



CANADIAN MUSEUM OF CIVILIZATION CORPORATION

SUMMARY OF THE CORPORATE PLAN

(1996-1997 TO 2000-200L)



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1 INTRODUCTION

The Canadian Museum of Civilization Corporation (CMCC) has a critical role in making Canadians aware of and proud of their heritage and their national identity. The Corporation intends to continue its contribution to a greater shared understanding of that heritage and identity through its outstanding collections of historical and cultural objects, related programmes, and facilities.

Since the establishment of the Canadian Museum of Civilization Corporation, in July 1990, the Board of Trustees and Management of the Corporation have closely monitored its economic environment and have successfully anticipated and met the considerable challenges that they have been faced with. From now until at least the year 2001, these challenges will be even greater.

In light of the continuing climate of governmental fiscal restraint and with the announcement in February 1995 of major budget reductions as well as the recent announcement to extend the Program Review exercise, the Corporation intends to further increase its efforts to ensure financial viability, and to further improve the efficiency and effectiveness of its operations.

The CMCC places increasing emphasis on its outreach programmes to bring its collections of objects and knowledge to the larger community outside of the National Capital Region. In order to do so, the Corporation intends to continue to employ traditional approaches such as travelling exhibitions, lectures, publications and military re-enactments but also, to an increasing degree, by developing and exploiting innovative electronic outreach programmes.

In order to fulfil its mandate and to respect sound museological and financial principles, the Corporation identified strategic issues that must be addressed, and set objectives, strategies and expected performance to be used as guidelines from 1996-1997 through 2000-2001.

The following summarizes these strategic issues, objectives and main strategies:

Museological Excellence

Objective

- To continue to review the current artifact collections and research policies of the Corporation.

Key Strategies

- Implementing a new performance measurement framework to better assess the success of the CMCC's core museological activities.
- Implementing long-range collections development plans.
- Continuing the Aboriginal Training Programme in Museum Practices.

Outreach

Objective

- To further develop the outreach capabilities of the Corporation.

Key Strategies

- Increasing the Canadian Museum of Civilization's travelling exhibition programme.
- Increasing the use of new electronic technologies.
- Developing the CMCC's World Wide Web site.

Shared Understanding of Canadian Identity

Objective

- To promote an understanding of Canadian unity issues by increasing Canadians' sense of their common identity and history.

Key Strategies

- Working towards the completion of long-term exhibitions in the Canada Hall and the First Peoples' Hall.
- Completing the long-term galleries of the Canadian War Museum.
- Developing an exhibition space for the National Postal Museum* within the Canadian Museum of Civilization.

Intercultural Understanding and Dialogue

Objective

- To promote greater intercultural understanding and dialogue.

Key Strategies

- Continuing excellent programmes in the Children's Museum.
- Carrying out research on the history of specific Canadian cultural communities and developing relevant programmes and information products.
- Continuing to showcase various cultures.

Financial and Operational Viability

Objective

Key Strategies

- To continue to assure the financial and operational viability of the Corporation.
- Continuing the maximization and improvement of the CMCC's revenue generation.
- Responding to governmental funding reductions.
- Continuing, as a high priority, the CMCC's development efforts.

* now the Canadian Postal Museum

2 CORPORATE PROFILE

2.1 MANDATE

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

- The *Museums Act* commences with the declaration that:
"the heritage of Canada and all its peoples is an important part of the world heritage and must be preserved for present and future generations and that each national museum established by this Act

(a) plays an essential role, individually and together with other museums and like institutions, preserving and promoting the heritage of Canada and all its peoples throughout Canada and abroad and in contributing to the collective memory and sense of identity of all Canadians; and

(b) is a source of inspiration, research, learning and entertainment that belongs to all Canadians and provides, in both official languages, a service that is essential to Canadian culture and available to all."
- The Act further states that the purpose of the Canadian Museum of Civilization Corporation is *"to increase, throughout Canada and internationally, interest in, knowledge and critical understanding of and appreciation and respect for human cultural achievements and human behaviour 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 Corporation is responsible for the management of Canada's national museum of human history, the Canadian Museum of Civilization (CMC), and its affiliate, the Canadian War Museum (CWM), the nation's premier military history museum.

The Canadian Museum of Civilization is Canada's largest and most popular museum. The projection is for it to attract 1,250,000 visitors in 1995-96 while the Canadian War Museum, with its exhibitions and interpretive and commemorative programmes, is expected to receive 200,000 visitors.

2.2 HISTORY OF THE MUSEUMS MANAGED BY THE CORPORATION

Canadian Museum of Civilization

- 1842** Establishment of the Geological Survey of the Province of Canada.
- 1877** Parliament acknowledges the Geological Survey of the Province of Canada as a continuing body.
- 1910** Creation of an Anthropology Division.
- 1911** The Geological Survey occupies the new Victoria Memorial Museum building.
- 1927** An Act of Parliament creates the National Museum of Canada.
- 1950** Operational links of the National Museum of Canada are severed from the Geological Survey.
- 1968** Establishment of the National Museums of Canada Corporation including, as one of its four components, the National Museum of Man.
- 1986** The National Museum of Man changes its name to the Canadian Museum of Civilization.
- 1989** Inauguration of the Canadian Museum of Civilization's new facilities in Hull, Quebec.
- 1990** Establishment of the Canadian Museum of Civilization Corporation comprising the Canadian Museum of Civilization and its affiliate, the Canadian War Museum.
- 1996** *Key Attractions:*
The Grand Hall
The Canada Hall
The First Peoples' Hall
The Arts and Traditions Hall
The Children's Museum
The Indian and Inuit Art Gallery
The Special Exhibitions Hall

Canadian War Museum

- 1880** Establishment of a military museum in the drill hall of Cartier Square in Ottawa (following an unofficial initiative on the part of the militia officers of the Ottawa Garrison).
- 1897** Closing of this military museum.
- 1918** Appointment of the Commission on War Records and Trophies to report on suitable accommodation for military related records and trophies.
- 1919** Enlargement of the scope of the commission "to acquire and supervise the collection and acquisition, preservation and care of all material suitable for the Canadian War Museum..., and to hold exhibitions of war pictures and trophies...".
- 1942** Opening of the Canadian War Museum in the War Trophies Building.
- 1958** The Canadian War Museum becomes a division of the National Museum of Canada.
- 1967** The Canadian War Museum is relocated at 330 Sussex Drive, in Ottawa, Ontario.
- 1982** The Canadian War Museum's storage facilities are relocated at Vimy House, in Ottawa, Ontario.
- 1985** The Canadian War Museum becomes an associated museum of the Museum of Man.
- 1990** Establishment of the Canadian Museum of Civilization Corporation which designates the Canadian War Museum as an affiliated museum of the Canadian Museum of Civilization.
- 1996** *Key Attractions:*
Introductory Gallery
First World War Gallery
Hall of Heroes
Second World War Gallery
Korean War Gallery
Special Exhibition Hall
Canada's Peacekeepers Gallery
Vimy House

2.3 ORGANIZATIONAL STRUCTURE

The Canadian Museum of Civilization Corporation is a Crown Corporation named in *Part I of Schedule III* to the *Financial Administration Act*. This designation has important implications for the structure, reporting requirements, and management accountabilities of the Corporation.

The Board of Trustees of the Corporation sets broad strategic direction, long-term objectives and priorities for the organization. The Board is also responsible for ensuring that the management team of the Corporation fulfils the range of its responsibilities with respect to the effective and efficient operation of the organization.

The main functions of the Corporation relate to collections, research, and exhibitions and programmes which inform visitors on, and engage their interest in, cultural aspects of our country.

To achieve its aims, the Corporation has established the following business activities:

Business Activities

- ***Collections and Information Access, CMC*** — provision of conservation and library services and the management of collections and information related to artifacts.
- ***Research, CMC*** — undertaking of research, publishing and curatorial work on the collections to enhance programme delivery and research to augment the scientific knowledge base.
- ***Exhibitions and Programmes, CMC*** — exhibitions and educational and cultural programmes to support the objectives of the CMC.
- ***Canadian War Museum*** — an affiliated museum dedicated to Canada's military history and continuing commitment to peacekeeping.
- ***Public Affairs and Development***^{*} — media and public relations, advertising, marketing, special events, fundraising, development, and coordination of volunteers.
- ***Museum Services***^{*} — executive management, audit and evaluation, commercial activities, finance and administration, human resources management and information systems.
- ***Accommodation***^{*} — hosting and protection services, and facilities management.

^{*} Activities related to the whole of the Corporation.

2.4 RESOURCE ALLOCATION

CMCC Operating and Capital Resources (\$000)

Main Estimates

Business Activity	1994-95	1995-96	1996-97	Variance
Collections and Information Access	6,011	6,443	5,648	(795)
Research	3,740	4,268	4,429	161
Exhibitions and Programmes	8,678	6,871	9,968	3,097
Public Affairs and Development	2,594	2,443	2,686	243
Museum Services	12,063	10,030	11,718	1,688
Accommodation	19,990	19,032	16,202	(2,830)
Canadian War Museum	3,693	4,371	3,490	(881)
Total	56,769	53,458	54,141	683
Less Revenues	7,200	7,254	10,041	2,787
Net Budget	49,569	46,204	44,100	(2,104)

Note:

The major increase in Exhibitions and Programmes is a result of the exhibition fit-up costs associated with Phase II of the Canada and First Peoples' Halls. The major decrease in accommodation is a result of the completion of the base building fit-up of the First Peoples' Hall. The increase in Museum Services is a result of the higher cost of earning increased revenues.

2.5 RELATIONSHIPS WITH PRIVATE SECTOR AND GOVERNMENTS

Private Sector Partnerships

- The CMCC will continue to seek partnerships with the private sector to assist in meeting its long-term objectives and strategies. Strategic alliances continue with Digital Equipment of Canada and Kodak Canada.

Federal and Provincial Legislations

- In addition to its enabling legislation, the *Museums Act*, the CMCC conforms to and is influenced by at least 19 other different legislations. Amongst these are: *Financial Administration Act*; *Official Languages Act*; *Access to Information and Privacy Acts*; *Historic Sites and Monuments Act*; *Municipal Grants Act*; *Public Service Superannuation*

Act; Canada Labour Code; NAFTA; Agreement on Internal Trade; Copyright Act, and Cultural Property Export and Import Act.

Private Sector Financing and Sponsorship

- The CMCC's Development Office secures long-term private sector support for the completion of exhibitions at the CMC, the addition of exhibition space and outreach features to the CWM, as well as for other museum projects.

Government Organizations and Other Institutions

- Programmes, events, and joint ventures are organized and cost shared with organizations such as the National Capital Commission, National Arts Centre, National Film Board, Canada Post Corporation, Foreign Affairs and International Trade, Canadian Heritage, National Defence, Veterans Affairs, foreign embassies, other museums, and international institutions. In view of the continuing emphasis on electronic technology and tourism, the CMCC intends to build stronger working relationships with federal, provincial and municipal governments.

3 ENVIRONMENTAL ANALYSIS

3.1 REVIEW OF RECENT FINANCIAL PERFORMANCE

CMCC Operating and Capital Resources (\$000)

Business Activity	Budget 1995-96	Forecast 1995-96	Variance
Collections and Information Access	6,443	6,051	392
Research	4,268	4,622	(354)
Exhibitions and Programmes	6,871	8,935	(2,064)
Public Affairs and Development	2,443	2,505	62
Museum Services	10,030	11,943	(1,913)
Accommodation	19,032	20,067	(1,035)
Canadian War Museum	4,371	3,852	(519)

<i>Total</i>	<i>53,458</i>	<i>57,975</i>	<i>(4,517)</i>
<i>Less Revenues</i>	<i>(7,254)</i>	<i>(9,000)</i>	<i>1,746</i>
<i>Net Budgetary Variance</i>	<i>46,204</i>	<i>48,975</i>	<i>(2,771)</i>

3.2 REVIEW OF RECENT OPERATIONAL PERFORMANCE

The following is a review of accomplishments, for 1995-96, in relation to the objectives contained in the Corporate Plan 1995-1996 to 1999-2000.

Objective

To continue to review the Corporation's current artifact collections and research policies in order to make its collections of artifacts and related programmes even more relevant to Canadians.

Performance

Collections Development Plans

- Collections Development Plans were drafted. Approval is expected in 1996-97.

Performance Measurement Framework

- A framework is being developed.

Objective

To further develop the outreach capabilities of the Corporation, through new electronic technologies and other means, so that it can share its wealth of knowledge to a greater extent with those living outside the National Capital Region.

Performance

Digitization of Collections

- Images photographed and digitized

Forecasted	60,000
Expected	89,400

- This project accomplished in its first two years the results that had been forecasted for three years.

CD Product Development

- *Back the Attack: Canadian Women and the Second World War* (Portfolio Photo-CD) — target date: June 1995 — was launched in October 1995.
- *Painting The War: Canada's Second World War Official Artists* (Portfolio Photo-CD) — target date: June 1995 — was available in October 1995.
- *Maya* (Portfolio Photo-CD) — target date: June 1995 — was available in October 1995.
- *Tsimshian: From Time Immemorial* (CD-ROM) — target date: June 1995 — the English version was available in November 1995 while the French version became available in December 1995.
- *Totem Poles: Myths, Magic and Monumental Art on the Pacific Northwest Coast* (CD-ROM) — target date: May/June 1995 — will be available in May 1996.
- Seven professional photo CD-ROM discs in the "Museum" series were produced with Corel.

Enhancement of the World Wide Web Services

- With the number of accesses increasing to 55,000 per month by the end of 1995-96, last year's projection of 150,000 electronic visitations is largely exceeded.
- The CMCC expanded and improved its services with the addition of upgraded technology and new activities.
- The development of the Virtual Museum of New France continued as planned. Its opening is scheduled for Summer 1996.

IMAX Film Development

- *The Mystery of the Maya* — target date: April 1995 — had its world première in the CINÉPLUS theatre on April 12, 1995.
- *Stormchasers* — target date: September 1995 — was completed in September 1995 and launched at several U.S. venues.
- *Special Effects*, produced by WGBH-Nova, — target date: Fall 1995 — completed pre-production work in August 1995 and shooting began in October 1995.

Traditional Methods of Outreach

• Travelling exhibitions	21
• Publications	18
• Articles and other publications	40
• Lectures	50

- Artifacts on loan 11,645

Heritage Information Kiosks

- A total of twelve Kiosks were sold to various institutions across Canada.
- Unfortunately, due to the Program Review budget cuts, funding for further Kiosks was eliminated, and the programme was discontinued.

Memoranda of Understanding and Cooperation

- Additional memoranda were signed with the Office of the Secretary to the Governor General, the Bruce County Museum in Southampton, Ontario, and the Provincial Museum of Alberta.

New Media Centre (formerly National Multimedia Institute)

- An agreement was reached with Digital Equipment of Canada to establish this Centre at the CMC. It will include research and development laboratories, a public testing and demonstration area; creative services; archive services; and distribution services through various elements of the Information Highway.

Re-Enactment of Historical Events Outside the National Capital Region

- A re-enactment to mark the 250th anniversary of the Siege of Louisbourg occurred in July 1995. 80,000 visitors witnessed the programmes. The CMCC had prepared, in conjunction with the private sector, a documentary which is being marketed to the broadcast industry.

Objective

To increase Canadians' sense of their common identity and history.

Performance

Attendance 1995-96

- CMC

Forecasted	1,250,000
Expected	1,360,000
- CWM

Forecasted	200,000
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Expected 200,000

Completion of Exhibitions

- CMC
Work on the Canada Hall proceeded on schedule. The St. Onuphrius Church and the Western Railway Setting/Canadian Pacific Gallery will open, as planned, in Summer 1996.
- CWM
The Hall of Heroes and the exhibition *Victory* opened, as planned, in May 1995.

Participation in Commemoration of the 50th Anniversary of the End of the Second World War

- The CWM successfully staged its Commemorative Programme in May 1995.

Objective

To promote greater intercultural understanding and dialogue.

Performance

Children's Museum

- Attendance 1995-96

Forecasted	275,000
Expected	350,000

First Peoples' Hall

- Research continued as a priority on the long-term exhibition of the First Peoples' Hall. Preliminary design work began, and the base building fit-up will be completed in March 1996.

Aboriginal Training Programme in Museum Practices

- The search for university accreditation resulted in a partnership with the Saskatchewan Indian Federated College. Students enrolled at the College will be able to obtain credits for their eight-month training at the CMCC.
- A short-term training programme was introduced to facilitate the participation of the Inuit. Three Inuit were involved.

Cultures Canada and See and Hear the World Programmes

- Attendance 1995-96

	<i>See and Hear the World</i>	<i>Cultures Canada</i>
Forecasted	5,500	4,500
Expected	1,305	4,215

- These programmes are being evaluated for the purpose of improving their performance.

Research Work

- Research on communities with origins in Russia, Indo-China, the middle East, Scandinavia, and Italy continued in relation to the special exhibitions programme.

Japanese Zen Garden

- The CMC collaborated with the Japanese government and the Commemorative Association for the Japan World Exposition (1970) to develop and install a Japanese Zen Garden which was officially opened, at the CMC, on September 22, 1995.

Exhibitions in the Arts and Traditions Hall

- As planned, seven very successful exhibitions were shown in this Hall.

Objective

To continue to assure the financial and operational viability of the Corporation.

Performance

Long-Term Funding

- Due to present fiscal environment and governmental initiatives on deficit reduction (Program Review), discussions of long-term funding arrangements were temporarily deferred.

New Product Development

- 56 of the top 200 products sold in CMC boutiques were produced by the CMCC. Expected revenues for 1995-96 are \$236,344.

Workforce Reduction

- In response to the Program Review, all voluntary and other adjustment programmes to reduce the CMCC's workforce were completed, as planned, in March-April 1995.
- Reorganization and reorienting programmes were also carried out and completed, as planned, during the first six months of 1995-96.

Increased Revenues 1995-96

- Revenues

Forecasted	\$7,200,000
Expected	\$9,000,000

- These revenues are the highest ever reported for the CMCC.
- CMC Membership Programme

Forecasted	\$75,000
Expected	\$42,000

- 1995-96 was the first year of the programme and, in retrospect, performance targets were optimistic for the short-term. Nevertheless, it is considered a success because membership of over 2,000 was achieved and is steadily increasing.
- Direct Mail-Order Catalogue/"Cyberboutique"
Because of the high costs and projected net returns of a direct mail-order catalogue, the CMCC changed its strategy and launched, instead, the "Cyberboutique" on the CMCC's World Wide Web site, on December 14, 1995.
- Review of Fees and Implementation of Changes
As projected, higher admission and CINÉPLUS fees will generate \$500,000. The majority of the increase is the result of the introduction of a \$3.00 per child fee — ages two to twelve — as well as increased attendance.
- Employee Suggestion Programme
60 suggestions were received.
- Revenue Generation Blueprint
Completed and distributed to all CMCC's staff on April 10, 1995, as planned.

CWM's Passing the Torch Campaign

- Significant sums of money were pledged to the campaign. Major gifts were received from the Royal Bank of Canada, Aerospatiale, SNC-Lavalin, Lockheed-Martin, Canadian Imperial Bank of Commerce, prominent Canadian foundations including the Eaton, J.P. Bickell, and Molson Family Foundations, as well as numerous donations from individuals.

CWM's Accommodation

- The bid to secure the Land Engineering and Test Establishment (LETE) site was unsuccessful. Two additional sites were investigated and deemed to be unsuitable for a variety of reasons. At present, another site in the National Capital Region is being evaluated.

3.3 REVIEW OF EXTERNAL ENVIRONMENT

National Unity and Identity

The Quebec referendum made the question of national unity the overriding external environmental issue facing the Canadian Museum of Civilization Corporation. Its major facility — the Canadian Museum of Civilization — is the only federal museum in the province of Quebec and, as evidenced in the referendum campaign, is a focal point for federalist supporters in the National Capital Region.



The Corporation, through its exhibitions and programming, is in a position to explain Canada's past and present in a creative and imaginative way, and to help prepare Canadians for their future. The Corporation could make a more significant contribution to federal government objectives of fostering Canadian identity and unity, but is hindered in the achievement of this by the currently unfinished state of exhibition spaces at the Canadian Museum of Civilization. Work to complete these spaces must, therefore, continue to be a priority.

Fiscal Restraint

Government funding for the Canadian Museum of Civilization Corporation, excluding resources for custodial transfer, decreased from a high of \$43.9 million in 1991-92 to \$38.5 million in 1994-95. In addition, the level of planned government support will decrease to \$28.9 million by 1997-98. This represents a reduction of \$9.6 million or 25% from 1994-95. Further, the lack of any increases for inflation during this period reduced the real purchasing power of the Corporation's operating budget by an additional 10%, for a total reduction of 35% over this four-year period, thereby constraining resource flexibility and adding considerable difficulty to the

management challenge. In addition the extension of the Program Review exercise into a fourth year will magnify the severity of the fiscal situation.

Transfer payments from the Museum Assistance Program were reduced affecting the ability of smaller institutions to accept and defray costs associated with travelling exhibits. This adversely affected the Corporation's travelling exhibition programme, placing greater pressure on the Corporation to forgo revenue recovery from smaller institutions that cannot afford to pay for any services.

Furthermore, the Canadian Heritage Information Network has dramatically changed its mandate, due to budget cuts and rapid changes in technology. As a result, its current collections management system will no longer be available as of March 31, 1998. This means that the Corporation must study, develop and implement its own collections database management system at its own cost and within a very short space of time.

The CMCC has responded to these challenges by continually reviewing its operations and identifying efficiency opportunities such as:

- Reduction of staff positions through organizational consolidations;
- Reduction of 15% (68 positions) of full-time staff levels in late 1994-95 and early 1995-96 through the introduction of an early retirement incentive programme, voluntary departure programme, and other targeted position reductions; and
- Adaptation of services and technological opportunities to reduce operating costs.

To manage the ongoing pressures of restraint and cost reduction over the planning period, the CMCC must continue:

- To streamline operations;
- To review priorities;
- To enhance its revenue generation;
- To redeploy resources to support urgent projects and objectives; and
- To improve its fundraising efforts.

Economic Recovery

Some of the factors which had yielded little in the way of increased consumer spending and confidence in 1995-96 were:

- The extension of the *Public Sector Compensation Act*;
- Major layoffs by federal government and private sector impacting the level of spending in the National Capital Region;
- The reductions by all levels of government which counterbalanced much of the private sector's improvement; and
- The uncertainty caused by the Quebec referendum.

However, some factors had a positive influence on the economic recovery in 1995-96. These are:

- Lower interest rates;
- The lower Canadian dollar in relation to the US currency which is expected to increase tourism within Canada and from foreign countries;
- Completion of the restructuring of most private corporations; and
- A return to strong private sector profitability expected by the end of 1995-96.

The Canadian Museum of Civilization Corporation did experience some increase in its attendance and its revenues, however, as a result of its dynamic client-focused programming and services.

Even if private sector sponsorship was still difficult to obtain in 1995-96, the Corporation was successful in reaching a major sponsorship agreement with the Canadian Pacific Charitable Foundation for the Canada Hall and the Corporation intends to continue to seek such sponsorships.

Three major steps were taken in order to improve the corporate performances in this area:

- A Vice-President of Development was hired;
- The Development Division was restructured to adequately respond to private sector expectations; and
- *Passing the Torch*, a fundraising campaign, was launched by the Friends of the CWM to raise sufficient funds for a major addition to the museum building on Sussex Drive.

Museum Attendance

Canadian museums have been successful again this year in attracting visitors despite strong competition from other leisure events and, once again, the Canadian Museum of Civilization and the Canadian War Museum are attracting a record number of visitors.

Despite the impact of fiscal restraint and the economic climate in the National Capital Region, public interest and support of the Canadian Museum of Civilization Corporation is expected to continue to increase over the planning period. In fact, the Corporate Plan assumes that museum attendance levels will increase steadily up until 1999-2000 when the projection is fixed at 2,000,000 visitors.

The basis for such expectations are:

- The opening of the new Hull Casino which is forecasting first year attendance of 1,800,000 visitors;
- The gradual opening of new long term exhibition spaces in the Canada Hall and the First Peoples' Hall;
- The opening of the Children's Museum exterior programming expansion at the CMC;

- The opening of storage facilities with year-round public programming and access at the CWM; and
- Public recognition of the CMC as a world-class museological facility and the CMCC's reputation for museological excellence.

Shifting Population Demographics

Canada's population is becoming increasingly diverse.

<i>Ethnic Group</i>	<i>1986</i>	<i>2001</i>	<i>2016</i>
British	49.4%	44.4%	40.9%
French	32.5%	29.6%	27.2%
Other	18.1%	26%	31.9%

Note: Origin for British and French include multiple origins

Source: TEEGA Research Consultants

Being responsible for Canada's national museums of human history and military heritage with the stated objective of being museums for *all Canadians*, the Canadian Museum of Civilization Corporation has a truly unique opportunity to be both a leader and an institutional role-model in these rapidly changing times. The challenge to the Corporation is how to represent *all Canadians* during a time when the macro trends of cultural diversity makes this issue more important, yet more difficult to achieve. The Corporation must have national museums with finished exhibition spaces that represent all regions of Canada and the entire spectrum of Canadian military history, in order to make a meaningful contribution to the fostering of a sense of Canadian unity and identity.

Technology

Canada's rate of technological literacy continues to increase rapidly, especially among younger Canadians.

	<i>1994</i>	<i>1995</i>	<i>% Change</i>
Canadian homes with computers	2,600,000	3,200,000	23
Canadians with modems	872,000	1,400,000	61
Canadians with Internet access	N/A	3,400,000	

Source: Statistics Canada

Technology is changing the notion of museums as places people must physically visit. This changing aspect of the museums' current clientele, and the projected growth of computer literacy over time, are forcing changes in how the Canadian Museum of Civilization Corporation delivers

its mandate. New technology presents new challenges and offers unimaginable opportunities to take the museum and its knowledge and resources to people in their own homes and communities.

For the 1990s and the next millennium, the Corporation needs to move beyond re-engineering in order to take full advantage of the possibilities offered by new information technology. The goal should not just only be cost control, but the dramatic and profound transformation of customer service, responsiveness, and innovation. The Corporation has positioned itself to provide unprecedented amounts of content for the Information Highway, and will continue to be the leader of this kind of museum programming in Canada. Recent trends in the visitation to the Corporation's World Wide Web site would suggest that the proper formula may be in place.

First Peoples

The status of issues relating to Canada's First Peoples continue to evolve and to take on a higher public profile. Media coverage of complex issues of self-government and land claims has heightened public awareness of the role of aboriginal cultures and traditions in Canadian heritage. The Canadian Museum of Civilization Corporation, with its aboriginal collections and programmes, is uniquely positioned to contribute meaningfully in the education of Canadians on aboriginal issues and in the preservation and interpretation of aboriginal cultures.

The success of the Aboriginal Training Programme in Museum Practices, introduced in 1993-94, is confirmed and interest by aboriginal communities across the country continues. This programme provides Aboriginals with opportunities to learn about professional museum practices, share experiences with other interns and museum staff and maintain and develop effective relationships between the Corporation and aboriginal communities and museums. To date, 21 aboriginal participants have been trained at the Corporation.

In addition, the Canadian Museum of Civilization is also working closely with the First Peoples section of SchoolNet on a series of projects.

Since the beginning of the negotiations concerning the comprehensive claims settlement of the Nisga'a of British Columbia, the Corporation has been very much aware of the potential impact of these proceedings on its collections and programmes: included in their requests is the return of some cultural material of Nisga'a origin in federal and provincial museums. The Corporation has participated in negotiations with the Nisga'a. Together, they are exploring the ramifications of the Nisga'a claim in relation with the *Museums Act* as well as any cost implications associated with any significant repatriation initiatives.

3.4 ASSESSMENT OF CORPORATE RESOURCES

The Canadian Museum of Civilization Corporation, like all governmental organizations, is affected by multiple budget reductions and continues to face the challenges of responding to funding pressures and priorities with a declining resource base. In this context the Corporation has conducted a review of the strengths and constraints of its operations.

Corporate Strengths

- A reputation for museological excellence.
- The CMC's spectacular architecture and site.
- Exceptional collections in the archaeological, aboriginal cultures, philatelic, war art, military medal, and military vehicle areas.
- Great variety of innovative exhibitions and programmes.
- The extremely popular Children's Museum.
- The IMAX/OMNIMAX theatre — CINÉPLUS — which contributes to a continued high level of attendance.
- The recent addition of the CWM's new and renovated post-Second World War galleries.
- A facility infrastructure for outreach through the most sophisticated electronic technology.
- A steadily emerging corporate culture, which should allow for the development of innovative ways to manage programmes, while finding new ways to contribute to their funding.

Corporate Constraints

Legislative Restrictions

- The *Public Sector Compensation Act* hinders the CMCC's conduct of business as a Crown Corporation. It effectively removed the powers of the CMCC to negotiate with its unions as its own employer. This has resulted in court challenges that have cost the CMCC in excess of \$100,000 to date as well as delays in crucial labour management issues. These labour issues are critical for the implementation of corporate strategies tied to the financial viability of the CMCC as it enters year two of Program Review.
- It is estimated that the annual registration costs associated with the *Gun Control Act* will be \$180,000 and annual staff time of two full-time employees will be required to respond to its regulatory aspects.
- The *Agreement on Internal Trade* will increase the administrative burden by forcing the CMCC to follow labour and time intensive tendering processes for an extremely small volume of contracts. It is estimated that two full-time employees will be required to

ensure compliance with the requirements of this agreement, including its burdensome reporting features.

- The CMCC is seeking recognition of the non-discretionary cost increases resulting from these legislations and will ask that compensation be provided and/or the legislations be amended to remove the CMCC from their scope.

Collections Development Plans

- The CMCC has lacked, in the past, well-defined collections development plans. This becomes more crucial with the elimination of the artifact acquisition budgets. The CMCC must have in place, by the end of 1996-97, collection development plans for its museums which will guide its artifact acquisition and deaccession efforts in coming years.

CMC's Unfinished Exhibition Spaces

- A significant constraint is the unfinished exhibition spaces at the CMC. Important progress was made over the past five years by rigorous reallocation of resources, but the Canada Hall is still incomplete and, as of March 31, 1996, the First Peoples' Hall will only have base building fit-up complete.

CWM's Accommodation

- The potential of the CWM is seriously hampered by the lack of adequate facilities and public programming space for the proper safeguarding and presentation of our national military heritage collections. The CMCC continues to explore options for a solution including possible sites to replace the existing facilities at Vimy House.

Unresolved Ownership Issues

- The National Postal Museum* collection and the Canadian Armed Forces Civilian Artists Program art collection are the responsibility of the CMCC but formal ownership has never officially been transferred. These ownership issues — between the CMCC, Canada Post Corporation, and National Defence — should be resolved.

Revenue Generation

- The CMCC was not focussed enough, in the past, on exploiting its strengths in order to generate higher net revenues. A more entrepreneurial and self-reliance spirit is being successfully developed.

* now the Canadian Postal Museum

4 STRATEGIC ISSUES, OBJECTIVES, STRATEGIES AND EXPECTED PERFORMANCE

4.1 STRATEGIC ISSUE: MUSEOLOGICAL EXCELLENCE

Museological excellence is the foundation of the Canadian Museum of Civilization Corporation, and the collections of its museums — the Canadian Museum of Civilization and the Canadian War Museum — are its primary strength. While the collections and research provide the basis for fulfilling all other strategic issues, research and exhibitions are essential to the understanding of Canada's heritage. Making judicious selections and deaccessions of objects that strengthen the collections is also a fundamental function of the Canadian Museum of Civilization and the Canadian War Museum. The highest standards of research, display, interpretation, conservation, handling, housing, and documenting the collections reflect the importance of these treasures to the nation and its future generations. The Corporation must continue to strive to be a centre of museological excellence in order to fulfil its mandate.

Objective

To continue to review the Corporation's current artifact collections and research policies in order to make its collections of artifacts and programmes even more accessible and relevant to Canadians.

Strategies

- Implementing long-range collections development plans.
- Providing accessible, detailed, accurate, and timely information on the collections.
- Resolving the question of ownership of the National Postal Museum* — with Canada Post Corporation (CPC) and the Canadian Armed Forces Civilian Artist Program (CAFCAAP).
- Implementing a new performance measurement framework to better assess the success of CMCC's core museological activities.
- Continuing the Aboriginal Training Programme in Museum Practices.
- Maintaining research levels to enhance the value and information derived from the existing collections for the completion of the Canada Hall, and the fit-up of the First Peoples' Hall and the National Postal Museum.

Expected Performance

Collections

- *Collections Development Plans*
Approval in 1996-97.

- *New Corporate-Wide Computerized Collections Management System*
An assessment of needs will be performed; target date for its completion is March 1997.
- *Ownership of Collections*
CPC: resolution by July 1996.
CAFCAP: resolution by January 1997.

Research

- *Performance Measurement Framework for CMCC's core museological activities*
Finalization and approval in 1996-97.
- *Aboriginal Training Programme in Museum Practices*
The programme will be maintained; six to eight interns will be trained annually.
- *Research Projects*

Year	Canada Hall	First Peoples' Hall
1996-97	10	14
1997-98	5	10
1998-99	3	13

* now the Canadian Postal Museum

4.2 STRATEGIC ISSUE: OUTREACH

In pursuit of its goals the Canadian Museum of Civilization Corporation intends to place particular emphasis on further improvements in its outreach capabilities — both electronic and traditional — in order to make its collections, its programmes and related knowledge more accessible to the people of Canada.

Emphasis will be placed on the Corporation's World Wide Web site and the digitization of the collections so that the Corporation may provide a range of accessible, in-depth, and meaningful knowledge of interest to Canadians and others be they from the general public, special interest groups or educational sector.

Objective

To further develop the outreach capabilities of the Corporation, through new electronic technologies and other methods, so that it can share its wealth of knowledge to a greater extent with others living outside the National Capital Region.

Strategies

- Developing the CMCC's World Wide Web site.
- Continuing the development of the Museum of New France as part of the World Wide Web site.
- Developing, with SchoolNet, bilingual programmes on Canadian heritage accessible to students throughout the country.
- Increasing the CMC's travelling exhibition programme from current levels.
- Maintaining the current levels of traditional (non-electronic) publications.
- Increasing the use of new electronic technologies to make the collections more accessible.
- Continuing the digitization of the collections to facilitate access to them and to allow for the development of additional information products based on the CMCC's collections.
- Continuing to negotiate Memoranda of Understanding and Cooperation with other Canadian and foreign museums and institutions.

Expected Performance

CMCC's World Wide Web Site 1996-97

- 1,200 bilingual screens will be added.
- Total screens will number 3,100.
- Accesses are projected at 200,000.
- The Museum of New France — a museum without walls — will be added.

Cooperation with SchoolNet

- Successful negotiation and development of learning modules will occur by December 1996.

CD Product Development 1996-97

- *Totem Poles: Myths, Magic and Monumental Art on the Pacific Northwest Coast* (CD-ROM) will be released in May 1996.
- *Stamps* (CD-ROM) will be released by March 1997.
- *Arctic Journeys* (CD-ROM), produced in conjunction with an Inuit cooperative, a private sector developer and five other federal agencies, will be released in Summer 1996.
- The professional photo "Museum" series (CD-ROMs) produced with Corel: three additional discs will be produced.
- Unspecified outreach CDs: a market research is being conducted presently before finalizing the topic to be completed in 1996-97.

CMC Travelling Exhibitions

1995-96	6
1996-97	8
1997-98	7

1998-99	7
1999-00	8
2000-01	8

Publications 1996-97

- A minimum of 18 books will be published.

Digitization of Collections 1996-97

- 40,000 proscans of existing large format library material will be made.
- 7,000 new photographs and scans will be made.
- By the end of the year, a total of 250,000 scans will have been done.

Memoranda of Cooperation and Understanding

- Five memoranda will be signed in 1996-97.

National Postal Museum* (NPM)

- The NPM will resume its outreach programme for schools in 1996-97.

* now the Canadian Postal Museum

4.3 STRATEGIC ISSUE: SHARED UNDERSTANDING OF CANADIAN IDENTITY AND HISTORY

The Canadian Museum of Civilization Corporation can make significant contributions to Canadian identity and unity by fostering a greater shared understanding of Canadian history and culture.

An important element of the Corporation's efforts in this regard will be the completion of currently unfinished museum exhibition spaces at the Canadian Museum of Civilization, with particular emphasis and priority on the Canada Hall. This will allow for a better representation of the history of the entire country, in particular the history of Western and Northern Canada.

In addition to its newly finished spaces, the Canadian War Museum will embark in a systematic upgrading of its older exhibitions, which will include presentation of artifacts never seen before. This will contribute to a more comprehensive and complete view of Canadian military history.

Objective

To promote an understanding of Canadian unity issues by increasing Canadians' sense of their common identity and history.

Strategies

- Completing research for long-term exhibitions in the Canada Hall and the First Peoples' Hall.
- Completing the Canada Hall exhibitions so that it represents all regions of Canada.
- Continuing extensive consultations with the Aboriginal communities on the representation of their history in the future First Peoples' Hall.
- Completing the long-term galleries of the CWM.
- Carrying out research, and developing exhibitions, programmes and information products, that reflect a sense of our common Canadian experience, identity, and history as well as strengthen the Canadian content of the CMC.
- Completing the research and installation of the first temporary exhibitions in the First Peoples' Hall.
- Planning for the renovation and update of the pre-First World War and Second World War galleries of the CWM.
- Planning for the housing and the exhibition of the National Postal Museum* collections within the CMC.

Expected Performance

Attendance Targets

<i>year</i>	<i>CMC</i>	<i>CWM</i>	<i>Total</i>
1996-97	1,525,000	200,000	1,725,000
1997-98	1,600,000	200,000	1,800,000
1998-99	1,675,000	200,000	1,875,000
1999-00	1,750,000	250,000	2,000,000
2000-01	1,750,000	250,000	2,000,000

Completion Targets - Long-Term Exhibitions

<i>• CMC - Canada Hall</i>	<i>1996</i>	<i>1997</i>	<i>1998</i>
St. Onuphrius Church (Alberta)	June		
CP Gallery (Ontario/Saskatchewan)	July		
King Wheat (Saskatchewan)		X	
Worklife (Manitoba)		X	
Frontier Resources (Alberta)		X	
Cultural Diversity (Manitoba)		X	
Religion (Prairies)		X	

Sports and Pastimes (Manitoba)	X	
Coastal Communities (British Columbia)		X
Northern Visions (N.W.T. and Yukon)		X
Pacific Rim (British Columbia)		X
• <i>CMC - First Peoples' Hall</i>		
Fit-up plan (developed and implemented)	X	
• <i>CWM</i>		
Canada's Peacekeepers		June

Temporary Exhibitions (identity and history)

<i>year</i>	<i>CMC</i>	<i>CWM</i>
1996-97	18	1
1997-98	20	4
1998-99	17	2
1999-00	14	2
2000-01	12	1

Three of these temporary exhibitions will open in the First Peoples' Hall in June 1996.

Public Programming

- *Opening Up the West*, theme of the Summer 1996 programming for the CMC's Plaza.
- *The Canadian Experience*, a "sound and light show", at the CMC, starting June 1996.
- Public visitation at CWM's Vimy House in May, July and November 1996.

CWM Three-Year Exhibition Plan

- Planning for the renovation of the Pre-First World War galleries will be complete by March 1997.
- Vimy House upgrading will be complete by March 1997.
- This will represent the completion of the plan.

National Postal Museum* 1996-97

- Development of a plan for the housing and the exhibition of its collections within the CMC.

* now the Canadian Postal Museum

4.4 STRATEGIC ISSUE: INTERCULTURAL UNDERSTANDING AND DIALOGUE

The changing ethnic composition of our country highlights the need for greater intercultural understanding and dialogue in Canada. This view is reinforced by recent public attention on immigration issues.

Through its original exhibitions and creative programmes, the Canadian Museum of Civilization Corporation believes it can play an important role in promoting greater intercultural understanding and dialogue. The Children's Museum — which presents children with a diversity and variety of human cultural expression aimed at introducing ideas and experiences to broaden their perspectives on the world and its people — must be singled out as a major player to ensure that intercultural understanding and dialogue start early in the life of young Canadians.

Objective

To promote greater intercultural understanding and dialogue.

Strategies

- Continuing to provide, in the Children's Museum, programmes which teach the differences and similarities of the various cultures and communities represented in the exhibitions.
- Continuing to showcase various cultures through a range of special exhibitions and other public programming.
- Maintaining the *Cultures Canada* and *See and Hear the World* programmes which focus on interpreting Canada's cultural diversity through the performing arts.
- Carrying out research on the history of specific Canadian cultural communities and developing programmes and information products that are relevant to the increasingly diverse communities of Canada.

Expected Performance

Public Programming

<i>Attendance targets</i>	<i>1996-97</i>
Children's Museum	400,000
See and Hear the World	4,000
Cultures Canada	5,000

Adventure World (Children's Museum exterior expansion)

Phase I will be complete by Summer 1996.

Temporary Exhibitions (intercultural understanding and dialogue)

1996-97	6
1997-98	6
1998-99	6
1999-00	6
2000-01	6

Research Projects (on various cultural communities)

1996-97	84
1997-98	58
1998-99	29

4.5 STRATEGIC ISSUE: FINANCIAL AND OPERATIONAL VIABILITY

The current climate of fiscal restraint seems likely to continue in the foreseeable future and thus constrain the availability of government funding for the programmes of the Canadian Museum of Civilization Corporation — notwithstanding their contribution to Canadian society. In addition to measures already taken such as streamlining of management and non-management positions, contracting out of some functions, and the use of technology to reduce administrative costs, further measures are being developed for increasing revenues and improving the efficiency and effectiveness of the operations.

The development of the spirit to become self-reliant and more entrepreneurial is an imperative for the Corporation if present forecasts or reductions in government funding continue. The mix of revenue from governmental and privately generated sources must substantially change if the Corporation is to maintain its level of museological and programme excellence.

It has become urgent that the Corporation develop strategies to diversify its sources of revenues, keeping in mind sound museological principles. As an important concrete step in this direction, the April 1996 Revenue Generation Blueprint is intended to be a practical plan of how the Corporation will achieve its revenue generation goals. The success in implementing the plan will depend to a significant degree on the level of commitment of all staff to generate revenues. A change of the corporate culture to one that is more business-minded must occur. The process has begun and will continue through 1996-1997.

Objective

To continue to assure the financial and operational viability of the Corporation.

Strategies

- Continuing to pursue negotiation, through the Department of Canadian Heritage and Treasury Board, of a multi-year stable funding environment.
- Responding to governmental funding reductions by effectively reallocating the resources to priority areas.
- Continuing the maximization and improvement of the revenue generation with new initiatives.
- Continuing to seek new and cost efficient ways of delivering programmes and services by continually reviewing and assessing the operations with an overriding objective to reduce costs.
- Beginning of collective bargaining on the CMCCÂ’s first Collective Agreement.
- Continuing, as a high priority, the fundraising efforts.

Expected Performance

Long-Term Funding

- Funding arrangement with Government will be in place by March 1997.

Revenue Generation

• 1994-95	\$7,900,000
• 1995-96	\$9,000,000
• 1996-97	\$10,000,000
• <i>New Media Centre 1996-97 (with Digital Equipment of Canada)</i>	
Expected revenues and/or cost reductions:	\$250,000
• <i>CMC Membership Programme 1996-97</i>	
Expected new revenues:	\$50,000
• <i>Cyberboutique 1996-97</i>	\$50,000
Expected new revenues:	\$50,000
• <i>IMAX Film Development</i>	
Expected revenues:	\$2,000,000
Most recent projects:	
<i>Stormchasers</i> , launching:	April 1996
<i>Special Effects</i> , launching:	August 1996
• <i>Showing of 3-D Films 1996-97</i>	
Expected new revenues:	\$250,000

Fundraising Revenue Targets 1996-97

• <i>Canada Hall</i>	— CMC	\$1,000,000
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- *Passing the Torch* — CWM \$2,000,000
- *A "Giving Campaign"* — CMC and CWM \$50,000

Increased Efficiency

- *Closing of Asticou Warehouse by the End of 1996-97*
Expected savings per year: \$530,000

- *Shared Ventures (through the Federal Heritage Partners Co-Op Marketing Meetings)*
Expected savings: \$10,000

- *Delivering of Programmes and Services*

Normal market research will be conducted.

An evaluation of CMC's educational programmes will be completed by May 1, 1996.

- *Collections Storage Problems — CWM*

The search for a solution will continue.

Target date for solution: 1999

- *Labour Productivity and Effectiveness*

Improvement will be obtained through the use of technological advancements and by maintaining a strong commitment to training and staff development in the area of technology.

- *Collective Agreement*

The first one will be signed twelve months from the commencement of collective bargaining. Bargaining should start in 1996-97.

All non-unionized positions will be converted to the new job classification system and negotiations for all (included) unionized positions will commence.

Target date: December 1996