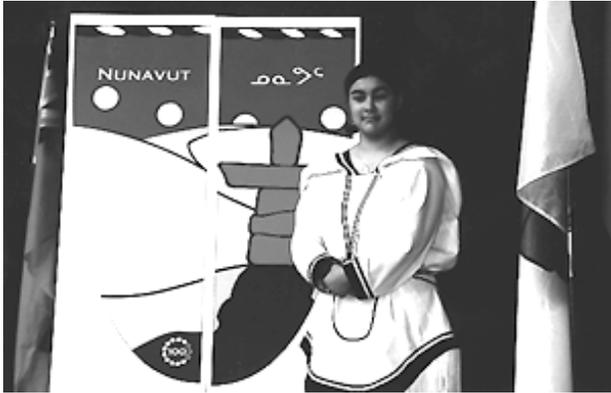


Photo: S. Darby

- 21 temporary exhibitions for the CMC, including **Iqqaipaa: Celebrating Inuit Art, 1948–1970**, **This Other Eden: Canadian Folk Art Outdoors**, **Emergence from the Shadow: First Peoples' Photographic Perspectives** and **Bayanihan: A Window to the Philippines** at the Canadian Children's Museum
- 5 temporary exhibitions for the CWM, including **Canvas of War: Masterpieces from the Canadian War Museum, Athene, Imperial Adventure: Canadians in the South African War (1899-1902)**, **A Garrison Country: Newfoundland and Labrador in Canadian War Art**, **The War Art of George Campbell Tinning**



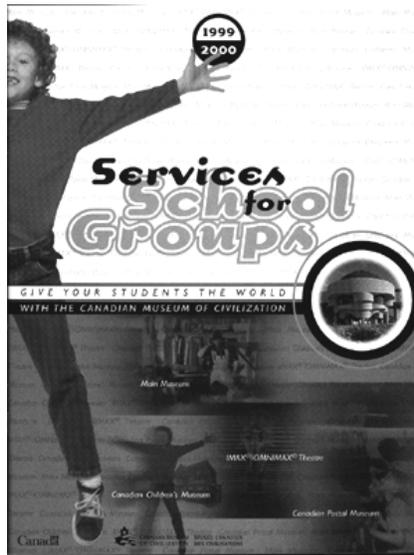
- 17 CMC exhibitions travelling to 42 venues, including presentations of **Lost Visions, Forgotten Dreams: The Life and Art of an Ancient Arctic People** in Europe and **This Other Eden: Canadian Folk Art Outdoors**, which has embarked on a cross-Canada tour
- 10 CWM exhibitions travelling to 10 venues, including **The Second World War Art of Pegi Nicol MacLeod** and **Into the Blue: The Aviation Art of Franz Johnston**
- 8 performances in the See and Hear the World concert series, attracting over 3,000 people



*Sestri Biserovi* (Bulgaria) — See and Hear the World Concert presented at the CMC in May 1999

From left to right: Molly Lamb Bobak and Bruno Bobak looking at a painting by Molly Lamb Bobak, *Canteen, Nijmegen*, painted in 1945. A member of the Canadian Women's Army Corps, she was the only woman to be hired as an official war artist. Her work and Bruno Bobak's work are part of the exhibition *Canvas of War: Masterpieces from the Canadian War Museum*, presented at the CMC until January 7, 2001. Photo: S. Darby

- CMC school programmes offered to more than 45,657 students, and CWM school programmes offered to more than 6,132 students
- special events and commemorations at the CWM, attracting more than 42,000 people



## ***The Safeguard and Promotion of Canada's Heritage in the Global Village***

Globalization has given Canadian content providers like the Canadian Museum of Civilization Corporation access to the world; by the same token, globalization has also made Canadian content providers more vulnerable to outside influences. As the world becomes a smaller place, the Corporation must remain alert to outreach opportunities, while remaining vigilant in protecting and nurturing Canada's heritage on the world stage. In order to accomplish this, the Corporation must continue its research activities, manage its collections while keeping them publicly accessible, communicate its knowledge across Canada and around the world, share its expertise with others, and strive for excellence at all times.

## **Carrying Out Developmental Research**

Developmental research is ongoing, exploratory research which adds new information to the Corporation's knowledge base. This is usually achieved through fieldwork, and typically does not have a final product in mind. Most research will eventually result in an associated product such as a publication, exhibition, conference paper, etc. Key achievements during the past year include:

- 34 development research projects for the CMC and CWM.
- Attracting the services of 27 research associates (retired museologists, scholars, etc.) who have contributed approximately 1,500 hours of work.



Dr. David A. Morrison, Curator in Charge, Archaeological Survey of Canada, doing fieldwork.

## Collections Management

The Canadian Museum of Civilization houses nearly 3.75 million artifacts, in addition to hundreds of thousands of documents, photographs and more. The Canadian War Museum houses nearly 500,000 artifacts and a similar number of documents, photographs, newsreels etc. Managing these national collections is an ongoing responsibility of the Corporation, in order to ensure that this heritage is preserved for future generations, while being made accessible to the widest possible audience through publications, CD-ROMs, educational and outreach initiatives, etc. Key achievements during the past year include:

- Launching of the Corporation's collection management system on the Internet, providing public access to over 50,000 artifact images and over 280,000 bibliographic records.
- Acquisition of 10,446 items for the CMC, and 2,412 for the CWM — including ongoing negotiations for an important collection of nursing memorabilia from the Canadian Nurses Association
- Conservation of 3,300 objects at the CMC and 675 at the CWM
- 500 CMC and 390 CWM artifact loans
- Digitization of 27,639 CMC images including 10,800 artifacts

## Communicating Knowledge

Modern museums cannot operate in a vacuum, but must share and communicate their scholarship, expertise, research and collections. Key achievements during the past year include:

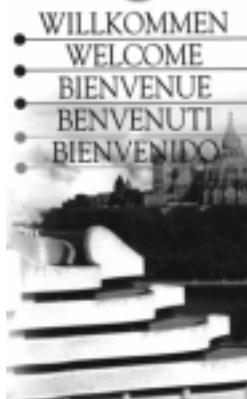
- 12 print publications at the CMC, and 4 at the CWM.
- Attendance of 1,353,194 at the Canadian Museum of Civilization — more than 50,000 higher than projected.
- Attendance of 126,264 at the Canadian War Museum (including Vimy House) — 1,200 more than projected, and a tribute to the ongoing popularity of this museum, despite facilities which are not currently conducive to the demands of a modern museum-going public.
- 5 electronic publications at the CMC, plus interactive CD-ROM products and compilations of traditional folk music in the CD ARCHIVES series.



- Major improvements to the Corporation's popular website, including ongoing enhancement of content, enhanced interactivity, etc.
- Enhancements to the Virtual Museum of New France website, with an eye to expanding the existing audience on both sides of the Atlantic and adding potential e-commerce capability and functionality.
- The ongoing development of the Cybermusée du Sahel, in association with three African museums.
- Active media relations and marketing efforts to ensure that the Corporation's exhibitions and programmes are publicized and promoted to the widest possible public — regionally, nationally and internationally.



This multilingual promotional brochure has been produced specifically for the visitors of the Canadian pavilion at Expo 2000 in Hanover, Germany.



## Sharing Expertise

The Canadian Museum of Civilization Corporation is a learning culture, dedicated to enhancing the world's understanding of Canada's human history. In addition to sharing its expertise with the general public through exhibitions and programmes, the Corporation participates in training initiatives like the Aboriginal Training Programme in Museum Practices, as well as scholarly outreach at conferences, colloquia and more. Key achievements during the past year include:

- A cumulative total of 43 trainees in the Aboriginal Training Programme in Museum Practices and the development of a website credit course for this programme in collaboration with the Saskatchewan Indian Federated College.
- Supervision of numerous students in research work related to the collections.
- Lectures given by staff researchers on topics such as Arctic archaeology, ceramics, postal communications, toys and childhood and aboriginal fisheries.
- 3 Memoranda of Understanding and Cooperation signed by the CMC, and 11 signed by the CWM.

## A Commitment to Excellence

The Corporation strives at all times for excellence in all forms of presentation. This entails everything from ensuring that our programmes and activities remain responsive to the needs of our visitors — both onsite and online — to ensuring that we remain on the cutting edge of technological advances which help us deliver our mandate to the widest possible public. Key achievements during the past year include:

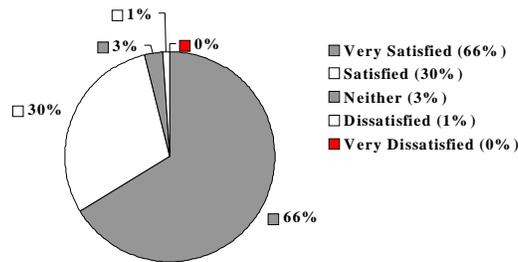
- Extremely high levels of visitor satisfaction at both museums, with over 95% of CMC visitors declaring themselves either satisfied or very satisfied, and 97% of CWM visitors declaring themselves either satisfied or very satisfied.



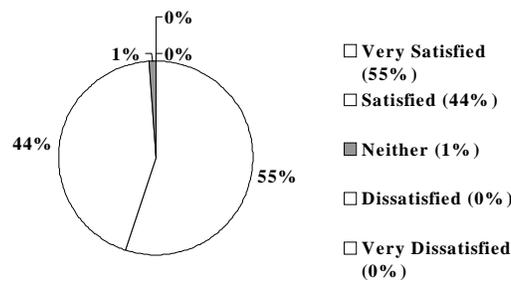
Co-op student Craig Brooker from Bell High School, Nepean, Ontario, numbering an archaeology specimen. Photo: T. Panas

The Corporation conducts regular audits and evaluations of its programmes and activities, to ensure that it remains responsive and responsible to the people it serves. To date, yearly visitor surveys have shown marked satisfaction with both the Canadian Museum of Civilization and the Canadian War Museum.

### Satisfaction Rating - Visitors to CMC Summer 1999



### Satisfaction Rating - Visitors to CWM Summer 1999



- The Yukon-Beringia Research Award, given to staff archaeologist Dr. Richard Morlan for his contributions in the fields of human history and palaeoecology.
- The Prix Mnemo Award given to Dr. Carmelle Bégin for an album of three CDs featuring musician Jean Carignan.



- A Silver Muse Award from the American Association of Museums for the audio-visual elements of the CMC exhibition **Boat People No Longer: Vietnamese-Canadians**, curated by Dr. Ban Seng Hoe.
- The Bronze Award in the Major Public Enterprise category in the Grands Prix du tourisme québécois, largely in recognition of the success of the **Mysteries of Egypt** exhibition.

## ***Financial and Operational Viability***

As a publicly accountable organization, the Corporation must maintain both financial and operational viability, with public-sector allocations that have declined significantly over the past decade.

In order to strengthen its financial self-sufficiency, the Corporation's goals this fiscal year included maximizing commercial revenues, increasing fundraising efforts, maximizing support from the Members' Programme, continuing to seek alternate sources of funds, and increasing its market share of NCR visitors to 45%. In the area of operational viability and efficiency, the

Corporation's goals were to evaluate its programmes, performance and visitor requirements on an ongoing basis, explore private-sector partnerships, improve labour productivity and effectiveness, improve its management of four facilities, and address Y2K issues.

## **Maximizing Revenues**

The Corporation continues to enhance its level of client services while generating revenues from these services. Key achievements during the past year include the following.

The Corporation's revenues, after reaching their highest point ever last year, increased by a further 1 %, representing a total amount of \$11.5 million:

- \$2.0 million in admission;
- \$1.8 million in IMAX/OMNIMAX revenues;
- \$2.0 million in boutique sales;
- Record revenues of \$1.9 million from facilities rentals, parking and concessions;
- and \$3.8 million from other sources.

The Corporation will remain innovative in its programming, partnerships, revenue generation and operational delivery in order to keep it competitive and viable in the dynamic marketplace.

## **Fundraising Activities**

Today's public-sector budgets cannot adequately fund modern museums. Modern museums must compete with a wide range of educational, leisure and entertainment alternatives, and must provide good value for consumers while still delivering solid scholarly content.

The Corporation's Development Branch works to find donors and sponsors for major exhibitions, programmes and capital projects at the Canadian Museum of Civilization and the Canadian War Museum. During the past year, it has enjoyed considerable success in attracting interest in major exhibitions at both museums. This form of partnership is particularly promising, as it enables donor corporations and foundations to find a project which matches their own interests and mandates.

## The Corporate Plan

Key achievements during the past year include:

- \$1.5 million raised in cash and pledges for the Canadian War Museum's Passing the Torch campaign as of March 31, 2000 — for a total of \$4.6 million raised towards the \$15-million goal.
- Over \$783,000 was received during the year for temporary exhibitions. The Corporation received generous cash gifts from Cancom and Macdonald Stewart Foundation for **Iqqaipaa**; from Investor's Group for the presentation and national tour of **This Other Eden**; from the Donner Canadian Foundation for **Canvas of War**; from Trent University and the British High Commission for **Inuit and Englishmen: The Nunavut Voyages of Martin Frobisher**; and from Nortel Networks, the Canada Council for the Arts, Bell Canada, Sun Life Financial, Zenith Insurance and Power Corporation for the upcoming **India — The Living Arts**. The Corporation also received generous in-kind gifts from the following donors/sponsors — including Air Canada, Magma and General Assembly for **Iqqaipaa**; and Proulx Digital Photo Imaging Labs for **Emergence from the Shadow**.



From left to right: Jacques Proulx, Chief Executive Officer, Proulx Digital Photo Imaging Labs, and Jeffrey Thomas, guest curator of **Emergence from the Shadow: First Peoples' Photographic Perspectives**, at the opening of the exhibition on October 22, 1999.  
Photo: S. Darby



The Corporation opened this past fiscal year with a bang, when it served as the official southern site of inaugural celebrations for the establishment of Nunavut. Part of that celebration included the launch of an important exhibition of Inuit art, **Iqqaipaa: Celebrating Inuit Art, 1948–1970**, produced by the Canadian Museum of Civilization in association with the Canadian communications giant, Cancom. The exhibition featured more than 120 works by over 100 artists. Duncan McEwan, then President and CEO of Cancom, is pictured above.  
Photo: S. Darby



In late May 1999, the Canadian Museum of Civilization opened **This Other Eden: Canadian Folk Art Outdoors**, which featured 150 works of folk art from the CMC's extensive Canadian folk art collections. The exhibition was presented in association with Investors Group, supporting both the presentation of the exhibition at the Canadian Museum of Civilization, and the exhibition's current national tour. From left to right: Phil Tilney, guest curator of the exhibition, and Richard Irish, Vice President, Corporate and Community Affairs at Investors Group.  
Photo: S. Darby



In February 2000, the Canadian Museum of Civilization hosted **Canvas of War: Masterpieces from the Canadian War Museum**. The exhibition featured many rare works from the Canadian War Museum's important war art collection, including many works which have never before been seen in public. This would not have been possible without the generous support of the Donner Canadian Foundation towards the conservation and restoration of some of the most fragile large-scale works featured in this stunning exhibition. The CMCC also received, among others, support from the Weston Foundation for this exhibition. Allan Gotlieb, chairman of the Donner Canadian Foundation is pictured above.  
Photo: S. Darby

- A total of \$60,450 was received for the CMC's permanent exhibition spaces — particularly for three new modules in the Canada Hall: **King Wheat** (Saskatchewan Wheat Pool); **Social Progress Gallery** (Canadian Labour Congress and Elections Canada); **West Coast Communities** (individual donors).
- A total of \$385,520 was received for the Canadian Postal Museum from Canada Post Corporation, Pitney Bowes and the Friends of the Canadian Postal Museum.

- A total of \$157,936 was received for special programming — including the Chawkers Foundation to help bring more children to the CMC, the Bronfman Foundation for artifact acquisitions, Industry Canada for Schoolnet and other internet initiatives, the National Aboriginal Achievement Foundation and IBM for National Aboriginal Day programmes, and the Freedman Trust for educational programming at the CWM. The CMC also received in-kind sponsorship from Eurest and the Société des alcools du Québec for this season's Historical Wine Tasting programme and from the Canadian Broadcasting Corporation, the *Ottawa Citizen* and Best Western Hotels for the See and Hear the World concert series.



Danièle Aubut, a member of Dramamuse, is performing the character of Mrs. Aubry, the Innkeeper at New France Square in the Canada Hall, as she welcomes patrons to a historical wine-tasting session.  
Photo: S. Darby

- Over \$60,000 was received for films presented at the IMAX®/OMNIMAX® Theatre, as well as in-kind sponsorships from the *Ottawa Citizen*, Mont Ste-Marie, Motionware Source for Sports, Mont Cascades and Mark's Work Warehouse.

## Members' Programme

Over the past two years, the Canadian Museum of Civilization has renewed its Members' Programme in order to make it more attractive. This has included the addition of new privileges and benefits, the streamlining of membership categories and more.

## Seeking Alternate Sources of Funds

The Corporation continues to work towards augmenting its level of financial self-sufficiency, and has now raised its non-governmental revenue to over 19% of total revenue received.

## Increasing Market Share of Visitors

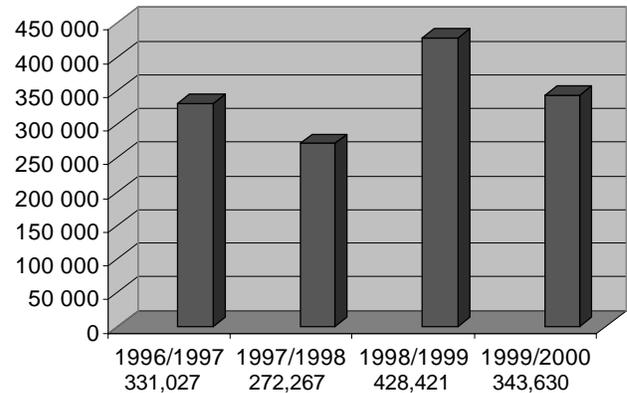
The Corporation participates with other cultural and tourist attractions in inviting residents and tourists to visit attractions within the National Capital Region (NCR). In addition, the CMCC attempts to attract, on its own behalf, a larger share of visitors to the NCR's national museums. The CMCC has set a 48% market share as its goal by 2004–2005, and this year has achieved a 46% market share, surpassing its stated goal of 45% for 1999–2000.

## Evaluations

A total of 15 audits, evaluations and reviews of various CMCC programmes were carried out during 1999–2000, all related to financial viability. These included comprehensive evaluations of CMC and CWM summer audiences, and CMC exhibitions and programmes, as well as IMAX®/OMNIMAX® satisfaction surveys.

The Canadian Museum of Civilization's IMAX®/OMNIMAX® theatre remains one of its most popular attractions. During 1998–1999, theatre attendance was given a considerable boost by the overwhelming success of *Mysteries of Egypt*. Despite the lack of a similar blockbuster this past year, the IMAX®/OMNIMAX® Theatre has maintained a high level of attendance with 343,630 patrons — due, in part, to the launch of the IMAX®/OMNIMAX® Club Card, which offers visitors unlimited access for a one-time fee.

IMAX/OMNIMAX THEATRE  
ATTENDANCE



## Improved Labour Productivity and Effectiveness

A trained workforce is integral to the Corporation's daily operations. This is particularly true of an organization which depends so heavily on remaining current in new technologies. The CMCC offers a wide range of training opportunities to its employees, from information technology to language and human resources. Key achievements during this past year include:

- training 500 staff members in information technology, surpassing the expected 350–400
- providing 28 staff with language training, and 204 staff with training and development in such areas as retirement planning, conflict management, etc.

## Facilities Management

The Corporation continues to seek and implement alternative means and processes to improve the efficiency and effectiveness of facilities management. The Corporation achieved lower cost per square feet for all facilities during the past year.

## Year 2000

The CMCC identified all building systems, administrative systems and business systems with possible year 2000 implications, and put a contingency plan in place to deal with any potential problems. No major problems were reported.

**KEY ACHIEVEMENTS**

***Strategic Issue: Canadian Identity and Unity***

Objective	Target	Achievement
Renewal at the CWM	Government funding of \$58.25 million towards new CWM facility; increased CWM outreach.	Government funding of \$58.25 million towards new CWM facility announced in March 2000; 15 lectures and panel discussions undertaken for CWM Speakers' Programme.
Completing CMC Spaces	80% of Canada Hall completed; 85% of First Peoples Hall.	80% of Canada Hall completed; 67% of First Peoples Hall.
Directed Research	69 directed research projects at CMC; 14 at CWM.	50 directed research projects at CMC; 8 at CWM.
Exhibitions and Programmes — Exhibitions	29 special exhibitions at CMC and 4 at CWM; 14 CMC exhibitions travelling to 44 venues, and 4 CWM exhibitions to 4 venues.	21 special exhibitions at CMC and 5 at CWM; 17 CMC exhibitions travelling to 42 venues, and 10 CWM exhibitions to 10 venues.
Exhibitions and Programmes — Public Programmes — CMC	12 See and Hear the World performances for 6,000 people; school programmes for 30,768 and non-reserved programmes for 1,774.	8 See and Hear the World performances for 3,000 people; school programmes for 45,657; and non-reserved programmes for 4,000. Includes CMC, CCM and CPM programmes.
Exhibitions and Programmes — Public Programmes — CWM	40,000 people for special events, 440 for Hollywood Goes to War film series, 16,000 for school programmes.	42,000 people for special events, 450 for Hollywood Goes to War series, 6,132 for school programmes.

## Key Achievements

### ***Strategic Issue: The Safeguard and Promotion of Canada's Heritage in a Global Village***

Objective	Target(s)	Achievement(s)
Developmental Research	33 developmental research projects; 30 research associates.	34 developmental research projects; 27 research associates.
Collections Management	7,000 CMC and 500 CWM acquisitions; 200 CMC and 25 CWM deaccessions; conservation of 3,700 CMC artifacts and 500 CWM artifacts; 200 CMC and 50 CWM loans; digitization of 25,000 CMC images.	10,446 CMC and 2,412 CWM acquisitions; 155 CMC and 2,600 CWM deaccessions; conservation of 3,300 CMC artifacts and 675 CWM artifacts; 500 CMC and 390 CWM loans; digitization of 27,639 CMC images.
Communicating Knowledge – Publications	15–20 print and 2–5 electronic publications at the CMC; 4 print and 1 electronic publication at the CWM.	12 print and 5 electronic publications at the CMC; 4 print publications at the CWM.
Communicating Knowledge – Attendance	Attendance of 1.3 million at the CMC and 125,000 at the CWM.	Attendance of 1,353,194 at the CMC and 126,264 at the CWM (including Vimy House).
Communicating Knowledge – Websites	8,710,000 accesses of Corporate website; redevelopment of Corporate website; enhancement of Virtual Museum of New France site; ongoing development of the Cybermusée du Sahel.	13,298,723 accesses of Corporate website; redevelopment of Corporate website; enhancement of Virtual Museum of New France site; ongoing development of the Cybermusée du Sahel.
Communicating Knowledge – Promotion	Widest possible media coverage for all Corporate events, initiatives, exhibitions and programmes.	Wide national coverage achieved for all major exhibitions; international coverage achieved for some major exhibitions and travelling exhibitions; high media profile regionally and nationally.
Sharing Expertise	Cumulative total of 50 aboriginal trainees and numerous students in various research projects.	Cumulative total of 43 aboriginal trainees and numerous students involved in various research projects.
Commitment to Excellence	Commitment to excellence in all programmes and initiatives.	Four prestigious Canadian and international awards, and high visitor satisfaction levels: 95% of CMC visitors and 97% of CWM visitors either satisfied or very satisfied with their museum experience.

### ***Strategic Issue: Financial and Operational Viability***

<b>Objective</b>	<b>Target(s)</b>	<b>Achievement(s)</b>
Maximizing Commercial Revenues	\$2,400,000 admission; \$2,000,000 IMAX®/ OMNIMAX®; \$1,800,000 boutiques; \$3,050,000 other revenues; \$6.67 revenues per visitor.	\$2.0 million admission; \$1.8 million IMAX/ OMNIMAX; \$2.0 million boutiques; \$1.9 million from facility rentals, parking and concessions; \$3.8 million other revenues; \$6.20 revenues per visitor.
Fundraising	\$1,000,000 raised for CMC exhibitions; \$2,400,000 raised for the CWM's Passing the Torch campaign.	\$1,386,000 received in cash for CMC exhibitions and programmes; \$1.5 million received in cash and pledges for Passing the Torch
Members' Programme	Continued improvements and enhancements; maximize programme reach.	Ongoing evaluation and improvement of programme and expansion of reach.
Alternate Sources of Funds	Non-government revenues of 19.03%.	Non-government revenues of 19.70%.
Increased Market Share	45% market share.	46% market share.
Evaluations	Ongoing evaluation via audits, reviews and surveys.	15 audits, reviews or surveys undertaken this fiscal year, including visitor surveys at both the CMC and CWM.
Improved Labour Productivity and Effectiveness	Information technology training for 350-400 staff members; language training for 40; other courses for 250.	Information technology training for 500; language training for 28; other courses for 204.
Property Management	\$5.39/sq. ft. Cost at CMC; \$6.34 at CWM; \$7.40 at Vimy House; \$7.20 at Billcliffe.	\$4.68 at CMC; \$4.55 at CWM; \$7.20 at Vimy; \$7.10 at Billcliffe.

## Upcoming Challenges for the Corporation

The Corporation has identified four major challenges over the next five years:

### **Provision of a New Purpose-Built Facility for the Canadian War Museum**

The current CWM facilities at 330 Sussex Drive and at Vimy House in Ottawa have long been considered unsuitable to the requirements of a modern museum of national importance. Accordingly, plans have been put in place for the building of a completely new Canadian War Museum, on a site promised to the Museum in November 1998 by the federal government. The Corporation has pledged \$7 million towards the building of a new Museum, and in March 2000, the federal government announced a contribution of \$58.25 million for the building's construction. The major national Passing the Torch fundraising campaign has already raised \$4.6 million towards its \$15-million goal — funds which will be used to create exhibitions and programming within the new facility.

### **Upkeep of the Canadian Museum of Civilization**

The infrastructure which was put in place eleven years ago, when the Canadian Museum of Civilization was built, requires increasing maintenance, with funding levels that have correspondingly decreased by 35%. There is no flexibility in the Corporation's budget at present for capital replacement of ageing exhibits and infrastructure. This will remain a major challenge for the foreseeable future.

### **Visitor Wayfinding**

Visitor wayfinding at the Canadian Museum of Civilization has always been problematic, due to the complex nature of the building. New interior signage has been developed and implemented, and new exterior signage will be developed and implemented during the 2000–2001 fiscal year.

### **Redevelopment of the Canada Hall**

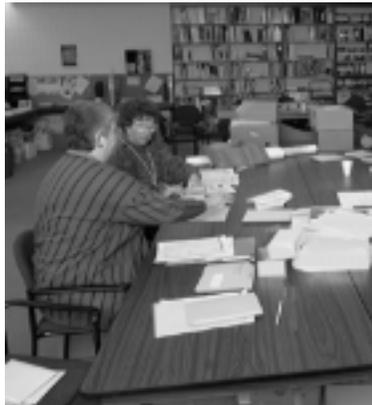
The original exhibition spaces and contents of the popular Canada Hall were conceived and designed over a decade ago. With the passage of time, the advent of new technologies, and increased interest in Canada's heritage, the Canadian Museum of Civilization has begun to review this major permanent space dedicated to Canadian history. It is expected that changes to Canada Hall exhibits and the associated programming will begin early in 2000–2001, and be implemented over a number of years.

The Museum Services are responsible for providing the operational infrastructure and systems to ensure the ongoing financial and operational viability of the Corporation.

Highlights for the past year include:

- Negotiation of a new collective agreement for Corporation employees represented by the Public Service Alliance of Canada, with an expiry date of March 2002.
- Training of Corporation staff in the areas of information technology, client services, supervision and other management skills, language, and other job-related areas.
- Implementation of a contingency plan for possible Year 2000 issues and operations.
- 15 audits, evaluations and reviews of CMCC programmes and services.
- Renewal of several major service contracts, including building cleaning services and property management operations and maintenance.
- Award of a contract to Siemens for a fire alarm system upgrade at the CMC.
- Completion of a major upgrade of all lighting control systems at the CMC.
- Initiating the process of defining functional requirements for the new Canadian War Museum facility.
- Development of a new Emergency Response Plan for the CMC and CWM, for various full-scale emergencies. All federal cultural institutions in Ottawa have signed a Memorandum of Understanding to share people, resources, and expertise in the event of an emergency.
- Continuation of the Corporation's successful volunteer program at both museums, with a total of 570 volunteers and 49,571 hours of volunteer time, supporting all areas of corporate activity.

Stella Labonté and Madeleine Legault at work in the Museum Volunteer Centre.  
Photo: H. Foster



- Three main features launched at the IMAX®/OMNIMAX® Theatre: — *Whales* (April), *Alaska* (July), and *Extreme* (October). In March 2000, a Film Festival was presented with a total of eight films. The IMAX®/OMNIMAX® Theatre Club Card, offering unlimited access for one year, was launched in December 1999.



The Research and Collections Branch of the Canadian Museum of Civilization includes numerous divisions devoted to research, collections management, archives, publishing and more. Highlights for the past year include:

### Canadian Ethnology Service

- Research by CMC staff on topics such as Athapaskan clothing, Eastern Woodlands quillwork, Mi'kmaq basketry, Northwest Coast contemporary craft, Northwest Coast basketry, Plains childrearing practices, aboriginal fisheries and more.
- Research by aboriginal visitors on topics such as Tsimshian basketry, Algonquin history, cradleboards and more.
- A book based on the CMC-produced exhibition **Iqqaipaa**, entitled *Celebrating Inuit Art, 1948–1970*.
- Articles by CMC staff in numerous scholarly and consumer publications, and lectures at conferences across Canada.
- Continuation of the Sacred Materials project, which enables First Peoples to review CMC collections related to their peoples, and allows them an opportunity to indicate materials which require special care or handling and ceremonial acknowledgement. Repatriation requests for human remains and sacred objects were also honoured, with ceremonies held at the CMC and in the respective First Peoples communities.

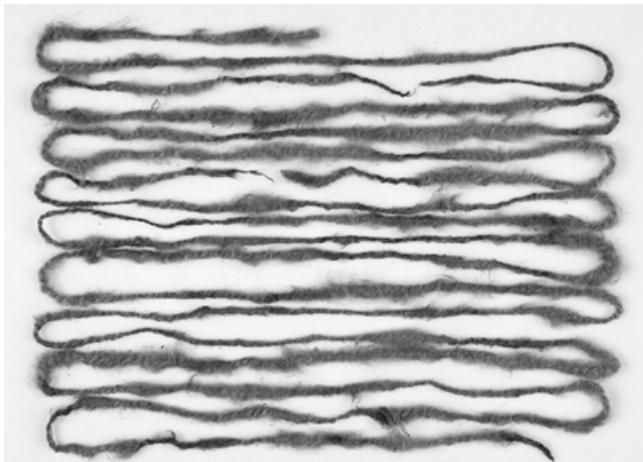


In July 1999, Ida Calmegane (left) and Clara Schinkel, elders of the Carcross-Tagish First Nation, visited the CMC in order to escort two grave boxes repatriated by the Museum to their community of origin. Here the two elders are shown viewing clothing in the CMC collection.  
Photo: J. Thompson

- Ongoing participation in repatriation discussions associated with treaty negotiations for several First Nations.

### Archaeological Survey of Canada

- Fundamental research on the early history of Canada, including the noteworthy discovery by associate curator Patricia Sutherland of a strand of spun yarn from a Dorset culture site, which appears to be of Norse manufacture — indicating possible contact between Europeans and people of the Arctic long before Cabot or Cartier.



Three-metre length of spun and plied yarn made from fur of the Arctic hare. Nunguvik site, northern Baffin Island.  
Photo: H. Foster

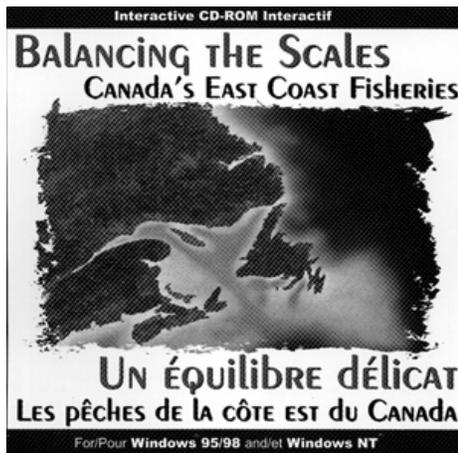
- Ongoing participation in First Nation's repatriation discussions associated with both treaty negotiations and human remains repatriation requests. Of special note is a large request coming from the Haida First Nation, involving the remains of more than 150 individuals from Haida Gwaii.
- Ongoing participation in the exhibition development, particularly with reference to First Peoples Hall and **Inuit and Englishmen**.
- The Yukon Beringia Research Award was given to staff archaeologist Richard Morlan, in recognition of 25 years of research into the very early history of Beringia (the lost land bridge between eastern Asia and North America).
- Publication of 20 articles of a scholarly nature.
- 17 papers presented at professional conferences or symposia within Canada, and eight papers presented abroad.

## History Division

The History Division undertakes ongoing historical research into topics related to Canada's human history. This includes research and interpretation of various collections at the Canadian Museum of Civilization and the Canadian War Museum, research and curatorial duties for permanent and temporary exhibitions, the research and writing of publications, and more. Staff historians also provide assistance to other museums, and to various associations, organizations and researchers.

Over the past year, key activities have included:

- Continuing research on a number of projects, including East Coast fisheries, research on a new collection of 500 hats, the Canadian Nurses Association collection of historical nursing artifacts and modules of the Canada Hall.
- Four electronic products, including the launch of the Social Progress Web Gallery on the CMCC website; participation in the online project Cybermentor; launch of the electronic version of the exhibition **Dressing Up Canada: Late Victorian Fancy Dress**; and the release of the CD-ROM **Balancing the Scales: Canada's East Coast fisheries**, to accompany the upcoming exhibition.



- 15 lectures on topics ranging from millinery in Ontario to British Columbia's coal industry.
- Seven articles published in scholarly journals.
- Ongoing work on the Virtual Museum of New France, including the addition of several new modules, expanded promotion of the site, and preparation of modules related to cultural tourism and genealogy.

## Collections, Conservation and Display Services

- Renovation of the *Kolus* thunderbird sculpture on the CMC grounds
- The building of two monumental Indian horses, each nearly 5 metres high, for the upcoming exhibition **India — The Living Arts**, opening at the CMC in May 2000.
- A major upgrade to storage of the CMC's Fine Craft collection of glass and ceramics, including the building of mounts and supports to help stabilize each object, and the addition of information labels to each mount. This process will also be applied to the CMC's Inuit sculpture collection



Photo: S. Augustine

The restored Maliseet canoe from the ethnology collections demonstrate the work carried out by CMC conservators to ensure the long-term survival of the objects in the collections. Before and after illustrations of the Maliseet canoe show the dramatic improvements that can be made.



Photo: P. Lauzon

## Cultural Studies Division

The Cultural Studies Division undertakes research on topics related to the traditions, history and current realities of Canada's many cultural communities. This includes research and interpretation of various collections at the Canadian Museum of Civilization, research and curatorial duties for permanent and temporary exhibitions, the research and writing of publications, and more. Staff curators are also active in forming partnerships with colleagues in other countries for the purposes of conducting sharing research and scholarship and launching cooperative ventures.

Key activities over the past year have included:

- Exploratory research on religious iconography in Canada, chant traditions in Canada and studies of the community of Gimli, Manitoba.



Mother of God of Canada, iconography by Slavko Protic, Vancouver. CMC Catalogue S94-38878

- Exploratory research on folkloric festivals in Quebec, and their role in preserving oral traditions
- Exploratory research into Alberta's Chinese community, and the Laotian and Cambodian communities of Quebec.
- Directed research on topics ranging from the immigrant experience in Canada to the musical traditions of francophone countries around the world.
- Publications, articles and reviews on topics such as chant traditions in Canada and musical instruments.
- Numerous electronic products, including music CDs and the ongoing development of the Cybermusée du Sahel, in cooperation with the Musée national du Burkina Faso, the Musée national du Mali, the Musée national du Niger, and lab)idéeclic!.
- Lectures at conferences in Canada, Europe and Asia on topics ranging from the Canadian cultural mosaic to Chinese overseas communities.

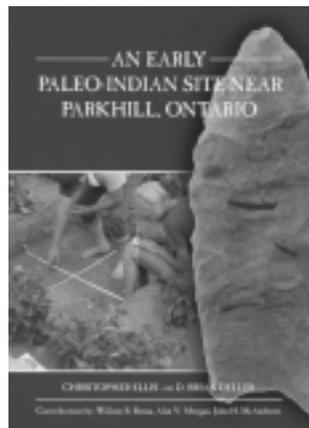
## Library, Archives and Documentation Services

- Initial development of the Corporation's new artifact database has been completed and is available to staff. Containing 970,265 records, this database will be made available to the public as records are translated into both official languages. At present, there are 63,014 bilingual records, of which 42,000 have an image attached. A plan is in place to accelerate the translation process.
- Since June 1999, the Corporation's libraries and archives have provided descriptive records of their material in a bilingual online database available through the CMCC website. Always expanding, this catalogue currently includes more than 230,000 records, including descriptions of 8,955 manuscripts, 74,740 photographic objects, 24,588 sound recordings, and 10,903 moving images — an increase of 50% over last year.
- 3,000 research requests and 11,303 onsite visitors — particularly from aboriginal groups interested in researching the history of their regions and peoples.

- Three exhibits, including a look at conservation and remedial treatment for books damaged in the Library's 1998 flood; a celebration of the CMC's tenth anniversary on the Hull site; and a small ongoing display of Museum history.



Opening of an exhibit on the flood and book restoration in the CMC Library.  
Photo: D. Fletcher



## **Publications Group**

The Publications Group continued to develop partnerships with major Canadian and international publishers for CMCC exhibition catalogues, CD-ROMs, and other important works. The Group is composed of coordinators for works published by the Corporation and works co-published with private publishing houses; a multimedia coordinator who handles CD-ROM publications and the Virtual Museum of New France Web site; and a promotional coordinator who ensures, in association with distribution partners, that all of the Corporation's commercial publications are well publicized both nationally and internationally.

## **List of publications**

### **Reprints**

MACDONALD, George F. and Stephen ALSFORD. Photographs by Malak. *The Canadian Museum of Civilization*. (Fourth reprint)

### **Canadian Ethnology Service**

NUNGAK, Zebedee and Eugene Arima. *Povungnituk/ Inuit Stories*. (Fourth reprint)

RUDDELL, Nancy. *Raven's Village: The Myths, Arts and Traditions of Native People from the Pacific Northwest Coast*. (Fifth reprint)

ZIMMERLY, David W. *Hooper Bay Kayak Construction*. Mercury, Paper no. 53. (Second reprint)

### **New Print Releases**

### **Archaeological Survey of Canada**

ELLIS, Christopher and D. Brian Deller. *An Early Paleo-Indian Site Near Parkhill, Ontario*. Mercury Series, Paper no. 159.

## Cultural Studies

KLYMASZ, Robert B., ed. *From Chantre To Djak. Cantorial Traditions In Canada*. Mercury Series, Paper no. 73

TILNEY, Phil. *This Other Eden: Canadian Folk Art Outdoors*. Co-published with Douglas & McIntyre.

## Canadian Ethnology Service

TEPPER, Leslie and Morgan BAILLARGEON. *Legends of our Times. Native Cowboy Life*. Co-published with UBC Press (paperback edition)

VON FINCKENSTEIN, Maria, ed. *Celebrating Inuit Art 1948-1970*. Co-published with Key Porter Books.

MCLEOD O'REILLY, Susan and Alain MASSÉ. Illustrations by Norman Eyolfson. *Collecting Passions: Discovering the fun of stamps and other stuff from all over the place*. Co-published with Key Porter Kids.

## Electronic Products, Website Publications and Contributions

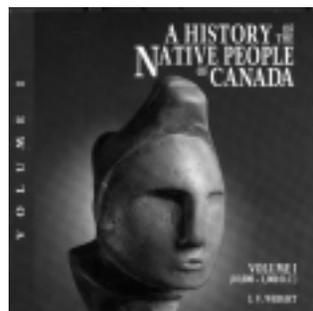
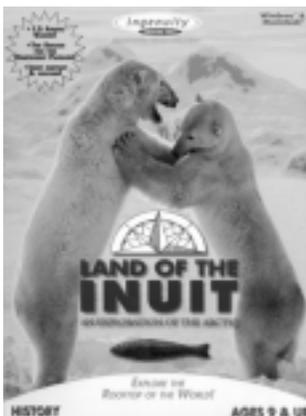
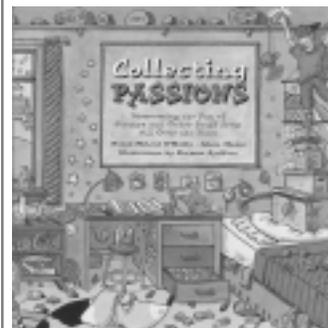
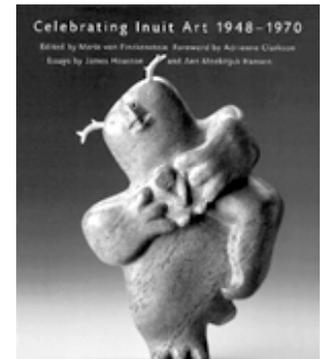
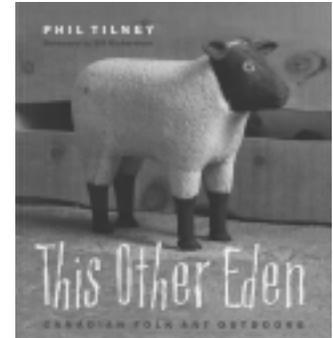
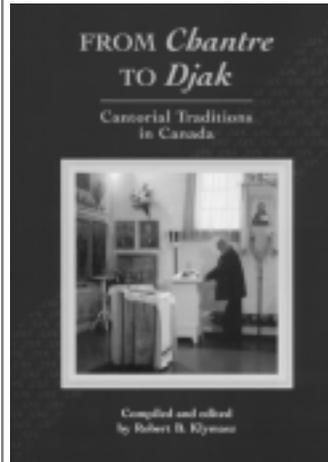
### CD-ROM

*Balancing the Scales: Canada's East Coast Fisheries*. Co-produced by the Canadian Museum of Civilization, Parks Canada and IDON EAST.

*The Pocket Museum*. Co-produced by the Canadian Museum of Civilization and Public Technologies Multimédia Inc.

*Land of the Inuit, an exploration of the Arctic*. Co-produced by the Canadian Museum of Civilization and Édirom Inc. Published by Ingenuity Works Inc. in two versions: home version and school version.

*A History of the Native Peoples of Canada*. Vol. 1, by J. V. Wright. (First reprint)



## **Web Publications**

### **CMCC:**

*CMCC Annual Report, 1998-1999*

*Summary of the Corporate Plan (1999-2000 to 2003-2004)*

### **CMC:**

*The Canoe: Portraits of the Great Fur Trade Canoes*, Dan Gallacher

*This Splendid Gift: The 1897 Canadian Historical Dinner Service*, Peter Rider et al.

*This Other Eden: Canadian Folk Art Outdoors*, Phil Tilney

*Iqqaipaa: Celebrating Inuit Art*, Maria von Finckenstein and James Houston

*The Labour Stamp: The Image of the Worker on Canadian Postage Stamps*, David Frank

*Dressing Up Canada: Late Victorian Fancy Dress Balls*, Cynthia Cooper and Christina Bates

*Under the Sign of the Cross: Creative Expressions of Christianity in Canada*

*Canadian Labour History, 1850-1999*, Nolan Reilly and Chris Kitzan

*StampQuest™*, Jennifer Elliott

*Inuit and Englishmen: The Nunavut Voyages of Martin Frobisher*, Robert McGhee et al.

*A History of the Vote in Canada*, Elections Canada

*Mysteries of Egypt: Teacher's Guide*, Nancy Ruddell

*The Last Best West: Advertising for Immigrants to Western Canada, 1870-1930*, Jean Bruce

*Emergence from the Shadow: First Peoples' Photographic Perspective*, Jeffrey Thomas

*The Totem Pole Gambalch*, Barry Bragg

### **CWM:**

*The Hall of Honour*

*Imperial Adventure: Canadians in the South African War (1899-1902)*

*Canvas of War: Masterpieces from the Canadian War Museum, 1914-1918, 1939-1945*

## **Virtual Museum of New France: New Modules**

- *Explorers: D'Iberville, Des Groseillers, Radisson, Perrot, Hennepin, Dulhut, De Lahontan, De Troyes, Lamothe Cadillac*. By Hélène-Andrée Bizier. Co-produced by the Canadian Museum of Civilization and lab)idéeclic!, with the support of a grant from Canada's Digital Collections Program – Industry Canada.

- *A Photographic Exploration of Canada with Malak*. By Karine Bastien, photos by Malak. Co-produced by the Canadian Museum of Civilization and lab)idéeclic!, with the support of a grant from Canada's Digital Collections Program – Industry Canada.
- *The Seigneurs*. Suzanne Marchand, adapted by Hélène-Andrée Bizier.
- *The Soldiers*. René Chartrand, adapted by Karine Samson.
- *Collections: La maison St-Gabriel (Congrégation de Notre-Dame), le Musée Marguerite Bourgeoys (Chapelle Notre-Dame-de-Bon-Secours) and le Musée du Monastère des Augustines (Hôpital général de Québec)*. Co-produced by the Canadian Museum of Civilization and respective religious congregations.

## **Museum of New France**

The Publications Group also manages the Virtual Museum of New France, a museum containing virtual exhibitions and Web activities on New France. Initiated in Canada by the Canadian Museum of Civilization, the Museum of New France now includes more than 200 active institutional partners on both sides of the Atlantic.

During the past year, emphasis was placed on two new projects. The first is a new genealogical initiative which will enable visitors to re-create their family histories in a multimedia format. Developed in association with Archiv-Histo and KE Software, this is conceived as a commercial venture for the Corporation and its partners. The other initiative, developed in partnership with the Maison de la France, which promotes tourism in France, is designed to enable virtual visitors to trace and discover their ancestors places of origin in France.

In addition to the above two projects, the Museum of New France has also added six new modules this year, three of which were developed specifically for schools with the support of Schoolnet, an initiative of Industry Canada.

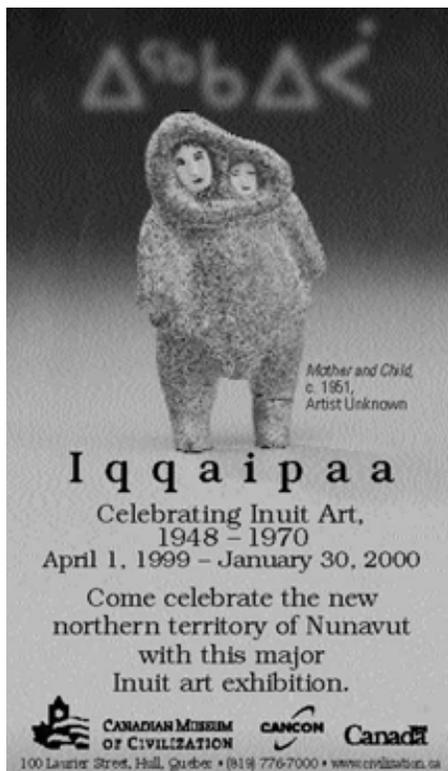
## Exhibitions

Over the past year, the Corporation has mounted numerous temporary exhibitions on subjects ranging from aboriginal photography to war art. Designed to inform, educate and entertain audiences, these exhibitions also provide the Corporation with a way of promoting Canada's heritage and identity, while sharing its vast collections with an increasing public.

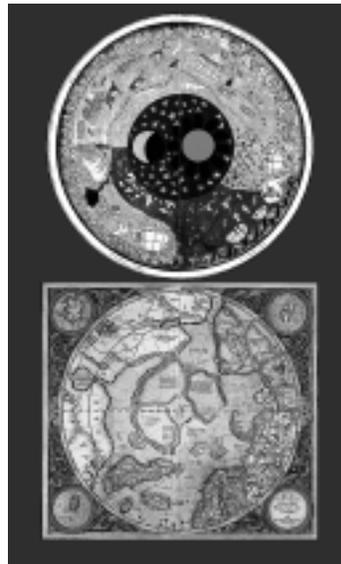
Highlights of the past year have included:

**Iqqaipaa: Celebrating Inuit Art, 1948–1970** — presented in association with Cancom, this exhibition was launched as part of official celebrations of the inauguration of Nunavut in April 1999. Featuring sculpture and prints, **Iqqaipaa** — which means “I remember” in Inuktitut — covers the period during which the Inuit slowly began abandoning their centuries-old nomadic lifestyle to settle in small northern communities.

Public Affairs directed a major promotional campaign for the exhibition, including a live Webcast which featured the exhibition's opening ceremonies, excerpts of special opening events, and a guided tour of the exhibition.

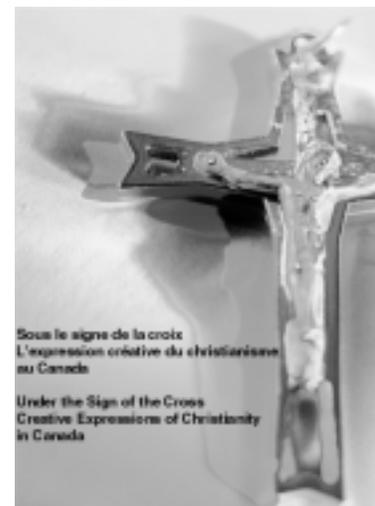


**Inuit and Englishmen: The Nunavut Voyages of Martin Frobisher** — also launched as part of official Nunavut celebrations, this exhibition detailed Martin Frobisher's 1576–1578 expeditions to Nunavut. Demonstrating the impact of early interaction between the Inuit and Europeans, the exhibition showcased the first European expedition in search of a Northwest Passage to Asia, the first large-scale mining venture in Canada, and the earliest attempt by the English to establish a colony in North America.



These are the two images used to produce a promotional poster. At the top, a lithograph by Kenojuak Ashevak, entitled *Nunavut* or “our land,” 1992; at the bottom, a map of the Arctic regions by Geraldus Mercator, 1606. Courtesy of Royal Ontario Museum.

**Under the Sign of the Cross: Creative Expressions of Christianity in Canada** — opened in November 1999, this exhibition illustrates the significant impact Christianity has had over the past two millennia. Well-represented in the collections of both the Canadian War Museum and the Canadian Museum of Civilization, the creative expression of Canada's many Christian groups has resulted in an exhibition that is both moving and visually impressive.



Sous le signe de la croix  
L'expression créative du christianisme  
au Canada  
Under the Sign of the Cross  
Creative Expressions of Christianity  
in Canada

**This Other Eden: Canadian Folk Art Outdoors** — once snubbed as something too lowbrow to be called art, Canadian folk art has come into its own in recent decades. This exhibition — which opened at the Canadian Museum of Civilization in May 1999 and is currently on tour across Canada — showcased more than 150 works from the Canadian Museum of Civilization’s extensive folk art collections. Complementing the indoor exhibition, the Museum’s outdoor plaza featured a folk art garden, complete with family activities and monumental plaster sheep. A major promotional campaign, launched at both the regional and national levels, was organized by Public Affairs. This sustained campaign helped to heighten the visibility of the exhibition and the CMC in media ranging from magazines and newspapers to flyers and restaurant placemats. The exhibition’s promotional image — a large folk art sheep — was a media favourite and will continue to be featured as the exhibition embarks in its three-year national tour.



**Timeless Treasures: The Story of Dolls in Canada** — this exquisite exhibition features more than 450 Canadian dolls from the Canadian Museum of Civilization and private collections. Showcasing rare First Peoples dolls, handmade antiques, and modern mass-productions, the exhibition also presented 46 unique creations made by modern doll artists.



Barbara Ann Scott doll

**Emergence from the Shadow: First Peoples’ Photographic Perspectives** — presented in the First Peoples Hall, this exhibition juxtaposes archival photographs taken of First Peoples by turn-of-the-century archaeologists (Charles Marius Barbeau, Francis Knowles, Harlan Smith and F. W. Waugh) with the photographic work of six contemporary aboriginal artists: Barry Ace, Mary Anne Barkhouse, Rosalie Favell, Greg Hill, Shelley Niro and Greg Staats.



### TEMPORARY EXHIBITIONS

#### SPECIAL EXHIBITIONS HALL

**Iqqaipaa: Celebrating Inuit Art 1948-1970** (CMC), April 1, 1999 to February 6, 2000.

**Inuit and Englishmen: The Nunavut Voyages of Martin Frobisher** (CMC), April 1, 1999 to February 6, 2000.

#### THE GALLERY

**Audubon's Wilderness Palette: The Birds of Canada** (presented by Canada Trust and the Toronto Reference Library), February 5 to April 4, 1999.

**This Other Eden: Canadian Folk Art Outdoors** (CMC), May 21, 1999 to January 9, 2000.

**Canvas of War – Masterpieces from the Canadian War Museum** (CMC-CWM), from February 10, 2000 to January 7, 2001.

#### ARTS AND TRADITIONS HALL

**Open Storage Display – Boats** (CMC), July 19, 1993, indefinitely,

**Boat People no Longer: Vietnamese-Canadians** (CMC), October 16, 1998 to September 20, 1999.

**Under the Sign of the Cross: Creative Expressions of Christianity in Canada** (CMC), November 5, 1999 to March 18, 2001.

#### CANADA HALL

**King Wheat** (CMC), permanent exhibit.

**Social Progress Gallery** (CMC), permanent exhibit.

**Union Hall** (CMC), permanent exhibit.

#### CANADA HALL MEZZANINE

**Souvenirs of Canada** (CMC), July 1, 1994 to August 5, 2001.

**Glass Works: The Story of Glass and Glass-making in Canada** (CMC), April 17, 1998 to October 14, 2001.

**En Route to the New World: Caboto and the Italian Navigators on their Journey to the Americas** (Stewart Museum and State Archives of Venice), June 24, 1998 to May 2, 1999.

**Fabrications, Stitching Ourselves Together** (Red Deer and District Museum) February 5, 1999 to January 2, 2000.

**Timeless Treasures: The Story of Dolls in Canada** (CMC), February 4, 2000 to March 30, 2003.

#### WILLIAM E. TAYLOR RESEARCH GALLERY

**The 3<sup>rd</sup> Dimension: A New Way of Seeing in Cyberspace** (produced in partnership with the National Research Council Canada and Hymarc Ltd.), May 30, 1997 to June 20, 1999.

**Jeux de la Francophonie Contest** (Canadian Heritage), December 9 to 19, 1999.

**Black in Colour** (Images interculturelles), February 15 to 24, 2000.

#### ART GALLERY (FIRST PEOPLES HALL)

**Reservation X – The Power of Place in Aboriginal Contemporary Art** (CMC), April 24, 1998 to September 26, 1999.

**Legends of Our Times: Native Ranching and Rodeo Life on the Plains and Plateau** (CMC), June 19, 1998 to January 2, 2000.

**Emergence from the Shadow: First Peoples' Photographic Perspectives** (CMC), October 23, 1999 to March 25, 2001.

#### OTHERS

**Decoys from the CMC Collection** (CMC), April 30, 1996 to March 31, 2000.

**Hudson Bay Canoe** (in cooperation with the Hudson's Bay Company), November 19, 1997 to March 31, 2000.

**Recent Donations: Forsyth and Vaughan Collections** (CMC), August 28, 1998 to December 12, 1999.

**This Other Eden on the Plaza** (CMC), May 19 to October 31, 1999.

**Nunavut: Jewel of the Arctic** (E. Fisher, photographer), January 15 to April 2, 2000.

**Recent Donations: Dolls** (CMC), March 1, 2000 to March 7, 2001.

## TRAVELLING EXHIBITIONS

Exhibitions produced by the Canadian Museum of Civilization and the Canadian War Museum enjoy considerable popularity outside the region. From Europe to the Far East, and across North America, the Corporation's exhibitions are bringing Canada's cultural and military heritage to audiences around the world.

### **Beyond the Golden Mountain: A Journey in Chinese-Canadian History**

March 27 to April 4, 1999, (Xinhui Library, Xinhui, China).  
 April 8 to 15, 1999, (Shunde Library, Shunde, China).  
 April 27 to May 8, 1999, (Zhongshan Library, Zhongshan, China).  
 Beginning of August 1999, (Zhuhai Museum, Zhuhai, China).  
 Mid-August 1999, (Meizhou Museum, Meizhou, China).  
 Beginning of October 1999, (Enping Museum, Enping, China).  
 Mid-October 1999, (Shantou, China).  
 End of October 1999, (Dongguan, China).

### **Canadian UNESCO World Heritage Sites**

March 8 to August 8, 1999, (Discovery House Museum, Sarnia, ON).  
 September 27 to December 17, 1999, (Parks Canada, Haute-Ville, Québec, QC).  
 January 6 to February 27, 2000, (Heritage Museum, St. Albert, AB).

### **Isumavut: The Artistic Expression of Nine Cape Dorset Women**

March 19 to April 19, 1999, (National History Museum, Taipei, Taiwan).  
 April 24 to May 20 1999, (County Cultural Centre, Pingtung, Taiwan).  
 May 29 to June 20, 1999, (Hualien County Cultural Centre, Hualien, Taiwan).

### **Lost Visions, Forgotten Dreams: Life and Art of an Ancient Arctic People**

September 15 to November 30, 1999, (Landesmuseum für Vorgeschichte, Halle (Saale), Germany).

### **Mysteries of Egypt**

June 12 to October 15, 1999, (Cincinnati Museum Center, Cincinnati, Ohio).  
 November 20, 1999 to March 26, 2000, (Public Museum of Grand Rapids, Grand Rapids, Michigan).

### **Native Cowboy Life**

September 1 to October 30, 1999, (Victoria County Historical Society, Lindsay, ON).  
 November 12, 1999 to February 4, 2000, (Western Development Museum, Moose Jaw, SK).  
 February 16 to May 10, 2000, (South Dakota State Historical Society, Pierre, South Dakota).

### **Places of Power, Objects of Veneration**

March 19 to May 17, 1999, (Heritage Museum, St. Albert, AB).  
 October 25 to 29, 1999, ("Canada Week", Mons, Belgium).  
 November 19 to 30, 1999, (Etterbeek Community "Canada Week", Brussels, Belgium).  
 December 10 to 13, 1999, (Foire de Noël canadien, Namur, Belgium).  
 December 20, 1999 to January 12, 2000, (Knokke-Heist Cultural Centre, Knokke-Heist, Belgium).  
 February 23 to March 31, 2000, (World Cultural Centre, Antwerp, Belgium).

### **Tunit: The Palaeo-Eskimos (1)**

September 13 to 30, 1999, (Sir John Franklin High School, Yellowknife, NT).  
 September 30 to October 25, 1999, (St. Patrick High School, Yellowknife, NT).  
 October 25 to 29, 1999, (N.J. Macpherson School, Yellowknife, NT).  
 November 1 to 12, 1999, (William McDonald School, Yellowknife, NT).  
 November 12 to 26, 1999, (St. Joseph School, Yellowknife, NT).  
 November 29 to December 10, 1999, (École Allain St. Cyr, Yellowknife, NT).  
 January 3 to 14, 2000, (J.H. Sissons, Yellowknife, NT).  
 January 17 to February 4, 2000, (Inualthuyak School, Sachs Harbour, NT).  
 February 7 to 25, 2000, (Samuel Hearne Secondary School, Inuvik, NT).  
 February 28 to March 24, 2000, (Chief Julius School, Fort McPherson, NT).  
 March 27 to April 21, 2000, (Chief T'selihye School, Fort Good Hope, NT).

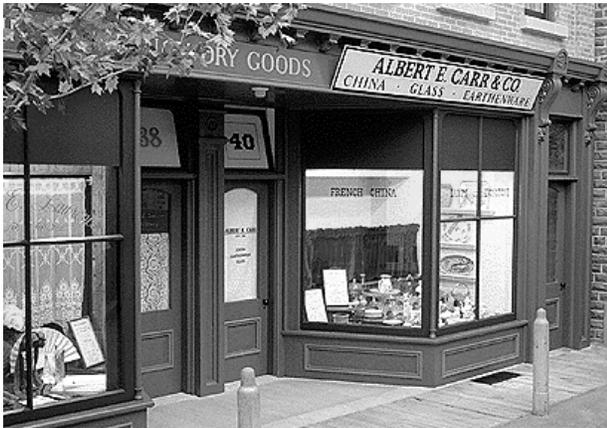
### **Tunit: The Palaeo-Eskimos (2)**

December 4, 1999 to January 30, 2000, (Nunatta Sunakkutaangit Museum, Iqaluit, Nunavut).  
 February 1 to March 15, 2000, (Nattinak Centre, Pond Inlet, Nunavut).  
 March 16 to April 29, 2000, (Community Learning Centre, Clyde River, Nunavut).

## PERMANENT EXHIBITIONS

The Canadian Museum of Civilization and the Canadian War Museum are acknowledged for the high quality of their permanent exhibitions. From the totem poles and Pacific Coast village of the CMC's Grand Hall to the CWM's First World War bunker, the Corporation strives to present its audiences with evocative environments which enable them to experience history firsthand.

This is particularly true of the CMC's Canada Hall. Through a series of detailed period settings, the Canada Hall enables visitors to walk through a millennium of Canadian history from coast to coast and sea to sea. In order to offer visitors an even more comprehensive overview of Canadian history, the Canada Hall's content is currently being reviewed, with enhancements slated for the next few years. In addition, several important new modules were added to the Canada Hall this year, including **King Wheat**, **Labour's Realm**, **The Social Progress Gallery** and the **Wildcat Café** — a faithful reproduction of the Yellowknife landmark.



Ontario Street, Canada Hall  
Photo: H. Foster

## PUBLIC PROGRAMMES

The Corporation believes that it is important to enhance the visitor experience with special programming. From workshops and programmes related to major exhibitions, to commemorative events, theatrical productions, educational programmes and more, the Canadian Museum of Civilization and the Canadian War Museum offer their visitors an unforgettable museum experience.

Highlights this past year include:

- Concerts, dance performances, Inuit games, sculpture and printmaking workshops, guided tours and lectures — all presented as events for the **Iqqaipaa** exhibition and for inaugural festivities for the declaration of Nunavut.
- Concerts, folk art demonstrations, craft activities, guided tours and lectures, in support of **This Other Eden**.
- Theme-based concerts (Christmas carols, gospel music, organ recitals) and demonstrations by an icon-maker for **Under the Sign of the Cross**.
- Wartime musical performances, lectures and guided tours in support of **Canvas of War**.
- Demonstrations by a Musqueam weaver and a Haida sculptor in the Grand Hall, in support of Northwest Coast culture.



Jim Hart, Honorary Chief of Skidegate, gives a demonstration of the Haida art of wood carving.  
Photo: J. Wenuk

## Exhibitions and Programmes

- Numerous events staged in partnership with local cultural communities, embassies and others — including National Aboriginal Day, the Inukshuk Project (Austrian Embassy), the Summer Institute of Film and Television, Latvian Day, a Japanese Festival and Swedish Lucia.



Fashion show presented during the Japan Festival held at the CMC. Obi demonstration.  
Photo: J. Wenuk

- Events for seniors in support of the International Year of Older Persons.
- More than 1,600 performances by the CMC's resident theatre company, Dramamuse, with audiences estimated at more than 210,000.
- A summer day camp for local community groups.
- A series of sold-out wine-tasting events held in the Canada Hall's New France Inn, featuring a live theatrical element.
- Special events for Black History Month, March Break, International Women's Day, Semaine de la Francophonie and National Heritage Day.



The CMC's resident theatre company, Dramamuse, offers Museum visitors entertaining vignettes, plays and dramatic readings that bring history to life. Visitors to the Museum's Canada Hall enjoy frequent encounters with characters which include a Basque whaler, a New France innkeeper and many others — including this year's newest character, Claude McVitty, stationmaster at the CP railway station, played by Benoit Osborne, Dramamuse.  
Photo: S. Darby

### School Programmes

The Corporation offers school programmes onsite at both the Canadian Museum of Civilization and at the Canadian War Museum. Selected programmes are also offered offsite. The Corporation's school programmes are extremely popular among students and teachers alike, offering an interactive learning experience that is both educational and entertaining.

This past year, over 45,500 students participated in CMC school programmes (including the Canadian Children's Museum and the Canadian Postal Museum) onsite, and over 3,500 participated in educational outreach programmes. CWM school programmes welcomed more than 6,500 students onsite, and over 1,100 participated in offsite programmes across Ontario.



CWM School Programmes  
Photo: S. Darby

Volunteer educators are important to the Corporation's educational programmes, this past year contributing 9,670 hours of their time at the CMC. Six of these volunteers have each accumulated 25 years of service as volunteers during this past year.

### CANADIAN CHILDREN'S MUSEUM

The Canadian Children's Museum remains one of the most popular venues in the Canadian Museum of Civilization. Providing an educational experience which emphasizes intercultural understanding, and a learning environment which can be shared by the entire family, the Canadian Children's Museum offers a full programme of exhibitions, workshops, activities, special events, daycamps and more.

Recent statistics provided by the Association of Youth Museums (AYM) place the Canadian Children's Museum third out of the top 30 AYM children's museums in the world. This ranking is based on annual attendance at the museums, and puts the modest 2,036 square-metre Canadian Children's Museum behind two much larger museums: the Papalote Museo del Niño in Mexico (36,877 square metres) and the Indianapolis Children's Museum in the United States (33,676 square metres).

Highlights of the past year include:

- The CCM welcomed its four-millionth visitor on February 25, 2000 — five-year-old Malachi Bender Bennett.



Photo: H. Foster

- Total attendance of 555,504
- Attendance of more than 39,713 students for Adventures Beyond the Classroom programmes.
- CCM travelling exhibitions attracted more than 2,828,222 visitors.
- A wide range of programmes and activities was delivered with the support of more than 20 cultural and community organizations, ranging from the Festival of Lights, to Easter and Swedish Lucia.



May Jabara, a young volunteer at the Canadian Children's Museum, is helping a young visitor.  
Photo: S. Darby

- Seven temporary exhibitions were presented during the year.
- Six weeks of summer day camps, which sold out so quickly that a seventh week was added.
- An ongoing volunteer programme which includes over 50 adult volunteers and 90 youth volunteers. A Youth Advisory Committee of 14 young people advised staff on the development and evaluation of exhibits and acted as museum ambassadors in their schools. Training was also provided to ten co-op students who completed placements within the CCM.
- Participation as the sole international partner in the National Children's Film Festival, an American-led initiative which provides youth between the ages of 9 and 18 with a forum for expressing their ideas in film and video. The festival attracted 30 entries to the CCM, and the CCM sponsored three finalists for the international competition. Six of the CCM entries were selected for broadcast as part HBO's *30 x 30 Kid Flicks*.
- Papers delivered by CCM staff at conferences as far afield as Spain, Portugal and New York.
- Partnerships in youth-related initiatives — including a partnership with the National Arts Centre in its Young People's Concerts series of workshops and performances; participating sponsorship of the national Winter Fun Poster Challenge art contest reaching 40,000 students across Canada; workshops at the Governor General's annual garden party and the Gatineau Hot Air Balloon Festival; and participation in the Ottawa International Jazz Festival, where children were given an opportunity to make their own musical instruments.

### TEMPORARY EXHIBITIONS

**Siqiniq – Under the Same Sun** (CCM),  
February 6 to April 25, 1999.

**Adventure World** (CCM), May 29 to October  
11, 1999.

**Bayanihan: A Window to the Philippines** (Neighbors  
Abroad), May 8 to September 6, 1999.

**Canada Day Poster Challenge** (Department  
of Canadian Heritage), June 21 to September  
13, 1999.

**The Countdown to the Millennium** (CCM),  
September 18 to November 21, 1999.

**Paper Prayers** (in collaboration with the  
Paper Prayers Committee, World AIDS Day),  
November 30, 1999 to January 2, 2000.

**The Big Adventure** (The Children's Museum  
of Houston), December 4, 1999 to April 2,  
2000.

**Winter Poster Contest** (in collaboration with  
the National Capital Commission), January  
31 to March 6, 2000.

### TRAVELLING EXHIBITIONS

#### **Siqiniq – Under the Same Sun**

Provincial Museum of Alberta, Edmonton, Alberta.

Lied Discovery Children's Museum, Las Vegas, Nevada.

#### **The Big Adventure**

Minnesota Children's Museum, St. Paul, Minnesota.

#### **World Circus**

Rainbow Children's Museum, Cleveland, Ohio.

Chicago Children's Museum, Chicago, Illinois.

Minnesota Children's Museum, St. Paul, Minnesota.

#### **Geo-zoooom!**

The Children's Museum of Indianapolis, Indianapolis,  
Indiana.

Bay Area Discovery Museum, Sausalito, California.

The Children's Museum of Houston, Houston, Texas.

#### **Adventures into Books: Gumby's World**

Rainbow Children's Museum, Cleveland, Ohio.

Chicago Children's Museum, Chicago, Illinois.

#### **LEGO Ocean Adventure**

The Children's Museum of Houston, Houston, Texas.

Chicago Children's Museum, Chicago, Illinois.

Brooklyn Children's Museum, Brooklyn, New York.

#### **Face to Face**

Fort Worth Museum of History and Science, Fort Worth,  
Texas.

Minnesota Children's Museum, St. Paul, Minnesota.

#### **Global Shoes**

Brooklyn Children's Museum, Brooklyn, New York.

The Children's Museum of Houston, Houston, Texas.

#### **Toolville**

The Children's Museum of Memphis, Memphis, Tennessee.

The Canadian Postal Museum provides visitors to the Canadian Museum of Civilization with a look at postal communications and their importance to the development of a country like Canada. The CPM includes permanent exhibitions on philately, postal history and more, as well as temporary exhibitions on various aspects of postal communications, and an art gallery sponsored by Pitney Bowes Canada, dedicated entirely to the presentation of works of art related to the post. Highlights from the past year include:

- In February 2000, the CPM welcomed its millionth visitor since opening within the Canadian Museum of Civilization in 1997.
- The welcoming of seven apprentices under the Career Edge Programme of Human Resources Development Canada.
- The hosting of a major fundraising event on Valentine's day.



More than 450 people celebrated at the St. Valentine's Day Ball organized by the Friends of the Canadian Postal Museum (CPM). Held in the Grand Hall of the Canadian Museum of Civilization, the Ball offered guests a romantic setting in which to waltz the night away. The event raised a significant amount in support of the Canadian Postal Museum.

From left to right: the Honourable André Ouellet, President and Director General of Canada Post Corporation, and the Honourable Alfonso Gagliano, Minister of Public Works and Government Services, present the cheque to guests and supporters.  
Photo: M. St-Jean

- Two exhibitions in the Pitney Bowes Art Gallery, including the exhibition **Celebrating Newfoundland**, commemorating the 50<sup>th</sup> anniversary of Newfoundland's entry into Confederation as seen in its stamps; and **Fluorescence**, a contemporary art installation.
- The CPM's Collectors' Corner continued to feature fine private collections from Canadian philatelists. This year's featured collections were those of Paul Gray (*Canada Welcomes Newfoundland*) and of Pascal Leblond (*Twin Stamps*).
- This year's exhibitions included **Write Like an Egyptian** and **Stamp Quest**, as well as the popular feature **What's New in Philately**. Sponsored by Canada Post Corporation, **What's New in Philately** always feature the eight most recent issues. Over the past year, this has included 21 new stamp series.
- Partnerships with bodies as diverse as BRAVO, an organization of Ontario visual artists, for the exhibition **Poste Art II**; students from the École secondaire de l'Île de Hull for the exhibition **Stamp Start**, and l'Atelier de l'Île de Val-David for the art installation **The Millennium Stamps**, featuring 200 stamps by artists from all over the world.
- Participation in international organizations dedicated to postal communications, transportation, culture and museology.
- Travelling exhibitions and offsite exhibitions, including **Wish You Were Here...** in Quebec City during the summer of 1999 which attracted close to 6,000 visitors, and **Yours sincerely, L.M. Montgomery** at the post office in Cavendish, P.E.I. from May through September 1999, produced in association with Canada Post Corporation and attracting more than 18,000 visitors.
- Acquisition of important correspondence from the nineteenth and twentieth centuries, as well as philatelic collections.
- Ongoing loan programme.
- 177 research requests this past year.
- Organization of the international philatelic collection, comprized of more than 240,000 pieces.
- Introduction of the virtual exhibition **Stamp Quest**.
- Historical research for the new permanent exhibition **Signed, Sealed, Delivered** and research focussing on the Canadian immigrant experience as related in correspondence.

## TEMPORARY AND PERMANENT EXHIBITIONS

**Jean Paul Lemieux — His Canada**, May 21, 1998 to April 22, 1999.

**Celebrating Newfoundland** (CPM), May 6 1999 to January 2 2000.

**Winged Messenger** (CPM), June 12, 1997 to Novembre 30, 1999.

**Stamp Quest** (CPM), February 25, 1999 (permanent).

**A Glimpse at the Collection** (CPM), June 12, 1997 to January 2, 2000.

**What's New in Philately** (CPM), June 12, 1997 (permanent).

**Write like an Egyptian** (CPM), June 12, 1997 to Decembre 2000.

**Communication Studio** (CPM), June 12, 1997 (permanent).

**Virtually Yours** (CPM), June 12, 1997 to August 2002.

**Poste Art II** (BRAVO), June 5 to August 1, 1999.

**The Millennium Stamps** (Atelier de l'Île), February 17 to March 19, 2000.

**Fluorescence** (CPM), February 17 to June 6, 2000.

**Twin Stamps** (CPM), February 17 to June 6, 2000.

**Stamp Start** (CPM), May 6, 1999 to January 2, 2000.



Contemporary art is given pride of place in **Fluorescence**, an installation by artist Pierre Bruneau of Montreal. Using mailbags as a departure point, **Fluorescence** invites visitors into an exploration of the interaction and significance of light, poetry, and hidden messages. The artist was on hand for the exhibition's launch. Photo: S. Darby

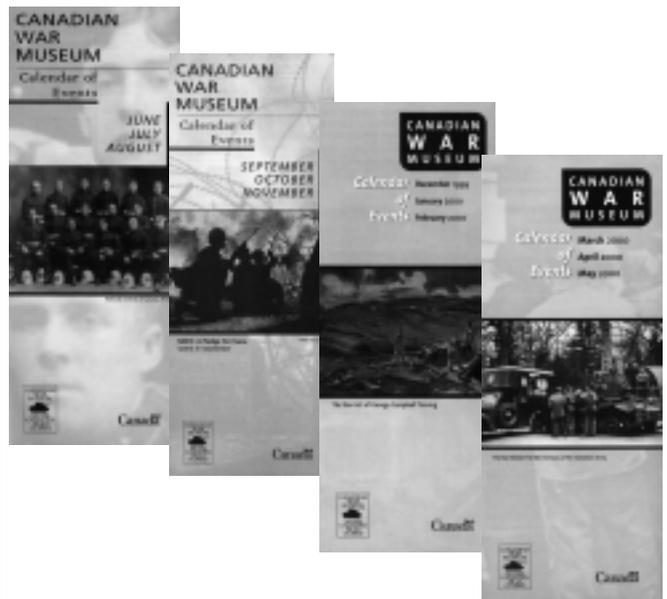
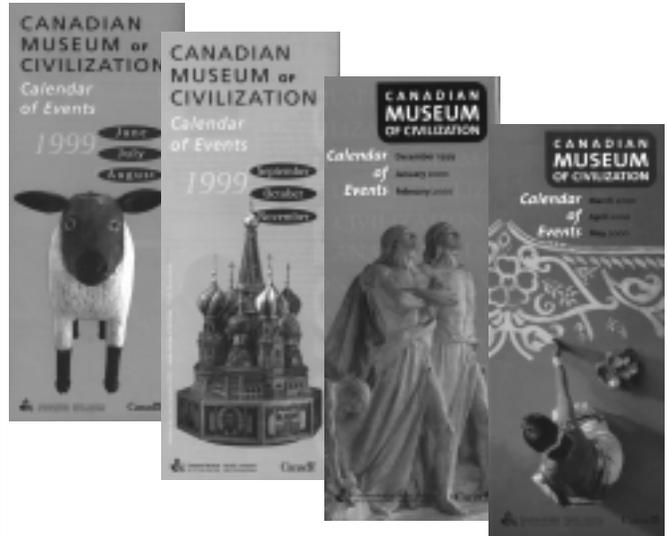
The Corporation actively markets and promotes its exhibitions and programmes as a way of communicating its knowledge and sharing its expertise, while raising its corporate profile. The Public Affairs Branch is responsible for these activities, which include a wide range of marketing, promotional and informational initiatives. These range from administration of the Corporation's website, to the production of all corporate communications and promotional materials, to marketing and tourism initiatives, to national and international media relations, as well as the organization of special events and exhibitions openings.

Key activities and achievements over and above the main exhibitions during the past year have included:

- The first phase of a major review of the CMCC Web site, including improvements to site identification, navigation, structure, corporate and graphic image and other aspects relating to text, interactivity and planning.
- Celebration of the **CMC's Tenth Anniversary**, which received media coverage at the regional and national level.



- Production and coordination of numerous corporate publications and promotional materials, including four issues of calendars of events, weekly calendars, visitors guide, electronic Newsletter, press kits and promotional brochures for both museums, and a multilingual brochure for the CMC-managed boutique in Expo 2000's Canada Pavilion.



## Public Affairs

- At the CMC, 9 exhibitions openings, 180 VIP visits and 30 special events; at the CWM, 7 exhibitions openings, 10 VIP visits and 47 special events.



Jacques Chirac, President of the Republic of France, visiting the Museum with host Benoît Charron.  
Photo: S. Darby

- The national visibility and scope of the CMC have been strengthened by the extensive media coverage generated on an on-going basis as well as through special broadcast opportunities such as the national taping and broadcast of the programme *Liza* by the Société Radio-Canada from the CMC for a whole week in December 1999.

- Active representation at six key travel trade marketplaces in Canada, the U.S. and internationally, including direct promotion to more than 300 key tour operators. The goal is to maintain the interest of existing clients currently bringing in 15% of visitors to the CMC and the CWM, and also to generate interest for new operators who will be bringing groups to the Museums for the first time.
- An increase in tour buses to the Canadian Museum of Civilization, despite a general decrease of tour buses to other museums and public attractions in the National Capital Region.
- The publication of a semi-annual newsletter geared to the group tour market, distributed to over 1,000 operators. A brochure geared to the group tour and FIT market — the first of its kind in over six years — was produced and distributed to local and regional tourism authorities, tour operators, and family tour participants.
- Participation in a number of cooperative advertising campaigns, including the summer and winter advertising campaigns of the Ottawa Tourism and Convention Authority (OTCA) and the Association touristique de l'Outaouais. Participation in outreach to other tourism partners included cooperative advertising with a number of local hotels and others.
- Continued active partnership in major regional events such as the Tulip Festival, Festival des montgolfières, Winterlude, etc.
- Partnership with a city sightseeing tour company which sold tickets to the CMC and resulted in increased paid visitorship of over 4,500 visitors.



Liza Frulla

- Ongoing development and maintenance of strong ties in the tourism community, including representation on the Ottawa Tourism and Convention Authority Board of Directors, which reinforces the CMCC's presence and profile in the local tourism community.
- A special reception at the Canadian Museum of Civilization for over 100 key tourism personnel in the region, to better familiarize them with the Museum's offerings. Other initiatives included inviting all accommodation partners to special events and exhibit openings, this in an effort to strengthen relations as well as secure additional exposure and promotion of the CMCC.
- Welcoming of over 700 people in more than 50 familiarization tours of the CMC — most of them key group tour operators and travel agents, including representatives of the Canadian Tourism Commission, Ontario Tourism and Tourism Quebec.
- The CMC's contribution to the local tourism community and the local economy was formally recognized by having been chosen as a finalist in the "Large Company of the Year" category for the OTCA Tourism Awards. In addition, the CMC was the recipient of the Gold Medal for "Grande Entreprise Publique" for the Outaouais region in the prestigious Grands Prix du Tourisme, and won the Bronze Medal for the entire province of Quebec.

# The Canadian War Museum

Over the past few years, the Canadian War Museum has been working towards the renewal and, ultimately, the replacement of its existing facilities. With the March 2000 announcement by the Minister of Canadian Heritage that the Canadian government would be funding the building of a new Canadian War Museum facility in Ottawa, the Corporation changed its focus from a renewal-oriented approach to a replacement approach.

This does not mean, however, that the Canadian War Museum will not continue to provide the same high-quality museum experience that its visitors have come to expect. Through exhibitions, educational programmes, outreach and more, the Canadian War Museum offers its visitors — both onsite and online — a look at the human side of war and peacekeeping, as well as access to Canada's fine national military history collections.



**Canvas of War: Masterpieces from the Canadian War Museum**, which opened in February 2000 at the Canadian Museum of Civilization, brings Canada's world-class collection of war art to the public for the first time in history. Featuring more than 72 works of art — some of them more than 3.5 by 6 metres in size — the exhibition has proven particularly popular among young people, and is currently one of the CMC's greatest draws. **Canvas of War** represents the first time the Canadian Museum of Civilization and the Canadian War Museum have worked jointly on a single exhibition. In addition, the major promotional campaign for the exhibition, directed by the Corporations Public Affairs Branch, has already garnered cross-Canada publicity, in advance of next year's national tour.



The opening of Vimy House to the public and the CWM's principal exhibition **Imperial Adventure: Canadians in the South African War**, were the subject of active promotion and media relations, and generated both media attention and public approval. From left to right: Mrs. Menge Moyo, Jack Granatstein, Director and CEO of the CWM, and Mr. Derick Moyo, Counsellor, Embassy of the Republic of South Africa.  
Photo: B. Kent

## TEMPORARY EXHIBITIONS

**Athene: The Canadian Women's Army Corps, 1941-1946** (CWM), April 1999 to October 2000.  
**On Canadian Wings: 75<sup>th</sup> Anniversary of the Royal Canadian Air Force** (CWM), May to September 1999.  
**A Garrison Country: Newfoundland and Labrador in Canadian War Art** (CWM), April 1999 to January 2000.  
**George Campbell Tinning: Paintings of the Italian Campaign (1943-1945)** (CWM), January to May 2000.  
**Imperial Adventure: Canadians in the South African War (1899-1902)** (CWM), June 1999 to November 2002.  
**Canvas of War: Masterpieces from the Canadian War Museum** (CWM, presented at the CMC), February 2000 to January 2001.

## PERMANENT EXHIBITION

**NATO: A Pledge for Peace** (CWM), as of September 1999.

## TRAVELLING EXHIBITIONS

**Paragraphs in Paint: The Second World War Art of Pegi Nicol MacLeod**, January to March 1999, Beaverbrook Art Gallery, Fredericton, NB; May to July 1999, Ottawa Art Gallery; January to April 2000, London Regional Art Gallery, ON.  
**NATO: A Pledge for Peace (1)**, October 1999 to March 2000, NATO Headquarters, Brussels, Belgium.  
**NATO: A Pledge for Peace (2)**, October 1999 to February 2000, Okanagan Military Museum, BC; March to May 2000, Canadian Forces Base Borden, ON.  
**Into the Blue: The Aviation Art of Franz Johnston (1)**, October to December 1999, NATO Headquarters, Brussels, Belgium; March to July 2000, Canada House, London, England.  
**Into the Blue: The Aviation Art of Franz Johnston (2)**, January to February 2000, Thunder Bay Museum, ON.  
**Imperial Adventure: Canadians in the South African War (1)**, January to April 2000, The Royal Canadian Regiment Museum, ON.  
**Imperial Adventure: Canadians in the South African War (2)**, March to December 2000, Canadian Forces Base Petawawa, ON.

## PUBLICATIONS

### Dispatches:

*The Canadian Women's Army Corps, 1941-1946*, Barbara Dundas and Serge Durlinger, April 1999.  
*A Garrison Country: Newfoundland and Labrador during the Second World War*, Peter Neary, April 1999.  
*For Queen and Country: Canadians and the South African War, 1899-1902*, Cameron Pulsifer, June 1999.  
*The Royal Canadian Navy and the Battle of the Atlantic, 1939-1945*, Roger Sarty, June 1999.  
*Canada's Air Force in War and Peace*, Hugh A. Halliday, June 1999.  
*Canada and NATO*, Dean F. Oliver, September 1999.  
*History as Monument: The Sculptures on the Vimy Memorial*, Laura Brandon, January 2000.  
*Canada's War Art*, Laura Brandon, January 2000.

### Co-published by the Canadian War Museum:

*Canadian Military History*, 4 issues  
*Metal Canvas: Canadians and World War II Aircraft Nose Art*  
*Only This: A War Retrospect, 1917-1918*  
*The Canadians at Mount Sorrel, June 1916*  
*The Great War As I Saw It*

### Publications by Canadian War Museum Staff:

Roger Sarty (with Brian Tennyson). *Guardian of the Gulf: Sydney, Cape Breton, and the Atlantic Wars*. Toronto. University of Toronto Press, 2000.  
 Roger Sarty, "The Ghosts of Fisher and Jellicoe: The Royal Canadian Navy and the Quebec Conference" in *The Second Quebec Conference Revisited*. David Woolner, ed. New York: St. Martin's Press, 1999.  
 Dean F. Oliver, "Much Ado About Nothing? A Commentary on Primordialism, Foreign Policy and the Balkan War," in Ann Lynn Griffiths (ed.), *Ethnicity and Conflict in the Former Yugoslavia* (Centre for Foreign Policy Studies, Dalhousie University, 1999).  
 Dean F. Oliver (ed.) by Carl Bayerlein, "Ortona 1943, The Italian Stalingrad: Parachute Engineers in Combat," *Canadian Military History*, Autumn 1999.  
 Dean F. Oliver, "Canadian Military Professional Development: The Way Ahead?" Conference of Defence Associations Institute, Proceedings of the 15<sup>th</sup> Annual Seminar, *The Profession of Arms in Canada: Past, Present and Future* (CDAI, 1999).

Dean F. Oliver, "Soft Power and Canadian Defence", *Strategic Datalink* of the Canadian Institute for Strategic Studies (February 1999).

Dean F. Oliver, "Foreign Affairs and National Defence, 1993," in David Leyton-Brown (ed.), *Canadian Annual Review of Politics and Public Affairs, 1993* (University of Toronto Press, 1999).

Dean F. Oliver, "Human Security and Canadian Policy," in David Rudd (ed.), *Canadian Institute of Strategic Studies: Fall 1999 Proceedings* (CISS, 2000).

Dean F. Oliver, "Canadian International Security Policy and the North Atlantic Treaty Organization: A Contradiction in Terms?" in Raymond B. Blake, P.E. Bryden, and Michael Tucker (eds.), *Canada and the New World Order* (Irwin Publishing, 2000).

Laura Brandon (with Hugh A. Halliday). "Into the Blue: Pilot Training in Canada, 1917 – 1918", *Canadian Military History*, Winter 1999.

Laura Brandon, "Obituary – Artist of war: Jack Shadbolt 1909 – 1998, *Canadian Military History*, Summer 1999.

Cameron Pulsifer, "'Hitler's Car' and the Canadian War Museum: Problems of Documentation and Interpretation", *Material History Review*, Fall 1999.

Cameron Pulsifer, "A Highland Regiment in Halifax: the 78<sup>th</sup> Highland Regiment of Foot and the Scottish National/Cultural Factor in Nova Scotia's Capital, 1869 – 1871" in Margery Harper, Michael Vance eds., *Myth, Migration and the Making of Memory: Scotia and Nova Scotia c. 1700 – 1990*, Halifax: Gorsebrook Research Institute and Edinburgh: John Donald, 1999.

J.L. Granatstein, "Who Needs a War Museum?", *Vanguard* (October 1999).

J.L. Granatstein, "Our Duty" in *The Leader*, XXX (November 1999).

J.L. Granatstein, "Joining Forces," *The Beaver*, LXXX (February 2000).

## Educational Programmes

The Education and Outreach section of the Canadian War Museum offered 195 educational programmes, both onsite and in other locations in Eastern Ontario and Western Quebec, with more than 7,600 students participating. In addition, the CWM's outreach programme to various historic sites and fairs impacted some 20,000 visitors from Ontario, Quebec and northern New York state.



Photo: S. Darby

Volunteer Guides at the CWM contributed 1,480 hours of their time, providing school tours and taking part in education programmes.

## Lectures

During the past year, Canadian War Museum staff have offered 69 lectures at universities, government departments, and historical and cultural societies.

## Canadian War Museum Speaker's Programme

This series features occasional lectures, conferences, debates and roundtable discussions on military history, current events and museum studies. Over the past year, speakers have included eminent historians, a British veteran of the Second World War, university professors, authors and others.

## Special Events at Vimy House

Vimy House is the Canadian War Museum's offsite storage facility. Home to archives, weaponry, uniforms, medals, and vehicle and war art collections that are among the finest in the world, Vimy House is open to the public on weekends throughout the winter and daily in the summer season, and frequently hosts special groups.

This past year, special events at Vimy House have included, among others:

- A guided tour of the Military Technology Gallery (with special emphasis on the vehicle collection) for members of the Canadian Electrical and Mechanical Engineers Association, and the Society of Automotive Engineers.
- A formal dinner and tour for ex-cadets from the Royal Military College.
- A special lunch and tour for 40 members of the Ottawa Service Attachés Association, which represents all foreign liaison and defence staff from various NATO and non-NATO countries.
- The Enigma Programme, featuring the Second World War Enigma cypher machine, emphasizing its history, cypher computations, as well as themes such as communications equipment and security issues.



Photo: B. Kent

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Palmer, L.  
Peart, A.F.W.  
Perryon, P.H.  
Phillips, B.S.  
Pick, A.J.  
Plimer, B.H.  
Poulin, Bruce  
Prince Edward Island Museum and  
Heritage Foundation  
Propall, Patricia  
RCA Museum  
Redwood, T.W.E.  
Reid, J.M.  
Reynett, June  
Reynolds, H.L.C.  
Ricard, D.L.  
Richardson, J.,  
Ritchie, T.  
Roberts, Naomi  
Robinson, J.E.  
Roncetti, Gary Carl

Rose, J.  
Rosenthal, J.  
Ross, W.T.  
Royal Canadian Yacht Club  
Ruch, J.R.  
Ruppel, A.  
Russell, R.  
Sanford Museum  
Sarson, Anthony  
Saxon, D.R.  
Scanlon, Joseph  
Schacherl, E.  
Scott, D.M.  
Scott, Edward C.  
Sellick, Larry  
Shirley, R.J.  
Shortridge, G.R.H.  
Sicard, A.  
Slywchuk, W.A.  
Smith, Eileen  
Smith, G.N.  
Smith, Patricia  
Sowchuk, A.  
Speakman, D.  
Stachiewicz, W.  
Stapleton, Bill  
Storey, E.  
Street, H.M.  
Sullivan, L.  
Sutherland-Brown, A.  
Sutton, J.  
Svoboda, Charles

Sweetman, P.W.  
Swettenham, Eleonor  
The Retired Officers Association  
Thomas, N.H.  
Thompson, A.S.  
Tooke, E.  
Torontow, C.  
Travers, H.  
Tuomi, J.L.  
Turner, T.C.  
Tysowski, David  
Walker, Don  
Walters, J.A.  
Warren, Duke  
Warrener, J.  
Way, Peggy  
Wedemire, G.  
Wells, D.  
Wharton, Gerald  
White, M.D.F.  
Williams, D.E.  
Wills, R.J.  
Wilmot, L.F.  
Wilson, G.  
Wilson, Hill  
Wilson, W.J.  
Woolford, Peter  
Wray, J.E.  
Wylie, L.  
Young, Michael  
Ziberbogen, Elsa

## Canadian War Museum Passing the Torch Donors

Abas, Jacob  
Adams, Eric R.  
Adams, Gwen P.  
Adamson, Steve  
Adate Shalom Congregation  
Airforce Officers Advisory Group  
Anido, David  
Army, Navy and Air Force Veterans  
in Canada, Dominion Headquarters  
Army, Navy and Air Force Veterans  
in Canada, Unit 365  
Arthur, Clifford  
Association of Universities and  
Colleges of Canada  
August, Rita  
Baird, Douglas P.  
Barnes, Leslie W.C.S.  
Belzile, LGen Charles H.  
Berkeley, Audrey  
Bernier, Dr. Serge G.  
Black, Gladys  
Blais, Elizabeth  
Bond, Col James C.  
Bonnar, Mr. and Mrs. Robert  
Bouchard, Kenneth  
Brooks, Arthur  
Brown, Alma  
Buchanan, Mr. and Mrs. Donald R.  
Caira, Santo  
Cameron, Donald  
Carr-Harris, Bruce  
Chawkers Foundation  
Child, BGen Donald A.  
Ciszek, Frederick Joseph  
City of Barrie  
Clifford, Col F. Le P.T.  
Colburn, Harold N.  
Colpitts, Martin J.  
Connors, Leola A.  
Corbett, Frank  
Cosh, Joscelyn V.B.  
Cowan, William A.  
Cowell, Winnifred M.  
Curley, Jeffrey D.  
Danson, Hon. Barnett  
de Jager, R.D.  
de Jong, Fred and Nelly  
De Repentigny, Henry D.  
Decairos, Deborah  
Douglas, Dr. W. Alexander B.  
Drew, Douglas  
Drouin, Claire  
Duinker, Pauline  
Dunn, Craig  
Eaton Foundation (The)  
Eckersley, John A.  
EDS Systemhouse  
English, Dr. John R.  
Eric T. Webster Foundation  
Estate of Parsons, Joyce,  
Daisy  
Finnie, James E.Flemming, Bradford  
Forrestall, Sen. J. Michael  
Friends of the Canadian War Museum  
Froom, Reginald  
Furlong-MacInnis, Lt (N) Mary F.  
Gallant, Arthur J.  
Gallez, P.  
Galloway, Dr. James D.  
Gardam, Col John  
Gardiner, Helen E.  
Gendis Inc.  
General Motors of Canada Limited  
George Weston Ltd.  
Gibeault, André  
Glendinning, Robert K.N.  
Graham, Quiller  
Granatstein, Dr. Jack L.  
Gregheur, L.A.  
Grier, Joyce  
Hall, Marjory F.  
Halliwell, Harry M.  
Healey, Radm Eldon J.  
Healey, Ray  
Hennessy, VAdm Ralph A.  
Hollinger Inc.  
Holtzhauer, Col Jarrott W.  
Horopw, Petra  
Ingraham, H.W.  
Jasper, Russell A.  
Jefferies, Maj Frank  
Johnson, Arthur  
Jones, H.M.  
Klein, Jack and Hannah  
Knopf, LCol Gerhard A.  
Lafleur, Robert  
Lalonde, MGen Pierre  
LaRose, MGen J.P. Robert  
Law, Cecil E.  
Laycock, Ralph W.  
Leaker, David T.  
Leaker, Robert B.  
Leslie, Marjorie E.  
Lewis, MGen R.W.  
Lindsay, J. Graham  
Lockhart, Donald  
Macdonald Stewart Foundation (The)  
MacIntosh, Ralph L.  
MacKenzie, A. Morley  
Mainguy, VAdm Daniel N.  
Malott, Maj Richard  
Manson, Gen Paul D.  
Marsden, Robert G.  
Martin, Everett  
Matheson, Hon. Douglas R.  
Mathews, Elizabeth L.  
McEwen, Keith  
McGuinty, Muriel E.  
McInenly, Mildred M.  
McKenna, Jean M.  
McLuckie, John  
McNair, Dr. D.L.

## Canadian War Museum Passing the Torch Donors

Metcalf, Maj Robert W.  
Milroy, LGen William A.  
Moffatt, Joseph  
Molson Foundation (The)  
Morrissey, Gail  
Munden, Carole  
No Price Too High Foundation  
Noye, Trevor R.  
O'Brien, J.R.  
Ogelsby, Jack C.M.  
Owen, David  
Patterson, Donald  
Peart, Dr. Arthur F.W.  
Peever, K. Owen  
Raczywolski, Stanley  
Reid, MGen Roland A.  
Riley, Kenneth  
Royal Canadian Legion, Branches 19,  
26, 61, 79, 84, 110, 120, 178, 244,  
281, 393, 586, 638  
Royal Canadian Mint  
Schaan, Harvey  
Scott, Jackie

Shapiro, Col Ben  
Siegenberg, Dr. Joe  
Smith, Maj William H.  
Southam, G. Hamilton  
Speller, Lionel C.  
Sprague, Richard  
Starkman, Maxwell  
Steele, Frazer F.  
Steinbach, C.H.  
Sterling Hall School (The)  
Stockford, Lawson  
Stone, Arthur N.  
Stratton, Marjorie  
Street, Grace  
Street, H. Michael  
Stutt, Howard and Frances  
Tait, Alexander H.  
Taylor, Mr. and Mrs. T.L.  
The Capital Marine  
Modellers' Guild  
The Old Bastards  
The Ottawa Citizen  
Theobald, Col Harvey E.

Thibault, J. Elmo  
Thompson, Christine  
Tidy, Geraldine  
Toronto Artillery Ex-  
Sergeants Association  
Toronto-Dominion Bank (The)  
Trattner, Kelsey  
Union Local 70024  
Van Melle, H.  
Vance, William E.  
Ward, R.V.  
Webber, BGen Michael H.F.  
Werenich, Mike  
Whitton, John L.  
Wilkins, T. Jaffray  
Wimberley, M.E.  
Winter, Patricia  
Withers, Gen Ramsey M.  
Withers, Stanley C.  
Wolfe, Michael  
Yates, Henry B.  
Zbetnoff, Douglas and Joanne

## Financial Overview

During the 1999–2000 fiscal year, the Corporation exceeded the record self-generated revenues achieved in fiscal 1998–1999, despite an overall attendance decrease of 6.6%.

1999–2000 revenues from general admission, boutiques, and the IMAX®/OMNIMAX® Theatre declined to \$5.8 million from \$6.8 million. This was due, in part, to lower attendance figures, and receipts which could not be expected to match the highly popular IMAX® features of fiscal 1998–1999: *Everest* and *Mysteries of Egypt*.

1999–2000 revenues from facility rentals, concessions and parking rose to a record \$1.9 million from \$1.6 million, and travelling exhibition revenues rose to \$325,000 from \$111,000 as a result of the successful international tour of the **Mysteries of Egypt** exhibition.

On its financial statements, the Corporation has also established a restricted equity amount that represents the eventual commitment of \$7 million towards the construction of a new Canadian War Museum. As of March 31, 2000 the Corporation has restricted \$5 million towards this goal.

# **Financial Statements**

**For the year ended March 31, 2000**

## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

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

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.

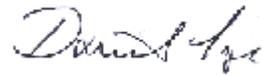
The Board of Trustees is responsible for ensuring that Management fulfills its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Audit Committee, which includes a majority of members who are not officers of the Corporation. The Committee 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, who is responsible for the Canadian Museum of Civilization.



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J. (Joe) Geurts  
Chief Operating Officer and  
Senior Vice-President



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David Loye  
Chief Financial Officer

May 12, 2000



AUDITOR GENERAL OF CANADA

VÉRIFICATEUR GÉNÉRAL DU CANADA

### Auditor's Report

To the Minister of Canadian Heritage

I have audited the balance sheet of the Canadian Museum of Civilization as at March 31, 2000 and the statements of operations and equity of Canada and cash flows for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.

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

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2000 and the results of its operations and its cash flows for the year then ended in accordance with generally accepted accounting principles. As required by the *Financial Administration Act*, I report that, in my opinion, these principles have been applied on a basis consistent with that of the preceding year.

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

Richard Flageole, FCA  
Assistant Auditor General  
for the Auditor General of Canada

Ottawa, Canada  
May 18, 2000

## CANADIAN MUSEUM OF CIVILIZATION

*Balance Sheet as at March 31, 2000*

### ASSETS

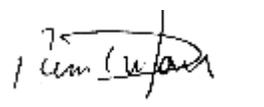
(in thousands of dollars)	2000	1999
<b>CURRENT</b>		
Cash and short-term investments (Note 3)	\$ 13,489	\$ 15,020
Accounts receivable (Note 4)	2,488	1,329
Inventories	1,891	1,072
Prepaid expenses	1,310	1,307
	19,178	18,728
Restricted cash and investments (Note 5)	7,668	2,531
Collection (Note 6)	1	1
Capital assets (Note 7)	12,691	12,818
	\$ 39,538	\$ 34,078

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

Approved by the Board of Trustees:



Chairperson



Trustee

## LIABILITIES

(in thousands of dollars)	2000	1999
<hr/>		
CURRENT		
Accounts payable and accrued liabilities (Note 8)	\$ 7,417	\$ 6,861
Deferred revenues	690	113
<hr/>		
	8,107	6,974
Accrued employee termination benefits	2,127	2,079
Deferred contributions (Note 9)	2,668	2,531
Deferred capital funding (Note 10)	12,691	12,818
<hr/>		
	25,593	24,402

## EQUITY OF CANADA

Internally restricted (Note 11)	5,000	-
Unrestricted	8,945	9,676
<hr/>		
	13,945	9,676
<hr/>		
	\$ 39,538	\$ 34,078
<hr/>		

## CANADIAN MUSEUM OF CIVILIZATION

### Statement of Operations and Equity of Canada for the year ended March 31, 2000

(in thousands of dollars)	2000	1999
<b>Revenues</b> (Schedule 1)	\$ 11,522	\$ 11,428
<b>Expenses</b>		
Collect and research	8,676	8,949
Exhibit, educate and communicate	10,775	11,633
Canadian War Museum	5,600	4,946
Accommodate	18,728	18,283
Corporate services	10,946	11,555
<b>Total expenses</b> (Schedule 2)	<b>54,725</b>	<b>55,366</b>
Net result of operations before government funding	(43,203)	(43,938)
<b>Government funding</b>		
Parliamentary appropriation for operating expenses	44,089	43,722
Amortization of deferred capital funding	3,383	3,050
	47,472	46,772
Net income	4,269	2,834
Equity of Canada at beginning of year	9,676	6,842
Equity of Canada at end of year	\$ 13,945	\$ 9,676

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

## CANADIAN MUSEUM OF CIVILIZATION

### Statement of Cash Flows for the year ended March 31, 2000

(in thousands of dollars)	2000	1999
<b>Operating activities</b>		
Net income	\$ 4,269	\$ 2,834
Adjustment for non-cash items		
Amortization of capital assets	3,383	3,050
Amortization of deferred capital funding	(3,383)	(3,050)
Contributions recognized as revenue	(742)	(814)
	3,527	2,020
Change in non-cash operating assets and liabilities	(848)	551
Change in accrued employee termination benefits	48	110
Cash flows from operating activities	2,727	2,681
<b>Investing activities</b>		
Acquisition of capital assets	(3,256)	(2,156)
Increase in restricted cash and investments	(5,137)	(792)
Cash flows used in investing activities	(8,393)	(2,948)
<b>Financing activities</b>		
Funding for the acquisition of capital assets	3,256	2,156
Restricted contributions and related investment income	879	1,606
Cash flows from financing activities	4,135	3,762
Increase (decrease) in cash and short-term investments	(1,531)	3,495
Balance at beginning of year	15,020	11,525
Balance at end of year	\$ 13,489	\$ 15,020

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

## Canadian Museum of Civilization March 31, 2000

### 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*. 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 five 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 behavior.

Accommodate

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

Canadian War Museum

An affiliated museum dedicated to Canada’s military history and continuing commitment to peacekeeping.

Corporate services

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

### 2. **Significant accounting policies**

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

#### (a) Inventories

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

#### (b) Collection

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

Objects purchased for the collection of the Corporation are recorded as an expense in the year of acquisition. Objects donated to the Corporation are not recorded in the books of accounts.

(c) Capital assets

Capital assets are valued at cost, net of accumulated amortization.

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

Leasehold and building improvements	10 years
Office furniture and equipment	8 years
Technical and informatics equipment	5 and 8 years
Motor vehicles	5 years

(d) Pension plan

Employees of the Corporation participate in the Public Service Superannuation Plan, administered by the Government of Canada. The Corporation matches these contributions equally for each employee, for the year in which services are rendered. These contributions are expensed during the year in which services are rendered, and represent the total pension obligations of the Corporation. The Corporation is not required under present legislation to make contributions with respect to actuarial deficiencies of the Public Service Superannuation Account.

(e) Employee termination benefits

Employees of the Corporation are entitled to specified benefits on termination, as provided for under labour contracts and conditions of employment. The cost of these benefits is expensed in the year in which they are earned by the employee.

(f) Contributions

The Corporation follows the deferral method of accounting for contributions.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Contributions externally restricted, and related investment income, are deferred and recognized as revenue in the year in which the related expenses are incurred.

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

(g) Parliamentary appropriation

The Government of Canada provides funding to the Corporation. The portion of the parliamentary appropriation used to purchase depreciable capital assets is recorded as deferred capital funding and amortized on the same basis and over the same periods as the related capital assets. The remaining portion of the appropriation is recorded in the statement of operations in the year for which it was approved.

3. **Cash and short-term investments**

The Corporation invests in the short-term money market. The overall portfolio yield as at March 31, 2000 was 4.9% (1999 - 5.1%). All instruments held in short-term investments are rated R1 or better by the Dominion Bond Rating Service. The average term to maturity is 37 days. The fair value of the short-term investments approximates the book value due to their impending maturity.

## Notes to Financial Statements

### 4. Accounts receivable

(in thousands of dollars)	2000	1999
Refundable taxes	\$ 740	\$ 513
Trade accounts	634	557
Parliamentary appropriation	1,064	196
Other	50	63
	<b>\$ 2,488</b>	<b>\$ 1,329</b>

### 5. Restricted cash and investments

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

The overall portfolio yield on restricted cash as at March 31, 2000 was 4.9% (1999 - 4.8%). All instruments held in short-term investments are rated R1 or better by the Dominion Bond Rating Service. The average term to maturity is 36 days. The fair value of the short-term investments approximates the book value due to their impending maturity.

### 6. Collection

The Corporation maintains the material culture collections of artifacts, objects, specimens and their related information. These collections are developed by various research divisions, as well as by staff of several sub or specialized museums. 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

7. **Capital assets**

(in thousands of dollars)			2000	1999
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Leasehold and building improvements	\$ 23,209	\$ 12,913	\$ 10,296	\$ 10,320
Office furniture and equipment	5,614	5,576	38	264
Technical equipment	7,898	7,052	846	956
Informatics equipment	7,799	6,349	1,450	1,231
Motor vehicles	164	103	61	47
	<b>\$ 44,684</b>	<b>\$ 31,993</b>	<b>\$ 12,691</b>	<b>\$ 12,818</b>

Capital assets do not include the land and buildings occupied by the Corporation since they are owned by the Government of Canada.

8. **Accounts payable and accrued liabilities**

(in thousands of dollars)	2000	1999
Trade accounts payable	\$ 5,206	\$ 5,044
Accrued salaries and vacation pay	1,505	1,396
Government departments and agencies	487	258
Current portion of accrued employee termination benefits	219	163
	<b>\$ 7,417</b>	<b>\$ 6,861</b>

## Notes to Financial Statements

### 9. **Deferred contributions**

Deferred contributions represent unspent externally restricted donations and related investment income.

Changes in the deferred contributions balance are as follows:

(in thousands of dollars)	2000	1999
Balance at beginning of year	\$ 2,531	\$ 1,739
Add donations received in the year	868	1,522
Add deferred investment income (Note 12)	11	84
Less donations recognized as revenue	(742)	(814)
Balance at end of year	\$ 2,668	\$ 2,531

### 10. **Deferred capital funding**

Deferred capital funding represents the unamortized portion of parliamentary appropriations used to purchase depreciable capital assets.

Changes in the deferred capital funding balance are as follows:

(in thousands of dollars)	2000	1999
Balance at beginning of year	\$ 12,818	\$ 13,712
Add portion of parliamentary appropriation used to purchase depreciable capital assets	3,256	2,156
Less amortization	(3,383)	(3,050)
Balance at end of year	\$ 12,691	\$ 12,818

### 11. **Internally restricted equity of Canada**

The Corporation has committed an amount of \$7,000,000 towards the construction of a new Canadian War Museum. As of March 31, 2000 the Corporation has internally restricted \$5,000,000 of equity towards this goal.

12. **Interest on cash and investments**

Interest on cash and investments is reported as follows :

(in thousands of dollars)	2000	1999
Income earned on unrestricted resources	\$ 858	\$ 734
Income earned on restricted resources	144	118
Total interest on cash and investments earned in the period	1,002	852
Less amounts deferred (Note 9)	(11)	(84)
Total interest on cash and investments recognized as revenue	\$ 991	\$ 768

13. **Related party transactions**

The Corporation receives federal government auditing services without charge. The cost of this service is not reflected in the financial statements.

In addition to those related party transactions, disclosed elsewhere in these financial statements, the Corporation is related in terms of common ownership to all Government of Canada created departments, agencies and Crown corporations. The Corporation enters into transactions with these entities in the normal course of business.

14. **Fair value of financial instruments**

In addition to what was already described in Notes 3 and 5, the fair value of accounts receivable, restricted cash and investments, and accounts payable and accrued liabilities approximate the book value due to their impending maturity.

15. **Commitments**

As at March 31, 2000 the Corporation has entered into long-term contracts for informatics, property leases and building maintenance services with a remaining value of \$13,267,000. The future minimum payments are as follows:

	(in thousands of dollars)
2000-01	\$ 4,586
2001-02	2,713
2002-03	2,774
2003-04	2,059
2004-05	1,135

## Notes to Financial Statements

### 16. Comparative figures

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

#### SCHEDULE OF REVENUE FOR THE YEAR ENDED MARCH 31, 2000

(in thousands of dollars)

SCHEDULE 1

	2000	1999
General admission	\$ 2,029	\$ 2,575
Boutique sales	1,990	2,092
CINÉPLUS	1,805	2,145
Facility rental and concessions	1,125	831
Interest on cash and investments (Note 12)	991	768
Donations	799	924
Parking	792	785
Grants and sponsorships	558	115
Travelling exhibits	325	111
Publications	175	156
Royalties	133	76
Other	800	850
	\$ 11,522	\$ 11,428

#### SCHEDULE OF EXPENSES FOR THE YEAR ENDED MARCH 31, 2000

(in thousands of dollars)

SCHEDULE 2

	2000	1999
Personnel costs	\$ 23,345	\$ 23,350
Professional and special services	6,633	6,606
Property taxes	4,972	4,835
Exhibit design and fabrication	4,136	4,346
Amortization	3,383	3,050
Repairs and maintenance	3,254	3,037
Utilities	1,779	2,190
Furniture and fixtures	1,643	1,897
Cost of goods sold	1,419	1,332
Travel, hospitality and transportation	1,100	1,318
Building leases	990	919
Marketing and advertising	943	1,011
Communications	699	872
Rentals	158	173
CINÉPLUS films	87	140
Collection acquisitions	83	150
Other	101	140
	\$ 54,725	\$ 55,366