

**ANNUAL  
REPORT  
2009 | 2010**

CANADIAN MUSEUM OF CIVILIZATION | CANADIAN WAR MUSEUM



# CANADIAN MUSEUM OF CIVILIZATION CORPORATION

## CANADIAN MUSEUM OF CIVILIZATION

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[www.civilization.ca](http://www.civilization.ca)



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Published by Corporate Communications,  
Public Affairs and Publishing

Cover photos: Marie-Louise Deruaz,  
IMG2010-0116-0013-Dm and IMG2010-0116-0014-Dm  
Design by: Infusion Design & Communications Inc.

Cat. no. NM20-1/2010E-PDF  
978-1-100-15177-9  
ISSN 1495-1886  
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Canada

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## MESSAGE FROM THE CHAIR

This year the Board of Trustees adopted new Strategic Directions for the Corporation and its two Museums. These directions will guide the work and priorities of Canada's leading national history museum and military museum.

Of the four new Directions, one resonates particularly among Trustees who are drawn from across our country. Under the heading Bringing the Museums to Canadians, it calls on the Corporation to make the Museums and their incredible resources better known and more accessible to Canadians wherever they may live.

Most recently, the Museums' commitment to national connection was highlighted in the presentation of two new travelling exhibitions. **Lace Up: Canada's Passion for Skating**, organized by the Canadian Museum of Civilization (CMC), was shown at the O Zone at Richmond City Hall, British Columbia, as part of the Vancouver Olympic and Paralympic Games. The exhibition explores the history and importance of skating in Canada, a shining story made even brighter this year by the fine success of our winter Olympians, who brought pride to us all and especially to themselves.

The Canadian War Museum's (CWM) travelling exhibition, **The Navy: A Century in Art**, was developed to honour the centennial of the Canadian Navy. Our naval fleets have been part of an institution that has served Canada with great distinction at home and abroad, in peace and war, since 1910. This exhibition was organized in partnership with The Military Museums of Alberta and the Maritime Museum of the Atlantic, for display in their galleries in Calgary and Halifax. It will, of course, also appear in the War Museum.

The other three Directions adopted by the Board are equally important to the future and continued success of the Corporation. They are

Museological Excellence and Relevance, Focus on Results, and Funding and Fundraising. Their pursuit will broaden and deepen the Museums' collections and research activities; increase the Corporation's financial resources through fundraising and other means; and maintain the institution's long-established reputation for financial discipline and managerial innovation.

With these new Directions in place, my fellow Trustees and I are looking to the future with confidence and optimism. We rely on our first-class team of managers and staff to organize their activities and operations, building on past successes, but firmly focused in future challenges.

As Chair, it was my pleasure this year to welcome Ms. Fiona Robin to the Corporation's Board of Trustees. Ms. Robin is a partner in a Vancouver law firm, a founding member of the Family Law Advocates Group and a board member of the Developmental Disabilities Foundation.

Following approval by the Government, the Board announced the re-appointment of Dr. Victor Rabinovitch as President and CEO of the Canadian Museum of Civilization Corporation (CMCC). Over the past ten years, under Dr. Rabinovitch's leadership, the Museum of Civilization and the War Museum have achieved remarkable success and transformation. He will lead the Corporation as we pursue our new Strategic Directions, and will continue the work of preparing for the next decade of our activities as a national institution.

Although there was a difficult period of labour relations differences in 2009, these have been resolved and we move forward to carry out our mandated roles. I want to extend the Board's thanks to the Corporation's management and staff for their enduring commitment to the values and goals of our vital Canadian national Museums.



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

## MESSAGE FROM THE PRESIDENT AND CEO

This was a challenging year for the Corporation and its Museums. We were affected by several events beyond our control, including the severe economic turmoil, the disruptions in school visits caused by the H1N1 virus, and the major drop in cross-border traffic from the United States, our largest international visitor market.

We felt the impacts in a variety of ways, ranging from a decline in group visits to a slowdown in philanthropy and fundraising. As a national institution supported by the federal government, we undertook extra care to control our expenses and prepare in other ways for the uncertain times that may lie ahead.

The year was also marked by an employment contract dispute involving the Corporation and staff who are members of the Public Service Alliance of Canada. Although the strike was hard for all — both union and non-union employees — I am pleased that the Museums remained open to serve the public. I am also pleased that the dispute was solved through direct, face-to-face negotiations. I believe that we ended the fiscal year in a spirit of reconciliation and rejuvenation, united again in the pursuit of our common goal: the continuing success of our world-class Museums.

Despite these challenges, we achieved another year of great attendance at both the Canadian Museum of Civilization and the Canadian War Museum. Our permanent exhibition galleries remained very popular. We presented a strong selection of “must-see” special exhibitions, which were vigorously marketed in the local region and in nearby cities. The success at the box office also testifies to our delivery of an attractive, value-for-money experience. Our 2009 summer visitor surveys reveal an overall satisfaction rating of **94 percent** for the Museum of Civilization and **97 percent** for the War Museum.

## COLLECTIONS

Artifacts are the focus of our research and scholarly study; they are our *raison d'être* as guardians of Canada's material heritage; and they lie at the heart of our exhibitions and public programs. To use a timely analogy, artifacts are to museums what athletes are to the Olympic Games: they are the central focus of virtually everything we do.

With help from our CMCC *National Collection Fund* and the generosity of individual donors, our Museums made important acquisitions this year. I note in particular the War Museum's acquisition of the First World War medal set of Lieutenant-Colonel Robert Shankland, recipient of both the Victoria Cross and the Distinguished Conduct Medal. The medals are symbols of LCol Shankland's personal heroism, and they also symbolize the service and sacrifice of all veterans.

This has been a strong year for artifacts acquisition in many categories. A list of major items can be found on page 41. Altogether, the increase in the number and quality of artifacts received by our two Museums has been one of the outstanding achievements of this year — and among the great contributions we have made to the country's future historical awareness.

## PARTNERSHIPS

The Corporation and its Museums have a long record of working with other Canadian institutions to document, interpret and present our national stories. With the encouragement of the Board of Trustees, we are building on that legacy of partnership and collaboration, expanding initiatives and new projects.

For example, we have signed an agreement with the Canadian Museum of Nature to develop a travelling exhibition about the incredible **Canadian Arctic Expedition of 1913–1918**. We are also collaborating with the Musée de la civilisation de Québec to create a uniquely Canadian version of **God(s): A User's Guide**, a highly acclaimed international exhibition.

These collaborative initiatives will benefit all participating institutions and their visitors. We aim to make such collaboration more common in the future.

### INTERNATIONAL OUTREACH

The Corporation is also becoming more engaged internationally. Working with museums and other partners around the world, we are bringing Canadian information and stories to foreign audiences, and bringing to Canada compelling stories from abroad. In the process, we are enhancing Canada's international profile and reputation. As a national institution, we are uniquely positioned to forge these links with our counterparts in other countries.

This year, the exhibition **First Peoples of Canada: Masterworks from the Canadian Museum of Civilization** embarked on a three-continent journey to Germany, Japan and Mexico. The exhibition highlights for an international audience the diversity, continuity and creativity of Canada's First Peoples from earliest times to the present day.

The War Museum worked with the Imperial War Museum in London, England, to present an exclusive North American engagement of the hit exhibition **Camouflage: From Battlefield to Catwalk**. The partnership underlines the CWM's international outlook and standing, with benefits that flow to Canadian audiences.

### SPECIAL EXHIBITIONS

The most complex international exhibition project this year was **Afghanistan: Hidden Treasures**, organized in collaboration with the National Geographic Society. This required an

agreement with the Government of the Islamic Republic of Afghanistan, and support in many ways from four departments of the Government of Canada. Previously unknown treasures were put on display, supplemented by extensive public education programs to examine the complex history of that important, war-torn country.

Special exhibitions with a Canadian theme complement our permanent galleries and explore Canada's history in its social, cultural and military dimensions. Exhibitions coming from abroad serve to broaden our horizons and place our history, beliefs and achievements in a global context. On both counts, our Museums performed exceptionally well this year.

Energized by our recent success and the new Strategic Directions adopted by our Trustees (detailed elsewhere in this Report), we look forward to the opportunities and challenges of the year ahead.

On a personal note, I want to express my appreciation to the Board of Trustees and its Chairman, Mr. Fredrik Eaton, and to the Minister of Canadian Heritage, the Honourable James Moore, for inviting me to serve for an additional period as President and CEO of the Corporation. I welcome the opportunity to contribute further to the renewal of senior staff and operations, reinforcing the Museums' firm direction during the next decade in a remarkably dynamic period of world development.



Dr. Victor Rabinovitch



## HIGHLIGHTS

### MAJOR ACQUISITIONS

The Canadian Museum of Civilization enriched its unrivalled collection of Inuit prints with an exceptionally large and important acquisition of two major sets. The largest comprises 554 original, limited-edition works of art from the renowned Cape Dorset studio. The Museum also acquired, at auction, a historic silver tankard that belonged to prominent United Empire Loyalist John Stuart. The tankard was made by silversmith Elias Boudinot in 1742.

The Canadian War Museum purchased, at auction, the LCol Robert Shankland medal set, which includes the Victoria Cross. With this acquisition, the War Museum now houses 30 of the 94 Victoria Crosses awarded to Canadians.

### RESTORATION

After many years' work, the Canadian War Museum completed the restoration of its Fordson Emergency Food Van, a mobile kitchen used in Britain during the Second World War to bring meals to both civilians and rescue workers. The van was acquired and restored with generous contributions of time and money by the Friends of the Canadian War Museum, a volunteer organization.

### APPOINTMENT

In May 2009, Chantal Schryer was appointed Vice-President of Public Affairs and Publishing at the Museum of Civilization Corporation. Ms. Schryer is a professional communicator with 25 years of experience. As a specialist in strategic communications, she brings to her position extensive experience with industry, government organizations and the academic community. Prior to her appointment, Ms. Schryer was Director of Communications and Parliamentary Affairs with Canada's International Development Research Centre.



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**LEFT:**  
Silver tankard  
acquired thanks  
to the *National  
Collection Fund*.

**RIGHT:**  
Conservator  
Christina Bates  
holding the artifact.

Marie-Louise Deruaz



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Steven Darby

### ARTIFACT

During her last mission to the International Space Station aboard Space Shuttle *Endeavour*, Canadian Space Agency astronaut Julie Payette took a replica of Samuel de Champlain’s astrolabe with her. This astrolabe is one of the Museum’s icons of national history. Following the mission, Ms. Payette returned the replica of the famous artifact to the Museum at a special event, during which she told an enthusiastic audience about her latest journey into space.

### IMPORTANT PARTNERSHIPS

The Canadian Museum of Civilization and the Canadian Museum of Nature signed a partnership agreement to share their expertise. The two museums are developing a travelling exhibition about one of the most compelling sagas of exploration and discovery in Canadian history: the storied **Canadian Arctic Expedition of 1913–1918**.

The Canadian Museum of Civilization also signed its first partnership agreement with the Musée de la civilisation in Québec. This partnership involves the development of a uniquely Canadian version of **God(s): A User’s Guide**, a highly successful international exhibition created in 2006 by the Belgian design firm Tempora for the Museum of Europe in Brussels.



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Steven Darby



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Marie-Louise Deruaz

**LEFT:**  
Astronaut Julie Payette during her visit to the Museum.

**RIGHT:**  
Samuel de Champlain’s original astrolabe.



Amélie Breton, Perspective



Martin Lipman

**LEFT:**  
Claire Simard, Director of the Musée de la civilisation, and Dr. Victor Rabinovitch, signing the partnership agreement.

**RIGHT:**  
Joanne DiCosimo, President and CEO of the Canadian Museum of Nature, and Dr. Victor Rabinovitch, signing the partnership agreement.



## TECHNOLOGY

The Canadian Museum of Civilization became the first museum in Canada, and one of the first in the world, to introduce an innovative application for BlackBerry and iPhone. The Museum can now provide access to its audioguides and other Museum information through BlackBerry, iPhone and iPod Touch devices. This mobile application was developed in partnership with Tristan Interactive of Ottawa.

## WINTERLUDE

The Museum of Civilization was proud to partner this year with the National Capital Commission for Winterlude. The Museum was one of the official sites for the launch of activities celebrating the opening of the 32nd edition of this annual winter festival. Programming included a spectacular fireworks display and outstanding artistic and musical presentations.

## MAJOR EXHIBITIONS

The acclaimed exhibition **Afghanistan: Hidden Treasures** showcased exquisite, rare artifacts from the National Museum in Kabul and told the incredible story of how they survived war and chaos in Afghanistan, hidden away for 20 years by a group of courageous Afghans.

At the Canadian War Museum, the exhibition **Camouflage** traced the development of military concealment over the past century, from soldiers' uniforms and decoys to the use of camouflage-inspired patterns in fashion and design.



### LEFT:

Festivities and fireworks for the official launch of Winterlude 2010.

### RIGHT:

Indoor activities for Winterlude.

Mathieu Girard



Mathieu Girard

## AWARDS

On October 14, 2009, at a special evening event in the City of Québec, the Canadian Museum of Civilization Corporation received an Award of Excellence from the Société des musées québécois in the "Major Institution" category, for the exhibition **Tombs of Eternity: The Afterlife in Ancient Egypt**. This very popular exhibition, presented at the Museum from December 19, 2008 to August 16, 2009, attracted more than 215,000 visitors. This was the Museum's first award from the Société des musées québécois.

At the 2010 Ottawa Tourism Awards, presented on March 25, 2010 at the Casino du Lac-Leamy, the Canadian War Museum was honoured by the nomination of its exhibition **Camouflage** as "Event of the Year." **Camouflage**, produced in partnership with the Imperial War Museum in London, England, opened at the War Museum on June 5, 2009, and had attracted more than 138,000 visitors as of March 31, 2010.



Members of the exhibition team with the Award of Excellence. From left to right: Justin Lenczewski, Steve Lévesque, Julie Leclair, Karine Lelièvre, Matthew Betts and Jean-Marc Blais.

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Steven Darby





Marie-Louise Deruaz IMG2009-0142-0002-Dm



Steven Darby IMG2009-0116-0001-Dm

**CANADIAN MUSEUM OF CIVILIZATION CORPORATION**

## MANDATE

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

### GUIDING PRINCIPLES

The Corporation's work is guided by five essential principles:

#### **Knowledge**

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

#### **Choice and Respect**

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

#### **Authenticity**

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

#### **Coherence**

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

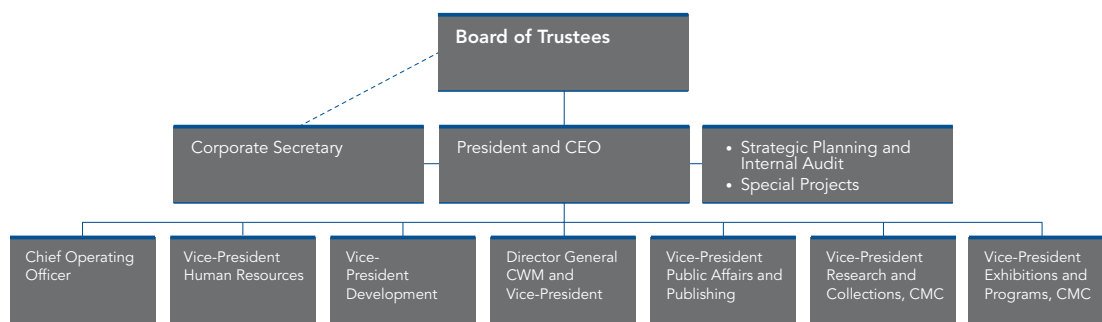
#### **Canadian Perspectives**

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

## CORPORATE GOVERNANCE

The Corporation is governed by a Board of Trustees of 11 members appointed by the Governor-in-Council. The Board is responsible for fulfillment of the policies and overall financial management of the Corporation's affairs, and reports to Parliament through the Minister of Canadian Heritage. During 2009–2010, seven committees supported the Board of Trustees. These committees met regularly before Board meetings, and made their recommendations to meetings of the Board. Each Member has duties on at least one committee.

### CANADIAN MUSEUM OF CIVILIZATION CORPORATION



### BOARD COMMITTEES

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

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

The **Finance and Compensation Committee** advises the Board on accountability and planning, in relation to finance and compensation.

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

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

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

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



## CORPORATE OFFICERS

### **Victor Rabinovitch**

President and Chief Executive Officer

### **David Loye**

Chief Operating Officer

### **Mark O'Neill**

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

## MEMBERS OF THE CORPORATION'S EXECUTIVE COMMITTEE

### **Jean-Marc Blais**

Vice-President, Exhibitions and Programs

### **Francine Brousseau**

Vice-President, Development  
(until June 2009)

### **Michèle Canto**

Director, Marketing and Business Operations

### **Michel Cheff**

Director, Special Projects

### **Odette Dumas**

Acting Vice-President, Public Affairs and  
Publishing (until May 2009)

### **Elizabeth Goger**

Vice-President, Human Resources and  
Acting Vice-President, Development  
(since July 2009)

### **David Loye**

Chief Operating Officer

### **Moira McCaffrey**

Vice-President, Research and Collections

### **Dean Oliver**

Director, Research and Exhibitions,  
Canadian War Museum

### **Mark O'Neill**

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

### **Victor Rabinovitch**

President and Chief Executive Officer

### **Chantal Schryer**

Vice-President, Public Affairs and Publishing  
(since May 2009)



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**LEFT:**  
Seated:  
**J.L. Granatstein**,  
Trustee;  
**Linda Cardinal**,  
Trustee.  
Standing:  
**Fiona Robin**,  
Trustee.  
**RIGHT:**  
Seated:  
**Duncan Dee**,  
Trustee;  
**Stéfanie Pelletier**,  
Trustee.  
Standing:  
**Ken Langille**,  
Trustee;  
**Ruth Ramsden-Wood**,  
Trustee.

Marie-Louise Deruaz



IMG2010-0071-0002-Dm

Marie-Louise Deruaz



IMG2010-0071-0001-Dm

**LEFT:**  
Seated:  
**Fredrik Stefan Eaton**,  
Chair;  
**André E. Audet**,  
Vice-Chair.  
Standing:  
**Laurie M. Watson**,  
Trustee;  
**Judith Baxter**,  
Trustee.  
**RIGHT:**  
Seated:  
**Mark O'Neill**,  
Director General,  
Canadian War  
Museum,  
Vice-President of  
the Corporation and  
Corporate Secretary;  
**Dr. Victor Rabinovitch**,  
President and Chief  
Executive Officer.  
Standing:  
**David Loye**,  
Chief Operating Officer.

Marie-Louise Deruaz



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Marie-Louise Deruaz

## MEMBERS OF THE BOARD

### **André E. Audet**, Vice-Chair

*Montréal, Quebec*

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

### **Judith Baxter**, Trustee

*Clifton Royal, New Brunswick*

Judith Baxter is a retired businessperson who was a founding director of the Kingston Farmers Market and the Clifton Royal Recreation Council. She is also a founding director of the John Fisher Memorial Museum, and served as volunteer museum co-ordinator from 1972 to 2007.

Ms. Baxter has worked as an artist, writer and commercial illustrator, and sits on the Board of the New Brunswick Museum.

### **Linda Cardinal**, Trustee

*Ottawa, Ontario*

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

### **Jean-Claude Cyr**, Trustee

*Montréal, Quebec*

*(Until August 2009)*

Jean-Claude Cyr has extensive experience in business and finance. Since 2003, he has been

a consultant with several firms, including Magil Laurentian and Groupe Dayan. From 1995 to 2004, he served as Senior Vice-President and Vice-President of the Caisse de dépôt et placement du Québec. Mr. Cyr has also served for many years on the boards of CDP Capital Hypothèques and the Musée d'art contemporain de Montréal, and more recently on the boards of CADIM-dettes immobilières and MCAP Financial Corporation in Toronto.

### **Duncan Dee**, Trustee

*Ottawa, Ontario*

In April 2009, Duncan Dee was appointed Executive Vice-President and Chief Operating Officer of Air Canada, overseeing all of the company's operations and customer service functions. His extensive background in marketing and communications includes his position as Executive Vice-President, Customer Experience at Air Canada, where he was responsible for all aspects of the customer experience throughout the airline's worldwide network. In 2004, he received Canada's Top 40 under 40 Award, which recognizes Canadian leaders of today and tomorrow.

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

*Toronto, Ontario*

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

### **J.L. Granatstein**, O.C., Trustee

*Toronto, Ontario*

Well-known military historian Jack Granatstein has held many positions at York University, and was Director and CEO of the Canadian War Museum from 1998 to 2000. From 2001 to 2007, Dr. Granatstein was a member of the Board of Directors of the Canadian Defence and Foreign Affairs Institute, and was Chair of its Advisory Council. An Officer of the Order of Canada, he is also the recipient of seven honorary degrees

and many other honours, including the National History Award from the Organization for the History of Canada.

**Ken Langille**, Trustee

*New Glasgow, Nova Scotia*

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

**Stéfanie Pelletier**, Trustee

*Montréal, Quebec*

Stéfanie Pelletier is a chartered accountant whose professional background includes work in taxation, financial planning and management. From 1995 to 2002, she worked in certification services for Ernst & Young in their Québec, Montréal and Paris offices. From 2005 to 2010, she was Chief Financial Officer for the Canadian operations of the French Bank Société Générale, where she was previously Director of Internal Audit. She is currently the Vice-President, Finance at the Laurentian Bank of Canada.

**Ruth Ramsden-Wood**, Trustee

*Calgary, Alberta*

Ruth Ramsden-Wood, who has 30 years of experience as a school principal and community leader, is currently President of the United Way of Calgary and Area. She also serves on the Board of Directors for the Calgary Homeless Foundation, and is a member of the Diversity Calgary Leadership Council. She has a Master's degree from Columbia University in New York City.

**Fiona Robin**, Trustee

*Vancouver, British Columbia*

*(Since August 2009)*

Fiona Robin is currently a partner with Shuman Daltrop Basran & Robin, a Vancouver-based family law firm, and plays an active role within the legal community. She is a founding member of the Family Law Advocates Group, and is the

author of several articles about continuing legal education on family law. Ms. Robin also serves on the Board of the Developmental Disabilities Association in Vancouver.

**Laurie M. Watson**, Trustee

*Calgary, Alberta*

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

## STRATEGIC DIRECTIONS AND ACHIEVEMENTS

In June 2009, the Corporation's Board of Trustees approved four new Strategic Directions to shift priorities and emphasis, promote innovation, and broaden the Corporation's scope of activities. These are essential in fulfilling the Corporation's national mandate, while also promoting a high standard of museological excellence. A detailed set of goals and objectives addresses each issue. For the 2009–2010 fiscal year, the Corporation is pleased to report the following results related to each of these strategic directions. Additional results can be found throughout the Annual Report.

### STRATEGIC DIRECTION ONE: MUSEOLOGICAL EXCELLENCE AND RELEVANCE

#### Objective

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

#### Goals

The Corporation will:

- Pursue the goal of helping Canadians understand their culture and history through research, exhibitions and public programs that focus on advancing knowledge of Canadian history and exploring subjects of relevance.
- Strive to reflect diverse Canadian experiences and Canada's many regions.
- Redirect internal resources to enhance national outreach initiatives with a strong Travelling Exhibition Program.
- Increase the focus on national programming initiatives through its newly created Travelling Exhibitions, Planning and Partnerships division.
- Respond to the changing face of Canada by continuing to adapt programming and promotion.
- Aim to attract new audiences across Canada through well-developed initiatives.

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

- In the **Grand Hall**, access was improved to the entire Hall's exhibits and a unifying storyline was developed for interior exhibits. Work continued on ensuring the protection and preservation of totem poles and house fronts, including completion of a final design for barriers around the totem poles.
- In the **Canada Hall**, work continued on both the Toles School and the From Rebellions to Confederation modules, which advanced from planning to implementation.
- In the **First Peoples Hall**, work continued on the design of a striking new exterior for the entrance, which emphasizes the Hall's four themes.

### NEW SPECIAL EXHIBITIONS

- At the Museum of Civilization:  
**Afghanistan: Hidden Treasures; Profit and Ambition: The Canadian Fur Trade, 1779–1821; Her Majesty's Stamps; Mythic Beasts: Dragons, Unicorns and Mermaids; and Building Brainstorm.**
- At the War Museum:  
**Camouflage: From Battlefield to Catwalk and 1759–2009: The Battle of the Plains of Abraham.**



### SPECIAL EXHIBITIONS

Museum of Civilization	5 Opened	11 Presented
War Museum	2 Opened	8 Presented

### TRAVELLING EXHIBITIONS

Museum of Civilization	11 Exhibitions	18 Venues	339,350 Attendance
War Museum	4 Exhibitions	3 Venues	33,650 Attendance

### RESEARCH

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

### ACQUISITIONS

- The Museum of Civilization acquired more than 3,250 **new artifacts** through donations or purchases, in some 165 separate acquisition transactions.
- The War Museum acquired 370 **artifacts** through 87 accession lots.

### OUTGOING LOANS OF ARTIFACTS

- As part of their national outreach, both Museums loan artifacts from their collections to other institutions.

- The Museum of Civilization alone loaned 275 **artifacts** to 21 institutions, and circulated 140 artifacts to other institutions through its Travelling Exhibitions Program.

## STRATEGIC DIRECTION TWO: BRINGING THE MUSEUMS TO CANADIANS

### Objective

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

### Goals

The Corporation will:

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

The Corporation will expand partnership opportunities with national institutions, other museums, schools, colleges and universities, historical societies, public libraries, professional organizations, tourism bureaus and hotels, non-profit and veterans' organizations, community groups, festivals, and other groups and organizations. Its international partners will enable the Corporation to project Canadian heritage to the world, and bring world cultures to Canadians.

## PUBLIC PROGRAMS

- At the **Museum of Civilization** (excluding the Children’s Museum and the Postal Museum): 178 public programs/31,682 participants
- At the **Children’s Museum**: 597 activities/ 56,179 participants
- At the **Postal Museum**: 11 activities/ 633 participants
- At the **War Museum**: Remembrance Week programs attracted about 2,000 visitors.

## MUSEUM OF CIVILIZATION PROGRAMS

<b>School Programs</b>	<b>1,469</b> Number of Groups	<b>38,197</b> Number of Participants
<b>Reserved Programs*</b>	<b>167</b> Number of Programs	<b>5,698</b> Number of Participants
<b>All Other Programs</b>	<b>439</b> Number of Programs	<b>53,409</b> Number of Participants
<b>Volunteer Interpreter Program</b>		<b>67,833</b> Number of Participants
<b>Dramamuse</b>	<b>1,646</b> Number of Performances	<b>121,491</b> Number of Participants

\* Ticketed events and Children’s Museum revenue programs

## WAR MUSEUM PROGRAMS

<b>Public Programs</b>	<b>36</b> Number of Programs	<b>3,378</b> Number of Participants
<b>School Programs</b>	<b>126</b> Number of Programs	<b>3,520</b> Number of Participants
<b>Group Orientations</b>	<b>728</b> Number of Group Orientations	<b>37,775</b> Number of Participants
<b>Animations</b>	<b>275.5</b> Gallery Animation Days*	<b>31,300</b> Number of Participants**

\* 13 different Gallery Animations were provided

\*\* Including Camouflage gallery animations, which reached 11,115 visitors

## GUIDED TOURS

- Guides provided 775 **reserved guided tours** to almost 34,000 visitors, and 235 specialized tours to around 1,370 people.

## A CLIENT-FOCUSED APPROACH

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

understanding” and “seeing something new/ unusual/different” (61%).

able to better assess the ease of use of the websites and the web visitors’ interests.

Summer 2009	MUSEUM OF CIVILIZATION	WAR MUSEUM
<b>Expectations:</b>		
Exceeded/all met/most met	95%	96%
<b>Overall rate:</b>		
Very satisfied/satisfied	94%	97%
<b>In comparison to others:</b>		
Excellent/good	92%	93%
<b>Overall value-for-money:</b>		
Excellent/good	88%	85%

### AUDIENCE OUTREACH

Museum of Civilization Visitors: 1,173,000  
 War Museum Visitors: 421,000  
 Circulation of Promotional Material\*: 514,000  
 Advertising Reach: 123,000,000  
 Publications\*\*: 9

\* Includes *Lure Brochure, Visitors’ Guide, This Week at the Museum*, rack cards, posters, floor plans, tourism fact sheet, brochures and IMAX® rack cards and posters.

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

### ONLINE SERVICES

- The Corporation’s **Library and Archives Catalogue** includes over 485,000 records, with close to 75,000 online documents.
- Since 2000, 1,150,000 searches have been made through the catalogue. In 2009, 139,000 searches took place.
- As part of **Canadian Culture Online**, the Museum of Civilization has catalogued and digitized over 3,000 objects from the collection, and over 3,080 items from the archives.

### COMMUNICATION OF KNOWLEDGE

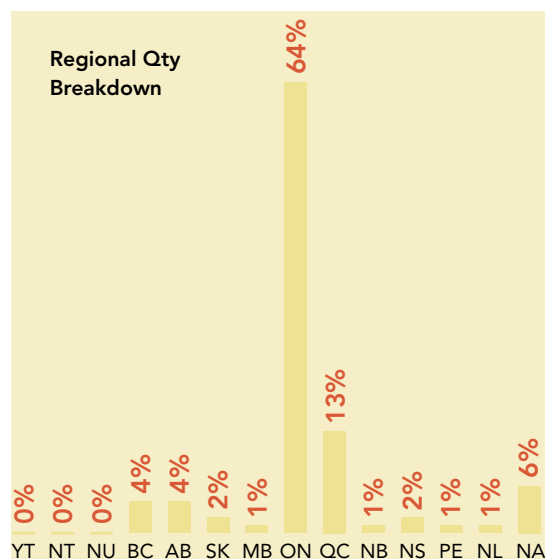
- **Museum of Civilization:** the **Library** had over 6,300 onsite visitors, and responded to over 2,200 requests. The **Archives** received over 3,100 information requests. Some 1,319 people consulted the Archives on the premises.
- **War Museum: The Military History Research Centre** welcomed 6,098 visitors, responded to 2,953 requests for information, and 8,774 documents were circulated and 7,219 archival documents and rare books were consulted onsite.

### CIVILIZATION.CA AND WARMUSEUM.CA

- For 2009–2010, the Corporate **website** had a total of 17.3 million page views and 2.8 million visits. The Corporation has fully implemented the new Web analytics software which captures user statistics more accurately and reduces duplicate entries for the same visitor. Combined with the improved navigation of the websites, the Corporation will be

### MEDIA RELATIONS

- 5,976 news items (16 items per day)
- 92% positive or neutral
- Potential audience reach of 314.4 million
- Coverage spans all ten provinces and three territories, with the majority of coverage in Ontario, followed by Quebec, British Columbia and Alberta, in addition to coverage obtained through national media (**See graph below**).
- Media coverage includes radio, television, Internet, magazines and daily newspapers, as well as community and ethnic papers.



## PUBLICATIONS

- The Corporation introduced four new titles. Three Mercury volumes exceeded their original print runs, and required reprinting this fiscal year.



## ARTICLES AND PRESENTATIONS

- Researchers and staff from different areas of both Museums authored more than 54 **articles and reviews**, and gave over 75 **presentations and lectures** in Canada and abroad.

## SHARING OF EXPERTISE

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

## STRATEGIC DIRECTION THREE: FOCUS ON RESULTS

### Objective

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

## Goals

The Corporation will:

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

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

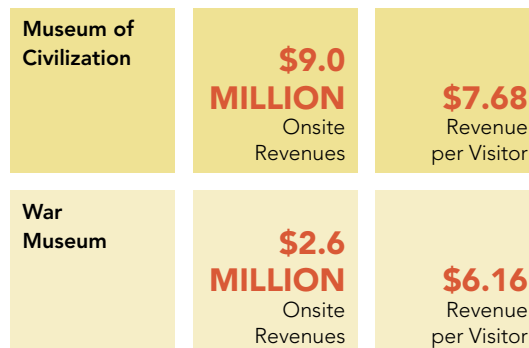
## INTEGRATION

- The Corporation allocates common resources and expertise in the areas of marketing and tourism, exhibition production, research, public relations, human resources, financial administration, and facilities operations and maintenance.
- In many areas, management applies common standards and processes in both Museums.

## REVENUES

- Operating revenues were \$12.8 million (includes general admission, the IMAX® Theatre, boutique sales, facility rentals, food services, parking, membership, travelling exhibitions, etc.).

## REVENUES FROM ONSITE ACTIVITIES



## HUMAN RESOURCES MANAGEMENT

- Two new Collective Agreements were negotiated and ratified in 2009. A strike by members of PSAC was settled through direct bargaining.
- The Corporation settled its Pay Equity complaint with the Public Service Alliance of Canada, and implemented its revised Job Evaluation Plan.
- The Corporation developed a Human Resources Succession Plan which helps attract and retain management and staff, while also preparing for renewal.
- The Corporation actively promoted the Government of Canada's Official Languages policy.

## BUILDING INFRASTRUCTURE

- The IMAX Theatre was renovated, including the installation of a 3D projection system.
- Retrofit was undertaken of the aging special exhibition Gallery C and new Boutique.
- Rehabilitation of the children's park site continued.
- Renovations to the parking garage included replacement of the access ramp and snow-melting system, and complete repainting.
- Work progressed on the Plaza renewal project.
- Plaza stairwell skylights were replaced and new ventilation installed.

## STRATEGIC DIRECTION FOUR:

### FUNDING AND FUNDRAISING

#### Objective

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

#### Goals

The Corporation will:

- Continue to enhance its financial and operational viability through innovative and disciplined management.
- Continue its efforts to increase earned and donated revenues.

- Seek to maintain or increase current levels of public funding.

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

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

## FUNDRAISING

- Fundraising activities contributed \$795,820. This amount included \$388,340 in donations, \$277,500 in cash sponsorship and in-kind sponsorship of \$129,980.
- Contributions to the *National Collection Fund* totalled \$173,585.

## PARTNERSHIPS

- By working with other institutions, especially on exhibition development and special events, the Corporation can pursue its goals more efficiently and economically. In 2009–2010, the Corporation partnered with numerous organizations, including institutions within the Canadian Heritage Portfolio, other federal government departments and agencies, provincial and municipal institutions, community organizations, international organizations and the private sector. It also forged partnerships for sharing and developing exhibitions with other countries.

## GOVERNMENT SUPPORT

- The Government of Canada responded to Museum requests to recognize special needs for capital repairs and operating pressures. Funding of \$6.2 million was provided for 2009–2010.
- Reductions in targeted activities identified in Strategic Review enabled savings of \$3.3 million.



## OPERATIONS

The Corporation continually seeks to improve its delivery of programs and services. Given the challenging economic environment, the Corporation continued its efforts in 2009–2010 to control operating costs while maximizing its self-generated revenues.

### CLIENT SERVICES

Client Services staff cater to visitors at both Museums in a variety of ways. In 2009–2010, guides gave 775 reserved guided tours to more than 33,600 visitors, and approximately 235 specialized tours to another 1,370 people. These included public tours; VIP tours for local, national and international dignitaries; and tours to familiarize travel and tourism industry professionals with what the Museums offer. In addition, the Visitor Services division — created to consolidate frontline service delivery — continued to focus on improving the quality and consistency of its services.

### CALL CENTRE

The Call Centre manages all incoming calls to the Museums, promoting and booking the Corporation's products and services. It also handles group reservations and responds to all requests for information. In 2009–2010, the Centre maintained an average of 2,400 calls per month, a decrease of only 4 per cent over 2008–2009. This decrease is attributed to an increase in e-mail inquiries and online responses. The Call Centre also managed an average of 226 group reservations per month, a decrease of 44 per cent compared to the previous year. This decrease was due in large part to tour cancellations resulting from the H1N1 virus, closure of the IMAX® Theatre for renovations, and a labour dispute in autumn.

### BOUTIQUES

In 2009–2010, the Museum of Civilization's overall boutique sales were down 17 per cent from the previous year. Given the exceptionally difficult business environment, the Museum is pleased with this result. The challenges in 2009–2010 not only included reduced numbers

of tourists and visitors, but also lower retail sales as a result of the recession. The Museum introduced reusable eco-friendly bags, and by March 31, 2010 had sold over 3,500. Staff also began renovating and consolidating two retail outlets into one new location.

### FACILITY RENTALS AND FOOD SERVICES

During 2009–2010, revenues from these areas were 24 per cent lower than in 2008–2009 (a record year). Negative factors were the decline in tourism and the impact of the labour dispute. The Museum saw increased booking activity in early 2010, and expects to achieve improved revenues in 2010–2011.

### MAINTENANCE OF BUILDING INFRASTRUCTURE

The Corporation completed several major capital projects last year, as part of an ongoing program of infrastructure renewal for the Canadian Museum of Civilization. These repairs included the renovation of the IMAX® Theatre and the installation of a 3D projection system; retrofit of the aging special exhibition Gallery C and new Boutique; and rehabilitation of the children's park site. Renovations to the parking garage included replacement of the access ramp and snow-melting system; repainting of both parking levels; and substantial progress on structural repairs and garage roof repairs, both of which are scheduled for completion in 2010–2011. In addition, work progressed on the Plaza renewal project, also scheduled for completion in 2010–2011. The Plaza stairwell skylights were replaced and new ventilation installed.

In 2009–2010, the Corporation participated in the annual International Association of Museum Facility Administrators benchmarking study. This study, which shares industry best practices, will help the Corporation ensure that its two Museum facilities are efficiently managed and operated.

### INFORMATION TECHNOLOGY

The Corporation completed several major projects in the area of information technology, including the introduction of Voice over Internet Protocol (VoIP) technology to replace its aging telephone systems; upgrade of its Wide Area Network infrastructure; the introduction of WiFi access to selected Museum locations; upgrade of the Museum's Library system; the introduction of a new Contact Management System; and the installation of linked video screens to improve Box Office visitor information.

### FINANCIAL AND ADMINISTRATIVE SERVICES

In late 2009, the Public Sector Accounting Board issued new guidelines that provide the Corporation with several options for financial reporting standards. The Corporation will therefore be selecting a new standard in 2010, with implementation planned for the 2011–2012 fiscal year.



Aerial view of installations (Voyageurs Cafeteria and Café du Musée) at the Museum of Civilization.

## HUMAN RESOURCES

The Corporation continues to recruit qualified candidates and conduct training and development activities. Its yearly performance evaluations for employees and senior management ensure satisfactory performance and identify training and development requirements. Through sound management systems, the Corporation fosters a work environment that supports employee productivity, creativity, teamwork, effectiveness, quality service to clients and accountability. The Corporation's commitment to succession planning ensures the preservation of corporate memory and the transfer of knowledge at both Museums.

### LABOUR RELATIONS

Two new Collective Agreements were negotiated and ratified in 2009. The Corporation reached a three-year agreement with the Professional Institute of the Public Service in November 2008, which is effective from October 1, 2008 to September 30, 2011. A four-year agreement was reached with the Public Service Alliance of Canada (PSAC) in December 2009, which is effective from April 1, 2009 to March 31, 2013. The PSAC agreement was reached after an 87-day strike.

### PAY EQUITY

The Corporation settled its Pay Equity complaint with the Public Service Alliance of Canada and implemented its revised Job Evaluation Plan in November 2009. All employees who were entitled to receive a retroactive payment were notified, and payments were made to active employees at the end of February 2010. Outstanding payments were also made to a small number of former employees. This file is now closed.

### CORPORATE TRAINING AND DEVELOPMENT AND SUCCESSION PLANNING

The Corporation continued to provide staff with training and development opportunities in line with individual, divisional and corporate objectives. All training — including on-the-job training through temporary or acting assignments, and coaching and mentoring activities — was provided to support employees'

career development and the Corporation's succession planning process.

### RESEARCH FELLOWSHIP PROGRAM

For a fourth consecutive year, the Corporation advertised its Research Fellowship Program at various universities across Canada; the program is also posted on the CMCC website. The objective is to enhance the quantity and quality of museum-based scholarship, develop professional multidisciplinary research networks, and identify potential candidates for future employment. The program also enables the Corporation to embark on new research projects.

This program has brought exceptional scholars with diverse expertise to the Museums' research and collections activities. Because of the positive results and ongoing interest, the Corporation will continue this program in 2010–2011.

### OFFICIAL LANGUAGES

The most recent annual review by the Official Languages Branch (OLB) of the Public Service Human Resources Agency concluded that the Corporation is successfully meeting its official languages obligations. The OLB noted the high level of language proficiency (96 per cent) among Museum employees who provide services directly to the public. The OLB also recognized the Corporation's efforts to maintain strong performance in both official languages in its visitor services sector, on the Web, and in its

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

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

### CORPORATE VOLUNTEERS

During the past fiscal year, 388 volunteers contributed over 26,800 hours on 68 volunteer projects at the CMC and the CWM. Volunteers assist with research, craft preparation, visitor interpretive programs, direct mail campaigns and other activities. The Corporation is very pleased with the calibre and dedication of its volunteers.

### POSTAL MUSEUM VOLUNTEERS

Since 1997, a dedicated group of volunteers has been working on the growing philatelic collection of the Canadian Postal Museum. They have sorted over 320 stamp albums, and have provided over 11,000 hours of service. As a result, over one million philatelic items have been classified and stored.

### CANADIAN CHILDREN'S MUSEUM VOLUNTEERS

Since 1997, a total of 989 volunteers have contributed over 112,214 hours of service, providing assistance with craft activities and helping with children's programs. The vast majority of these volunteers were young people between the ages of 12 and 15. This program is very beneficial to the Museum, its visitors and the young volunteers.



Restoration of the Queen's Colour by Megan Gruchy.



## MARKETING

The Corporation's marketing initiatives ensure that the public sees both the Canadian Museum of Civilization and the Canadian War Museum as primary attractions within the National Capital Region. In 2009–2010, marketing staff also worked closely with partners in the tourism industry to promote Ottawa-Gatineau as a destination. Staff also developed major marketing campaigns for **Camouflage**, **Tombs of Eternity** and **Mythic Beasts**, the three major exhibitions in 2009–2010.

### NEW INITIATIVES

The Museum launched several new initiatives in 2009–2010. Most notable is a History e-Newsletter, which had reached over 6,000 households by the end of the fiscal year. The Museum also developed, in partnership with Tristan Interactive, a mobile application for iPhone and iPod Touch — a first for Canadian museums. A similar application is now available for BlackBerry devices. Available for free, these applications feature interactive gallery floor plans, a calendar of events and audioguides. From December 19, 2009 to March 31, 2010, the application was downloaded from the iTunes App Store onto 4,757 units, and upgraded to Version 1.1 on 3,247 units.

### ADVERTISING

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

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

Advertising budgets are being shifted towards online initiatives such as enhanced microsites for priority exhibitions, Web banner ads, e-newsletters, e-flyers and Web 2.0 initiatives.

Both Museums have an active presence on Facebook, YouTube, Twitter and Flickr. As noted above, the Museum of Civilization's launch of a mobile application in December made it the first museum in Canada to connect with a national and international audience using iPhone and iPod Touch technology, followed in late March 2010 with a similar mobile application for BlackBerry devices.

Partnerships with many destination marketing organizations — such as Ottawa Tourism, Tourisme Outaouais, the National Capital Commission, the Société des attractions du Québec and Ontario Tourism Partnership Marketing — allow the Corporation to position both Museums as must-see attractions within the National Capital Region for the leisure and tour group markets. With the help of these partnerships, the Corporation intensified its efforts this past year to increase local group sales.

### THE IMAX® THEATRE

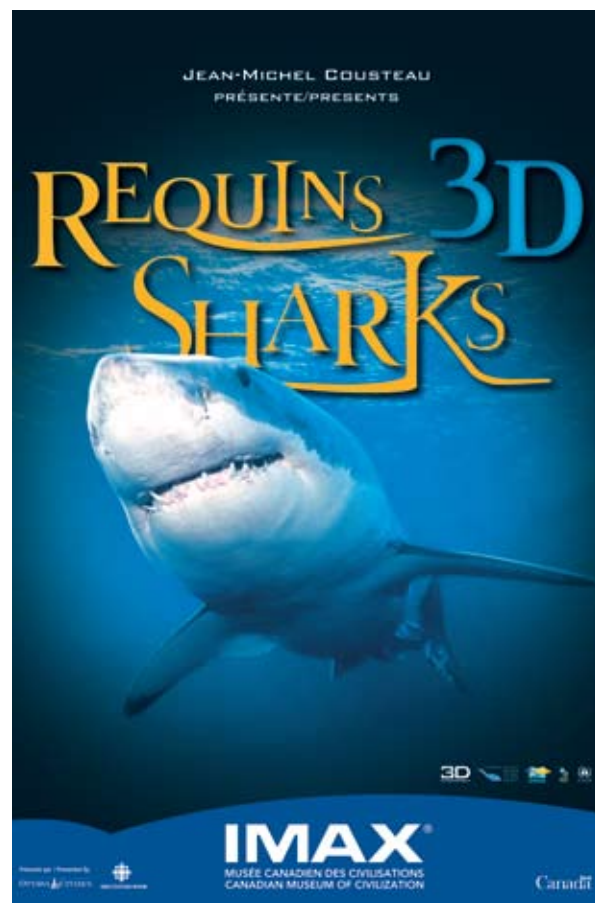
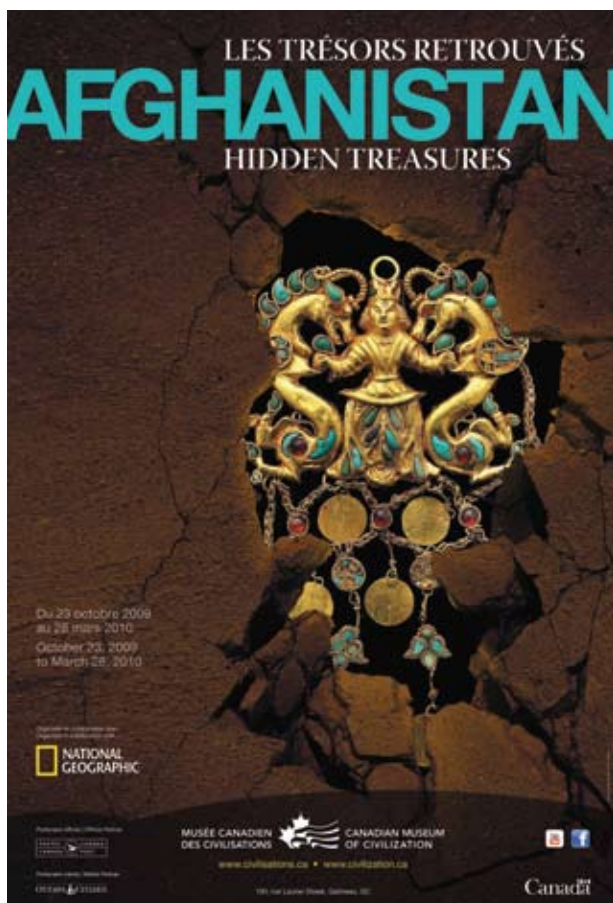
The IMAX Theatre plays an important role in communicating knowledge of human and natural history. It is also a source of revenue and market share. In 2009–2010, it attracted over 250,000 visitors and presented 22 films, 11 of which had never before been shown at the Museum.

Starting in the summer of 2009, the IMAX Theatre began regular evening presentations of feature-length Hollywood films. Visitors were very enthusiastic about these screenings and the Theatre's evening clientele expanded. The Theatre intends to build on this success.



In 2009–2010, IMAX revenues were 13 per cent below those for the 2008–2009 fiscal year, due to the seven-week shut-down for renovations. The re-launch of the IMAX 3D Theatre on March 1, 2010 resulted in an increase in both revenues and ticket sales during the final month of the fiscal year.

The renovation — the first since the IMAX Theatre opened in 1989 — has resulted in a new projector system, a new sound system and a new flat screen. It is now the only IMAX Theatre in North America able to project films in 2D, 3D and Dome formats. The IMAX industry has embraced 3D technology and, looking ahead, it is likely that most large-format films will be released in 3D. This conversion is expected to have a positive impact on the IMAX Theatre's attendance and revenues.



## DONORS AND PARTNERS

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

### DONORS

Donors include individuals and organizations from across Canada.

#### Friends of the Canadian War Museum

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

#### The Beaverbrook Canadian Foundation

A long-time supporter of the War Museum, the Beaverbrook Canadian Foundation made a substantial donation to the *National Collection Fund* in 2009–2010.

#### Richard Iorweth Thorman

A firm believer in the importance of preserving Canada's military history, Mr. Thorman has a keen interest in military vehicles. He is one of the

principal supporters of the restoration of a First World War vehicle at the War Museum that was used for training exercises in Canada during the Second World War.

A picture of this vehicle can be seen on page 64.

#### Monthly Donors

Monthly giving is a convenient way for donors to help preserve our history and encourage widespread understanding and interest in our past. By year's end, the War Museum had 23 monthly donors, whose gifts averaged \$15 per month. The number of monthly donors is expected to increase in the coming year.

#### Legacy Giving

Twenty-eight individuals have chosen to remember the Museums in their estate plans, leaving an important legacy to future generations. In 2009–2010, the Museums continued working with these individuals to ensure that their philanthropic objectives were met.



Students from Prince of Peace Elementary School participating in the School Access Program.

### Annual Giving Appeals

During this past fiscal year, the Museums benefitted from many donations received through the Corporation's Annual Giving Appeals. More than \$100,000 was donated by more than 1,150 donors. The money supported a variety of projects, including educational and public programs; archives and research work; and the acquisition, preservation and restoration of artifacts.

## SPONSORSHIP AND PARTNERSHIPS

### Sponsorship Program

The Corporation has completed the first stage in a valuation and repositioning of its corporate sponsorship and partnership program. Working with IEG, the world's leading sponsorship valuation company, the Corporation has identified opportunities for business organizations to reach out to their target audiences while supporting the Museums' programs and activities.

### Canada Post Corporation

Canada Post Corporation has become our first Official Partner. It is also the Presenting Sponsor of the Postal Museum. Since 1996, Canada Post has helped promote the Postal Museum and has provided vital support for its exhibitions, research and collection activities.

### Her Majesty's Stamps Exhibition Sponsors

Canada Post was also the Presenting Sponsor of the highly acclaimed exhibition **Her Majesty's Stamps**. The Supporting Sponsor was the Royal Philatelic Society of Canada.

### GMA Corp.

An industry leader in the design, manufacturing and support of cover, camouflage, concealment and signature management systems, GMA Corp. was the ideal Supporting Sponsor for the hit exhibition **Camouflage**. In addition to providing financial support, GMA actively promoted its relationship with the Museum to its clients and business partners. By partnering with GMA, the War Museum was able to reach new audiences, access the company's camouflage expertise, and position itself as a valuable sponsorship opportunity.

### Pitney Bowes Canada

Pitney Bowes Canada continued its support of the Postal Museum for a thirteenth consecutive year, helping to ensure the availability of programs and exhibitions that illuminate Canada's national postal heritage.

Michael Sefi, Keeper of the Royal Philatelic Collection, and Robert E. Waite, from Canada Post Corporation, share a moment on-stage at the opening of **Her Majesty's Stamps**.



Steven Darby

## DONOR AND PARTNER RECOGNITION

The Corporation deeply appreciates the generous contributions of its many donors and partners. To inform supporters about the impact of their contributions, the Corporation publishes *Inspirations*, a newsletter highlighting projects and achievements made possible by donors and partners. The Corporation also nurtures these important relationships through other correspondence, personal meetings and special events, such as this year's behind-the-scenes tour of the Canadian Museum of Civilization collections.

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

## THE NATIONAL COLLECTION FUND CAMPAIGN

The *National Collection Fund* enables both Museums to acquire artifacts with important links to Canada's history, identity and culture that might otherwise be lost from our national heritage. The Corporation is working with donors and corporate partners towards a goal of raising \$5 million. Since the launch of this campaign, donations and three very popular Costume Balls have raised over \$1.5 million for the Fund, including contributions received and pledged. Additional significant in-kind contributions have helped to underwrite the Costume Balls.

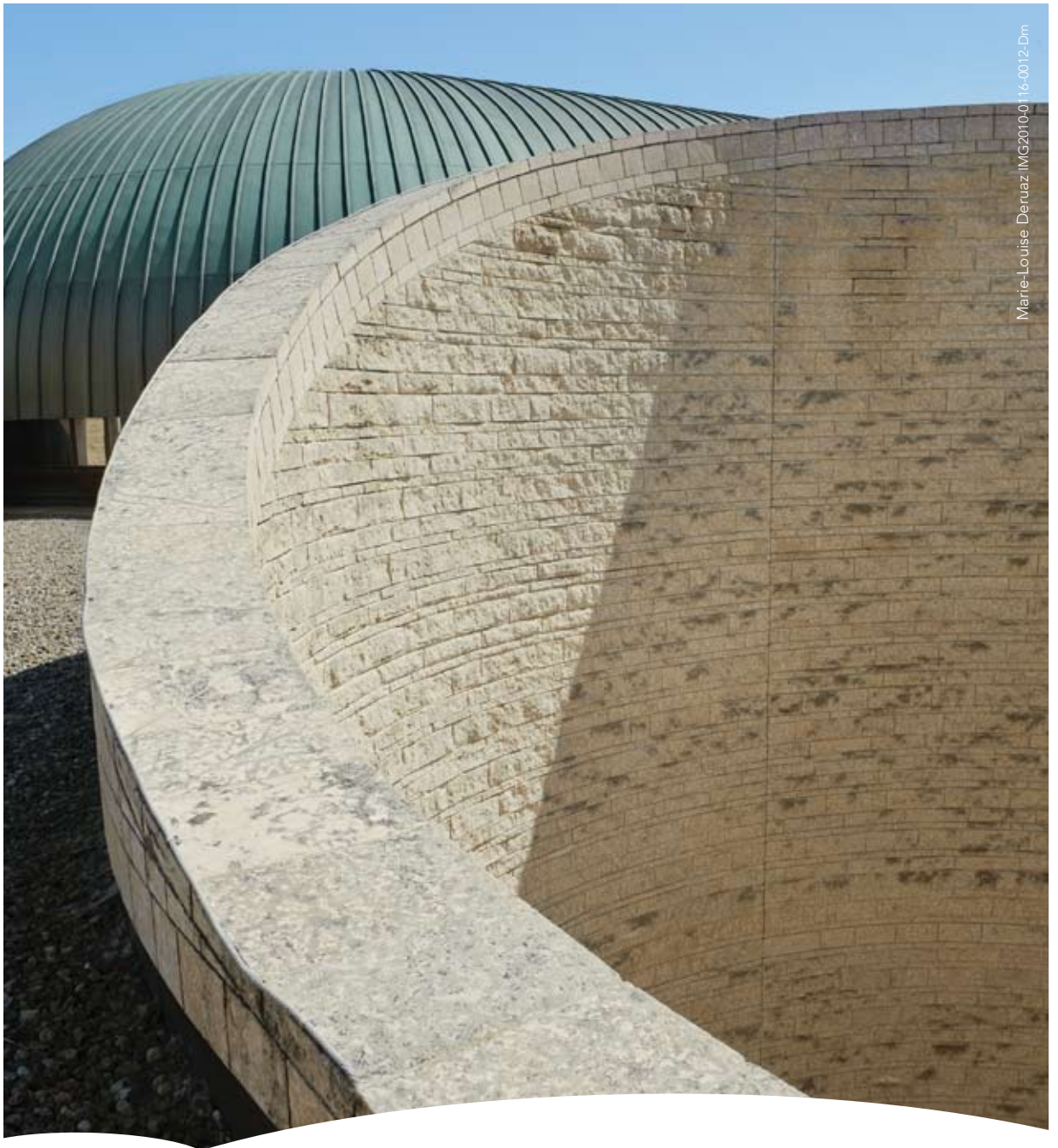
With the help of the *National Collection Fund*, in 2009–2010, the Thomas Martin painting *Lobster Fisherman Repairing Their Traps* and Robert Hyndman's *Looking North in Hull P.Q.*, found new homes at the Museum of Civilization. They will be preserved as an important part of Canada's history, along with the silver tankard owned by prominent United Empire Loyalist John Stuart. The Fund also allowed the War Museum to acquire the Victoria Cross medal awarded to Lieutenant-Colonel Robert Shankland in 1917, recognizing his courageous leadership during the battle of Passchendaele.

### **National Collection Fund Campaign Patrons**

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

The Canadian Museum of Civilization Corporation is grateful to all donors and corporate partners who have contributed to the *National Collection Fund* one of several causes supported through our fundraising efforts.





The **CANADIAN MUSEUM OF CIVILIZATION** collects, studies, preserves and presents material objects showcasing the human history of Canada and the cultural diversity of its peoples. It is Canada's largest and most popular Museum, and is also home to the Canadian Children's Museum, the Canadian Postal Museum, the Virtual Museum of New France and an IMAX® Theatre. Located in Gatineau, Quebec, the Museum of Civilization is housed in a complex of buildings designed by internationally renowned architect Douglas Cardinal.



## EXHIBITIONS

Exhibitions are one of the Museum's key means of communicating information and knowledge about the cultural heritage of Canada and other countries. Each year, the Museum presents a variety of special exhibitions. These supplement core permanent exhibitions that occupy the greatest portion of its public spaces. Exhibitions from the Museum of Civilization also travel to institutions across the country and around the world, making the Museum's work increasingly accessible and recognized, both nationwide and internationally.

### RENEWAL AND REVIEW OF PERMANENT EXHIBITIONS

#### The Grand Hall

The review of the **Grand Hall** continued throughout the past year. The renewal plan includes improved access to the Hall's exhibits and the development of a unifying storyline for the interior exhibits. This work is carried out in consultation with Aboriginal communities. Staff continued work on the protection and preservation of totem poles and housefronts, and completed the final design for barriers around the totem poles. These will enhance the security and safety of the poles, and provide more space for artifact interpretation.

#### The First Peoples Hall

**The First Peoples Hall** is the most extensive presentation on the history and culture of Aboriginal communities in Canada, illustrating the continuing story of Canada's Aboriginal peoples. In 2009–2010, staff worked on the design of a new exterior for the entrance, which emphasizes the Hall's four themes. In addition, a new design approach will allow more space for the display of works from the Museum's contemporary Aboriginal art collection.

#### Canada Hall

The extensive renewal of the **Canada Hall** continued, as work on the Toles School and the From Rebellions to Confederation modules advanced from planning to implementation. Old modules were removed and several exhibitions were refitted. The Toles School module re-creates a one-room Alberta schoolhouse built in the early 1900s by African-American immigrants from the United States. The From Rebellions to Confederation module explores the nation's political development from 1837 to 1867. In addition, work began on a plan to integrate minute-long "Heritage" vignettes within the Hall's storyline.

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

This is the latest permanent exhibition installed at the Museum of Civilization, recounting a more personal history of the founding of Canada. To keep the Hall fresh and encourage ongoing dialogue with our visitors, staff began researching and developing new exhibitions as replacements for several existing presentations of personalities.

## NEW SPECIAL EXHIBITIONS

### Afghanistan: Hidden Treasures

October 23, 2009 to April 25, 2010

This acclaimed exhibition showcased treasures that miraculously survived war and resulting chaos in Afghanistan. It was feared that many of these stunning objects from the National Museum in Kabul had been stolen or destroyed. Instead, a group of Afghan museum employees had hidden the precious artifacts, and they were rediscovered 20 years later.

The exhibition featured more than 200 artifacts, including exquisite gold jewellery, finely carved ivory, delicate glassware and superb sculptures. Dating from around 300 B.C.E. to 100 C.E., they reveal a rich and diverse succession of cultures in ancient Afghanistan.

*The exhibition was organized in collaboration with the National Geographic Society and the National Gallery of Art in Washington, D.C., in association with the Museum of Fine Arts, Houston; The Metropolitan Museum of*

*Art, New York; and the Asian Art Museum of San Francisco. The exhibition was previously presented in Paris, Turin, Amsterdam, Washington, Houston, San Francisco and New York.*

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

September 11, 2009 to February 6, 2011

This exhibition looks at the history of the North West Company and its role in bringing Western Canada into the economic and political orbit of Montréal and British North America. In the late eighteenth and early nineteenth centuries, the fur trade — in the hands of the North West Company — linked the future country of Canada together for the first time, from sea to sea.

Most of the artifacts are drawn from the Museum's own collections. Others were received on loan from institutions such as Library and Archives Canada, McGill University, the McCord Museum, the Hudson's Bay Company Archives and the Toronto Public Library.



**LEFT:**  
The exhibition  
**Afghanistan:**  
Hidden Treasures.

**RIGHT:**  
Coat, Métis, early  
1800s, presented  
in the exhibition  
**Profit and  
Ambition.**  
CMCC V-Z-15

Marie-Louise Deruaz



Marie-Louise Deruaz

**Her Majesty's Stamps***June 19, 2009 to January 3, 2010*

The Museum of Civilization was the only venue in Canada for the exhibition **Her Majesty's Stamps**, which featured more than 400 philatelic pieces. Conserved at St. James's Palace, the philatelic collection of Her Majesty Queen Elizabeth II is one of the most complete and prestigious in existence. The superb rare stamps on display included the first postage stamp in the world, as well as philatelic treasures revealing fascinating aspects of postal history in Canada.

*The Canadian Postal Museum of the Canadian Museum of Civilization is extremely grateful to Her Majesty Queen Elizabeth II for the loan of material from the Royal Philatelic Collection for this exhibition.*

**Mythic Beasts: Dragons, Unicorns and Mermaids***May 15 to September 20, 2009*

This exhibition presented artifacts and objects from a multitude of cultures, and traced the cultural roots and natural history of some of the world's most enduring mythological creatures.

**Mythic Beasts** included spectacular sculptures, paintings, textiles and specimens from the collections of the American Museum of Natural History, as well as remarkable artifacts from the collections of both the Canadian Museum of Civilization and the Canadian War Museum.

*Organized by the American Museum of Natural History, New York, in collaboration with the Field Museum, Chicago; the Canadian Museum of Civilization, Gatineau; the Australian National Maritime Museum, Sydney; and the Fernbank Museum of Natural History, Atlanta.*

The Canadian Children's Museum presented the following three special exhibitions. All three supported the Museum's commitment to developing diverse audiences and exploring sustainable living and the ways in which individuals can contribute to daily life within their communities.

**Building Brainstorm***May 31 to September 7, 2009*

This exhibition featured a fantasy architecture studio showcasing building design challenges. It taught children how to research, solve problems and experiment with building materials; how to address engineering challenges; and how their decisions affect a building's design.

**Canada Day Poster Challenge***June 28 to October 18, 2009*

In partnership with the Department of Canadian Heritage, the Children's Museum participated in the Canada Day Poster Challenge by producing and presenting an exhibition of the winning provincial and territorial posters created by children aged 5 to 18 from across Canada.

**Top Secret: Mission Toy**

This exhibition, which originated at the Canadian Children's Museum, is now on an eight-city tour of member institutions of the Youth Museum Exhibit Collaborative (YMEC). This non-profit organization comprises nine leading children's museums that represent metropolitan populations of approximately 20 million people in the United States and Canada. **Top Secret: Mission Toy** will complete its eight-city tour in 2011, and the Children's Museum will continue to benefit from incoming exhibitions through YMEC.

## PERMANENT EXHIBITIONS

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

## SPECIAL EXHIBITIONS

<b>GALLERY A</b>	<p><b>Afghanistan: Hidden Treasures</b>  <i>October 23, 2009 to April 25, 2010</i></p> <p><b>Tombs of Eternity:            The Afterlife in Ancient Egypt</b>  <i>December 19, 2008 to August 16, 2009</i></p>
<b>GALLERY C</b>	<p><b>Mythic Beasts:            Dragons, Unicorns and Mermaids</b>  <i>May 15 to September 20, 2009</i></p>
<b>GALLERY D</b>	<p><b>Her Majesty's Stamps</b>  <i>June 19, 2009 to January 3, 2010</i></p>
<b>GALLERY E</b>	<p><b>Profit and Ambition: The Canadian            Fur Trade, 1779–1821</b>  <i>September 11, 2009 to            February 6, 2011</i></p> <p><b>Glenn Gould: The Sounds of Genius</b>  <i>September 28, 2007 to May 18, 2009</i></p>
<b>GALLERY F</b>	<p><b>Old is New Again: Building Our            National Collection</b>  <i>October 6, 2008 to May 31, 2009</i></p>
<b>W. E. TAYLOR            SALON</b>	<p><b>The Canadian Museum of            Civilization's            150-Year History</b>  <i>Ongoing since May 10, 2006</i></p>
<b>CANADIAN            POSTAL            MUSEUM</b>	<p><b>The Post Goes Pop</b>  <i>November 10, 2006 to April 5, 2010</i></p>
<b>CANADIAN            CHILDREN'S            MUSEUM</b>	<p><b>Building Brainstorm</b>  <i>May 31 to September 7, 2009</i></p> <p><b>Canada Day Poster Challenge</b>  <i>June 28 to October 18, 2009</i></p>

## ATTENDANCE

### Permanent Exhibitions

- Canada Hall **385,000**
- First Peoples Hall **258,000**
- Face to Face: The Canadian Personalities Hall **201,000**
- Canadian Postal Museum **222,000**
- Canadian Children's Museum **431,000**

### Special Exhibitions

- Tombs of Eternity: The Afterlife in Ancient Egypt **241,000**
- Glenn Gould: The Sounds of Genius **170,000**
- Old is New Again: Building Our National Collection **66,000**
- Her Majesty's Stamps **72,000**
- Mythic Beasts: Dragons, Unicorns and Mermaids **204,000**



The exhibition  
 Her Majesty's Stamps.

Marie-Louise Deruaz

## TRAVELLING EXHIBITIONS

The Travelling Exhibitions Program offers — to other institutions in Canada and abroad — exhibitions from the Museum of Civilization, the War Museum, the Children's Museum and the Postal Museum.

In 2009–2010, the program reached about 373,000 visitors in four countries, including Canada. Domestically, 13 exhibitions were shared through 24 presentations at 18 venues in seven provinces. Internationally, two exhibitions were presented in five venues.

## INTERNATIONAL TOURS

### First Peoples of Canada: Masterworks from the Canadian Museum of Civilization

- 1 Niedersächsisches Landesmuseum  
Hannover, Germany  
*April 24 to August 2, 2009*
- 2 National Museum of Ethnology (Minpaku)  
Osaka, Japan  
*September 9 to December 8, 2009*

### Top Secret: Mission Toy

- 3 Children's Museum of Houston  
Houston, Texas, United States  
*January 31 to May 17, 2009*
- 4 Memphis Children's Museum  
Memphis, Tennessee, United States  
*June 13 to September 13, 2009*
- 5 Brooklyn Children's Museum  
Brooklyn, New York, United States  
*October 3, 2009 to January 3, 2010*
- 6 Boston Children's Museum  
Boston, Massachusetts, United States  
*January 16 to June 2, 2010*

## NATIONAL TOURS

### Acres of Dreams: Settling the Canadian Prairies

- 7 Pier 21  
Halifax, Nova Scotia  
*March 16 to September 7, 2009*
- 8 Diefenbaker Canada Centre  
Saskatoon, Saskatchewan  
*September 27, 2009 to April 25, 2010*

### The Navy: A Century in Art

- 9 The Military Museums  
Calgary, Alberta  
*March 25 to June 20, 2010*

### A Brush with War: Military Art from Korea to Afghanistan

- 10 McMichael Canadian Art Collection  
Kleinburg, Ontario  
*January 17 to June 14, 2009*
- 11 Museum of London  
London, Ontario  
*September 26 to December 6, 2009*

### Lace Up! Canada's Passion for Skating

- 12 O Zone, Richmond City Hall  
Olympic Games Cultural Venue  
Richmond, British Columbia  
*February 12 to April 13, 2010*

### Love 'em Hate 'em: Canadians and their Politicians

- 13 Diefenbaker Canada Centre  
Saskatoon, Saskatchewan  
*February 23 to September 13, 2009*
- 14 Musée Héritage Museum  
St. Albert, Alberta  
*November 23, 2009 to February 14, 2010*







### Pack Your Bags!

- 15 London Regional Children's Museum  
London, Ontario  
*April 4 to October 4, 2009*
- 16 St. Catharines Museum  
St. Catharines, Ontario  
*January 16 to April 12, 2010*

### Places of Power: Objects of Veneration

- 17 Peterborough Museum and Archives  
Peterborough, Ontario  
*January 9 to March 21, 2010*

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

- 18 Musée régional de Rimouski  
Rimouski, Quebec  
*April 6 to June 28, 2009*
- 19 Nanaimo District Museum  
Nanaimo, British Columbia  
*July 20 to October 11, 2009*

- 20 Esplanade Art  
& Heritage Centre  
Medicine Hat, Alberta  
*November 2, 2009 to January 24, 2010*
- 21 The Exploration Place  
Prince George, British Columbia  
*February 15 to April 25, 2010*

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

- 22 La Maison des bâtisseurs  
Alma, Quebec  
*February 16 to August 30, 2009*

### The First Maple Leaf Flag

- 23 Diefenbaker Centre  
Saskatoon, Saskatchewan  
*October 13, 2008 to September 13, 2009*

### The Tunit: A Palaeo-Eskimo People

- 24 Peterborough Museum and Archives  
Peterborough, Ontario  
*January 9 to March 21, 2010*

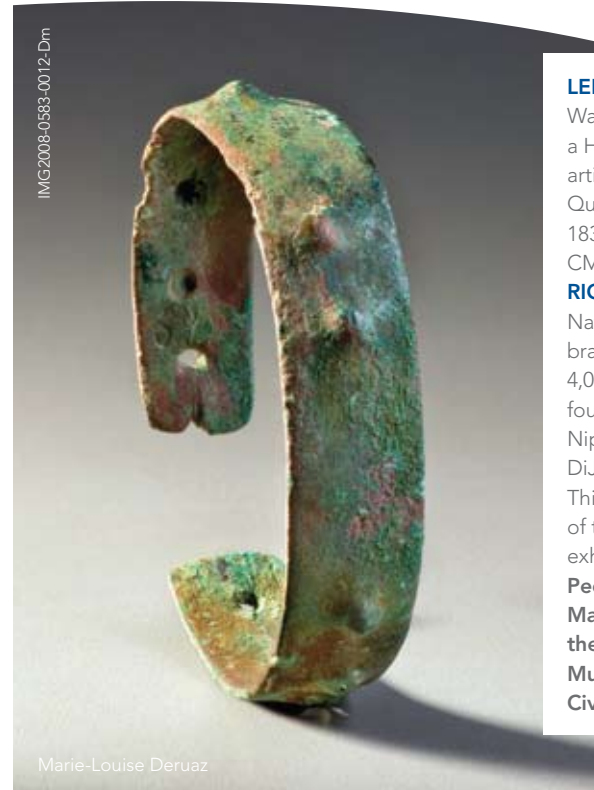
## COLLECTIONS

The Museum of Civilization has approximately three million artifacts and specimens housed in its collections storage areas. These collections, along with the knowledge base that supports and expands them, are the Corporation's greatest physical asset. The Museum continues to acquire unique items that illuminate many aspects of Canadian society and history. Research and Collections staff conduct curatorial work, gathering information and context to explain the significance of artifacts. These efforts to broaden the National Collection and expand curatorial knowledge will enable the Museum to better reflect our national narratives, symbols and achievements in all dimensions of Canadian life.

## ACQUISITIONS

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

Holdings in the Museum of Civilization's National Collection are grouped according to various research disciplines for ease of reference and access. In 2009–2010, over 3,250 artifacts were added to the National Collection through 165 separate acquisition transactions.



### LEFT:

Waistcoat made by a Huron-Wendat artist at Wendake, Quebec, between 1838 and 1842. CMCC 111-H-407

### RIGHT:

Native copper bracelet, 3,000 to 4,000 years old, found at Lake Nipigon. DiJa-1:34  
This artifact is part of the travelling exhibition **First Peoples of Canada: Masterworks from the Canadian Museum of Civilization.**

Major acquisitions this fiscal year included:

### History and Archaeology

- The Lord Elgin Collection, including Cree snowshoes, two decorated birchbark trays with quillwork, a commemorative shovel and case, Lord Elgin's cutter, an Aboriginal wood effigy pipe and other artifacts.
- The Elliott-Avedon Collection of Games and Playthings generously transferred from the University of Waterloo, which had acquired and documented these 2,239 objects for 30 years. Including hundreds of archival documents, books and brochures, the collection covers a wide range of games and playthings manufactured or crafted in Canada and internationally over the past 150 years. This prestigious acquisition will make the Museum a North American leader in the material history of leisure and games, an important research theme.
- A student nurse's bodice from 1891–1894, the oldest in the Museum's collection, donated by the Alumni Association of the Montréal General Hospital School of Nursing.
- Eight large-scale marionettes created by Canadian artist Noreen Young, featuring humorous representations of Canadian political and historical personalities such as Sir John A. Macdonald, Pierre Trudeau, Ed Broadbent, René Lévesque and Adrienne Clarkson.
- Collections of artifacts and documents illustrating the careers of actress and activist Shirley Douglas and her father, Tommy Douglas, the former Premier of Saskatchewan.
- A collection of weaving material that belonged to Ukrainian-Canadian artist Doris Yanda.
- Fifty objects and documents relating to the Girl Guides of Canada.

### Postal Collection

- Writing instruments of rare quality dating from around the end of the nineteenth century, and belonging to a member of the Wight family who once lived in Ontario.
- An impressive collection of international philatelic items reflecting the involvement of Canada and Richard W. Pound in the history of the Olympic movement over the past 40 years.
- Three paper dresses made of postal materials, donated by the artist, Steven Renald.

### Ethnology and Cultural Studies

- Thirteen original drawings that Arthur Lismer created in 1926 to document aspects of the Quebec landscape and folk festivals for Marius Barbeau.
- The sculpture *Behavioural Studies of Tolerance 2009* by Kevin Lockau, winner of a Saidye Bronfman Award. This work is composed of two coyote figures made of glass, steel and concrete.
- The scale-model sculpture *Champion Harry B* made by John O'Neill around 1920, featuring a rowing scull with rower.
- A nineteenth-century woven hat from the Northwest Coast, with remnants of Chinese basketry, showing the influence of Nuu-Chah-Nuth and Inupiat hat-makers.
- Two Norval Morrisseau paintings.
- Complete annual collections of Cape Dorset studio prints from the years 1994 and 1996–2009, spring and fall releases, comprising 554 prints in total. This acquisition completes the Museum's encyclopedic collection of Cape Dorset prints.
- Two of the earliest "experimental" Cape Dorset prints by Joseph Pootoogook (1887–1959), and one of Kenojuak Ashevak's earliest unreleased prints, dating from 1960.
- Northwest Coast masks, dish and headdress from the 1980s, including works by one of the best-known Kwakwaka'wakw family of carvers: Tony, Stan and Henry Hunt.
- Two marionettes and archival documents from the career of Carolyn Walters.

### Library and Archives

During 2009–2010, the Museum's Library and Archives acquired over 3,907 documents, including 1,750 items donated by various sources. Notable acquisitions included the following:

- A collection of 65 CDs of Korean traditional music, donated by the South Korean Ministry of Tourism, Culture, and Recreation.
- A comprehensive collection of Sears catalogues, which are very useful for researching material culture.
- The Margaret Dobson fonds — a unique collection of archival material documenting the educational history of Amber Valley, Alberta, which was settled by African-American homesteaders in 1910.

- A letter written by Lord Matthew Whitworth Aylmer to James Baxter on November 25, 1833, relating to the British American Land Company.
- The Stewart-Davis Family fonds (1890–1940), tracing the history of a family that settled in Ontario and Quebec after emigrating from Aberdeen, Scotland in the late nineteenth century.
- The “Skinnamarink TV” audiovisual fonds, related to the popular CBC children’s program starring Sharon, Lois and Bram.
- The Melnyk Shoe Clinic Oral Histories from Ukrainian immigrant Dmytro (Dan) Melnyk, who owned and operated a shoe clinic in a multi-ethnic, working-class suburb of Winnipeg from 1948 to 1980.
- The Dr. Henry Bascom Collins fonds, related to his fieldwork in the 1940s and 1950s in the Northwest Territories.
- The late Alika Podolinsky Webber fonds of photographic material documenting her ethnographic work, especially in Labrador.
- The fonds of retired Museum curators Dr. Ian Dyck, Dr. Ban Seng Ho and Dr. Jean-Pierre Hardy.
- Curator Dr. Sam Cronk’s research on Canadian pop and rock music.
- Film shot lists from Dr. George F. MacDonald, and field photographs from the Museum’s Director of Archaeology and History, Dr. David A. Morrison.

In addition, the Library completed the cataloguing of two major collections: the late Jean-Pierre Chrestien’s 458 documents focusing largely on porcelain, pottery and maritime history; and the late Elizabeth Shute’s 132 documents on glass and glass-making. Both Mr. Chrestien, a former Museum employee, and Ms. Shute, a glass collector and consultant, had lengthy relationships with the Canadian Museum of Civilization.

## LOANS

The Canadian Museum of Civilization lent close to 275 artifacts to 21 institutions, as well as circulated 140 artifacts as part of its Travelling Exhibition Program. This resulted in the Museum making more than 415 artifacts available to other institutions for display on a short- or long-term basis.

The Museum also managed about 30 incoming loans, representing more than 135 artifacts from various Canadian and international lenders.

## CONSERVATION

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

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

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

### Conservation Highlights

With increasingly high-profile borrowed exhibitions arriving at the Museum, environmental monitoring of venues, storage rooms, archives and exhibition areas is crucial. Last year, Conservation staff continued to work at the forefront of fumigation technology, using the carbon-dioxide process along with an integrated pest management program

to ensure that the Museum's collections and borrowed objects are maintained to the highest museological standards.

Significant conservation activities in 2009–2010 included:

- Creation of an audiovisual survey with long- and short-term preservation plans for the Museum's audiovisual archives.
- Successful thawing and recovery of thousands of frozen negatives resulting from a 2008 flood.
- Completed treatment of many precious artifacts in the Nisga'a Collection for repatriation.
- Completed treatment of the 1838 Regimental Colours (flag) of the Hemmingford Loyal Volunteers, a militia unit raised in Lower Canada to assist the government and British troops in quelling the 1838 Rebellion. (This innovative treatment, which used leading-edge digital technology, was presented in a paper at the Victoria and Albert Museum in London, England, in May 2009 to an international audience.)

### Audiovisual Archives Conservation

To prevent the loss of valuable audio and or audiovisual information, the Archives proceeded with:

- Digitization of audiotapes, vinyl records and videos, resulting in the production of over 500 CDs and DVDs.
- Digitization of 70 interviews (63 DVDs) conducted by Marion Jackson in Cape Dorset with Inuit sculptors and visual artists in 1979.
- Digitization of 410 Chinese opera songs (21 DVDs) originally acquired by Marius Barbeau in the 1930s.

### ABORIGINAL REPATRIATION

In 2009–2010, the Museum continued to address requests for the return (repatriation) of human remains and associated burial objects. Staff also took part in discussions on the return of artifacts within the context of comprehensive claims and self-government negotiations between Canada and First Nations across the country.



The 1838 Regimental Colours (flag) of the Hemmingford Loyal Volunteers, after restoration.



Staff considered approximately 16 requests within the context of land claims and self-government negotiations. The Archaeology and History division assigned resources to address a substantial request received from the Inuit Heritage Trust in 2008–2009 to document and record collections from Nunavut.

The Ethnology and Cultural Studies division continued to negotiate the transfer (repatriation) of, and custodial arrangements for, ethnological objects through treaty and self-government discussions across the country. The deaccession of 125 objects to be repatriated to the Nisga'a Lisims Government was approved by the Board of Trustees in October. The objects are expected to be transferred to the Nisga'a in 2010.

The division also received two requests for repatriation outside of the treaty and self-government process. These are currently under consideration.

## COLLECTIONS DOCUMENTATION

In 2009–2010, the Artifact Documentation team continued to adapt its resources, procedures and database to meet users' needs and promote accessibility. Actions included the development of a database to manage the exhibits inventory, the cataloguing of 272 artifacts and the verification of essential points of access for 706 artifact records.

The catalogue now includes 1,042,000 artifact records. Of these, 219,000 are available to the public, and with the upload of 16,541 images in 2009, 102,000 of the records now have images.

## ONLINE RESOURCES

The Corporation's Library and Archives Catalogue (<http://catalogue.civilization.ca>) includes over 485,000 records, with close to 75,000 online documents (photographs, manuscripts, e-books and e-serials). Since 2000, users have completed over 1,150,000 searches through the catalogue. Of these searches, over 139,000 took place in 2009.

In 2009–2010, staff began developing a new Library and Archives system and a new catalogue with enhanced features which will be available in 2010.

## Canadian Culture Online

The Museum has continued its successful collaboration with the Department of Canadian Heritage's Canadian Culture Online (CCO) Program. Now in its ninth year, the Museum's CCO team has digitized and catalogued 3,000 new artifact records from the Museum of Civilization's collections, and over 3,080 items from the Museum's archives.

This material will be featured in four new online exhibitions:

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

To date, the CCO program has contributed to the digitization and online dissemination of more than 117,000 artifacts, photographic material, sound recordings and textual records from the Museum of Civilization's collections and archives, as well as publications and catalogues from the Museum's Library. In addition to their development work on the four new Web modules, the team enhanced existing online CCO resources including **Crossroads of Culture: 200 Years of Canadian Immigration; Gateway to Aboriginal Heritage: Native Material Culture in Canada; Marius Barbeau: A Glimpse of Canadian Culture; From Blacksmiths to Blackboards: The Traditional Trades of Quebec;** and **The Art of Puppetry.**

### **Web Mapping Service**

In 2009–2010, about 226 archaeological sites located in the Yukon, the Northwest Territories and Nunavut were added to the Museum's official Sites Inventory.

Additional work was done on Nunavut collections to enable better sharing of information with the Government of Nunavut. This project was made possible by a \$50,000 grant from the GeoConnections program of Natural Resources Canada, qualifying as an initiative of special interest to Aboriginal Peoples.

## **RESEARCH REQUESTS**

### **Archives**

During 2009–2010, the Museum's Archives received over 3,098 requests. Seventy-seven per cent of these were related to textual documents, while the remaining requests focused on the audiovisual collections.

In 2009, 1,319 people consulted the Archives on the premises, and the section also hosted tours for a variety of groups such as delegates of the Canadian Association of Music Libraries; members of a Native history study group from the Canadian Historical Association; participants from the 38th Congrès annuel de l'Association des archivistes du Québec; students from Gatineau's L'Escale adult school; and graduate students from several Ontario and Quebec universities.

Last year, the Museum's Archives also welcomed several college and university student interns, all of whom were working to fulfill their academic requirements. The interns came from the CEGEP de l'Outaouais, the Université de Montréal, and the Institut Michel de Montaigne at the Université Bordeaux 3, in France. This marks the Archives' fourth year of collaboration with the Université Bordeaux 3.

### **Library**

In 2009, the Library received over 6,300 visitors and responded to over 2,200 requests for information or materials. It hosted professional tours, meetings or presentations with groups from Concordia University, Carleton University, the National Gallery of Canada and l'École du Louvre. It also contributed a selection of books and recipes to the Museum's Tastes and Sounds of Egypt event.

During the year, the Library lent 10,252 items from its collection to employees, and to other libraries through interlibrary loans. It also loaned some rare books to the Chateau Ramezay in Montréal for its exhibit **Let's Eat**.

### **Photographs and Copyright**

The Museum's photographic collection, which includes over one million images — 560,000 traditional hard copies and close to 630,000 digital photos — was enriched last year with the addition of approximately 22,300 new items, mostly in digital format. Most were photographs of artifacts and of Museum events, exhibitions and activities.

In 2009–2010, the Photographs and Copyright Section handled almost 1,200 requests, and distributed approximately 2,000 images in response to internal and external requests. The Section also improved management of the digital images collection by gathering all photographs into one database and working with other divisions to improve the transfer of photographic material.

## RESEARCH

Research undertaken by the Canadian Museum of Civilization enhances our understanding of Canadian identity, history and culture, including our national narratives, symbols and achievements. Curatorial work is essential to explain the significance and context of material artifacts and their relationship to the human history of Canada and adjacent regions, from earliest times to the present day. These projects are the knowledge “backbone” of all exhibitions, publications and website materials.

### RESEARCH PROJECTS

Multiple study areas are covered by Museum curators, whose work focuses on the Museum’s collections. The following are the broad subjects they are covering and examples of specific projects.

### Archaeology

- In the Atlantic region, the study of prehistoric coastal hunter-gatherers and economic change.
- In Quebec, the identification of sources of ceramic materials and the search for fire assay evidence in crucible coatings.
- In Ontario, research into population movements related to the disappearance of the St. Lawrence Iroquois.
- In the Prairie provinces, archival research into the history of archaeology in the region.
- In the Arctic, research into the history of contact between the Palaeo-Eskimo peoples, the Thule Inuit and Europeans in the centuries around 1000 C.E. (the Helluland Archaeology Project).
- In physical anthropology, the skeletal and DNA analysis of particularly ancient human remains from the Interior Plateau of British Columbia and the northern coast, in cooperation with local Aboriginal communities.
- Also in physical anthropology, fieldwork in the Valley of the Kings, Egypt, involving forensic analysis of mummies dating to the Eighteenth and Twenty-Second Dynasties (1550–1290 B.C.E. and 940–720 B.C.E.).
- In the area of the repatriation of human remains, ongoing analysis of physical anthropology and burial object collections for detailed documentation and inventory, with a focus on Nunavut.
- Relative to the British Columbia treaty process, research relating to requests for information regarding the nature of the Museum’s collections.

## History

- In the Atlantic provinces, completion of a research project on Charlottetown, Prince Edward Island with the launch in June 2009 of the book *Charlottetown: A History* by Dr. Peter Rider.
- In Quebec, research on horticulture from the seventeenth century to the beginning of the nineteenth century, focusing on kitchen and institutional gardens and gardening as a professional activity.
- In Ontario, ongoing research on the history of nursing, and research on the history of education in Upper Canada.
- In the Prairie provinces, research on the daily lives of workers, labour activism, and the early twentieth-century Black experience in northern Alberta.
- In Canadian political history, continuing research on personalities such as Maurice Duplessis and René Lévesque.
- In material culture, documentation, analysis and presentation of several large recent acquisitions (Harbinson, Cole, O'Donnell, Bastedo), and work on a publication on Quebec folk art.
- A Latin American folk art collecting and research project focusing primarily on Ecuador and Peru.
- Material and historical research on the European Middle Ages, with a view to an exhibition centred on the theme of the Great Plague.
- Research on the history of fugitives travelling the Underground Railroad from the United States during the mid-nineteenth century, for an eventual exhibition.
- Research on media and communications, including letter writing among English immigrants to Canada.
- Research into the controversy surrounding the closing of rural post offices in Canada, circa 1986–1993.

## Ethnology

- The history and material culture of the Inuit in Canada's Arctic, with specific reference to the cultural context of Inuit beaded clothing.
- The history of the Museum's collections from the Great Lakes, focusing on the Caledon collection of Huron-Wendat and Red River Métis material.
- The cultural context and styles of Northern Athabaskan hide clothing in the nineteenth century, and collaboration with two Gwich'in communities to produce a module on the Museum's Gwich'in collections for the Museum of Civilization website.
- The history and cultures of the First Peoples of Canada's Pacific Coast, including past and contemporary production of fine crafts.
- The historical material culture of the Ktunaxa of southeastern British Columbia.
- The history and cultures of the First Nations of the Great Plains, including research on Blackfoot protocol and Plains Cree/Ojibwa/Métis material culture and sacred objects.
- The impact of urban life on the experience and cultures of First Peoples in Canada.
- The history and production of Mi'kmaq basketry.
- Contemporary Inuit art, with specific reference to the current work of the artists of Cape Dorset.
- Contemporary Aboriginal art, with specific reference to the work of artists Bob Boyer and Alex Janvier (separate projects).
- Reflections of contemporary Aboriginal artists on the world's changing ecology.

### Cultural Studies

- Research into song and singing in the Upper Ottawa Valley.
- The history and global impact of Japanese design.
- The history of Canadian design.
- Contemporary Buddhism in Canada, with a particular focus on non-Asian Canadians who have converted to Buddhism.
- The production and character of pottery in the Beauce region of Quebec.
- Collection and documentation of Canadian contemporary craft.
- Cigar boxes produced in Canada representing popular cultural expression and commemoration.
- The history of puppetry in Canada, with specific reference to the Corporation's puppetry collection.
- The experience of Chinese, Japanese and Korean immigrants to Canada, and their impact on the character of communities across Canada.

### ABORIGINAL TRAINING PROGRAM IN MUSEUM PRACTICES

In the spring of 2009, four First Nations interns from British Columbia, Labrador, Nova Scotia and Quebec successfully completed their eight-month internships through the program. In September 2009, a new group from communities in British Columbia, Ontario, Saskatchewan and Yukon participated in Museum orientation, conducted research projects mentored by curators in the Research and Collections Branch, and completed a project on the process of exhibition development. This second program ended in December.

As the Aboriginal Training Program moves into its 17th year of operation, program staff have begun a field inventory of other programs offering similar training opportunities to First Nations, Métis and Inuit peoples. Through the inventory, staff aim to identify the strengths and weaknesses of existing programs in order to address the contemporary needs of First Nations cultural and heritage initiatives in Canada.

In April 2009, a story on the Aboriginal Training Program ran nationwide on the Aboriginal Peoples' Television Network. In addition, staff made presentations to students at the lo:ha Hi:io Akwesasne Adult Education Program and the Avataq Cultural Institute.



**LEFT:**  
Cigar Box,  
**Dargai Cigar.**  
Artefact 2003.46.120  
**RIGHT:**  
Cigar Box,  
**Jack Canuck.**  
Artefact 2003.46.2



## PUBLIC PROGRAMS

Public programs help the Museum fulfill its core mandate of promoting a greater understanding and appreciation of Canadian history and Canadian and world cultures. Designed around the needs and interests of specific audiences, these programs include cultural celebrations, performing arts events, lectures, live animation and revenue-generating events. During the past year, the Museum delivered 626 public programs to over 65,000 participants.

The Museum presented 17 lectures, talks and film screenings involving curators, archaeologists, art historians, artisans, musicians, writers and filmmakers. The topics ranged from art, religion and travel in ancient Egypt to mythical creatures in Canadian folklore and art. Other highlights included a conversation with the Keeper of the Royal Philatelic collection, and a talk on the hidden treasures of Afghanistan by renowned archaeologist Dr. Fredrik Hiebert.

Through partnerships, the Museum was involved in a variety of major performing arts events celebrating Canadian history and diversity. Partners included the National Capital Commission for Genie Awards programming, the National Arts Centre for its Summer Music Institute and B.C. Scene, the Asian Heritage Society, the Ottawa International Animation Festival, the Salon du livre and the National Aboriginal Day Committee. The Museum of Civilization also

worked closely with embassies and community associations representing Egypt, Vietnam, Indonesia and Mexico in planning and delivering a series of engaging and well-attended adult events.

Young adults remained a central focus of public programming activities. In conjunction with the Postal Museum's exhibition **Her Majesty's Stamps**, an entertaining high-energy evening attracted 150 mostly-young revellers for the A Queen for a Night! event in July. A Mythic Bash! in August presented a night of fantasy at the Museum, plunging participants into a world of myth and legend through music, magic, psychic readings, fanciful foods and demonstrations of medieval-style combat.

At the Historica National Fair hosted by the Museum, students engaged in workshops exploring Canada's many peoples and their contributions to Canada's development as a nation.



### LEFT:

Mythic Bash! event  
in August 2009.

### RIGHT:

Public activity for  
the exhibition  
**Mythic Beasts:**  
**Dragons, Unicorns**  
**and Mermaids.**



Mark Holleron

Mark Holleron

## SPECIAL EXHIBITION PROGRAMMING

The Museum often presents public programs in conjunction with special exhibitions to enhance the visitor experience. In 2009–2010, special programming included evening events, lectures and informal talks by specialists, as well as performances, films, workshops and demonstrations, as described below.

### Tombs of Eternity

Over 2,000 people took part in extensive programming for this exhibition, surpassing the attendance forecast. Highlights included:

- A lecture series with topics such as mummification across cultures, ancient Egyptian religious views, pyramid construction, and a behind-the-scenes look at how the award-winning exhibition was created.
- Inspired by ancient Egyptian icons and objects of adornment from the exhibition, summer visitors created their own works of art, from floor murals to jewellery.

### Mythic Beasts

Over 8,900 visitors took part in 63 bilingual events and activities related to this exhibition, including:

- Interactive workshops.
- Demonstrations of sculpting, painting and shadow puppetry.
- Lectures on Inuit art, astronomy, sea monsters and other topics.
- Theatrical and dance performances highlighting mythical creatures from various cultures.
- Appearances of the mythical beast “Bigfoot” throughout the Museum — to the delight of visitors who tried to help guide him back to his display in the exhibition.
- A Mythic Kite Wars weekend, during which people participated in a colourful “battle of the beasts” in the skies above the Museum.
- A five-day communal art project on the Museum’s Waterfall Court, with a nature artist helping visitors to create giant sculptures of creatures of the four realms.
- A Mythic Bash! evening event that attracted a sold-out crowd of 300 mostly young people. Dressed in medieval garb, they took part in beast food sampling, psychic readings, medieval sword fighting and other activities.

### Her Majesty’s Stamps

Public programs for this exhibition included:

- A High Tea and Conversation event featuring an intimate tour of the exhibition led by Michael Sefi, Keeper of the Collection at St. James’s Palace.
- A royal trivia challenge that invited visitors to test their philatelic knowledge.
- A special night out with pub food and themed music and activities for 150 adults, followed by a visit to the exhibition and late-night screenings of films focusing on royalty.

### Profit and Ambition

Public programming for this exhibition included:

- Curator-led tours.
- Theatrical performances.
- Encounters with authentic modern “voyageurs” and guests from the Métis community.

## BLACK HISTORY MONTH

A special evening event featured Lawrence Hill, author of the award-winning historical novel *The Book of Negroes*, which explores issues of identity and belonging. The event featured a reading, a book signing and an intimate interview moderated by special guest Adrian Harewood, host of *CBC News: Ottawa Late Night*.

## REMEMBRANCE WEEK

Along with the War Museum, the Museum of Civilization commemorated Remembrance Week with special programming.

## ABORIGINAL PROGRAMMING

On National Aboriginal Day, the Museum featured a full day of performances, workshops and demonstrations by First Nations and Métis communities. More than 1,400 students participated in these activities. The Museum also hosted various Aboriginal workshops and demonstrations during the year. Throughout the summer and spring breaks, activities included contemporary beadwork and dancing, printmaking, storytelling, weaving and sculpting.

## DRAMAMUSE

Dramamuse, the Museum's theatre company, informed and entertained more than 120,000 visitors during the year. The company brought history to life in **Canada Hall** and the special exhibition **Her Majesty's Stamps**. The group also performed for hundreds of students through the Museum's school programs. The actor-interpreters introduced a new character to their line-up — Helen Armstrong, strike leader during the Winnipeg General Strike of 1919 — and performed two new scripted plays:

- **Beaveriffic**, featuring the Three-Penny Beaver from the first Canadian stamp. Presented in conjunction with **Her Majesty's Stamps**, the play offered 4,355 visitors a lively telling of the stories surrounding the Canadian stamps in the exhibition.
- **No Power Greater** was created for the **Canada Hall** to commemorate the 90th anniversary of the start of the Winnipeg General Strike. Over the course of the summer, 3,304 Museum visitors attended the 77 performances. The play's educational value has prompted high school teachers and university professors to request special performances and information about how the play was created.

Dramamuse posted its first video clips from *Justice in New France* on the Museum's YouTube channel. These promotional clips will also serve as a virtual outreach product.

## PROGRAMS FOR STUDENTS

In 2009–2010, more than 26,000 students learned about Canadian history and world cultures through 23 educational programs developed by the Museum. These included a special high school program, Ancient Egypt Days, held in conjunction with **Tombs of Eternity: The Afterlife in Ancient Egypt**. Students met with Museum archaeologists, conservators and volunteer interpreters; participated in workshops; visited the exhibition; and viewed the IMAX film, *Mummies, Secrets of the Pharaohs*. Teachers gave the school programs a 95% rating on quality, delivery and relevancy to their curriculum.

Staff produced and tested *Student Picks/Les coups de cœur des jeunes*, a new orientation product for groups visiting during the busy May–June 2009 season. Results showed that the tool met the Museum's objectives, providing a focus for students' visits and introducing the Museum of Civilization's main messages and permanent exhibitions.

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

Over 2,500 students from disadvantaged schools within the National Capital Region were able to visit the Museum thanks to the School Access Program, which subsidizes transportation costs and program fees. The program is supported by the Corporation's Valentine's Day Ball, a major fundraising event.

## VOLUNTEER INTERPRETER PROGRAM

Volunteer interpreters offer visitors to the Museum's special exhibitions additional insight on exhibition themes and subjects. Trained and equipped by the Museum, they conduct demonstrations, lead hands-on activities, and talk briefly about specific artifacts or objects. In 2009–2010, volunteers participated in four special exhibitions, enhancing the experience of more than 66,400 visitors of all ages. Of special note, a group of young volunteer interpreters, aged 16 to 20, helped with the family-oriented exhibition, **Mythic Beasts**.

## PROGRAMMING AT THE CANADIAN CHILDREN'S MUSEUM

The Children's Museum delivered a diverse line-up of activities to 40,000 participants throughout the year. Daily drop-in studio activities, special weekend events, workshops, and a monthly

early-learning series offered families an ever-changing schedule of programming and cultural experiences.

Many activities enriched seasonal and holiday celebrations, such as Easter, Canada Day, Winterlude and Spring Break. Some of these activities included art-based drop-in workshops.

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

The Museum's 192 summer camp spaces filled early. Campers learned about many facets of

Ancient Egypt through games, guest artists and musicians. Activities for tourists and drop-in visitors repeated the Egyptian theme through dance and music performances and "Passport to Egypt" days. Building, cooking and art were other themes for daily hands-on creative fun. A highlight for local visitors and a special treat for tourists was the July 1 Happy Birthday Canada! event. Over 3,000 children and adults took part in our music- and activity-filled celebration of Canadian heritage.

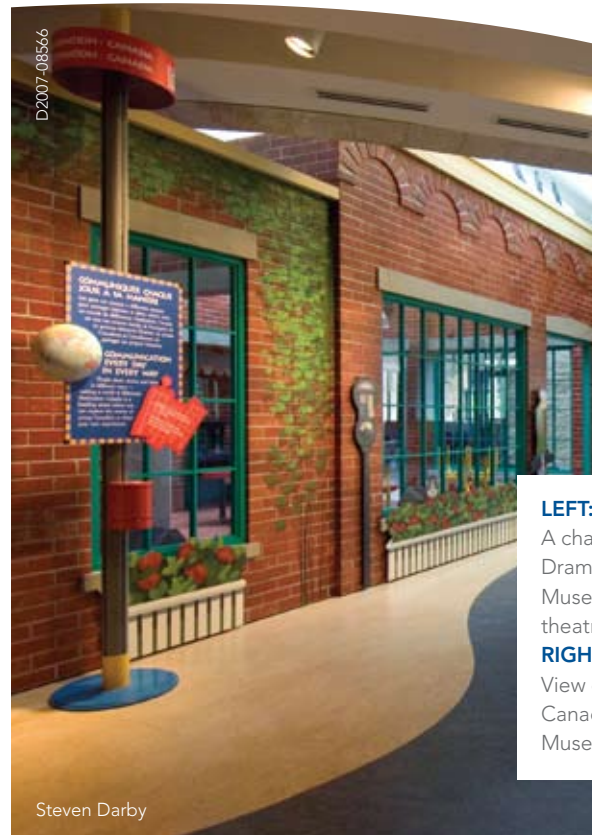
### PROGRAMMING AT THE CANADIAN POSTAL MUSEUM

Public programs at the Postal Museum included Special Delivery, a series of animation kits that challenge visitors in a hands-on exploration of postal communications and history. The Postal Museum also offered a wide range of seasonal activities, and workshops on creating personalized seals for eighteenth-century-style messages.



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Steven Darby



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Steven Darby

**LEFT:**  
A character of  
Dramamuse, the  
Museum's resident  
theatre company.  
**RIGHT:**  
View of the  
Canadian Children's  
Museum.

## COMMUNICATION OF KNOWLEDGE

As a national institution, the Canadian Museum of Civilization reaches beyond the National Capital Region to share its knowledge as widely as possible, and to meet the needs of diverse audiences. It does so through various means.

### CIVILIZATION.CA

The Corporation's website is one of the most comprehensive online resources offered by a Canadian museum. It provides free access to many virtual exhibitions, databases and online games, plus a full range of visitor information. The site also offers special resources for children, educators and scholars, and a wealth of information about history and the collections.

#### Virtual Exhibitions and Activities

During the past year, the Museum of Civilization added new exhibitions and activities to its website, including two virtual exhibitions:

**Christian Bennedsen — Scrapbook of a Life in Letters** and **Her Majesty's Stamps**.

**Christian Bennedsen** emigrated from Denmark to Toronto in 1951 and exemplifies the non-British immigrants who planted the seeds of a new, multicultural Toronto. He was also a prolific and talented letter-writer, describing his new life in a new country to friends and family back home. His letters form the heart of this virtual exhibition. **Her Majesty's Stamps**, produced last year in conjunction with the exhibition at the Postal Museum, features over 400 outstanding philatelic pieces from the personal collection of Her Majesty Queen Elizabeth II, and includes detailed information on some of the most exceptional items.

In 2009–2010, the Corporation produced online “teasers” for its website to promote five special exhibitions: **Profit and Ambition: The Canadian Fur Trade, 1779–1821**; **Afghanistan: Hidden Treasures**; **Her Majesty's Stamps**; **Mythic Beasts: Dragons, Unicorns and Mermaids**; and **Camouflage: From Battlefield to Catwalk**.

The Web team also provided development support for the Museum of Civilization's mobile application, supplying images and videos, testing the application, and developing pages to promote this feature on the website.

To improve service to the public, all e-mails received through the Corporation's website are now handled by the Web Public Services Officer. This change ensures that both Museums' e-mail accounts are reviewed daily and treated consistently.

The Corporation also improved its online visitor information. Those planning a visit to either Museum can now select a customized Calendar of Events and Hours of Operation. They can choose information for that day, the following weekend, the next seven days or the coming five weeks. The online database includes information about exhibitions, events and the IMAX® film schedule. It also identifies events designed for families and children. The Hours of Operation database includes opening and closing times for various Museum destinations and services, including exhibition galleries, boutiques, the Museum of Civilization Library and Le Café du Musée.

### PUBLISHING AND PUBLICATIONS

In 2009–2010, the Museum of Civilization published four new titles and four reprints.

*Painting the Past with a Broad Brush: Papers in Honour of James Valliere Wright*, edited by Dr. David L. Keenlyside and Dr. Jean-Luc Pilon, was a new title in the Mercury Series, which publishes scholastic works relating to the Museum's research disciplines. Wright was a noted Canadian archaeologist whose career



spanned five decades. These original papers are a tribute to his impact on Canadian archaeology as a discipline, and to the vital role he played as a teacher and mentor.

*Charlottetown: A History*, by Dr. Peter E. Rider, was co-published by the Museum and the Prince Edward Island Museum and Heritage Foundation. The book explores the city's social, economic, political and physical development, and is intended for both a scholastic and general audience.

*Profit and Ambition: The Canadian Fur Trade, 1779–1821*, by Dr. David Morrison, highlights the fur trade's central role in the evolution of Canada as a nation. More than 200 years ago, the North West Company created a commercial empire that extended from its base in Montréal all the way to the Pacific Ocean, and north to the Arctic frontier. *Profit and Ambition* explores the company's history and its impact on the country. It is published in both official languages.

Originally published in 2007, *Sakura in the Land of the Maple Leaf*, edited by Dr. Ban Seng Hoe, is based on research conducted in the mid-1970s. It provides a snapshot of Japanese culture in post-war Canada, 100 years after the arrival of the first Japanese immigrants.

*Crafting New Traditions*, edited by Melanie Egan, Alan C. Elder and Jean Johnson, produced in collaboration with a symposium at Harbourfront Centre in 2008, examines the work of innovators who have influenced five craft disciplines in Canada: ceramics, glass, metal, textiles and wood. It also includes five essays that look at recent leading-edge activity in the crafts and recognizes the accomplishments of Canadian craftspeople.

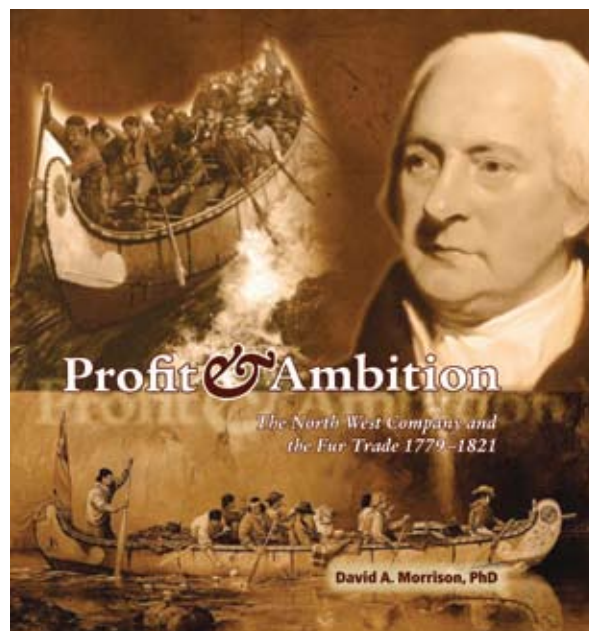
*Digitization Standards for the Canadian Museum of Civilization Corporation — Normes de numérisation de la Société du Musée canadien des civilisations* is a practical guide to the digitization standards used by the Corporation and adopted by many other organizations. First produced in 2007, this bilingual work continues

to be in great demand and is a resource often consulted by other museums.

First published in 2005, *Yeenoo Dai' K'e'tr'ijilka'i' Gangwaandaii: Long Ago Sewing We Will Remember*, by Judy Thompson and Ingrid Kritsch, tells the story of the Gwich'in Traditional Caribou Skin Clothing Project. This book is widely used by the Gwich'in Social and Cultural Institute in educational and cultural programs, and copies are often given as gifts and awards in community and school events.

## ARTICLES AND PRESENTATIONS

In 2009–2010, Museum of Civilization researchers and curators published two books and 39 articles, and delivered 47 lectures and presentations in Canada and internationally.



## PUBLIC AFFAIRS

The Canadian Museum of Civilization describes and promotes its activities through a wide range of communications and promotional products, and carries out extensive media relations.

### EXHIBITION OPENINGS

An average of 500 people attended each of the Museum's exhibition openings during the year. Highlights included the opening of **Afghanistan: Hidden Treasures**, featuring a concert by well-known Afghan musician Vaheed Kaacemy and his band; and the opening of **Mythic Beasts: Dragons, Unicorns and Mermaids**, celebrated with an entire day of programming. The latter opening was on admission-free Museums Day, which attracted over 10,000 visitors to the Museum of Civilization.

### MEDIA RELATIONS AND COMMUNITY OUTREACH

The Museum organized media launches for five exhibitions: **Building Brainstorm**; **Mythic Beasts: Dragons, Unicorns and Mermaids**; **Her Majesty's Stamps**; **Profit and Ambition: The Canadian Fur Trade, 1779–1821**; and **Afghanistan: Hidden Treasures**.

The Media Relations team also promoted the exhibition **Lace Up**, which travelled to Richmond, British Columbia for the Olympic Winter Games, and was involved in several other targeted public programs. These included **A Dragon's Evening (Mythic Beasts)** and a special event featuring Canadian author Lawrence Hill (Black History Month).

The team also promoted the visits of several personalities; notably, Afghanistan's Ambassador to Canada, His Excellency Jawed Ludin, and Canadian astronaut Julie Payette. In a ceremony at the Museum, Ms. Payette returned the copy of Champlain's astrolabe that she took with her on her last voyage into space.

The Media Relations team also coordinated the visits of many media representatives and journalists, both regional and international. In collaboration with Tourisme Outaouais and Ottawa Tourism, the Museum welcomed



#### LEFT:

Afghan music presented for the official opening of the exhibition

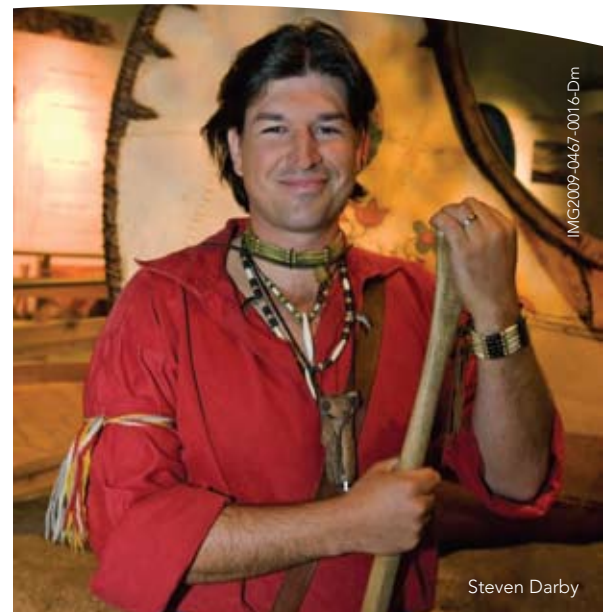
**Afghanistan: Hidden Treasures.**

#### RIGHT:

Entertainment presented for the exhibition **Profit and Ambition:**

**The Canadian Fur Trade, 1779–1821.**

Steven Darby



Steven Darby

journalists from Mexico, Germany and the United States. The Museum of Civilization was also featured in several programs broadcast on the Aboriginal Children's Television Network, TVO and TFO (Ontario's public educational media organizations), FamTripTV.com and Treasure HD, to name but a few.

Outreach to the community focused on the exhibitions **Tombs of Eternity**, **Mythic Beasts**, **Camouflage** and the travelling exhibition **Afghanistan: A Glimpse of War**.

Among other activities, staff produced and distributed over 3,000 brochures, posters and letters of invitation to various organizations. More than 200 organizations in Newfoundland received personalized letters of invitation and brochures to promote the travelling exhibition **Afghanistan: A Glimpse of War**, shown at The Rooms in St. John's.

## SPECIAL EVENTS

Throughout the year, the Museum partnered with various government and non-governmental organizations to present ceremonies, conferences, concerts and other events. The Museum offers an exceptional venue and a unique learning opportunity, especially for foreign visitors who wish to learn more about Canada and its history.

These partnerships and events are part of the Museum's core mandate of promoting understanding of Canadian heritage and culture. Examples from 2009–2010 include:

- Several citizenship ceremonies presented in partnership with Citizenship and Immigration Canada, during which hundreds of new Canadians received their Canadian citizenship.
- The finals of the Canwest Canspell National Spelling Bee, which attracted students from across the country.
- The launch of the National Capital Commission's Winterlude Festival. This important event included cultural and musical performances and programming activities both inside and outside the Museum, plus a spectacular fireworks display. Over 10,000 people attended the event.

Another partnership event with the National Capital Commission was the Host Reception, the night before the Genie Awards. Over 700 members of the Academy of Canadian Cinema and Television and guests attended this prestigious reception in the Grand Hall.

### Partnerships and events: 30

Attendance: 13,000

The Honourable James Moore visits **Afghanistan: Hidden Treasures** on January 26, 2010 with His Excellency Jawed Ludin, Ambassador of Afghanistan to Canada, Afghan government officials, and Dr. Victor Rabinovitch.





The **CANADIAN WAR MUSEUM** is Canada's national Museum of military history. It has a threefold mandate: to educate, to preserve and to remember. The Museum promotes public understanding of Canada's military history in its personal, national and international dimensions. It is also a venue and facilitator for the informed discussion of military affairs, past and present.



## EXHIBITIONS

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

### RENEWAL OF PERMANENT EXHIBITIONS

#### The Canadian Experience Galleries

Four galleries tell the chronological story of Canadian military history, while a fifth covers Canada's rich history of honouring and remembrance. The permanent galleries feature a wide variety of artifacts, from small medals and personal items to 50-ton tanks and modern jet aircraft, as well personal stories, audiovisual components, historical reconstructions, maps, photographs, paintings and sculptures.

The galleries are:

- **Battleground: Wars on Our Soil, from Earliest Times to 1885**
- **For Crown and Country: The South African and First World Wars, 1885–1931**
- **Forged in Fire: The Second World War, 1931–1945**
- **A Violent Peace: The Cold War, Peacekeeping and Recent Conflicts, 1945 to the Present**
- **The Royal Canadian Legion Hall of Honour**

The Museum continued its ongoing program of renewal, additions and adjustments to the Canadian Experience Galleries. The first phase of the new exhibition **The Canadian Peacekeeping Mission in Cyprus, 1964–1993** was installed in July 2009, in conjunction with a reunion of

Cyprus veterans at the War Museum; the second phase will be completed in May 2010. Staff also redeveloped two Second World War exhibition areas, **Canadians in South East Asia (including the Burma Campaign)** and **Fighting Japan in the Pacific**, incorporating new material and scholarship to enhance the presentation of these two campaigns.

#### LeBreton Gallery

This exhibition presents a diverse collection of vehicles, artillery and other large artifacts relating personal stories of war, from the eighteenth century to the present day. Minor work was completed on additional captions and interpretive material in this space, while a pilot project involving design students from Carleton University produced a variety of interpretive proposals for the Museum's consideration.

#### Memorial Hall

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

#### Regeneration Hall

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



## NEW SPECIAL EXHIBITIONS

### **Camouflage: From Battlefield to Catwalk**

June 5, 2009 to September 6, 2010

Lieutenant-Colonel John McCrae Gallery

The innovative exhibition **Camouflage** traces the colourful history of military camouflage over the last century, from the simple concealment of soldiers and objects to the use of camouflage-inspired designs in a wide range of commercial and artistic products. The exhibition demonstrates how camouflage has evolved into a phenomenon of popular culture, now as likely to adorn children or fashion models as it is to mask soldiers or jet aircraft.

*This exhibition was presented by the Canadian War Museum in partnership with the Imperial War Museum in London, England.*

### **1759–2009: The Battle of the Plains of Abraham**

May 28, 2009 to January 9, 2011

Various locations throughout the Museum

Marking the 250th anniversary of the Battle of the Plains of Abraham, this exhibition offers a new perspective of this pivotal event by presenting eighteenth- and nineteenth-century images of the battlefield as it was seen and experienced by the soldiers under Generals Montcalm and Wolfe.

*This exhibition was developed by the Canadian War Museum.*

### **Small Partnership Exhibitions**

Various locations throughout the Museum

The Museum partnered with several organizations to extend its presentation of the following exhibitions:

- **Our World at War**, a photographic exhibition presented in partnership with the International Committee of the Red Cross (May 22 to June 28, 2009).
- **Shakespeare and War**, presented in partnership with the University of Ottawa (September 18 to October 15, 2009).
- **Royal Canadian Legion Poster Winners**, presented in partnership with the Royal Canadian Legion (July 1, 2009 to May 31, 2010).

## TRAVELLING EXHIBITIONS

### **The Navy: A Century in Art**

To mark the 100th anniversary of the founding of the Canadian Navy, the Canadian War Museum developed this exhibition featuring 50 outstanding works of art portraying the Canadian naval experience from the First World War to the present day.

The Military Museums, Calgary, Alberta  
March 25 to June 20, 2010

### **A Brush with War: Military Art from Korea to Afghanistan**

This exhibition of over 60 works of art created by officially appointed Canadian artists offers a



visually striking record of the Canadian military experience from 1946 to 2008. These works, illustrating subjects such as military training, families and the current war in Afghanistan, reveal a surprising variety of artistic expression, from the largely documentary to the highly personal and emotionally charged.

*This exhibition was developed by the Canadian War Museum in partnership with the Directorate of History and Heritage, Department of National Defence.*

London Museum, London, Ontario  
September 26 to December 6, 2009

### **Afghanistan: A Glimpse of War**

Detailing Canada's efforts to help Afghans rebuild a country shattered by years of war, this award-winning exhibition uncovers personal stories drawn from the chaos of battle and the struggle for peace.

*This exhibition was developed by the Canadian War Museum.*

The Rooms Provincial Museum, St John's,  
Newfoundland and Labrador  
January 15 to June 8, 2009

### **Art in the Service of War: The Emergent Group of Seven**

This exhibition features works by one of Canada's most influential group of artists, created during their formative years as official war artists in the First World War.

*This exhibition was developed by The Military Museums, Calgary, in partnership with the Canadian War Museum.*

The Military Museums, Calgary, Alberta  
June 7, 2009 to February 14, 2010

## **SPECIAL EXHIBITIONS**

### **Camouflage: From Battlefield to Catwalk**

June 5, 2009 to September 6, 2010

### **1759–2009: The Battle of the Plains of Abraham**

May 28, 2009 to January 9, 2011

### **Trench Life: A Survival Guide**

June 27, 2008 to April 13, 2009

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

November 6, 2008 to April 13, 2009

### **Remembered: Photographs from the Commonwealth War Graves Commission**

November 6, 2008 to April 13, 2009

## **ATTENDANCE**

### **Permanent Exhibitions**

- Canadian Experience Galleries **244,000**
- LeBreton Gallery **199,000**

### **Special Exhibitions**

- Trench Life: A Survival Guide **99,000**



Image from the  
1759–2009:  
The Battle of the  
Plains of Abraham.

## COLLECTIONS

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

### ACQUISITIONS

The Canadian War Museum relies primarily on artifact donations to enrich its collection; however, during the past year the Museum purchased artifacts through the *National Collection Fund* when quality artifacts were found at auction. Last year, the Museum handled 87 accession lots, which resulted in 370 individual artifacts being added to the Museum’s National Collection.

Among the highlights of last year’s acquisitions were several key Canadian Navy artifacts from the Cold War era, including a 3-inch/50-calibre naval gun and a Variable Depth Sonar developed as part of the Iroquois class shipbuilding project after 1966. This equipment was an important part of Canada’s naval role in anti-submarine warfare during the Cold War period. These two artifacts add to the growing collection of Cold War naval artifacts.

The War Museum was also pleased to acquire a collection relating to John R. Clark, containing artifacts from his service with the 13th Canadian Field Ambulance during the First World War, as well as over 200 letters he sent to his fiancée, Eva Auchinachie, during that time.

The Royal Canadian Legion generously donated a large collection of Canadian cap badges documenting the history of Canada’s armed forces during the First and Second World Wars. This collection of 1,150 cap badges is one of the most complete of its kind anywhere, and will complement the existing collection already housed at the Museum.

The Museum was also very pleased to acquire three Victoria Cross medals during 2009–2010, two by donation and one at auction. The Victoria Cross is the British Commonwealth’s highest award for military bravery. All the newly acquired medals had been awarded to Canadians.

- The first medal received by donation was awarded to Leo Clarke in the Somme in 1916. A small group led by Clarke had captured a section of enemy trench in fighting so fierce that all his comrades were left dead or injured. Armed with a pistol, Clarke single-handedly thwarted a counter-attack by about 20 enemy soldiers, killing or capturing them all. Significantly, he was one of three residents of a single street in Winnipeg to be awarded a Victoria Cross in the First World War, a coincidence that remains unique in the world. The street was renamed Valour Road in their honour.
- The Victoria Cross acquired at auction belonged to another of the Valour Road heroes. Robert Shankland was honoured for his heroism at Passchendaele in 1917. With casualties mounting in his platoon, Shankland made the perilous journey, alone, back to headquarters to seek reinforcements. He then returned to his command, displaying what his award citation called “most conspicuous bravery.”
- The other Victoria Cross acquired by donation was awarded during the Italian Campaign of the Second World War to John Keefer Mahony. In a particularly heroic move, Mahony rescued one of his sections — pinned down by enemy fire — by crawling forward with the aid of smoke grenades and leading the men to safety. Mahony’s Victoria Cross was one of only three awarded to Canadians in the Italian Campaign, and the first to be acquired by the War Museum.

## ARCHIVAL ACQUISITIONS

Important archival acquisitions of the past year included:

- A significant and extensive collection of documents and photo albums outlining the military service and political career of the Honourable Barnett J. Danson, a Second World War veteran, Member of Parliament, Minister of National Defence, and a driving force behind the creation of the new Canadian War Museum. The collection includes telegrams, letters and presentation albums commemorating his visits to foreign countries and to Canadian Forces Bases in Canada and abroad.
- A collection of maps, sketches and photographs from Colonel Pierre G. Leblanc, who served in Cyprus in 1974 as part of Operation Snowgoose (United Nations Peacekeeping Force in Cyprus). Material from this donation is being used in the upgrade of the permanent exhibition relating to Cyprus.
- A First World War diary and collection of letters written by Dr. E.B. Struthers, a medical missionary in China, who volunteered in 1917 to accompany 300 Chinese labourers from Shanghai, across Canada, to the war in Europe.
- A collection of photographs and unpublished documents outlining the history of No. 15 Canadian General Hospital in North Africa, Sicily and Italy during the Second World War.

## LOANS

The Museum actively loans its artifacts to other institutions. Significant outgoing loans during 2009–2010 included:

- Forty-five paintings by the Group of Seven loaned to the Military Museums, Calgary, for the exhibition **Art in the Service of War, the Emergent Group of Seven**.
- Four paintings loaned to the Musée national des beaux-arts du Québec in the City of Québec for an exhibition titled **Le nu dans l'art moderne canadien, 1920-1950**.
- Seven Miller Brittain drawings loaned to the National Gallery of Canada in Ottawa to augment its temporary exhibition **Miller Brittain: When the Stars Threw Down Their Spears**, originally a touring exhibition from the Beaverbrook Art Gallery in Fredericton, New Brunswick.
- Three artifacts related to the Red Cross in the Second World War, loaned to the Canadian Red Cross, Victoriaville, Quebec, to mark its centennial commemorative conference.
- Nine paintings loaned to Veterans Affairs Canada for a special commemorative ceremony in the Senate Chamber and a reception on Parliament Hill to commemorate the veterans of Normandy and D-Day.
- Fourteen artworks relating to the history of the Canadian Navy loaned to the Speaker of the Senate of Canada for display in his office.



Fordson  
Emergency Food  
Van before and  
after restoration  
made possible by a  
generous donor.  
CWM 19990029-001



## CONSERVATION

Canadian War Museum staff treated numerous artifacts for both temporary and permanent exhibition within the Museum and elsewhere. In addition, the Museum has an ongoing conservation program to restore technical equipment — such as historical vehicles and artillery — to either cosmetic or operating condition.

Significant conservation and restoration treatments during 2009–2010 included:

- The conservation treatment of several Navy-related artifacts — such as life vests, ship models and various uniforms — for the Canadian Cultural Online project celebrating the Centennial of the Royal Canadian Navy.
- The Fordson Emergency Food Van, restored to operating condition as a key artifact to be displayed in the LeBreton Gallery.
- The International Harvester aircraft mule used on the H.M.C.S. *Bonaventure*, cosmetically restored to display condition.
- The M151A2 Military Tactical Truck with TOW anti-tank launcher, restored to operating condition and on display in the LeBreton Gallery along with other anti-tank equipment.
- Continuing restoration projects, including a M1917 six-ton First World War tank, and a Second World War Ram II tank designed and built in Canada.

## THE MILITARY HISTORY RESEARCH CENTRE

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

Special initiatives in 2009–2010 included:

- Cataloguing and the creation of a finding aid for the Stephen Thorne collection of approximately 12,000 digital images depicting Canadian military operations in Afghanistan, including Kandahar, Kabul, Bagram, and along the Afghanistan-Pakistan border. This is the largest private collection of Afghanistan war photos known to have been acquired by any Canadian museum or gallery.
- Cataloguing 18 archival and photographic collections to support the Museum's Web project on the centenary of the Royal Canadian Navy.

Lieutenant-Colonel Robert Shankland's Victoria Cross medal set, acquired through donations to the *National Collection Fund*.  
CWM 20090066-001



Bill Kent

IMG2010-0116\_0725-Dm



## RESEARCH

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

### PRINCIPAL RESEARCH PROJECTS DURING THE PAST YEAR INCLUDED:

- Canadian peace support operations in Cyprus, 1964–1994.
- 1759–1760: the Plains of Abraham and Ste-Foy.
- The Royal Canadian Navy.
- Camouflage.
- The history of peace advocacy in Canada.
- The relationship between armed conflict and art movements during the twentieth century.
- Post-1989 Canadian military operations overseas.
- The War of 1812.
- The history of Canadian military vehicular transport.
- War and medicine.
- Medieval warfare.



Current restoration of the six-ton M1917 tank. CWM 19970113-026

## PUBLIC PROGRAMS

Public Programs provide an enhanced and varied visitor experience, and are aimed at attracting new audiences to the Museum. The majority of programs are offered free with Museum admission and give visitors diverse opportunities to learn about, and respond to, the Museum's messages.

### GALLERY ANIMATION

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

Topics animated for visitors in 2009–2010 included battlefield medicine, muskets, enlistment in the First World War, military technology, the Canadian experience on D-Day and a soldier's kit from the Korean War. Approximately 30,350 visitors experienced 11 gallery animations.

### SPECIAL EXHIBITIONS PROGRAMMING

Special exhibitions programming provides interactive activities and demonstrations that complement exhibition storylines. This programming takes the form of lectures,

theatrical performances, gallery animations and other special events. It also includes complementary programming opportunities and partnerships that help to extend the exhibitions' impact beyond the gallery space.

In 2009–2010, the main focus was on **Camouflage**. Staff developed special animations and activities for inside the exhibition and beyond. Family activities were developed for Bluesfest, summer and March school breaks, and Winterlude 2010 — all of which reflected the camouflage theme and promoted the exhibition. In addition, the Museum held a speaker series with topics such as "Natural Camouflage," "The Design History of Camouflage" and "Current and Future Camouflage Technology."

To complement **1759–2009: The Battle of the Plains of Abraham**, the Museum hosted a book launch for Dr. Peter MacLeod's *Northern Armageddon: The Battle of the Plains of Abraham*.



Annual Nijmegen Marchers Send-Off Ceremony in July 2009.

## SPECIAL PUBLIC PROGRAMS

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

In 2009–2010, to help mark the 65th Anniversary of D-Day, the Museum featured *Jake's Gift*, a play presented in partnership with the Magnetic North Theatre Festival. About 600 people saw the play during its five-day run in the Barney Danson Theatre. The War Museum also presented *Witnesses to History* in partnership with the Magnetic North Theatre Festival and Veterans Affairs Canada. It featured three D-Day veterans — Stan Fields (Navy), Willie Glaser (Polish Division) and William Gunter (Army) — who shared their stories and took questions from the audience.

The two-month Summer Concert Series attracted 1,200 people. Performers included the Mount Pearl Show Choir of Newfoundland, which was part of the July 1 commemoration of the Battle of Beaumont Hamel 1916; and the Hong Kong Children's Symphony Orchestra, which performed at a concert dedicated to the Canadian veterans of the Battle of Hong Kong, and helped mark the unveiling of the Hong Kong Veterans Memorial Wall in Ottawa.

For the second year in a row, the War Museum presented the winning photographs from the prestigious World Press Photo Contest for press photography.

The Winter Concert Series in January and March 2010 featured performances in the LeBreton Gallery by the Royal 22<sup>nd</sup> Regiment Band and the Governor General's Foot Guards.

### Building Knowledge

In 2009–2010, the War Museum was the venue for several book launches and lectures, which attracted about 450 visitors. Among the books launched were Amy Shaw's *Crisis of Conscience: Conscientious Objection in Canada during the First World War*; Angus Brown and Richard

Gimblett's *In the Footsteps of the Canadian Army: Northwest Europe, 1942–1945*; Dr. Peter MacLeod's *Northern Armageddon: The Battle of the Plains of Abraham*; and Ted Barris's *Breaking the Silence: Untold Veterans' Stories from the Great War to Afghanistan*.

Lectures included "Wartime Shakespeare in a Global Context" (with the University of Ottawa), which featured a discussion by an international panel of academics; and "Reconstructing and Field Testing Ancient Greek Body Armour" (with the Archaeological Institute of America), presented by Dr. Greg Aldrete of the University of Wisconsin.

### Special Events

Visitors participated in several special events, including Vimy Ridge Day, seasonal programming (Season's Greetings, Valentines for Veterans and Gingerbread Cookies), Tulip Festival activities, Spring Break activities, and concerts by various bands and choirs. The Museum was also the venue for a Commonwealth War Graves Presentation to mark Vimy Ridge Day; and events relating to the Liberation of the Netherlands, held in conjunction with the Tulip Festival in May.

### Remembrance Week

A range of events took place in the Museum during Remembrance Week. They included lunch-hour concerts by the Central Band of the Canadian Forces; a special musical presentation, *Remember — Souviens-toi*, featuring singer Gertrude Létourneau; live screenings of the National Service of Remembrance; self-guided Remembrance tours; and free lunches for Canadian veterans. The events were attended by about 2,200 visitors.

## VOLUNTEER INTERPRETER PROGRAM

Visitors benefitted from interacting with a total of 64 volunteers, who together delivered 6,139 hours of interpretation as part of the Museum's Volunteer Interpreter Program. These volunteers helped visitors gain a deeper appreciation of the Museum's themes, artifacts and messages by focusing on their own experiences during wartime conflict and military service.

## SCHOOL PROGRAMS

The Museum's school programs and educational services help students from kindergarten through senior high school discover how war has affected them and their country. These school programs are designed to meet the specific needs and expectations of teachers and students through activities that promote critical thinking, problem-solving and cooperative learning. In 2009–2010, close to 3,100 students participated in 101 school programs.

The Museum also offered 728 group orientation scenarios to more than 38,000 participants.

### Defence Public Affairs Learning Centre SMA

In December 2009, the Museum hosted — and provided staff to participate in — the final training of Department of National Defence in-field reporters and videographers. This unique training exercise was led by the Canadian Forces Public Affairs team.

### Colonel Douglas H. Gunter History Award

In 2009, applicants for the Colonel Douglas H. Gunter History Awards were asked to submit an original work on the following topic: "The Battle of the Plains of Abraham." From the 65 submissions, the following four students were awarded prizes of \$1,000 each:

- Ryan Thomas Hartigan — Dartmouth, Nova Scotia  
- Submission: Song — *An Angel Without Wings Isn't Apt to Fly*
- Lauren Hearty — Surrey, British Columbia  
- Submission: Text (Poem) — *A Day on the Plains*
- Lindsay Logie — Sackville, Nova Scotia  
- Submission: Text (Non-Fiction) — *The Battle of the Plains of Abraham Lives On*
- Meghan Ross — Vernon, British Columbia  
- Submission: Text (Fiction) — *Remembering les Plaines d'Abraham*



#### LEFT:

Ongoing activity related to the **Camouflage** exhibition.

#### RIGHT:

Russel, a member, at the opening of the exhibition **Camouflage** on June 4, 2009.



Steven Darby



## COMMUNICATION OF KNOWLEDGE

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

### WARMUSEUM.CA

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

### New Online Resource

In connection with the Centennial of the Canadian Navy in 2010, the Museum developed an online resource to explore the role of sailors, navies and sea power in Canadian history. The module will highlight nearly 1,000 objects from the Museum collections of the and other partner institutions, including the Esquimalt Naval and Military Museum; the Naval Museum of Alberta; the Naval Museum of Quebec; and H.M.C.S. Haida, a Parks Canada National Historic Site. It follows the Museum's highly successful **Canada and the First World War** Web module, launched in 2008.

These modules provide free access to a wealth of historical information, plus lesson plans and other resources designed specifically for teachers and students.

### PUBLICATIONS

The Museum assists in the publication of selected research-based projects, both through existing partnerships and in response to requests for support from other institutions, private firms or members of the public. Most notably, the Museum partners with the University of British Columbia Press to produce *Studies in Canadian Military History*, a series of scholarly monographs. This series makes innovative contributions to the study of Canadian military history based on contemporary scholarship. It also encourages the work of new scholars and the investigation of important gaps in the existing literature. The Museum currently supports the work of the

New Brunswick Military Heritage Project, and the research and publishing of its own scholars. Publications produced in 2009–2010 include:

### **Studies in Canadian Military History** (with University of British Columbia Press)

Keshen, Jeffrey A. *Saints, Salauds et Soldats : Le Canada et la Deuxième Guerre mondiale* (2009) [published and translated by Athéna, in collaboration with UBC Press].

Shaw, Amy J. *Crisis of Conscience: Conscientious Objection in Canada during the First World War* (2009).

Wood, James A. *Militia Myths: Canadian Ideas of the Citizen Soldier, 1896–1921* (2009).

### **New Brunswick Military Heritage Project**

Teed, Valerie (ed.). *Uncle Cy's War: The First World War Letters of Major Cyrus F. Inches* (2009).

Vance, Jonathan (ed.). *Bamboo Cage: The POW Diary of Robert F. Wyse, 1942–1943* (2009).

### **Canadian Military Journal**

The Museum assisted in the publication of this quarterly journal, providing articles and images for a Canadian War Museum-dedicated section of each issue. It also provided translated text abstracts for each article.

### LECTURES AND ARTICLES

The Museum's historians and other staff members gave more than 12 presentations in Canada and abroad, delivered 16 lectures and published 15 articles.



## PUBLIC AFFAIRS

The Museum organized exhibition previews and official openings, and other media events, including the Canadian Operational Support Command Change of Command Ceremony, and the Airborne Regiment Association of Canada Cyprus Reunion. All events were held in the LeBreton Gallery.

### PARTNERSHIPS

All Public Affairs events are partnerships, except for exhibition openings.

### EVENTS AND VIP TOURS

The War Museum offers a unique setting for important occasions, ranging from protocol ceremonies to banquets. In 2009–2010, the Museum hosted major events such as:

- Canadian Community Holocaust Remembrance Day Ceremony, organized by the Canadian Society for Yad Vashem, and attended by over 500 people.
- Commemorative Ceremony and Gunfire Breakfast, to mark Australia New Zealand Army Corps Day (ANZAC Day).
- Russian Community Commemoration of the end of the Second World War.
- Canadian Operational Support Command Change of Command Ceremony, with over 200 attendees.
- Annual Nijmegen Marchers Send-off Ceremony with reviewing officers Major-General Mark McQuillan, Mr. Laurie Hawn, M.P., and Lieutenant-General (Ret'd) Charles Belzile.



View of the  
Cisco Ottawa  
Bluesfest in  
July 2009.

On March 4, 2010, the Canadian War Museum hosted a meeting of the Board of Trustees of the Canadian Cultural Property Export Review Board, and Museum staff took Board members on tours of the exhibition galleries. In a letter of thanks to Director General Mark O'Neill, the Board's Chairperson Marcel Brisebois praised the Museum's rich art collection as being of "outstanding merit aesthetically," as well as historically relevant. He added that the enthusiasm of the guides and curators in sharing their knowledge about prized artifacts made the Board members' visit very rewarding, and enhanced their appreciation of Canadian war history.

For the third year, the Museum grounds were the venue for the Cisco Ottawa Bluesfest. This event continues to be the most successful music festival in the region, as well as one of the largest international music events in the world. An estimated 75,000 visitors had access to the Museum's facility during the festival.

The Museum also organized more than 25 visits for VIPs. Guests included Israeli Military Advocate General, Major-General Avihai Mandelblit; Director General International Affairs, Ministry of Defence, Japan, Mr. Hiroshi Oe; Senator Irving Gerstein; the Director of the Royal Commonwealth Society in London, England, Dr. Danny Sriskandarajah; noted French cartoonist Jacques Tardi; the Secretary General of NATO, Anders Fogh Rasmussen; and Major-General Mart de Kruif, International Security Assistance Force Regional South Commander.

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#### **Partnerships and events: 18**

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**Attendance: 5,000**

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Visit of the Secretary General of NATO, Anders Fogh Rasmussen, on January 13, 2010, with Mark O'Neill, Director General, Canadian War Museum and Vice-President of the Corporation.

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 Robert Boxer  
 Joseph J. Bray  
 Gordon D. Brearley  
 N. David Brewer  
 Alan O. Brown  
 Edward J. Burkmar  
 Andrew Cadzow  
 A. Craig Cameron  
 Walter Cargnelli  
 L. Diana Carlisle  
 D. B. Carrington  
 Patricia Carson  
 Gwynneth Casselman  
 Tom Chambers  
 René Chartrand  
 Donald H. Cheney  
 Carol Cherkewich  
 Vince Clark  
 Lionel Charles Clarke  
 Dorothy A. Cloutier  
 Walter Cooke  
 Patricia A. Crook  
 Helen Cunningham  
 John Dale  
 The Hon. Barnett J. Danson  
 Robert Denney  
 Gerry Dobson  
 Richard M. Doris  
 W. A. B. Douglas  
 Wayne Douglas  
 Gilles Duhamel  
 Ruth Edge  
 Kathleen Ellis  
 Estate of  
 Reverend Richard Benedict Allen  
 Estate of  
 Mrs. Jeanette Maitland Maze  
 Estate of  
 Mrs. Edith Florence Reid  
 Bob Fowler  
 Friends of Library and Archives  
 Canada  
 Rex Fulcher  
 Douglas Gordon  
 J. L. Granatstein  
 George W. M. Grant  
 David Hahn  
 Hans-Jorgen University  
 of Stavanger  
 Stuart Harvey  
 Peter Hessel  
 Michael Hind  
 Mr. and Mrs. Richard Hobbs  
 George Robin Hopper  
 Mary Jeannette Hounsome  
 Mark W. Huibregtse  
 Don Joseph  
 Mary K. Keith  
 Kathy M. Kent  
 Stanley Kierstead  
 Barry W. King  
 Joe King  
 Reinhold Koller  
 Ginette Lachance  
 Sandra Langdale  
 Richard Lavigne  
 Col Pierre G. Leblanc  
 Theodore J. Leja  
 David Letson  
 Lenora Limacher  
 Gwendolyn Littlewood  
 Jim Lotz  
 L. Y. Luciuk  
 W. James MacDonald  
 Carl Mahakian  
 Laurie Mahony  
 Louise B. Mahony  
 Jeanne Mandzuk  
 Craig Leslie Mantle  
 Bob Margeson  
 Ken Marsland  
 Donna McArthur  
 Donald Bruce McCall  
 Wesley McEwen  
 Ann E. McJanet  
 Kenneth McKenzie  
 Colleen McKeown-White  
 Mary McKim  
 Diana Meredith  
 Myron Momryk  
 David C. Moreton  
 Sue Mowat  
 National Defence  
 Naval Officers' Association  
 of Canada  
 Muriel Tomkins Niemi  
 Ontario Agricultural College '49  
 Association  
 Maureen Owen  
 Bojan Pavlovic  
 D. Burke Penny  
 Normand Perron  
 Richard Piquette  
 Luciano Pradal  
 J. S. Preece  
 The Queen's Own Rifles of  
 Canada Regimental Museum  
 Charles Reynolds  
 Dieter Ridel  
 Bianca Roberts  
 Wendela Roberts  
 Ken Robson  
 Royal Canadian Legion Branch 55  
 Royal Canadian Ordnance Corps  
 Museum  
 Leona Russell  
 Jan Erik Schulte  
 BGen Pierre Sénécal  
 Richard Shaftue  
 Leonard Silver  
 Philip E. L. Smith  
 Southwold Veterans Committee  
 Mary Jane Starr  
 Cpl David J. Strachan  
 Stratford/Perth Museum  
 David L. Summers  
 John E. Tennuci  
 Robert Thexton  
 Richard I. Thorman  
 Pat Turcotte  
 Huguette Viau  
 Barbara Vickers  
 Margaret Virany  
 W. von Hagen  
 John Wilson  
 James K. Winder

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

## MANAGEMENT DISCUSSION AND ANALYSIS

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

### STRATEGIC DIRECTION

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

#### **MUSEOLOGICAL EXCELLENCE AND**

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

#### **BRINGING THE MUSEUMS TO CANADIANS:**

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

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

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

### ECONOMIC ENVIRONMENT

For the 2009–2010 fiscal year, the Corporation, like other touristic and cultural entities, was again affected by several significant environmental pressures, including the severe economic turmoil; the disruptions in school visits caused by the H1N1 virus; and the major drop in cross-border traffic from the United States, our largest international market. The impact on the Corporation ranged from a decline in group visits to a slowdown in philanthropy and fundraising. The Corporation was also affected by the full funding reductions from the government's Strategic Review exercise of 2007. The Corporation did benefit from incremental funding initiatives by the government, tied mostly to capital repair initiatives, from both the Risk Management initiative of 2006 and Budget 2008. The year was also marked by a three month employment contract dispute involving staff who are members of the Public Service Alliance of Canada. This event impacted both the operating expenditures and revenues of the Corporation in the 2009–2010 fiscal year.

### FINANCIAL OVERVIEW

In the 2009–2010 fiscal year, the Museums presented several major exhibitions, notably **Afghanistan: Hidden Treasures; Camouflage: From Battlefield to Catwalk; Profit and Ambition: The Canadian Fur Trade, 1779–1821; Her Majesty's Stamps** and **Mythic Beasts: Dragons, Unicorns and Mermaids**. Overall attendance at both Museums was solid, in view



of the unsettled environment, but there was a reduction of 6.8% to 1,593,390 visits from 1,709,324 in 2008–2009. As a result, there were impacts in most revenue areas. Admission revenue decreased to \$4.7 million as compared to \$5.0 million in 2008–2009, a 4.9 per cent decrease. Revenues from rentals, parking and concessions decreased to \$3.2 million as compared to the record \$4.1 million in 2008–2009; however, these revenues are in line with the \$3.2 million earned in 2007–2008. IMAX® revenues were further impacted by a two month closure of the IMAX Theatre for the first major refurbishment of the theatre since 1989. IMAX revenues therefore decreased to \$1.5 million as compared to \$1.8 million in 2008–2009, or 13.4 per cent. Boutique revenues decreased to \$1.8 million as compared to \$2.2 million in 2008–2009, or 16.8 per cent. Expenses totaled \$86.7 million as compared to \$92.3 million in 2008–2009, a decrease of \$5.6 million or 6 per cent. Salary expenses of \$29.7 million were lower than the \$34.5 million reported in 2008–09. The net result of Operations is \$2.9 million.

Cash and cash equivalents have decreased to \$6.3 million as compared to \$34.3 million in 2008–2009, attributable to the purchase of investments, as reflected in the \$35.0 million in Investments. Accounts receivable of \$2.0 million (as compared to \$4.0 million in 2008–2009) is mainly attributable to Payments in lieu of taxes funding of \$2.2 million from government that was included in the 2008–2009 value. Restricted Cash and Investments — *The National Collection Fund* now stands at \$3.1 million for 2009–2010, an increase of \$1.1 million from 2008–2009.

At March 31, 2010, the Corporation held Master Asset Vehicle II (MAVII) notes tied to its original investment in nonbank sponsored asset-backed commercial paper (ABCP) in 2007. There is a significant amount of uncertainty in estimating the amount and timing of cash flows associated with MAVII. The Corporation estimates the fair value of its MAVII using Level Three hierarchy inputs by discounting expected future cash flows considering the best available data at

March 31, 2010. If these assumptions were to change, the fair value of the MAVII notes could change significantly. At March 31, 2010, the MAVII notes were recorded at their estimated fair value of \$6.0 million, resulting in a fair value adjustment of \$1.1 million. Principal repayments of \$0.3 million were received in the period and a loss on investments of \$0.8 million was recorded and is included in the statement of earnings and comprehensive income. Since the fair values of the MAVII notes are determined using the foregoing assumptions and are based on the Corporation's assessment of market conditions as at March 31, 2010, the fair values reported may change materially in subsequent periods.

For 2009–2010, the Corporation has adopted new CICA standards on Financial Instruments — disclosures, Goodwill and Intangible Assets and Financial Statement Concepts. The adoption of these new standards did not result in any transitional adjustments.

## FINANCIAL AND OPERATIONAL VIABILITY

In 2007, the Corporation participated in the Government's Strategic Review budget process. The outcome of this review was, from 2009–2010 onward, the reduction in annual government funding of \$3.3 million per year. In Budget 2008, the Government announced new funding for national museums to address capital and operating pressures for a five year period. For the Corporation, this funding totals over \$25 million over the five year period ending in 2012–2013. The Corporation will also receive an additional \$6.3 million in 2010–2011 to address inflationary pressures in fixed operating costs, including its shortfall in Payment in Lieu of Taxes funding. The Corporation recognizes and thanks the Government for addressing these long-standing, ongoing pressures over the short term. The Corporation looks forward to working with the Department of Canadian Heritage and Treasury Board Secretariat to develop a mechanism that will address ongoing pressures for capital repairs and costs such as property taxes, utilities and other building-related items. Budget 2010 also

contained cost containment measures that apply to the Corporation. Previously approved funding for its negotiated labour contracts will not be received, resulting in a current year reduction in government funding of \$0.5 million. This cost pressure will increase dramatically over the term of the existing collective agreements. Budget 2010 also set an expectation of voluntary cost containment measures in operating expenses where feasible. The Corporation has reviewed its travel and hospitality budgets and is committed to reducing its level of spending in these areas to the levels of 2008–2009.

*The National Collection Fund* which stands at \$3.1 million has already shown its very useful role in allowing the Corporation to react to opportunities to enrich its collection and to preserve Canadian heritage. The Corporation is continuing its efforts to increase the Restricted Cash and Investments – *National Collection Fund* to \$10 million at the end of seven years.

In February 2008, the Accounting Standards Board (AcSB) confirmed that Publicly Accountable enterprises will be required to adopt International Financial Reporting Standards (IFRS) effective for years beginning on or after January 1, 2011. As well, in February 2008, the Public Sector Accounting Board (PSAB) amended the Introduction to Public Sector Accounting Standards to deem Government Business Enterprises (GBE) and Government Business-Type Organizations (GBTO) as Publicly Accountable enterprises. At the time of these announcements, the Corporation was classified as a Government Business-Type Organization and was therefore required to adopt IFRS for its fiscal year ending March 31, 2012. In December 2009, PSAB amended the Introduction to Public Sector Accounting Standards, eliminating the GBTO classification effective for years beginning on or after January 1, 2011. Government organizations previously classified as GBTO are required to reclassify themselves in the GBE, Government Not-For-Profit Organization (GNPO) or Other Government Organization (OGO) categories and adopt the applicable

accounting standards for years beginning on or after January 1, 2011. The Corporation is currently considering its classification in the Public Sector Accounting Handbook and is monitoring related developments and changes to accounting standards that will impact its financial statements for the March 31, 2012 year end.



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

Year ended March 31, 2010

## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

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

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

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

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



David Loye  
Chief Operating Officer



Gordon Butler  
Chief Financial Officer

May 28, 2010





## AUDITOR'S REPORT

To the Minister of Canadian Heritage and Official Languages

I have audited the balance sheet of the Canadian Museum of Civilization as at March 31, 2010 and the statements of earnings and comprehensive income, changes in equity and cash flows for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.

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

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the *Financial Administration Act*, I report that, in my opinion, these principles have been applied on a basis consistent with that of the preceding year.

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

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

Ottawa, Canada  
May 28, 2010

## CANADIAN MUSEUM OF CIVILIZATION

### Balance Sheet


As at March 31

(In thousands of dollars)

	2010	2009
<b>Assets</b>		
Current assets:		
Cash and cash equivalents (note 5)	\$ 6,277	\$ 34,250
Accounts receivable (note 18(a))	2,030	3,972
Inventories	901	1,075
Prepaid expenses	765	703
	<u>9,973</u>	<u>40,000</u>
Restricted cash (note 6)	1,051	964
Restricted cash and investments – National Collection Fund (note 7)	3,118	2,035
Intangible assets (note 8)	378	-
Investments (note 9)	35,001	7,042
Collection (note 10)	1	1
Property and equipment (note 11)	285,133	290,524
	<u>\$ 334,655</u>	<u>\$ 340,566</u>
<b>Liabilities and Equity</b>		
Current liabilities:		
Accounts payable and accrued liabilities (note 12)	\$ 10,977	\$ 10,659
Deferred revenue and Parliamentary appropriations	2,231	4,336
Current portion of employee future benefits (note 14)	586	829
	<u>13,794</u>	<u>15,824</u>
Deferred Parliamentary appropriations – National Collection Fund (note 7)	1,983	1,008
Deferred funding related to property and equipment (note 13)	245,591	254,223
Employee future benefits (note 14)	5,586	4,890
	<u>266,954</u>	<u>275,945</u>
Equity:		
Retained earnings	24,647	21,762
Contributed surplus	40,868	40,868
Accumulated other comprehensive income	2,186	1,991
	<u>67,701</u>	<u>64,621</u>
Contingencies (note 17)		
Commitments (note 20)		
	<u>\$ 334,655</u>	<u>\$ 340,566</u>

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

Approved by the Board of Trustees:

  
Chairperson

  
Trustee

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

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

	2010	2009
Revenues:		
Donations, grants and sponsorships	\$ 825	\$ 988
Interest (note 15)	356	1,580
Operating (schedule 1)	12,805	14,460
	13,986	17,028
Expenditures (schedule 2):		
Collect and research	12,773	13,900
Exhibit, educate and communicate	16,994	20,113
Accommodation	38,242	37,529
Corporate management	17,176	18,430
Loss on investments (note 9)	1,483	2,368
	86,668	92,340
Net result of operations before government funding	(72,682)	(75,312)
Parliamentary appropriations (note 21)	75,567	77,487
Net results of operations	\$ 2,885	\$ 2,175
Restricted donations from non-owners	321	636
Deferred investment income	4	17
Donations recognized as revenue	(130)	(180)
Other comprehensive income	195	473
Comprehensive income	\$ 3,080	\$ 2,648

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

**CANADIAN MUSEUM OF CIVILIZATION****Statement of Changes in Equity**

For the year ended March 31

(In thousands of dollars)

	2010	2009
Retained earnings, beginning of year	\$ 21,762	\$ 19,587
Net results of operations	2,885	2,175
Retained earnings, end of year	24,647	21,762
Accumulated other comprehensive income, beginning of year	1,991	1,518
Other comprehensive income	195	473
Accumulated other comprehensive income, end of year	2,186	1,991
	26,833	23,753
Contributed surplus	40,868	40,868
Equity, end of year	\$ 67,701	\$ 64,621

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

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

For the year ended March 31

(In thousands of dollars)

	2010	2009
Operating activities:		
Cash receipts (clients)	\$ 11,252	\$ 16,561
Cash receipts (parliamentary appropriation)	79,680	76,281
Cash paid (employees and suppliers)	(85,785)	(93,837)
Interest received	356	1,580
	5,503	585
Investing activities:		
Acquisition of intangible assets	(378)	-
Acquisition of property and equipment	(8,663)	(5,241)
Increase in long-term investments	(29,009)	-
Increase in restricted cash and investments	(1,170)	(1,464)
	(39,220)	(6,705)
Financing activities:		
Parliamentary appropriation for the acquisition of property and equipment	5,419	9,614
Restricted contributions and related investment income	325	653
	5,744	10,267
Increase (decrease) in cash and cash equivalents	(27,973)	4,147
Cash and cash equivalents, beginning of year	34,250	30,103
Cash and cash equivalents, end of year	\$ 6,277	\$ 34,250

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



## CANADIAN MUSEUM OF CIVILIZATION

### Notes to the Financial Statements

Year ended March 31, 2010

(In thousands of dollars)

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#### 1. Mission and mandate:

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

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

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

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

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

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

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

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

#### **Accommodation:**

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

#### **Corporate management:**

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

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

Year ended March 31, 2010  
(In thousands of dollars)

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**2. Significant accounting policies:**

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

(a) Financial assets and financial liabilities:

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

Accounts receivable are classified as "Loans and Receivables". After the initial fair value measurement, they are measured at amortized cost using the effective interest rate method through the Statement of Earnings and Comprehensive Income.

Accounts payable and accrued liabilities are classified as "Other Financial Liabilities". After their initial fair value measurement, they are measured at amortized cost using the effective interest rate method through the Statement of Earnings and Comprehensive Income. For the Corporation, the initial measured amount approximates the fair value for all short-term accounts payable due to their short-term nature.

(b) Cash and cash equivalents:

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

(c) Inventories:

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

(d) Collection:

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

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

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

Year ended March 31, 2010  
(In thousands of dollars)

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

(e) Property and equipment:

Property and equipment owned by the Corporation are valued at cost, net of accumulated amortization. Buildings owned by the Government of Canada, which are under the administrative control of the Corporation, are recorded at their estimated historical cost, less accumulated amortization. Lands owned by the Government of Canada, which are under the administrative control of the Corporation, are recorded at their estimated historical cost with a corresponding amount credited directly to the Contributed Surplus.

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

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

(f) Intangible assets:

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

(g) Employee future benefits:

(i) Pension benefits:

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

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

Year ended March 31, 2010  
(In thousands of dollars)

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

(g) Employee future benefits (continued):

(ii) Severance benefits:

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

(iii) Other post retirement benefits:

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

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

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

The most recent actuarial valuation was completed by an independent actuary as at March 31, 2010. The Corporation measures its accrued benefit obligation for accounting purposes as at March 31 of each year.

**CANADIAN MUSEUM OF CIVILIZATION**  
**Notes to the Financial Statements, page 5**

Year ended March 31, 2010  
(In thousands of dollars)

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

(h) Revenue recognition:

(i) Museum operations:

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

(ii) Memberships:

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

(iii) Travelling exhibits:

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

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

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

(v) Grants and sponsorships:

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



**CANADIAN MUSEUM OF CIVILIZATION**  
**Notes to the Financial Statements, page 6**

Year ended March 31, 2010  
(In thousands of dollars)

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

(h) Revenue recognition (continued):

(vi) Contributions:

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

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

(vii) Parliamentary appropriation:

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

(viii) Other revenues:

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

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

Year ended March 31, 2010  
(In thousands of dollars)

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

(i) Measurement uncertainty:

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

**3. Changes in accounting standards:**

Effective April 1, 2009, the Corporation adopted the following new accounting standards:

(a) Financial Instruments - Disclosures:

In June 2009, the Canadian Institute of Chartered Accountants (CICA) amended section 3862, *Financial Instruments – Disclosure*, to include additional disclosure requirements about the fair value measurement for financial instruments and liquidity risk. These amendments require a three level hierarchy for financial instruments measured at fair value that reflects the transparency and significance of the inputs used in making the fair value measurements. As the amendments only concern disclosure requirements, they do not have an impact on the financial statements of the Corporation. Comparative information is not required for the first year of application. The Corporation has provided this enhanced disclosure in note 18(d).

(b) Goodwill and Intangible Assets:

CICA Handbook Section 3064, *Goodwill and Intangible Assets*, supersedes Section 3062, *Goodwill and Other Intangible Assets* and Section 3450, *Research and Development Costs*. This standard defines the recognition and measurement criteria for intangible assets and, in particular, for intangible assets that are internally generated. The adoption of this new standard did not have significant impact on the Corporation's financial statements.

(c) Financial Statement Concepts:

The Corporation adopted the amended CICA Handbook Section 1000, *Financial Statement Concepts*. This amendment virtually eliminates the matching principle and provides guidance to clarify the distinction between assets and expenses. The Corporation has reviewed its assets and liabilities to ensure they meet the clarified criteria of amended Section 1000 and has determined that there is no impact on its financial statements.

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Year ended March 31, 2010  
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**4. Future accounting standards:**

In February 2008, the Accounting Standards Board (AcSB) confirmed that Publicly Accountable enterprises will be required to adopt International Financial Reporting Standards (IFRS) effective for years beginning on or after January 1, 2011. As well, in February 2008, the Public Sector Accounting Board (PSAB) amended the Introduction to Public Sector Accounting Standards to deem Government Business Enterprises (GBE) and Government Business-Type Organizations (GBTO) as Publicly Accountable enterprises. At the time of these announcements, the Corporation was classified as a Government Business-Type Organization and was therefore required to adopt IFRS for its fiscal year ending March 31, 2012.

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

The Corporation is currently considering its classification in the Public Sector Accounting Handbook and is monitoring related developments and changes to accounting standards that will impact its financial statements for the year ended March 31, 2012.

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**5. Cash and cash equivalents:**

As at March 31, 2010, the entire amount was held in cash. As at March 31, 2009 the average portfolio yield to maturity was 0.48%. All instruments were held in short-term investments. The average term to maturity was 7 days.

Cash and cash equivalents are distributed as follows:

	2010	2009
Cash	\$ 6,277	\$ 2,054
Cash equivalents	-	32,196
	<u>\$ 6,277</u>	<u>\$ 34,250</u>

**6. Restricted cash:**

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

Changes in the restricted cash balance are as follows:

	2010	2009
Balance, beginning of year	\$ 964	\$ 931
Add contributions received in the year	148	170
Add deferred investment income (note 15)	3	9
Less amounts recognized as revenue	(64)	(146)
Balance, end of year	<u>\$ 1,051</u>	<u>\$ 964</u>

As at March 31, 2010 and 2009, the entire amount was held in cash.

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Year ended March 31, 2010  
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**7. Restricted cash and investments – National Collection Fund:**

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

The National Collection Fund represents funds for the acquisition of artifacts by the Canadian Museum of Civilization and the Canadian War Museum. Funds are removed from the National Collection Fund upon acquisition of selected artifacts.

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

	2010	2009
Balance, beginning of year	\$ 2,035	\$ 587
Add contributions received in the year	174	466
Add Parliamentary appropriations allocated to the National Collection Fund	1,000	1,000
Add deferred investment income (note 15)	2	16
Less amounts recognized as revenue	(93)	(34)
Balance, end of year	\$ 3,118	\$ 2,035

At March 31, 2010, the Corporation held a long-term government bond with a face value of \$1,978, an annual yield percentage of 2.7%, and a maturity date of December 15, 2014. As at March 31, 2009, the entire amount was held in cash.

**8. Intangible assets:**

	Cost	Accumulated amortization	2010 Net book value	2009 Net book value
Acquired film rights	\$ 378	\$ -	\$ 378	\$ -
	\$ 378	\$ -	\$ 378	\$ -

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Year ended March 31, 2010  
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**9. Investments:**

	Fair Value	
	2010	2009
Long-term bonds	\$ 29,009	\$ -
Master Asset Vehicle notes	5,992	7,042
	<u>\$ 35,001</u>	<u>\$ 7,042</u>

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

At March 31, 2010, the Corporation held the following Master Asset Vehicle (MAVII) notes:

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

The assumptions used in the discounted cash flow valuation model of MAVII notes at March 31, 2009 include:

Criteria	Assumptions
Expected term to maturity	7.82 years
Discount rates	5.80% to 12.10%
Coupon rates	A1, A2 and B notes: BA rate less 50 bps; C notes: BA rate



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Year ended March 31, 2010  
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**9. Investments (continued):**

There is a significant amount of uncertainty in estimating the amount and timing of cash flows associated with MAVII. The Corporation estimates the fair value of its MAVII using Level Three hierarchy inputs by discounting expected future cash flows considering the best available data at March 31, 2010.

The assumptions used in the discounted cash flow valuation model at March 31, 2010 include:

Criteria	Assumptions
<b><u>MAVII Notes</u></b>	
Expected term to maturity	6.82 years
Discount rates	6.50%, 10.50% and 35.07% for the A1, A2 and B notes
Coupon rates	A1, A2 and B notes: 1 month BA rate less 50 bps
<b><u>MAVII IA Notes</u></b>	
Expected term to maturity	26.93 years
Discount rates	24.86%
Coupon rates	1 month BA rate plus 50bps

If these assumptions were to change, the fair value of the MAVII notes could change significantly. At March 31, 2010, the MAVII notes were recorded at their estimated fair value of \$5,992, resulting in a fair value adjustment of \$1,050. Principal repayments of \$280 were received in the period and a loss on investments of \$770 was recorded and is included in the statement of earnings and comprehensive income.

Since the fair values of the MAVII notes are determined using the foregoing assumptions and are based on the Corporation's assessment of market conditions as at March 31, 2010, the fair values reported may change materially in subsequent periods. A 1.0% increase in the discount rate will decrease the fair value of the MAVII notes by approximately \$352.

Further information on the fair value measurement of the Corporation's investments can be found in note 18(d).

## CANADIAN MUSEUM OF CIVILIZATION

### Notes to the Financial Statements, page 13

Year ended March 31, 2010

(In thousands of dollars)

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#### 10. Collection:

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

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

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

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

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

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

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

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

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

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**Notes to the Financial Statements, page 14**

Year ended March 31, 2010  
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**11. Property and equipment:**

	Cost	Accumulated amortization	2010 Net book value	2009 Net book value
Buildings	\$ 356,909	\$ 139,976	\$ 216,933	\$ 225,855
Land	40,868	-	40,868	40,868
Building improvements	64,405	41,214	23,191	19,596
Technical equipment	12,735	10,434	2,301	1,840
Informatics equipment	10,736	10,205	531	707
Office furniture and equipment	8,791	7,505	1,286	1,616
Motor vehicles	130	107	23	42
	\$ 494,574	\$ 209,441	\$ 285,133	\$ 290,524

The current year amortization amounts to \$14,051 (2009 - \$13,633).

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

	2010	2009
Trade accounts payable	\$ 7,446	\$ 7,542
Accrued salaries and vacation pay	1,371	2,978
Government departments and agencies	2,160	139
	\$ 10,977	\$ 10,659

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

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

	2010	2009
Deferred capital contributions	\$ 2,549	\$ 2,720
Deferred capital funding	243,042	251,503
	\$ 245,591	\$ 254,223

(i) Deferred capital contributions represent the unamortized portion of donations used to purchase depreciable property and equipment. Deferred capital contributions are recognized as donation revenue on the same basis and over the same periods as the related property and equipment is depreciated.

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**Notes to the Financial Statements, page 15**

Year ended March 31, 2010  
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**13. Deferred funding related to property and equipment (continued):**

- (a) Deferred funding related to property and equipment is composed of (continued):
- (ii) Deferred capital funding represents the unamortized portion of parliamentary appropriations used or to be used to purchase depreciable property and equipment. Deferred capital funding is recognized as parliamentary appropriation revenue on the same basis and over the same periods as the related property and equipment is depreciated.
- (b) Changes in the deferred funding related to property and equipment is composed of:

	2010	2009
Balance at beginning of year	\$ 254,223	\$ 258,193
Add:		
Parliamentary appropriations received	5,419	9,614
Less amounts recognized as revenue:		
Deferred capital contributions	(171)	(171)
Parliamentary appropriations	(13,880)	(13,413)
	\$ 245,591	\$ 254,223

**14. Employee future benefits:**

	2010	2009
Severance liability (note 14(b))	\$ 3,503	\$ 3,611
Other non-pension post retirement liability (note 14(c))	2,669	2,108
Employee future benefits	6,172	5,719
Less: current portion of employee future benefit	(586)	(829)
	\$ 5,586	\$ 4,890

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**Notes to the Financial Statements, page 16**

Year ended March 31, 2010  
(In thousands of dollars)

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

(a) Pension benefits:

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

	2010	2009
Corporation's contributions	\$ 2,546	\$ 2,917
Employees' contributions	1,309	1,434

(b) Severance benefits:

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

	2010	2009
Accrued benefit obligation, beginning of year	\$ 3,611	\$ 3,654
Cost for the year	828	490
Benefits paid during the year	(936)	(533)
Accrued benefit obligation, end of year	\$ 3,503	\$ 3,611
Short-term portion	\$ 586	\$ 829
Long-term portion	2,917	2,782
	\$ 3,503	\$ 3,611

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**Notes to the Financial Statements, page 17**

Year ended March 31, 2010  
(In thousands of dollars)

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

(c) Other post retirement benefits:

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

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

	2010	2009
Accrued benefit obligation:		
Balance at beginning of year	\$ 4,000	\$ 5,175
Current service cost	203	287
Interest costs	291	298
Actuarial loss (gain)	264	(1,688)
Benefits paid	(91)	(72)
<b>Balance at end of year, and funded status</b>	<b>\$ 4,667</b>	<b>\$ 4,000</b>

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

	2010	2009
Funded status:		
Plan deficit	\$ 4,667	\$ 4,000
Unamortized net actuarial gain	1,376	1,746
Unamortized transitional obligation	(3,374)	(3,638)
<b>Other non-pension post retirement liability</b>	<b>\$ 2,669</b>	<b>\$ 2,108</b>

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

	2010	2009
Unamortized transitional obligation:		
Balance at beginning of year	\$ (3,638)	\$ (3,902)
Amortization in current year	264	264
<b>Balance at end of year</b>	<b>\$ (3,374)</b>	<b>\$ (3,638)</b>



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**Notes to the Financial Statements, page 18**

Year ended March 31, 2010  
(In thousands of dollars)

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

(c) Other post retirement benefits (continued):

The significant actuarial assumptions used are as follows:

	2010	2009
Discount rate used to determine accrued benefit obligation	5.5%	7.0%
Discount rate used to determine benefit cost	7.0%	5.5%
Rate of increase in dental benefit costs	4.0%	4.0%
Assumed health cost trend rates as at March 31:		
Initial health care trend rate	10.0%	10.0%
Trend rate declines to	5.0%	5.0%
Year the ultimate rate is reached	2017	2017

Sensitivity analysis:

Assumed health care cost trend rates have a significant effect on the amounts reported for health care plans. A one-percentage-point change in assumed health care cost trend rates would have the following effects for 2009-10:

	Increase	Decrease
Total of service and interest cost	126	(94)
Accrued benefit obligation	1,058	(801)

Total cash payments for these post retirement benefits, consisting of cash contributed by the Corporation, was \$91 (2009 - \$72). The benefit cost recognized in the Statement of Earnings and Comprehensive Income for the year was \$652 (2009 - \$849).

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

2011	\$ 95
2012	103
2013	110
2014	118
Years 2015 to 2019	799

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

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**Notes to the Financial Statements, page 19**

Year ended March 31, 2010  
(In thousands of dollars)

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**15. Interest revenue:**

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

	2010	2009
Interest revenue earned on unrestricted resources	\$ 346	\$ 1,554
Interest revenue earned on restricted resources	15	51
Total interest revenue earned on cash and investments in the year	361	1,605
Less amounts deferred for restricted purposes (notes 6, 7)	(5)	(25)
Total interest revenue	\$ 356	\$ 1,580

**16. Related party transactions:**

The Corporation is related to all Government of Canada departments, agencies and Crown corporations. The Corporation enters into transactions with these entities in the normal course of business. These transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties. During the year, the Corporation incurred expenses totaling \$12,209 (\$12,775 in 2009) and recorded Museum operations revenue of \$545 (\$551 in 2009) with related parties.

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Year ended March 31, 2010  
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**16. Related party transactions (continued):**

As at March 31, 2010 the Corporation recorded the following amounts on the balance sheet for transactions with related parties:

	2010	2009
Accounts receivable	\$ 107	\$ 56
Accounts payable and accrued liabilities	2,160	139
Deferred revenues	99	132

**17. Contingencies:**

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

No amount has been included in the balance sheet as at March 31, 2010.

**18. Financial risk management:**

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

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

(a) Credit risk:

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

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**Notes to the Financial Statements, page 21**

Year ended March 31, 2010  
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**18. Financial Risk Management (continued):**

(a) Credit risk (continued):

The maximum exposure to credit risk of the Corporation at March 31, 2010 is the carrying value of these assets.

(i) Accounts receivable:

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

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

	2010	2009
Refundable taxes	\$ 1,183	\$ 1,117
Parliamentary appropriation	215	2,296
Customers	514	392
Other	118	167
	<b>\$ 2,030</b>	<b>\$ 3,972</b>

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

	2010	2009
Canada	\$ 1,918	\$ 3,909
Other	112	63
	<b>\$ 2,030</b>	<b>\$ 3,972</b>

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

	2010	2009
Governments (including governmental departments and agencies)	\$ 1,445	\$ 3,469
Consumers	467	336
Financial institutions	118	167
	<b>\$ 2,030</b>	<b>\$ 3,972</b>

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

Year ended March 31, 2010  
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**18. Financial Risk Management (continued):**

(a) Credit risk (continued):

(i) Accounts receivable (continued):

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

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

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

	2010	2009
Current	\$ 1,170	\$ 3,225
Past due 31-60 days	399	213
Past due 61-90 days	292	205
Past due over 91 days	169	329
	<b>\$ 2,030</b>	<b>\$ 3,972</b>

The change in the allowance for doubtful accounts receivable during the year ended March 31, 2010 was an increase of \$20 relating to past due balances.

As at March 31, 2010, \$860 (2009 - \$747) of trade accounts receivable were past due, but not impaired.

(ii) Cash, cash equivalents and long-term investments:

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

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**Notes to the Financial Statements, page 23**

Year ended March 31, 2010  
(In thousands of dollars)

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**18. Financial Risk Management (continued):**

(a) Credit risk (continued):

(ii) Cash, cash equivalents and long-term investments (continued):

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

Moody's Investor Service rating of A3

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

Fitch Ratings Ltd rating of A –

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

(b) Market risk:

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

(i) Foreign exchange risk:

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

Although management monitors exposure to such fluctuations, it does not employ any foreign currency management policies or external hedging strategies to counteract the foreign currency fluctuations.



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

Year ended March 31, 2010  
(In thousands of dollars)

**18. Financial Risk Management (continued):**

(b) Market risk (continued):

(i) Foreign exchange risk (continued):

The Corporation's exposure to foreign currency risk is based on the following equivalent notional amounts in foreign currencies as at March 31, 2010:

	US Dollar	Euro
Cash and cash equivalents	\$ 12	\$ -
Accounts receivable	18	-
Investments	-	-
Accounts payable and accrued liabilities	(106)	(26)
Net exposure	\$ (76)	\$ (26)

At March 31, 2010, the Corporation is party to long-term contracts denominated in US dollars with future minimum payments of \$389.

Based on the net exposures as at March 31, 2010, and assuming all other variables remain constant, a hypothetical 10% appreciation in the Canadian dollar against the currencies below would result in an increase in other comprehensive income and net results of operation by the amounts shown below. A hypothetical 10% weakening in the Canadian dollar against the currencies would have the equal but opposite effect.

	Net Income
US Dollar	\$ 8
Euro	\$ 3

(ii) Interest rate risk:

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

Financial assets and financial liabilities with variable interest rates expose the Corporation to cash flow interest rate risk. The Corporation's cash and cash equivalents include short-term, highly liquid investments that earn interest at market rates, and the Corporation's investments include long-term bonds bearing interest at coupon rates. The Corporation does not have any debt instruments outstanding with fixed or variable interest rates at March 31, 2010.

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**Notes to the Financial Statements, page 25**

Year ended March 31, 2010  
(In thousands of dollars)

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**18. Financial Risk Management (continued):**

(b) Market risk (continued):

(ii) Interest rate risk (continued):

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

As at March 31, 2010, had prevailing interest rates increased or decreased by 1%, assuming a parallel shift in the yield curve, with all other variables held constant, the Corporation's financial instruments would have decreased or increased by approximately \$1,678 (approximately 4.79% of the fair value of Investments).

(c) Liquidity risk:

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

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

At March 31, 2010, the Corporation has a cash and cash equivalents balance of \$6,277. All of the Corporation's financial liabilities have contractual maturities of less than 365 days.

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**Notes to the Financial Statements, page 26**

Year ended March 31, 2010  
(In thousands of dollars)

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

(d) Fair value of financial instruments:

The following table summarizes information on the fair value hierarchy of the Corporation's assets as of March 31, 2010. The fair value hierarchy prioritizes the valuation techniques used to determine the fair value of a financial instrument based on whether the inputs to those techniques are observable or unobservable:

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

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

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

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

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

Year ended March 31, 2010  
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**19. Capital management:**

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

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

The Corporation is not subject to externally imposed capital requirements and its overall strategy with respect to capital risk management remains unchanged from the year ended March 31, 2009.

**20. Commitments:**

As at March 31, 2010, the Corporation has entered into agreements which included informatics, property leases, building operations and maintenance, security and point-of-sale outsource services with a remaining value of \$39,423. The future minimum payments are as follows:

2010-11	\$	16,077
2011-12		7,497
2012-13		5,576
2013-14		5,163
2014-15		5,110
	\$	39,423

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**CANADIAN MUSEUM OF CIVILIZATION**  
**Notes to the Financial Statements, page 28**

Year ended March 31, 2010  
(In thousands of dollars)

**21. Parliamentary appropriations:**

(a) Parliamentary appropriations recognized as revenue:

	2010	2009
Main Estimates amount provided for operating and capital expenditures	\$ 62,266	\$ 67,250
Supplementary estimates and transfers	4,089	2,296
	66,355	69,546
Portion of amount deferred for specific projects and acquisitions	(438)	(7,729)
Deferred Parliamentary appropriations used in current year	5,433	1,804
Amounts used to purchase property and equipment	(8,663)	(5,241)
Amortization of deferred capital funding (note 13)	13,880	13,413
Government assistance (note 21(b))	-	6,694
Transfer to National Collection Fund	(1,000)	(1,000)
Parliamentary appropriations	\$ 75,567	\$ 77,487

(b) Government assistance:

During the year ended March 31, 2009, the Corporation finalized an agreement with Public Works and Government Services Canada (PWGSC) and Treasury Board Secretariat (TBS) related to the Corporation's liability to PWGSC of \$6,694 for the amount of Payment-In-Lieu of Taxes (PILT) charged in excess of the funding amounts received by the Corporation from 2000 to 2008. Under the agreement, TBS accepted the removal of the PILT from accounts receivable of PWGSC and the accounts payable of the Corporation. The Corporation considered the derecognition of the PILT liability to be government assistance revenue. The Corporation has recorded the transaction at the carrying amount of \$6,694 and has included this amount in Parliamentary appropriations in the Statement of Earnings and Comprehensive Income.

**22. Comparative figures:**

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

## CANADIAN MUSEUM OF CIVILIZATION

### Schedule 1 - Operating Revenues

Year ended March 31, 2010

(In thousands of dollars)

	2010	2009
General admission and programmes	\$ 4,710	\$ 4,955
Facility rental and concessions	1,990	2,604
Boutique sales	1,828	2,197
IMAX	1,531	1,767
Parking	1,240	1,497
Travelling exhibits	470	359
Memberships	300	284
Royalties	136	125
Publications	52	75
Other	548	597
	<u>\$ 12,805</u>	<u>\$ 14,460</u>

### Schedule 2 - Expenditures

Year ended March 31, 2010

(In thousands of dollars)

	2010	2009
Personnel costs	\$ 29,739	\$ 34,546
Professional and special services	15,420	14,426
Amortization of property and equipment	14,051	13,633
Property taxes	8,964	8,846
Repairs and maintenance	3,445	3,375
Utilities	2,816	3,142
Exhibit fabrication and rental	1,996	1,953
Communications	1,916	2,270
Marketing and advertising	1,658	1,750
Materials and supplies	1,589	1,922
Loss on investments	1,483	2,368
Travel	1,093	1,238
Cost of goods sold	962	1,444
Collection acquisitions	742	297
Royalties	390	399
Rentals	119	168
Building leases	72	385
Other	213	178
	<u>\$ 86,668</u>	<u>\$ 92,340</u>