

03 > 04 ANNUAL REPORT OF THE CANADIAN MUSEUM OF CIVILIZATION CORPORATION
CANADIAN MUSEUM OF CIVILIZATION > CANADIAN WAR MUSEUM



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CANADIAN MUSEUM OF CIVILIZATION > CANADIAN WAR MUSEUM

Canadian Museum of Civilization

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www.passingthetorch.ca

Museum of New France

Creator of the Virtual Museum of New France™
www.vmnf.civilization.ca

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A printed version of this annual report is available upon request: (819) 776-8380

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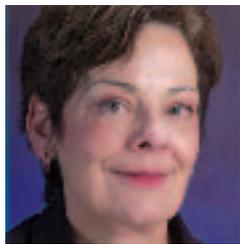
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Two museums with multiple voices >

A member of the Board of Trustees from the very beginning of the Corporation, Claudette Roy served as Vice-Chair for four years before her appointment as Chair in November 2003. An educator by profession, Ms. Roy spent most of her career teaching Social Studies at the senior level in French immersion and French first language schools, and in school administration. She has initiated many Francophone projects and institutions, including Alberta's first publicly funded French first language school. She subsequently served as a member of the Minister of Education's task force that led to the creation of Francophone school boards in the province.



As national museums of social and military history, the Canadian Museum of Civilization and the Canadian War Museum face a challenge highly symbolic of our country itself: how to illustrate identity and relate history in a way that reflects our extent, complexity and diversity.

Under the strong direction of President and CEO, Dr. Victor Rabinovitch, the Canadian Museum of Civilization Corporation has undertaken to respond to this challenge by adopting an approach of presenting diverse points of view on the country's development. Dr. Rabinovitch calls this "a multiplicity of voices."

The Canada Hall, our most popular permanent exhibition, tells the story of Canada from the social and economic development angle. It engages visitors in a journey through time and across physical distances, enabling them to encounter various regions and historical periods, from the Atlantic to the Pacific, from the early whale hunts to the arrival of Asian immigrants. During the past year, we added two new modules on communities and economic activities of Canada's West Coast, thereby completing a portrait presented in the engaging style of the Canada Hall.

Another voice now heard in a large permanent exhibition is that of Aboriginal peoples from all parts of the country. The opening of the First Peoples Hall in 2003 has enabled the telling of the history of Canada seen and lived by the first inhabitants of the continent. The First Peoples Hall, with over 200,000 visitors during the past year, conveys four major themes that are an essential element of current Aboriginal identity: *We are still here, We are diverse, We contribute and We have an ancient relationship with the land.*

In 2005, another voice will be heard, with the opening of the new Canadian War Museum (CWM). This is the most important cultural institution to open in the National Capital Region in 15 years. It is by far the Corporation's most important current project, to which we have dedicated considerable financial and staff resources.

What will be presented in the new CWM is the history of Canada seen from the viewpoint of military organization and activity, and of the men and women who lived that history, both at home and abroad. Faithful to its motto, THE SPIRIT OF A COUNTRY, THE COURAGE OF ITS PEOPLE, the Canadian War Museum will address itself to all Canadians, showing present and future generations how the borders, values and even the industrial organization of Canada have been shaped by the realities of war.

Overall, the Canadian Museum of Civilization and the Canadian War Museum are two national institutions in which all Canadians can recognize themselves. The Corporation undertakes to make the riches of its knowledge accessible to the greatest number of people possible. Half of the visitors of the Museums are Canadians from outside of the National Capital Region and one-quarter are international visitors to Canada. Additionally, once a year, the Board of Trustees travels to a different region of the country.

In echoing the different peoples and regions that make up this country, the Corporation seeks to reflect Canadian society in its totality. We give expression to our culture and national identity as they have evolved, and as they continue to mature. We challenge our visitors to understand more fully what being Canadian means. And, I think, we do this with much success.

Claudette D. Roy, C.M.

A tough year ends on a high note >

Dr. Victor Rabinovitch has served as President and Chief Executive Officer of the Canadian Museum of Civilization Corporation since 2000.



Previously, Dr. Rabinovitch held positions as Assistant Deputy Minister with various federal departments. With Human Resources Development Canada, he oversaw the Branch administering the national public pension programmes in Canada's social security system. As Assistant Deputy Minister with the Department of Canadian Heritage, he was responsible for a wide range of Canadian cultural programmes.

Before joining the federal public service, Dr. Rabinovitch was the national head of Workplace Health and Safety with the Canadian Labour Congress. He also served as an Executive Director in the Government of Manitoba.

The past year was one in which the Canadian Museum of Civilization Corporation (CMCC) achieved exceptional success in the face of some formidable challenges.

Like others in the Canadian tourism industry, the Corporation's two Museums were hard-hit in 2003 by international visitors' fears about SARS. These fears were also reinforced by other concerns for potential visitors, including the news about BSE in Alberta, the war in Iraq, slowdowns at the Canada/U.S. border and reductions in air flights.

During the peak period for SARS, cultural institutions and tourism destinations in the National Capital Region and elsewhere in the country saw a significant reduction in the number of visitors. This negative trend continued throughout the summer months — normally the busiest season for visits to Ottawa-Gatineau. As a result, the Canadian Museum of Civilization (CMC) experienced a significant drop in visits during the third quarter of 2003. Similar — and even deeper — reductions were experienced by our colleagues across the country.

The difficult summer and early autumn were followed by a tremendous period of success during a season that is normally slow. We broke four monthly attendance records beginning in December, and thereby regained both visit totals and a large portion of revenues lost from earlier in the year.

We were overwhelmed by the public's tremendous response to **Ancient Treasures and the Dead Sea Scrolls** which opened in December 2003. This exhibition — a once-in-a-lifetime opportunity to see rare artifacts from the biblical period — attracted so many visitors that we had to extend our weekend hours. We found that visitors took more time than usual to view this exhibition, and our eight week long lecture series, featuring invited experts on the Scrolls, was so popular that each lecture had to be delivered twice.

This record attendance was helped by the innovative way we responded to a difficult climate. We developed a targeted

promotion strategy, reaching out to both local audiences in the National Capital Region, and to community groups in Canada and the United States with a special interest in particular subjects. In other words, we brought information and encouragement directly to potential visitors in their own communities, and thereby promoted their decisions to come see exhibitions of exceptional merit.

Other exhibitions and public programming in 2003–2004 explored new ways to combine entertainment with solid learning. For **Across Time and Tundra: The Inuvialuit of the Canadian Arctic**, we incorporated highly engaging interactive modules. These enabled visitors to learn Inuvialuit words and phrases, to touch reproduction artifacts or to see themselves dancing on a giant screen alongside Inuvialuit drum dancers.

In 2003–2004, Museum staff continued to add to our knowledge and understanding of Canada's history and diverse cultures. Specialists undertook a great number of research projects, in fields such as ethnology, archaeology, and history — both social and military. Many of these projects are connected to the development of new exhibitions. An excellent example is **Presenza: A New Look at Italian-Canadian Heritage**, which examines the history of Italian immigrants and their contributions to Canadian society. **Presenza's** curator and his research team carried out several hundred interviews and collected artifacts from members of Italian communities across Canada.

Research and writing are central aspects of the new Canadian War Museum (CWM) project. Staff have worked to create narratives, select artifacts and collaborate with designers to create the huge permanent exhibition that will form the heart of the new museum. The building project is being carried out by a team led by Joe Geurts, Director of the CWM and Chief Operating Officer of the Corporation. This corporate dimension is essential to the rapid pace achieved by this amazing project — for funding, technical support and Board direction. The new CWM will change public understanding of our military history, and it is already changing the skyline of downtown Ottawa.

To help us reach beyond the physical confines of our two Museums, the CMCC uses print and electronic publications as information distribution tools. Last year, we gave extra emphasis to producing book publications, and released 14 new titles in our Mercury Series, dedicated to research, or as commercial co-publications.

With the help of the Internet, visitors from around the world also accessed information through our Web site, *Civilization.ca*. The site received 6 million individual virtual visits, up from 4.3 million the previous year. Among its many features, our Web site hosts more than 90 virtual exhibitions, to which we add regularly.

Travelling exhibitions are an essential activity to disseminate knowledge. CMC and CWM exhibitions travel across the country, to both small and large museums, thus reaching Canadians who live far from Ottawa-Gatineau. And to better fulfill its national role, each year the Corporation lends approximately 700 objects from its collections to other institutions.

Visitor satisfaction assessed through our evaluation and survey work continued to show a very high level of approval. A satisfaction rate of 96 per cent was reported, and the total number of visitors was 1,350,000, continuing the CMC's record as Canada's most-visited Museum. The CWM received a solid attendance of 116,000 visitors. While it is expected that tourism in 2004–2005 will be somewhat stronger than in the last year, we are still in a period of uncertainty. Consequently, the Corporation will continue to seek innovative ways to promote its public programmes and exhibitions, while also maintaining a high level of activity in research and collection. Our future success will depend on our excellence in managing these fundamentals.

Victor Robinson

Canadian Museum of Civilization Corporation: Canada's national museums of social, human and military history

Originating in 1856 as a branch of the Geological Survey of Canada, the Canadian Museum of Civilization Corporation (CMCC) is a Crown Corporation established pursuant to the *Museums Act*, which came into force on July 1, 1990.

The Corporation includes the **Canadian Museum of Civilization (CMC)** and the **Canadian War Museum (CWM)**. The Corporation is also responsible for the management of the Virtual Museum of New France, composed of virtual exhibitions and on-line activities on the history of Canada from 1534 to 1763.

- From top to bottom: Claudette Roy (Chair); Pierre Dufour (Vice-Chair); Michèle Alderton (Trustee); Joe Geurts (Chief Operating Officer and Director and CEO of the Canadian War Museum); Paul Manson (Trustee); Robert J. Ojolic (Trustee); Mark O'Neill (Corporate Secretary and Director, Strategic Planning, and Acting Vice-President, Public Relations and Publishing); Victor Rabinovitch (President and CEO); Marianna Simeone (Trustee); Claudia Simon (Trustee); Harvey A. Slack (Trustee); Thérèse Pilon (Trustee); Gloria Webster (Trustee).
Absent: Thelma Ann Brennan (Trustee)



➤ Mandate

The Canadian Museum of Civilization and the Canadian War Museum have a core mandate of being centres for collections, research and public information on the social, military and human history of the country. 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 our national identity.

Guiding principles

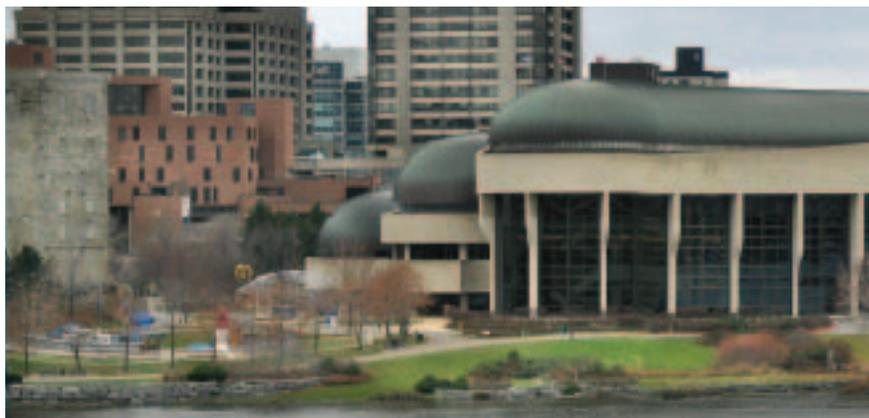
The Museums' work is guided by five essential principles:

1 ➤ Knowledge

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

2 ➤ Authenticity

Authenticity in our Museum means that we are truthful and comprehensive. We are committed to showing artifacts from CMCC collections and from other public collections. Authenticity involves communicating accurate information which is balanced and in context.



3> Coherence

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

4> Choice and respect

The collections, programmes 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.

5> Canadian perspectives

Our collections, programmes 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.

Visitor statistics

The CMC: a national and international audience

- > Equal number of men and women
- > 45 per cent of all visitors have a bachelor's or graduate degree
- > 32 per cent are Francophone and 68 per cent are Anglophone
- > 47 per cent are Canadians from outside the National Capital Region
- > 26 per cent are from Ottawa-Gatineau
- > 27 per cent are from outside the country

The CWM: well-educated, diverse visitors

- > More than 40 per cent of visitors have a bachelor's or graduate degree
- > One-quarter have performed some type of military service
- > 64 per cent are male
- > 80 per cent are Anglophone
- > 50 per cent are from Ontario



> Highlights

Attendance: A RECORD-BREAKING YEAR

In 2003–2004, the Canadian Museum of Civilization welcomed 1,350,000 visitors. The Museum also set new attendance records for every month of the period from December 2003 through March 2004. In these months, the critical success of **Ancient Treasures and the Dead Sea Scrolls** resulted in a 20 per cent increase in visitors to the Museum compared to the same period in the previous year.

Special exhibitions: ANOTHER SUCCESSFUL YEAR

Over 315,000 people visited **The Mysterious Bog People** exhibition during its nine-month run that ended in September 2003. Only four months after the opening, more than 100,000 people had already seen the exhibition **Ancient Treasures and the Dead Sea Scrolls**. Two major exhibitions developed by the CMC, **Presenza: A New Look at Italian-Canadian Heritage** and **Across Time and Tundra: The Inuvialuit of the Canadian Arctic**, also generated great interest and attracted thousands of visitors.

Permanent exhibitions: A MAJOR LANDMARK ACHIEVED

In 2003, the CMC completed the installation of its largest exhibition, the Canada Hall, adding two new sections on Canada's Pacific Region: **West Coast Communities** and **Pacific Gateway**.

The new Canadian War Museum: PROGRESS ON SCHEDULE

Construction of the new building progressed on schedule. Excavation of the site was completed during the spring, and concrete forms were raised during the summer. The assembly of structural steel began in December. Over the winter, the concrete structure was completely enclosed, and work moved indoors. The new Canadian War Museum is scheduled to open in May 2005.

Fundraising: *PASSING THE TORCH* SURPASSED ITS GOAL

Passing the Torch, the fundraising campaign in support of the new Canadian War Museum, surpassed its \$15 million objective, making it the most successful fundraising effort ever for a federal cultural institution.

Collections: BUILDING ON DONATIONS

Among several other important collections, the Corporation received hundreds of mementoes left by mourners at Pierre Elliot Trudeau's funeral. These objects, donated by the family of the former Prime Minister, include cards made by children, posters and other personal tributes.

Civilization.ca: SHARING MORE KNOWLEDGE ON-LINE

Last year, the Corporation's Web site logged over 51 million accessed pages. The CMCC also launched seven new virtual exhibitions. Together, the CMC and the CWM Web pages now host close to 100 on-line exhibitions.

Revenues: STABLE DESPITE CHALLENGES

Total on-site revenues for the Corporation of \$8.8 million remained stable despite difficult times for the tourism industry across Canada in 2003.



> Corporate governance

The Corporation is governed by a Board of Trustees appointed by the Governor-in-Council. The Board is responsible for fulfilment of the policies and overall financial management of the Corporation's affairs. It reports to Parliament through the Minister of Canadian Heritage. During 2003–2004, the Board of Trustees had seven committees to help expedite its work. These committees met regularly before Board meetings — in person and by teleconference — and reported their recommendations to meetings of the Board of Trustees. Each Board Member has duties on at least one Board committee.

Seven Board Committees

- 1 > The **Executive Committee** assists the Board's decision-making process, if necessary, between Board meetings.
- 2 > The **Audit Committee** serves as the Board's advisor on audit-related matters, and ensures maintenance of sound internal controls.
- 3 > The **Finance and Compensation Committee** serves as the Board's advisor on accountability and planning in relation to finance and compensation.
- 4 > The **Development Committee** advises and supports the Board and management on the Corporation's development and fundraising activities. Members of the committee may participate personally in fundraising.
- 5 > The **Canadian War Museum Committee** advises the Board on matters related to the Canadian War Museum. Its membership includes members of the Board of Trustees and representatives from veterans' groups.
- 6 > The **Canadian War Museum Building Committee** oversees the development of the new Canadian War Museum.
- 7 > The **Working Group on Governance** is mandated to advise the Board on matters related to the governance of the Corporation, such as the application of its by-laws.

The Board of Trustees

Claudette Roy, C.M., Chair, Edmonton, Alberta (since November 4, 2003)
 John English, O.C., Chair, Waterloo, Ontario (until September 27, 2003)
 Pierre Dufour, Vice-Chair, Aylmer, Quebec (since November 4, 2003)
 Mich le Alderton, Trustee, Red Lake, Ontario
 Robert Bothwell, Trustee, Toronto, Ontario (until April 7, 2003)
 Thelma Ann Brennan, Trustee, Johnville, New Brunswick (since March 31, 2004)
 Paul Manson, C.M.M., Trustee, Ottawa, Ontario
 Robert J. Ojolic, Trustee, Sydney, Nova Scotia
 Marianna Simeone, Trustee, Montral, Quebec
 Harvey A. Slack, Trustee, Ottawa, Ontario
 Claudia Simon, Trustee, Big Cove, New Brunswick
 Th r se Sp nard-Pilon, Trustee, Laval, Quebec
 Gloria Webster, Trustee, Alert Bay, British Columbia (until March 30, 2003)

Corporate Officers

Victor Rabinovitch, President and CEO
 Joe Geurts, Chief Operating Officer, and Director and CEO of the Canadian War Museum
 Mark O'Neill, Corporate Secretary and Director, Strategic Planning

Members of the Corporation's Executive Committee

Victor Rabinovitch, President and Chief Executive Officer
 Joe Geurts, Chief Operating Officer, and Director and CEO of the Canadian War Museum
 Mark O'Neill, Corporate Secretary and Director, Strategic Planning and Acting Vice-President, Public Relations and Publishing (since October 4, 2003)
 Michel Cheff, Director, Special Initiatives, Office of the President and CEO
 David Loye, Chief Financial Officer
 Elizabeth Goger, Director, Human Resources
 Stephen Inglis, Director General, Research and Collections
 Sylvie Morel, Director General, Exhibitions and Programmes
 Suzanne LeBlanc, Vice-President, Public Relations and Publishing (until October 3, 2003)
 Luc Girard, Vice-President, Development



[Photo: Steven Darby]

> Meeting our objectives

The Corporation continued to address three strategic issues that have been identified for the current planning period.

1> Canadian identity in the global environment:

Increasing appreciation and understanding of Canada's heritage

In order to achieve this objective, the Corporation aimed to expand and enrich its presentation of Canadian history at both the CMC and the CWM; to develop and deliver exhibitions and programmes reflecting Canada's history, culture and identity; and to further develop its client-focused approach to programming and services.

Initiatives undertaken to achieve this objective include the construction of the new Canadian War Museum to enable a more comprehensive presentation of Canada's military history, and the completion of permanent exhibitions focusing on the history and cultures of Canada.

TARGETS

Open the new CWM on May 2005

Completion of the Canada Hall

Opening of special exhibitions
14 at the CMC and 4 at the CWM

Travelling exhibitions
CMC: 16 travelling exhibitions at 28 venues
CWM: 3 travelling exhibitions at 5 venues

CMC
1,600 school programmes attracting 40,000; 250 group programmes attracting 6,000; unstructured programmes attracting 150,000; and audiences totalling 194,000 for Dramamuse

CWM
Special events attracting 63,000; and 200 school programmes attracting 6,500

ACHIEVEMENTS

The construction of the new CWM has progressed according to schedule

The Canada Hall was completed with the addition of two new exhibitions

11 at the CMC and 3 at the CWM

CMC: 12 exhibitions travelled to 20 venues
CWM: 5 exhibitions travelled to 8 venues
6 new virtual exhibitions on *Civilization.ca*

1,487 school programmes attracting 24,000; 199 group programmes attracting 4,000; unstructured programmes attracting 120,000; and audiences totalling 160,000 for Dramamuse

Special events attracting 43,400; 372 school programmes attracting 7,400; and 22 films and conferences attracting 800

2 > The safeguard and promotion of Canada's heritage:

Researching and developing the Museum's national collections and sharing the related knowledge

The Corporation aimed to achieve this objective by carrying out sound museum-based research related to Canada's heritage in various disciplines; by developing and managing the Museums' collections and providing information on the collections; by continuing to develop agreements and understanding on repatriation requests, while preserving national collections; by communicating its knowledge throughout Canada and the world; and by sharing its expertise with others.



TARGETS

Ongoing **research** by staff and outside research associates

Ongoing **collections** maintenance, including Collections Development Plan for both the CMC and the CWM. Ongoing cataloguing and de-accession of CWM artifact backlog

Attendance of 1.37 million at the CMC and 110,000 at the CWM; 22,970,000 **Web site** pages accessed

Scholarly publications

10–15 by the CMC and 3 by the CWM

1.9 million **promotional pieces** in circulation, and a maximum potential **advertising reach** of 105 million

On-site placement of numerous **interns** and **trainees**

ACHIEVEMENTS

Research by staff and research associates continues to flourish in the disciplines of archaeology, ethnology, history and folklore, with special emphasis on areas such as postal history, history of sport and leisure, political history, newly-arrived immigrant communities, 20th-century design, the history of ethnographic collections and early European-North American contact

Collections have been maintained, with a number of acquisitions. The CMC Collections Development Plan has been completed. The CWM followed its Collections Development Plan, and continued cataloguing and de-accession of its artifact backlog

Attendance of 1,350,000 at the CMC and 116,500 at the CWM; 51,123,000 **Web site** pages accessed

14 by the CMC and 3 by the CWM

1.5 million **promotional pieces** in circulation, and a maximum potential **advertising reach** of 115 million

Four **interns** completed the Aboriginal Training Programme in Museum Practices



3 Challenges to financial and operational viability:

Strengthening the financial and operational viability of the Corporation

The Corporation expected to contribute to improving its financial self-sufficiency by maximizing net commercial revenues, increasing fundraising efforts, and continuing to seek alternative sources of funds. In the area of operational viability, the CMCC planned to review its corporate management framework, to implement innovative human resource strategies, and to maintain and repair the CMC building infrastructure (dependent upon government funding).

TARGETS

Onsite revenues

CMC: \$8.43 million (\$6.15 per visitor)

CWM: \$280,000 (\$2.55 per visitor)

Fundraising

Ongoing fundraising for CMC and CWM exhibitions and programmes

A total of \$15 million raised by *Passing the Torch* campaign

Corporate Management framework

Review of all CMC and CWM programmes, in order to improve measurement of results

Human Resources Management

Development and implementation of revised plans, systems, procedures and guidelines to ensure ongoing viability, productivity and effectiveness of a competent and qualified workforce

Maintenance of CMC infrastructure

Replacement of escalators; repair and cleaning of stonework; upgrades and repairs to improve visitor flow and public access; and upgrades to the security access and video monitoring systems

ACHIEVEMENTS

CMC: \$8.78 million (\$6.51 per visitor)

CWM: \$318,000 (\$2.74 per visitor)

A total of \$679,000 was earned for CMC and CWM exhibitions and programmes

Passing the Torch campaign raised more than \$15 million

The CMCC has expanded research on visitor profiles. The Corporation is also continuing to review collections for better storage; expanding visitorship; maximizing research; and improving maintenance, signage and visitor information

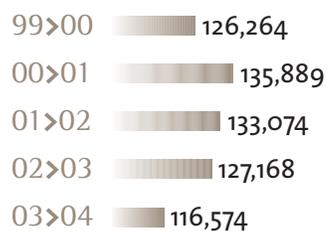
Implementation of a redesigned performance management system, an employment equity plan and a succession planning process. Training was provided to employees. A new *Staffing Guide* for managers and a new *Orientation Guide* for employees were introduced.

Implementation of final phase of escalator replacement; finalization of stonework maintenance; temporary upgrade of security access system; completion of second phase of the replacement of exterior windows

> Canadian Museum of Civilization attendance

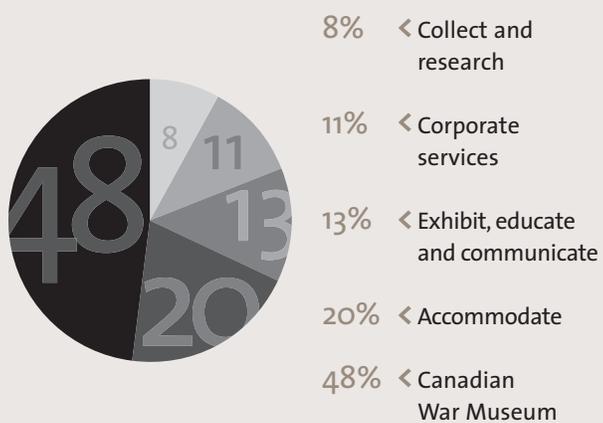


> Canadian War Museum attendance



03>04

Resource allocation by business activity



› Upcoming challenges

The Corporation has identified three main challenges for the next fiscal year.

1› The construction of the new Canadian War Museum

A new facility for the Canadian War Museum is currently under construction near downtown Ottawa. Successfully managing the construction of the new CWM — scheduled for completion in 2005 — is the Corporation's most important priority. This project remains the Corporation's major capital project. As such, it places significant demands on existing staff and will continue to do so throughout the planning period.

2› The maintenance of the Canadian Museum of Civilization

The CMC facility has been open to the public for nearly 15 years, and is beginning to show signs of age as a result of the high volume of visitors and heavy use of all public spaces. Lack of annual inflation protection has reduced available budgetary allocations for maintenance and repairs. The federal government has assisted the Corporation to carry out the most critical of certain capital repairs required in the short term. During the past year, the Corporation has carried out the third of a four year temporarily funded major programme of repair and replacement. However, a mid to long term capital funding strategy is required in order to address ongoing infrastructure needs. The CMCC has presented its requirements in the context of the federal government's initiative aimed at maintaining federal facilities.

3› The reallocation of funding and expertise

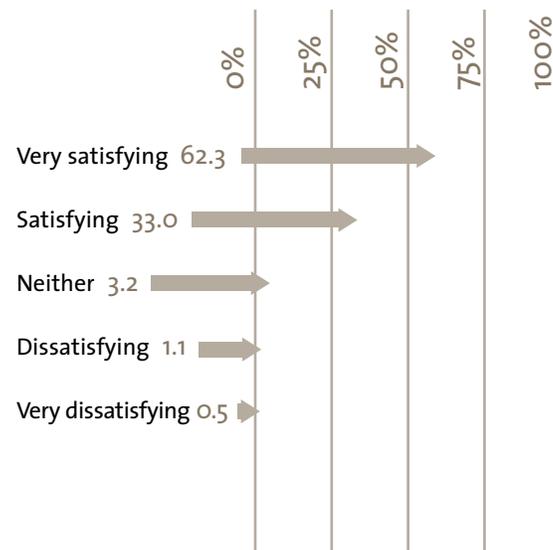
Over the past several years, the CMCC has allocated considerable financial and staff resources to the development of the First Peoples Hall and Phase Two of the Canada Hall. With the opening of the First Peoples Hall in 2003 and the completion of several major modules in the Canada Hall during the same year, Corporation resources may now be redirected towards other important areas of Museum research and activity that are now underserved, such as the representation of Canada's social, biographical and political history. We will undertake a review of older portions of the Canada Hall, for example, and examine an initiative to create a major biographical exhibition. In addition, we will focus on efforts to develop more contemporary subjects for research and exhibitions.



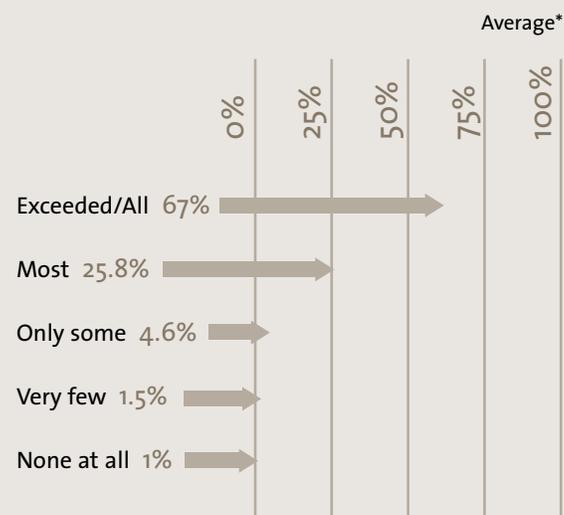
[Photo: Harry Foster]



> Satisfaction rating of CMC visitors (1999-2003)



> Expectations met for CMC visitors (1999-2003)



* Excludes: Didn't have any expectations;
Not sure yet; and Not answered.



➤ Promoting Canadian identity and world culture

One of the key means of communicating information and enhancing knowledge about Canada’s heritage is through exhibitions. Each year, the Canadian Museum of Civilization presents a variety of temporary exhibitions produced either in-house or in cooperation with other institutions. The CMC also acts as a major “window” for exhibitions from different parts of the country, showing travelling exhibitions loaned by other institutions.

Permanent exhibitions

The Grand Hall

This spectacular space — featuring six Native houses and one of the world’s largest collections of totem poles — introduces visitors to the history and unique cultures of the First Peoples of Canada’s Northwest Coast. This year’s additions to the Grand Hall include an exhibit on the art of Haida argillite carving, an intricately carved wooden plaque by artist Simon Charlie, and a display of works by Freda Diesing, a sculptor of international renown, who passed away in December 2002.

Located in Gatineau, Quebec, the Canadian Museum of Civilization is Canada’s largest and most popular museum. The CMC is housed in a complex of buildings designed by architect Douglas Cardinal. It is also home to the Canadian Children’s Museum, the Canadian Postal Museum and the IMAX® Theatre.



[Photo: Harry Foster]

➤ Reproduction of a Vancouver International Airport lounge at the end of the 1960s

The Canada Hall

Spanning 1,000 years of Canadian social and economic history from coast to coast, the **Canada Hall** continues to be the most popular permanent gallery for visitors to the Canadian Museum of Civilization. Nearly half a million people visit the Hall each year.

In 2003, the Museum achieved a major landmark with the completion of the Canada Hall. The addition of two new artifact-rich historical exhibits on Canada's Pacific Region will further enhance visitors' experience and understanding of Canada's history.

The **West Coast Communities** exhibit recreates a wharf, surrounded by the buildings, vessels and tools of a typical fishing and salmon-canning community on Canada's Pacific Coast and profiles four coastal communities. The **Pacific Gateway** exhibit reproduces a Vancouver International Airport lounge at the end of the 1960s, and also features historical artifacts from the early days of ocean travel on Canadian Pacific's *Empress* ocean liners. This exhibit profiles individual newcomers from the Philippines, representing the new wave of skilled immigrants who began to arrive in Canada in the late 1960s.

The First Peoples Hall

The **First Peoples Hall** opened on January 30, 2003. Covering 2,000 square metres (20,000 square feet), the Hall is the world's largest permanent exhibition on the diverse, rich cultures, history and contributions of indigenous peoples in Canada. Curators of archaeology and ethnology at the Museum worked over a decade in consultation with Aboriginal expert advisers to develop the exhibition around four themes: *We are still here*, *We are diverse*, *We contribute* and *We have an ancient relationship with the land*. This exhibition features more than 1,500 historical objects and works of art, recreated environments, and approximately 500 documents and illustrations.

"I am very impressed with the direction you have taken in the walking history of Canada. Very good job of including unseen minorities and their role."

(Visitor, January 2004)



[Photo: Harry Foster]

> *Sky Woman* – Installation by Shelly Niro in the First Peoples Hall



"I want to congratulate the founders and creators of this space for creating a valuable and exciting place to learn and experience Canada and the world. The attention to detail in many of the exhibits made this an amazing experience for me."

(Visitor, February 2004)



[Photo: Steven Darby]

Canadian Children's Museum

Located within the CMC, the Canadian Children's Museum (CCM), covering over 8,000 sq. metres of indoor and outdoor exhibit space, takes young visitors and their families on a wide-ranging intercultural odyssey. Children have the opportunity for learning about the world and different cultures, and for developing their own creativity through interactive exhibits, workshops, and animation programmes. A very lucky and delighted young museum-goer made history in March 2004 as the CCM's 6-millionth visitor. The CCM is one of the Museum's most popular destinations, attracting about half a million visitors every year.

Canadian Postal Museum

An integral part of the Canadian Museum of Civilization since 1987, the Canadian Postal Museum (CPM) is the second-most-attended postal museum in the world, and the only museum in the country dedicated to preserving the heritage of Canadian postal communications. The CPM introduces visitors to the social and economic history, and aesthetics of Canada's postal heritage. It also examines philately, the history of mail delivery and postal communications, mail art and other forms of written interaction. The CPM's permanent exhibitions include **Reflections of Canada — The National Stamp Collection**, which assembles close to 3,000 postage stamps issued in Canada and the provinces.

New special exhibitions

Ancient Treasures and the Dead Sea Scrolls

December 5, 2003 to April 12, 2004

This once-in-a-lifetime exhibition presented priceless archaeological finds illuminating more than 1,000 years in the evolution of Judaism and early Christianity. Rare artifacts, unearthed at major sites such as Jerusalem and Masada, provided visitors with a tangible link to episodes in the Bible. Among the more than 100 objects on display were fragments of three of the Dead Sea Scrolls, one of which is among the oldest biblical manuscripts ever found. *Developed by the Israel Museum, Jerusalem, in collaboration with the Montr al Museum of Archaeology and History at Pointe- -Calli re and the CMC.*

Across Time and Tundra: The Inuvialuit of the Canadian Arctic

November 7, 2003 to January 9, 2005

This is the first major exhibition presented by any Canadian Museum on the Inuvialuit, the people who inhabit Canada's Western Arctic. The exhibition features over 200 artifacts from the Museum, the Smithsonian Institution and the McCord Museum in Montreal, and more than 120 photographs. **Across Time and Tundra** encourages visitors to explore Inuvialuit traditions, with the help of an interactive drum dance studio, a language recording studio, and many other interactive installations. This exhibition won the 2004 Best Practices in Museum Exhibition Writing award from the American Association of Museums.

Holman: Forty Years of Graphic Art

October 31, 2003 to February 15, 2004

This travelling exhibition from the Winnipeg Art Gallery is the first comprehensive presentation of graphic art from the Western Arctic community of Holman, located on the west coast of Victoria Island. Ninety prints and drawings by 20 different artists showed the development of Holman graphic art from the very beginnings of the community's printmaking cooperative in 1961 up to the present day.

Prezenza: A New Look at Italian-Canadian Heritage

June 13, 2003 to September 6, 2004

Prezenza is the largest exhibition ever developed on the heritage and day-to-day lives of Italian Canadians. It looks at the values, skills and traditions that the generation of immigrants who founded Italian-Canadian communities brought with them. Visitors see how these customs and traditions have become part of our society today, and how Italian immigrants' values relate directly to Canadians' contemporary goals and concerns. The CMC's curator and his research team carried out several hundred interviews with members of the Italian-Canadian community across the country. *Sponsored by Saputo Inc.*

Clothes Make the MAN

April 25 to September 1, 2003

This exhibition from the McCord Museum in Montréal, Quebec highlighted 200 years of men's fashions, from the eighteenth

century to the present. The CMC added a rural dimension to this exhibition, presenting the clothing created by country people from different regions of Canada.

Pack Your Bags! A Kid's Ticket to Travel

October 4, 2003 to May 3, 2004

The Canadian Children's Museum produced **Pack Your Bags! A Kid's Ticket to Travel**. This exhibition helped children explore and understand why people travel and how travelling can change us. *Presented by Computer Associates.*

Mail, Rail and Retail: Connecting Canadians

November 21, 2003 to November 29, 2004

This exhibition by the Canadian Postal Museum is the first to explore in depth the roles that communication, transportation and commerce played in the development of modern Canada — and the far-reaching impact these services have had on the lives of Canadians. In 2005, the exhibition will travel to communities across the country. *Developed in partnership with Canada Post, Canadian Pacific Railway and the Hudson's Bay Company.*

A Collector's Passion: The Work of Nettie Covey Sharpe

February 6, 2004 to September 6, 2005

Nettie Covey Sharpe donated more than 3,000 objects to the Canadian Museum of Civilization, most of them dating from the eighteenth and nineteenth centuries. **A Collector's Passion** features 150 pieces of Quebec folk art and furnishings from the Sharpe Collection, the largest bequest the Museum has ever received. Highlights in the exhibition include a reconstruction of one of the rooms in Mrs. Sharpe's heritage home, and five "sets" of furniture, as well as art works and other exquisite objects.

Wolastoqiyik: Portrait of a People

December 19, 2003 to February 24, 2005

This exhibition of archival photographs and artifacts explores the traditional lifestyles, landscapes, technologies and oral histories of the Maliseet people of New Brunswick who call themselves the Wolastoqiyik. *Produced by the Archaeological Services of the Culture and Sport Secretariat of the Government of New Brunswick in partnership with Maliseet First Nation Communities in New Brunswick, and by the CMC.*



➤ Dead Sea Scroll (The Community Rule Scroll)

"This Museum was really great and interesting! I rarely have experienced such a perfect mix of artifacts and multimedia explanations. [...] Thank you very much and continue your fantastic Museum concept."

(German visitor, May 2003)

Saidye Bronfman Award 2003: Walter Ostrom

October 3, 2003 to August 17, 2004

This exhibition presents work by renowned Canadian ceramic artist Walter Ostrom, recipient of the 2003 Saidye Bronfman Award for excellence in the crafts. Ostrom, of Indian Harbour, Nova Scotia, has exhibited his work widely across Canada, and has achieved international recognition. The exhibition also features 12 ceramic pieces that he selected from the Museum's collections as examples of works he finds personally inspiring. *Presented in partnership with the Samuel and Saidye Bronfman Family Foundation and the Canada Council for the Arts.*

The Inuit Way in Canada's Arctic

From May 29, 2003

This exhibition presents 47 artifacts from the CMC's collections and explores Inuit hunting practices, family life, the spirit world, and games and contests. It demonstrates how, over a period of more than 50 years, Inuit have used art to create an irreplaceable record of both ancient and contemporary way of life.

See the complete list of exhibitions presented last year at the Canadian Museum of Civilization on page 38.



[Photo: Steven Darby]

➤ Late eighteenth-century armoire from the Nettie Covey Sharpe Collection

Virtual exhibitions

The CMCC Web site *Civilization.ca* hosts more than 90 virtual exhibitions on various topics. The new ones added this year were:

Northern People, Northern Knowledge: *THE STORY OF THE CANADIAN ARCTIC EXPEDITION 1913–1918*

Focusing on the Aboriginal perspective, this Web site tells the story of the first major Canadian scientific expedition to the Arctic. It describes the impact of the expedition on the participants, and on the people they encountered in communities in the North.

Nettie Covey Sharpe House

This site takes visitors on a virtual tour of the ancestral home of Nettie Covey Sharpe, in St-Lambert, Quebec. Upon her death in March 2002, Mrs. Sharpe left her house and its contents to the Museum. A passionate collector of Quebec antiques and furniture, she filled her house with more than 3,000 beautiful objects, most dating from the eighteenth and nineteenth centuries.

Attendance

The following are the attendance figures for permanent and special exhibitions:

The Canada Hall	447,500 visitors
Canadian Children's Museum	453,000 visitors
Canadian Postal Museum	233,200 visitors
The First Peoples Hall	233,000 visitors
Holman: Forty Years of Graphic Art	5,600 visitors
Nuvisavik, "The Place Where We Weave": Inuit Tapestries from Arctic Canada	117,500 visitors
The Mysterious Bog People	316,700 visitors
Clothes Make the Man	106,900 visitors
The Powwow: An Art History	41,000 visitors

OPUS: *THE MAKING OF MUSICAL INSTRUMENTS IN CANADA*

This site features over 100 musical instruments — traditional, folk, symphony orchestra instruments and reproductions of early European instruments — made in Canada by some 60 artisans.

The Origins of Dogsled Mail in the Yukon in the 1890s

This virtual exhibition by the Canadian Postal Museum shows how mail carriers and their dog-teams were crucial to the transportation of the mail in the Yukon in the years following the Klondike gold rush, a critical period in the region's modern historical development.

➤ Preserving our heritage

The two words that best describe the CMC artifact collections are “vast” and “diverse”. The Museum has over 3 million artifacts stored in collections reserves covering more than 12,000 square metres. These collections, and the knowledge base that supports and expands them, are the Corporation’s greatest physical asset.

Acquisitions:

CAPTURING MANY ASPECTS OF OUR HISTORY

During the past year, the Museum acquired some exceptional and highly evocative artifacts, mostly through generous donations. These include:

- approximately 120 artifacts illustrating the nursing life, donated by the Alumnae Association of the Toronto General Hospital School of Nursing, one of the largest nursing schools in Canada. The artifacts include complete uniforms (1898 to 1970), and a silver chatelaine to hold scissors, thermometer, etc.;
- a selection of 60 objects from the hundreds of mementoes left by mourners at Pierre Elliot Trudeau’s funeral, in Montreal. These objects, donated by the family of the former Prime Minister, include cards made by children, posters and paddles;
- the complete first edition of the pamphlet, *Refus global*, published in 1948 by legendary painter, Paul-Émile Borduas. This is a key document in the history of Quebec. It is regarded as a harbinger of Quebec’s Quiet Revolution of the 1960s;

- documents and artifacts belonging to Moreau Maxwell, one of the leading figures in Arctic archaeology. These documents, acquired from Michigan State University, relate to research he carried out on southern Baffin Island in the 1960s and 1970s.

Incoming and outgoing loans

During the past year, the CMC loaned over 470 artifacts to 31 institutions. In many cases, Museum collections staff travelled as couriers to assist in the professional packing and transportation of these artefacts. At the same time, staff coordinated 58 incoming loans of over 820 artifacts from both national and international lenders to support ongoing exhibition programmes.

Artifact conservation

Painstaking care of the collections is an integral part of the Museum’s conservation programmes. This care covers everything from the ongoing dusting and monitoring of artifacts on display to environmental and integrated pest management programmes in the Museum’s reserves. During the past year, staff also completed two important projects: the removal of hazardous materials from several hundred medicine bottles in the collections reserves, and the restoration of the ceramic wall mural, which decorates the walls of the tour bus ramp at the Group Entrance.

Staff devoted well over 4,000 hours to conservation treatment of over 2,000 artifacts destined for CMC and CWM exhibitions. In addition, they began preliminary archaeological conservation treatments on the newly acquired material which is part of the Helluland Project investigating relations between Aboriginal peoples and Europeans in the Eastern Arctic around A.D. 1000.

“This is the most detailed, well laid out and interesting national museum that I have visited. It is impossible not to be drawn in to the wonderful history and development of the land and its people.”

(Visitor, June 2003)



Repatriation

The Museum is currently involved in ongoing repatriation discussions with 34 First Nations across Canada as part of the treaty process. Active repatriation discussions are underway with the Labrador Inuit Association, the Makivik Corporation, the Algonquins of Eastern Ontario, and with many First Nations in British Columbia, as part of the treaty process. These include the Maa-nulth, the Tsawwassen, and the Ktunaxa Kinbasket Tribal Council, among others.

Outside the treaty process, repatriation discussions continue with the Haida of British Columbia and the Bois Fort People of Minnesota. In addition, Museum staff are involved in federal interdepartmental discussions on the implications of the Yukon Umbrella Agreement.

Last year, the Museum released ancient human remains for repatriation to the Mohawk Council of Akwesasne. Discussions continue with the Algonquin First Nation of Kitigan Zibi on the requested repatriation of ancient human remains from the Ottawa Valley.

The CMCC continues to share its experience and practices relating to repatriation with interested parties in Canada and abroad, through conferences, working meetings and publications.

Aboriginal Training Programme in Museum

Practices: A MODEL OF ITS KIND

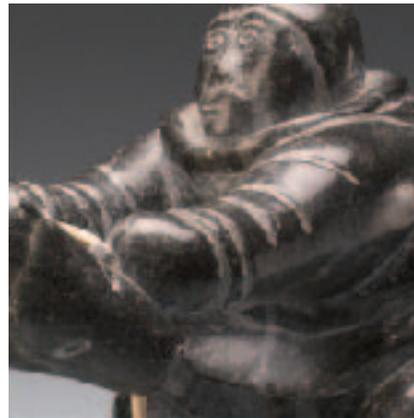
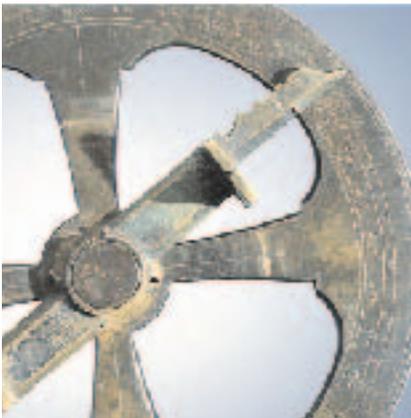
Since it began in 1993, the Aboriginal Training Programme in Museum Practices (ATPMP) has established itself as a model for other national and international museums interested in training Indigenous interns. Over the years, a total of 63 ATPMP trainees

have learned museological practices, including how to develop exhibitions and conserve artifacts, as well as the basics of interpretation and marketing.

This past year's five interns, from various regions of Canada, learned about the Museum, division by division. They also visited the cultural centres of the Kitigan Zibi First Nation, and of the Mohawks of Akwesasne, the McCord Museum in Montreal and the National Aboriginal Powwow in Toronto. This was also the first year of the CMC's partnership with Parks Canada under the ATPMP. Two of the interns had the opportunity to work in the areas of Conservation and Archaeological Policy with Parks Canada.

Research: DELVING INTO CANADA'S HISTORY AND DIVERSE CULTURES

The research undertaken by the CMC each year enhances our understanding of Canadian identity, history and cultures. The Museum carries out essential research into the history and traditions of Aboriginal peoples, and the many other diverse cultural communities that make up Canadian society. Our research into the human history of Canada and adjacent regions extends from earliest times to the modern era. All this work supports the development of the CMC's exhibitions and publications.



Archaeological fieldwork in Canada's East, West and North

Taking advantage of the summer months, CMC curators carried out field research in various parts of the country.

- In Prince Edward Island, archaeologist curator David Keenlyside undertook a productive field survey and identified several significant new archaeological sites. One of these — in the western part of the Island — may be among the more important prehistoric sites in the province.
- In Big Bar Lake, British Columbia, curator Jerome Cybulski carried out an archaeological project in cooperation with the Canoe Creek and High Bar First Nations. The project involved the excavation of a human burial. The remains are those of an older female who may have been buried over 250 years ago. They are undergoing analysis at the CMC to determine when the woman died, her lifestyle and diet, and her biological and cultural origins. The Big Bar Lake skeleton will be reburied once analysis is completed.
- In Fort Simpson Heritage Park in the Northwest Territories, archaeological excavations under the direction of curator Jean-Luc Pilon followed up on previous discoveries. These produced evidence pointing to some of the earliest Euro-Canadian use of this area on Simpson Island.
- In Nunavut, near the community of Kimmirut, curator Patricia Sutherland continued archaeological investigations at the Nanook site as part of the Helluland project. The aim of the project is to investigate relationships between Aboriginal peoples and early Europeans in the Eastern Arctic around A.D. 1000. Over the past few years, research has produced new evidence of an early European presence on Baffin Island.

In addition, the Museum continued its ongoing collaboration with the Algonquin First Nation of Kitigan Zibi, undertaking archaeological excavation at Leamy Lake in the National Capital Region.

Research on various cultures was also conducted in the following areas:

- Aïda Kaouk began a study of women's role in maintaining and transforming the tradition of immigrant families from northeast Africa.
- Ban Seng Hoe examined Chinese-Canadian history, social organization and cultural traditions in Alberta in the context of multiculturalism and ethnic studies.
- Morgan Baillargeon researched Cree spirituality in Alberta and Saskatchewan as it existed before European settlement in the West, as well as its current expression. He also continued his work on Blackfoot protocol with the Blackfoot communities.
- Nicholette Prince documented collections of Nlaka'pamux clothing and other items held in various Canadian and international museums. Her study focused particularly on headgear. She also conducted fieldwork on Plateau ethnobotany in the summer.
- Andrea Laforet conducted research on the art of basket making among the Nlaka'pamux of British Columbia.
- Leslie Tepper explored the transmission of Northwest Coast ancestral knowledge through contemporary craft production on the West Coast.

[Photo: P. Suberland]



➤ Archaeological fieldwork in Nunavut, as part of the Helluland project

CMC curators also conducted historical research, often in support of permanent and special exhibitions:

- > Christina Bates is building a “Canadian Nursing History Collection”, the most comprehensive of its kind, now numbering approximately 2,000 artifacts.
- > Jean-Francois Blanchette is examining the role of folk arts and crafts as a reflection of society in Quebec during the 18th, 19th and 20th centuries.
- > Xavier G linas continues research into Canadian political history — ideas, leaders, issues, and symbols.
- > Combining his interests in Canadian intellectual and Western Canadian history, Chris Kitzen is currently researching 100 years of social and political history in the three Prairie provinces.

Archives and documentation

During the past year, the Museum’s artifact on-line catalogue (Ke Emu) expanded to over 1.1 million artifact records. The public can access 175,000 of these records on-line through the Museum’s Web site, *Civilization.ca*. Staff added 11,650 images in 2003–2004, so that there are now approximately 45,800 on-line records with images. The public access archival Web site registered a monthly average of 10,600 visits.

Staff also upgraded Ke Emu, in response to several weeks of testing by registrars, collections managers and other users in the Museum. The new version includes special features, and significant improvements in the French-language terminology.

In 2003, use of the on-line Catalogue of the Libraries and Archives of the Canadian Museum of Civilization and the Canadian War Museum (<http://geoweb.civilization.ca:8001>) reached a record high of 85,000 searches for its public access version — an increase of more than 75 per cent over the previous year. This catalogue comprises 495,000 records.

The Library: SERVING CLIENTS IN-HOUSE AND ON-LINE

In 2003–2004, the CMC’s Library lent out more than 10,000 documents, received 9,500 visitors, and responded to 2,400 requests from researchers, students and on-line clients. In addition, staff provided guided tours and training sessions on electronic resources to Museum staff and colleagues from other institutions.

Archives increase document holdings by 163 per cent

In the past year, the CMC acquired over 228 linear metres of documents — an increase of 163 per cent over the previous year. In addition, staff added more than 10,000 new bibliographic records to the Library and Archives on-line catalogue. These wide-ranging resources helped the Museum answer over 2,600 enquiries, particularly from communities wishing to access traditional songs, music, stories and legends collected by Museum researchers.

A new project now underway is the digitization of research papers from the early twentieth century, and of songs initially recorded on wax cylinders. This project is greatly contributing to the protection of our cultural assets and potential for disseminating knowledge.



[Photo: David Keenlyside]

> Stone knife fragment found on a Prince Edward Island beach

Images: ESSENTIAL INVENTORY COMPLETED

The Museum's photo collection comprises nearly every format ever invented for representing images, including recent digitization. The inventory of this collection, completed during the past year, will be crucial for developing a preservation plan. As the Museum's image collection grows, so does the number of requests. Last year saw over 2,000 requests for images, a 25 per cent increase over the previous year.

Library and Archives acquisitions: BUILDING ON GENEROUS DONATIONS

In 2003–2004, a donation of approximately 500 books from the Library of the Canadian Embassy in Washington significantly enhanced the Canadian political history collection of the CMC Library. In addition, the Library acquired over 1,000 books and microforms, and over 2,000 serial publications, among other materials.

More cultural resources on-line

The Museum's participation in the Canadian Heritage Culture Online projects advanced last year as work continued on the second phase. For the Gateway to Aboriginal Heritage project, staff scanned 2,000 archival images and digitally photographed 8,000 artifacts from the Museum's archaeological and ethnographic collections. Work accomplished last year for the project, *A Canadian Hero and His Era: Marius Barbeau (1883–1969)*, includes digital photographs of 1,500 artifacts, scanning of 6,000 images and documents, and digitization of 1,300 wax cylinder recordings.

The Museum also received funding for a new digitization project, in partnership with the Dominion Institute of Canada, called *Crossroads of Culture: Exploring 200 Years of Canadian Immigration (1800–2000)*.

Preserving our postal heritage

The Canadian Postal Museum continued to enrich its collection with the acquisition of important artifacts. Among others, the CPM acquired a major collection of postcards featuring Canadian post offices. It also received from Canada Post an optical character reader, the first instrument of its kind used in Canada to sort mail automatically.

Research at the Canadian Postal Museum:**FROM NEW FRANCE TO POPULAR CULTURE**

The CPM's research projects focused on communication in New France, transatlantic mail, continental and indigenous messengers, and communication up and down the St. Lawrence River. Researchers also undertook projects on Crown mail across the Atlantic, and the exchange of top-secret mail in the *ancien régime* of the eighteenth century. In addition, research projects continued on emigrants' letters, the French-Canadian and Francophone diaspora throughout North America, transport and communication, the post offices, correspondence and writing tools of past centuries, Valentine's Day cards, and the interaction of post and popular culture.



> Public programmes for everyone

From cultural festivals to demonstrations by artisans, the Museum offered a diverse line-up of public programmes last year to enrich the experience, and appeal to the interests, of our different groups of visitors. In total, the CMC delivered over 3,800 educational and cultural activities in 2003–2004.

Enhancing visitors' experience

To enhance visitors' experience of the special exhibitions opened during the past year, the CMC developed more than 155 public programmes and cultural activities. These ranged from talks, tours, and film screenings to special evening events and weekend-long festivities.

The special events for **Ancient Treasures and the Dead Sea Scrolls** included performances and celebrations, as well as special demonstrations, and an eight-week series of lectures given by specialists from across North America. The lecture series — like the exhibition itself — was an outstanding success with a total of about 7,500 people attending.

Thanks to generous sponsorship and the enthusiastic participation of the Italian-Canadian community, programming for **Presenza: A New Look at Italian-Canadian Heritage** numbered over 40 cultural events.

Programming for the final months of **The Mysterious Bog People** assembled a successful mix of lectures, re-enactments and forensic demonstrations expanding on the exhibition's themes.

The Museum also organized special events as part the following exhibitions: **Clothes Make the MAN**; **Across Time and Tundra: The Inuvialuit of the Canadian Arctic**; **Holman: Forty Years of Graphic Art**; and **A Collector's Passion: The Work of Nettie Covey Sharpe**.



[Photo: Harry Foster]

> *El Vin (Wine)* – Luigi Dal Grande



[Photo: E. Mayer]

> *Supplies Brought At Last* – Mary K. Okheena



[Photo: Steven Darby]

"I brought a school group to Ottawa and had the opportunity to visit the Museum. I wanted to tell you how wonderful the Canada Hall was and thank the Museum for making history come alive. What made the experience even better were the actors and actresses that made the exhibit come alive. They were great actors/actresses and the kids really learned a lot by becoming part of history."

(History teacher, November 2003)



[Photo: Steven Darby]

> Dr. Craig Evans of Acadia Divinity College was one of the experts whose lectures made up the fascinating eight-week series **Understanding the Dead Sea Scrolls**. This series of talks by biblical scholars and archaeologists was an outstanding success, with audiences totalling 7,500.

First Peoples programming

First Peoples programming continued to gain in momentum, variety and popularity. Film screenings as part of the Aboriginal film series, *Where the Rivers Meet*, resumed in the fall and winter. In addition, Aboriginal carvers, weavers and artisans demonstrated their skills and shared their heritage with summer visitors.

The exciting Sounds abAboriginal! music series gave Aboriginal bands an opportunity to display their talent and boost their careers. Last year, this series showcased some of the best up-and-coming Aboriginal performers on the scene today — a blend of traditional Aboriginal music and contemporary sounds.

Special series: TALKS, TOURS AND SHOWCASES

The popular Coffee and Conversation programme, an afternoon series of informal talks and tours for adults, featured a variety of engaging speakers on a wide range of topics.

The Evening at the Museum programme offered special thematic events and performances. The Museum also launched a new series of cultural and social events for single adults, which included wine and food tasting. Based on the positive response to these gatherings, plans are underway for more evening activities.

Through partnerships with the Swedish, Mongolian, Japanese and Italian embassies, the Museum presented large-scale cultural performances. Partnerships with the Chinese-Canadian community resulted in activities designed for both adult visitors and families during Asian Heritage Month. In the spring, as part of the Atlantic Scene festival organized by the National Arts Centre, the Museum showcased talented artists from Canada's East Coast.

Dramamuse: A LIVING HISTORY COMPANY

During the past year, over 160,000 visitors saw history brought to life by Dramamuse, the Museum's resident theatre company. *Demon Rum and Evil Whisky*, a new performance blending scripted pieces with opportunities for visitors to role-play with the actors, was staged in the Canada Hall. Dramamuse actively collaborated on several public programmes, including a singles event in the Canada Hall's Wildcat Cafe, a storytelling event, *Once Upon a Pizzeria*, a presentation in honour of Women's History Month, and Love and Chocolate in celebration of Valentine's Day. In addition, the company performed its *Spirits of the Bog*, a theatrical tour of the **Mysterious Bog People** exhibition.

Programmes for students

Over 20,000 students visiting the Museum learned about Canadian history and cultural diversity with the help of 18 educational programmes that the Museum offered for schools. These included the launch of two new programmes for the First Peoples Hall, and redesigned programmes for both the Canadian Museum of Civilization and the Canadian Postal Museum. All these programmes garnered positive reviews from students and teachers.

New Volunteer Interpreter Programme

In addition, the CMC developed guided tours for two permanent galleries and launched a new Volunteer Interpreter Programme. Under this new programme, over 40 volunteers interacted with visitors about highlights of the **Ancient Treasures and the Dead Sea Scrolls** exhibition. Visitors were extremely positive about this new interpretive service provided by our volunteers.

Learning at the Canadian Children's Museum

The Canadian Children's Museum presented a diverse line-up of programmes and special events throughout the year. Special events were organized as part of the three special exhibitions. In addition, all sorts of activities highlighted the various celebrations in the calendar, such as Canada Day, Christmas, Easter, Hallowe'en and Mother's Day. Again last year, CCM staff also organized the Witches Ball, Kid's Day in the Park, and the Festivals of Light, all of which have established themselves as much-anticipated annual traditions. Daily drop-in activities at the Studio, workshops and a monthly early learning series offered over 40,000 participants an ever-changing

schedule of programming and creative cultural opportunities. The CCM also hosted ten weeks of day camps for children, over 130 theme parties and 30 overnight adventures.

Partnerships to explore the world

Several key partnerships enabled the Canadian Children's Museum to deliver a series of weekend cultural events, enlarging children's experience of world cultures. The CCM developed Passport to Mexico with the Embassy of Mexico, and Passport to China with the collaboration of the Chinese-Canadian community. In June, the Canadian Children's Museum held the Fun of Reading workshops in conjunction with the Fun of Reading: International Forum on Canadian Children's Literature, produced by Library and Archives Canada. Workshops, including bookmaking and storytelling, attracted 500 visitors. For a third consecutive year, the CCM also collaborated on Festival 4-15: Ottawa Festival of the Arts for Young audiences, a fall and winter series of performing arts for young audiences.

Canadian Postal Museum:

PUBLIC PROGRAMMES REACHED THOUSANDS

Last year, the Canadian Postal Museum hosted 85 programmes delivered to over 6,000 people. Programmes for the public during the summer months featured daily ongoing animation, as well as the ever-popular Postal Rally and Mail Art events. Spring, fall and winter seasons were enlivened by specialists sharing their knowledge at Coffee and Conversation gatherings, calligraphy workshops, and Evening at the Museum special events.

> Sharing knowledge and expertise

The Canadian Museum of Civilization seeks to disseminate its knowledge to as many people as possible. Its various forms of outreach, designed to meet the needs of its diverse audiences, include publications and lectures, travelling exhibitions, and innovative electronic outreach activities, such as the Corporation's award-winning Web site.

Museum staff also hosted student interns and visiting delegations, and offered a range of training and "behind the scenes" tours and instruction. These activities are in response to the tremendous interest shown by students and institutions in the CMC's world-class museum practices and exhibition programmes.

Travelling exhibitions

The Corporation promotes Canada's heritage, both at home and abroad, through its extensive travelling exhibition programme. The CMC is actually the largest single source of exhibitions travelling to museums across the country. Last year 12 exhibitions travelled to 20 venues in Canada, the United States, Finland, and France. *See complete list on page 40.*

Publications

Last year, the Canadian Museum of Civilization added four new titles in English and six new titles in French through its in-house and co-publishing programmes, and eight new publications in English and one new publication in French to its prestigious research collection, the Mercury Series. Considered an important reference by the scientific community, the Mercury Series is designed to disseminate information relating to the CMC's research disciplines.

General works

Alunik, Ishmael, E. Kolausok and D. Morrison. *Across Time and Tundra: The Inuvialuit of the Western Arctic*. Co-published with Raincoast Books, 2003.

Audet, Steve, S. Bouill, R. Chamberland, J. Leroux and M. Lopez. *Terra Incognita des Kotakoutouemis*. Co-published with Les Presses de l'Université Laval, 2004.

Brazeau, Edmond, C. Dub, R. Chamberland and J. Leroux. *Au pays des peaux de chagrin*. Co-published with Les Presses de l'Université Laval, 2004.

Germain, Georges-H bert. *Adventurers in the New Land: The Saga of the Coureurs des Bois*. Co-published with Les Éditions Libre Expression, 2003.

Kaouk, A da and D. Bourque. *The Lands within Me: Expressions by Canadian Artists of Arab Origin*. CMCC Publications, 2003.

Posen, Sheldon. *626 by 9: A Goal-by-Goal Timeline of Maurice "The Rocket" Richard's Scoring Career in Pictures, Stats and Stories*. CMCC Publications, 2004.



> Artifact from the travelling exhibition *Isumavut*



Mercury Series

CULTURE STUDIES

Hoe, Ban Seng. *Enduring Hardship: The Chinese Laundry in Canada*. CCFCS Mercury Series Paper 76. Published 2003.

ARCHAEOLOGY

Pilon, Jean-Luc and James V. Wright. *A Passion for the Past: Papers in Honour of James F. Pendergast*. Mercury Series Paper 164. Published 2004.

Williamson, Ronald F. and S. Pfeiffer. *Bones of the Ancestors: The Archaeology and Osteobiography of the Moatfield Ossuary*. Mercury Series Paper 163. Published 2003.

Wright, James V. *A History of the Native People of Canada, Volume 3, Part I*. Mercury Series Paper 152. Published 2004.

ETHNOLOGY

Arima, Eugene. *The Whaling Indians: Legendary Hunters*. Ethnology Paper 139. Published 2004.

Marie, Suzan and J. Thompson. *Dene Spruce Root Basketry: Revival of a Tradition*. Ethnology Paper 138. Reprint, 2003.

Marie, Suzan and J. Thompson. *Dene Babiche Bags: Tradition and Revival*. Ethnology Paper 141. Published 2004.

CANADIAN POSTAL MUSEUM

Amyot, Chantal and J. Willis. *Country Post: Rural Postal Service in Canada, 1880 to 1945*. Canadian Postal Museum Mercury Paper 2. Published 2003.

These publications are available in bookstores, at the Canadian Museum of Civilization Boutique, or through our Cyberboutique (www.civilization.ca).

They can also be ordered by phone: 1-800-555-5621 or (819) 776-8387; by fax: (819) 776-8300; or by e-mail: publications@civilization.ca.

Articles and presentations by museum researchers and curators

The CMC's researchers and curators also shared their extensive knowledge and expertise by authoring some 25 articles and reviews. In addition, 20 CMC staff delivered nearly 50 presentations or lectures at conferences in Canada and abroad.

Civilization.ca: THE MUSEUM'S AWARD-WINNING ELECTRONIC OUTREACH TOOL

With its 30,000 screens of information in English and French, the Corporation's Web site (www.civilization.ca) is a primary outreach tool for the Museums. The site enables visitors to search for a precise subject or to browse through material in thematic sections such as archaeology, civilizations, cultures, First Peoples, and military history. The site also offers special resources for children, educators, scholars and the media. In addition, it makes extensive collection databases available on-line.

The first museum Web site in Canada, *Civilization.ca* now receives over 300 million hits a year and has won numerous awards. Last year, the Web site logged 51 million pages accessed and 6 million visits.



IMAX® Theatre

Featuring a wide range of movies, the CMC's IMAX® Theatre is a major and extremely popular tool in helping the Corporation to communicate knowledge relating to various aspects of human experience, and the world in which we live.

Last year, the IMAX Theatre attracted 340,000 visitors. In order to keep its offerings fresh and exciting, the theatre presented 10 new productions this past year, including the first large-format animated film, *Santa vs. the Snowman* and Disney's first large-format drama, *Young Black Stallion*.

The IMAX Club programme, which provides a full year of unlimited access to the Theatre for a one-time fee, has been highly successful as well. Over 4,500 memberships were sold in 2003–2004, bringing the total to over 6,400.

In March 2004, for the fifth year in a row, the CBC and Radio-Canada sponsored a large-format film festival. The festival showed eight films, including three new features, as well as perennial favourites such as *Alaska*, *Journey into Amazing Caves* and *Mystery of the Maya*.

As part of its ongoing commitment to ensure that the world's great civilizations are profiled in large-format film, the Corporation is participating in co-producing a film on ancient Greece. The CMC has also collaborated in the development and production of a Canadian movie on the Vikings, scheduled for release in 2004.

Musical heritage on CD

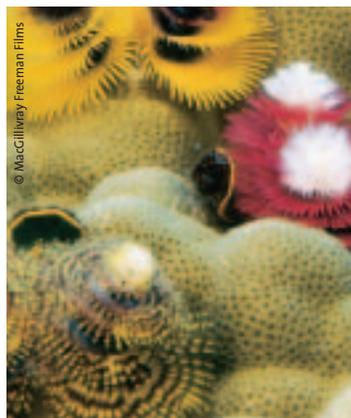
Part of Canada's musical heritage, collected by Museum researchers and stored in the CMC archives, is being made available to the public on CD. The series of CDs features traditional vocal and instrumental music from different parts of the country. Last year, four new CDs were added to the series, which now comprises seven titles.

Outreach at the Canadian Children's Museum

The Canadian Children's Museum developed three exhibition activities for the Kids Zone component of the travelling version of the Canadian Pavilion, which went to 19 venues across Canada. More than 1.8 million people visited the Pavilion.

History at the Canadian Postal Museum

Last year, the Canadian Postal Museum answered more than 80 enquiries on postal history and philately from the public, researchers and collectors. A team of volunteers continued to catalogue the CPM's philatelic collections, making them more accessible for loans and exhibitions. In addition, the CPM loaned artifacts from its collection to four museums in Canada.



> Strengthening financial and operational viability

In order to attain financial and operational viability, the Canadian Museum of Civilization Corporation makes every effort to reduce its operating costs, while maximizing its revenues. This includes seeking new and cost-effective ways to deliver programmes and services.

In 2003–2004, total revenues from on site commercial activities were \$8.8 million. These activities include general admission, the IMAX® Theatre, boutique sales, facility rentals, food services, parking and membership.

Boutiques for all interests

In 2003–2004, the CMCC boutiques generated over \$1.8 million in revenues. The Corporation has five diverse retail outlets: four at the Canadian Museum of Civilization and one at the Canadian War Museum.

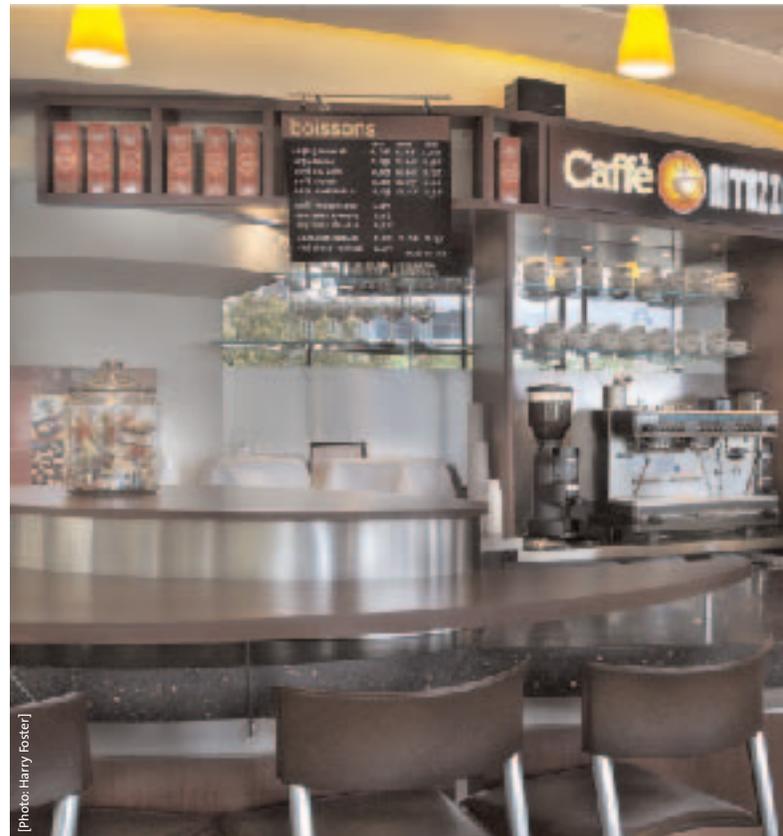
A new Call Centre

To provide a more streamlined service, the Corporation officially launched its new Call Centre for the CMC and the CWM in January 2004. The Centre provides callers — members of the general public, tour operators, teachers, associations, the military, etc. — with general information about the two Museums, and makes group reservations.

Maintenance of building infrastructure

As of 2004, the Canadian Museum of Civilization will have been open to the public for 15 years. In 2003–2004, the CMC completed several major capital projects as part of an ongoing programme of maintenance. These repairs included the final phase of escalator replacements and repairs to exterior stonework, the second phase of the replacement of exterior windows, and upgrades to the security access and video monitoring systems.

Important maintenance projects will begin in 2004–2005, including the upgrade of major components for all CMC elevators, and the replacement of two of the building's four chillers and the main humidification boiler.



[Photo: Harry Foster]

> Early in 2004, the CMC opened its completely revamped cafeteria, which features a new look, fresh foods, and a popular espresso bar.

“Having visited a number of museums and tourist attractions, I can honestly say that nowhere have I seen service as good as yours! The guides answered our questions very readily and seemed passionate about Canadian history. Bravo to the entire team!”

(Visitor, June 2003)



The Corporation realized cost savings at CMC by installing a Power Factor corrector, which helped reduce electricity consumption, as well as through the fine-tuning of lighting controls and the more efficient use of central plant equipment — particularly chillers.

At your service!

Easily identified by their red or blue vests, the Corporation's guides provide visitors with a variety of services in both official languages. They offer a wide range of guided tours to the general public and to special groups. In total, CMC guides provided more than 1,400 reserved guided tours and over 500 public tours during 2003–2004.

Human resources: INVESTING IN PEOPLE

The Corporation's goal is a competent and qualified workforce able to carry out the CMCC's daily operations with maximum effectiveness. During the past year, the Corporation invested in its employees by offering them a wide range of training and developmental opportunities, with an emphasis on new technologies and management best practices. The CMCC also introduced the new *Staffing Guide* for managers and the new employee *Orientation Guide*. In addition, the Corporation presented *Years of Service Awards* to 50 employees and to 63 volunteers, recognizing their very valuable contribution.

During the past year, the CMCC reaffirmed its commitment to the development and retention of a highly trained, competent and qualified workforce. Training was provided to employees, including members of senior and middle management, in project management, media relations, presentation skills, supervision, successful management of people, leadership and coaching, information technology, second-language training and time management. Employees received opportunities for skills development through temporary assignments in other divisions within the organization.

The Corporation also redesigned its performance management system, implemented an employment equity plan, updated certain policies, procedures and guidelines, and reviewed its job evaluation system.

Volunteers: MAKING AN IMPORTANT CONTRIBUTION

The Corporation maintains an active volunteer programme, which undertakes activities ranging from research to special-events planning and direct mail campaigns. During the past year, more than 400 individuals from various cultural communities and backgrounds have given their time and support to the CMC, contributing more than 40,000 hours to numerous projects.

Last year, an innovative new volunteer approach – the Volunteer Interpreter Programme – was launched. This new programme offers trained volunteers the unique experience of interacting with people visiting the Museum's special exhibitions. The volunteers provide visitors with fascinating insights into the different themes of the special exhibitions presented throughout the year.

> Marketing

Last year, the Corporation's innovative marketing initiatives again won many accolades from industry peers. Among its awards, the CMCC received the silver prize at the 2003 Grands Prix du tourisme qu'bécois for its exceptional success in the year 2002. This extraordinary success was due in part to the great popularity of the exhibition **Vikings: The North Atlantic Saga**.

Bringing the world to us

The CMCC works closely with partners in the tourism industry to ensure that the Canadian Museum of Civilization and the Canadian War Museum are well positioned as primary destinations and attractions in the National Capital Region. These partners include the Ottawa Tourism and Convention Authority (OTCA), Tourisme Outaouais, the Société des attractions touristiques du Québec, the Ontario East Tourism Corporation and Attractions Ontario. As a result of these partnerships, the CMC and the CWM participated in advertising campaigns and publications for visitors, promoting the National Capital Region and both Museums as premier tourism destinations.

In 2003–2004, the Corporation's representatives attended several major venues to promote the CMC and the CWM to Canadian, American and international group tour markets. These events included Rendezvous Canada, Bienvenue Québec, the Ontario Motorcoach Association (OMCA) Annual Conference, Marketplace and Silent Auction, and the National Tour Association (NTA) Annual Convention.

Promoting the new Canadian War Museum

In 2003, the Corporation inaugurated its promotion of the new Canadian War Museum to the tourism industry at the OMCA Annual Conference and the NTA Annual Convention. Valued clients from the group tour industry, in Toronto and Montreal, were also given an exclusive presentation on the new CWM.

Special event for the local tourist industry

For each of its major exhibitions, the CMCC hosts a "Front Line" event for local hospitality and tourism industry representatives. These well-attended events give potential ambassadors of our two Museums an opportunity to view exhibitions or IMAX® films in advance of the general public, and they then communicate their excitement to clients on our behalf. In the fall of 2003, the Corporation held a Front Line event to promote both the upcoming exhibition season and the Canadian War Museum.

Advertising for increased visibility

During the past year, the Corporation negotiated media partnerships with the *Ottawa Citizen*, *Le Droit*, CBC and Radio-Canada. These partnerships resulted in much more visibility for the CMC and its exhibitions in the print media and on radio and television broadcasts.

Independent campaigns encompassing promotional tools, print, radio, television and specialty publication coverage were developed for **The Mysterious Bog People**, **Ancient Treasures and the Dead Sea Scrolls** and **Presenza**. In addition, the exhibitions **Pack Your Bags: A Kids Ticket to Travel** at the Canadian Children's Museum, and **Mission Possible** at the Canadian War Museum, also benefited from special promotional tools and media coverage in print and on radio.

"I have traveled all the way from Sydney, Australia to visit Canada and knew that while I was staying in Ottawa/Gatineau, I had to include your Museum in my itinerary. In fact, one of the reasons I chose to visit this area was because of your Museum. I was not disappointed."

(Visitor, November 2003)



[Photo: Peter Horhold]

➤ Public relations

Attracting the public to the Museum, and informing people about our exhibitions and special events, are the main goals of the CMC's promotional activities.

Communication products reach hundreds of thousands

To describe and promote exhibitions and attract the public in 2003–2004, the Museum produced a wide array of communication products. These included brochures, bookmarks and fact sheets, as

“The Museum is a great demonstration of what the Canadian spirit is: a society built on the recognition of differences and mutual respect for traditions and cultures of different peoples that make up this country.”

(Translated from Spanish, November 2003)

well as the Museum's primary promotional tool for the public — our *Calendar of Events*. The Corporation produces this calendar four times a year for both the Canadian Museum of Civilization and the Canadian War Museum.

On-site promotion and information

The CMC produces and updates printed materials to help visitors orient themselves, and give them useful information on the various activities and services that the Museum offers. These publications include *This Week at the Museum*. In 2003, we enhanced the design of this weekly guide to make it more attractive and easier for visitors to consult.

Media coverage: regional, national and international

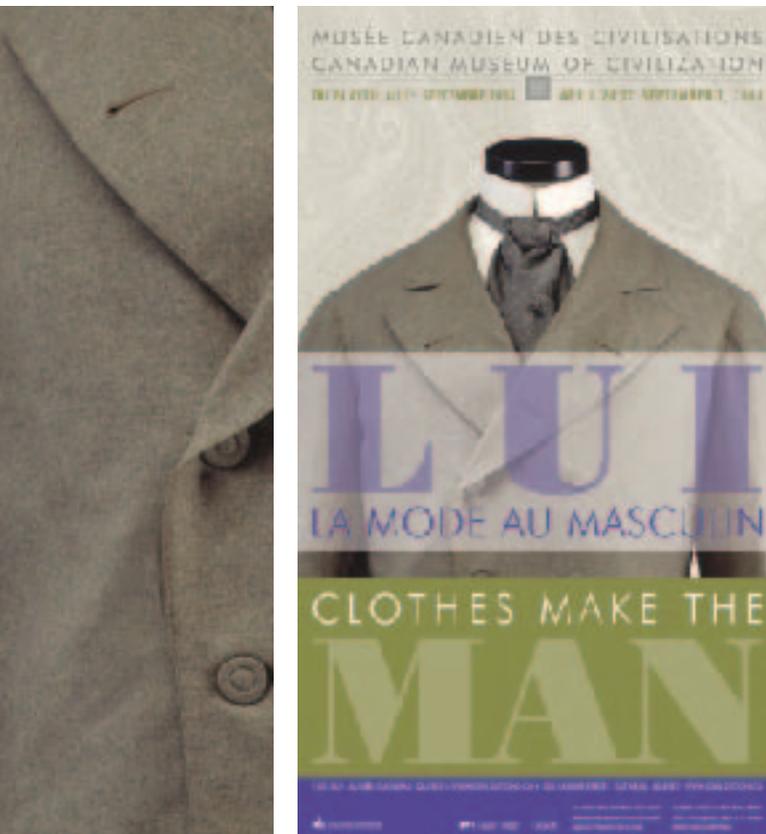
A wide range of media relation activities, through newspapers, television and radio, resulted in considerable media coverage throughout the year, not only regionally, but also nationally and internationally. Media relations staff sent out more than 100 news releases and public service announcements, organized a dozen previews of new exhibitions for the press, and responded to a great number of requests from reporters and writers.

Community outreach

To better promote its exhibitions, the Museum is designing community outreach programmes for specific groups in Canada and the United States. This involves identifying and contacting organizations whose members are likely to be interested in a particular upcoming exhibition. This proactive approach with communities proved to be highly effective in promoting both *Presenza* and *Ancient Treasures and the Dead Sea Scrolls*.

Special events and State visits in a magnificent setting

With its spectacular architecture and setting, the Museum plays a very important role as a showcase for Canada's history and cultures. Each year, it welcomes dignitaries and other high-profile figures from both Canada and abroad. In 2003–2004, the CMC once again hosted several official State dinners and organized more than 100 tours for VIPs.



> Fundraising activities

The Corporation seeks partnerships with the private sector to help meet its long-term objectives. Through private sector partnerships, the CMCC also seeks sponsorship for major exhibitions, funds for research and collection development, and support for the enhancement and replacement of CWM exhibitions and programmes. The CMC's Membership Programme, the CWM's *Passing the Torch* campaign, and the Friends of the Canadian Postal Museum all support the Corporation through funds raised from individual and corporate supporters.

Membership Programme boosts success

The Membership Programme now boasts a membership base of over 3,000 of households. Success was due largely to the completion of a telemarketing campaign, the launch of a new membership package, and significant improvements to service at the on-site Membership Desk. Members enjoy important benefits such as unlimited free admission and various Museum discounts.

***Passing the Torch* campaign surpasses objective**

In November 2003, the *Passing the Torch* fundraising campaign had surpassed its \$15 million objective. Donations to the campaign in support of the new Canadian War Museum will be used to fund exhibitions and displays, as well as outreach in the new Museum currently under construction at LeBreton Flats. The success of this campaign is due to the exceptional commitment of volunteers.

Corporate donation programme

The corporate donation programme had a successful year with an increase of funds coming from the private sector. This was due in part to sponsorship of exhibitions, major donations tied to continuing projects, and private-sector sponsorship committed over several years.

Canada Post: an important partnership

The Canadian Postal Museum enjoys the generous support of Canada Post. As the CMC's main partner, Canada Post supports the Canadian Postal Museum's public programmes, and some of its research, collection and exhibition activities. In addition, Canada Post contributes to the CPM collection through regular

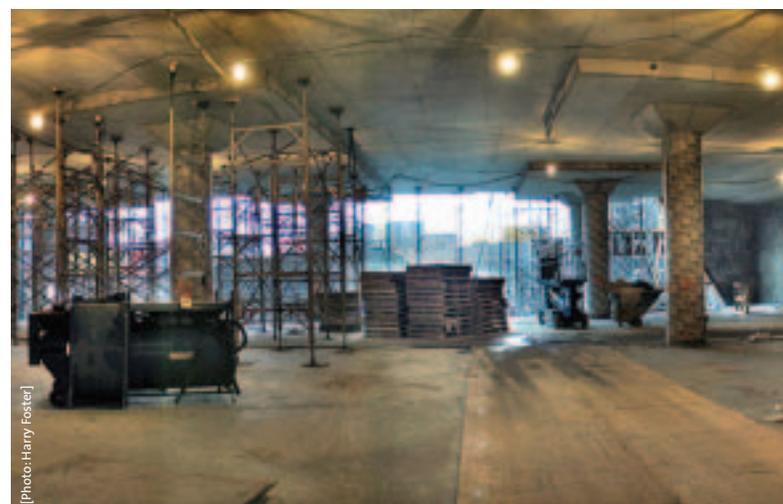
donations of objects, and also helps to promote exhibitions and programmes.

Valentine's Day Ball

Last year, the Valentine's Day Ball, a prestigious event organized by the Friends of the Canadian Postal Museum, attracted more than 500 guests and resulted in a planned donation to the CPM of \$80,000. The Ball made an important contribution to the year's exceptional achievement for the corporate donation programme.



[Photo: Harry Foster]



[Photo: Harry Foster]

› Exhibitions

Canadian Museum of Civilization

› Grand Hall

› Canada Hall

› First Peoples Hall

› W. E. Taylor Salon

Kichi Sibi: TRACING OUR REGION'S ANCIENT HISTORY

June 22, 2001 to September 29, 2004

› Gallery A

Holman: FORTY YEARS OF GRAPHIC ART

October 31, 2003 to February 15, 2004

(Winnipeg Art Gallery)

Nuvisavik, "The Place Where We Weave":

INUIT TAPESTRIES FROM ARCTIC CANADA

February 22, 2002 to September 8, 2003

› Gallery B

The Powwow: AN ART HISTORY

October 25, 2002 to August 17, 2003

(Mackenzie Art Gallery)

› Gallery C

Ancient Treasures and the Dead Sea Scrolls

December 5, 2003 to April 12, 2004

(CMC, Israel Museum, Jerusalem, and Montral Museum of Archaeology and History at Pointe-à-Calli re)

The Mysterious Bog People

December 6, 2002 to September 1, 2003

(CMC, Drents Museum, Nieders chsisches Landesmuseum and Glenbow Museum)

› Gallery D

Across Time and Tundra: THE INUVIALUIT OF THE CANADIAN ARCTIC

November 7, 2003 to January 9, 2005

Clothes Make the MAN

April 25 to September 1, 2003

(McCord Museum)

› Gallery E

Presenza: A NEW LOOK AT ITALIAN-CANADIAN HERITAGE

June 13, 2003 to September 6, 2004

› Level 4 – Mezzanine

A Collector's Passion: THE WORK OF NETTIE COVEY SHARPE

February 6, 2004 to September 6, 2005

Wolastoqiyik: PORTRAIT OF A PEOPLE

December 19, 2003 to February 24, 2005

Saidye Bronfman Award 2003

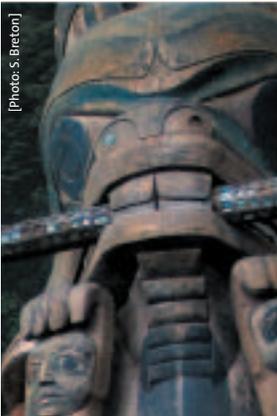
October 3, 2003 to August 17, 2004

The Inuit Way in Canada's Arctic

Since May 29, 2003

Saidye Bronfman Award 2002

October 4, 2002 to August 24, 2003



[Photo: S. Breton]



The Charter. It's Ours. It's Us.

June 11, 2002 to April 21, 2003
(Justice Canada)

Timeless Treasures: THE STORY OF DOLLS IN CANADA

February 3, 2000 to September 14, 2003

The Arctic Voyages of Martin Frobisher

March 13, 2000 to September 6, 2005

Souvenirs of Canada

July 1, 1994 to September 6, 2005

On the Cutting Edge: THE ARTHUR PASCAL COLLECTION OF WOODWORKING HAND TOOLS

Since December 6, 1991

Canadian Children's Museum**Pack Your Bags! A Kid's Ticket to Travel**

October 4, 2003 to May 3, 2004

Think Tank

June 14 to September 8, 2003
(Children's Museum of Houston)

Pattern Wizardry

February 1, 2003 to May 19, 2003
(Brooklyn Children's Museum)

Canada Day Poster Challenge

July 1 to September 2, 2003

Canadian Postal Museum**Mail, Rail and Retail: CONNECTING CANADIANS**

November 21, 2003 to November 29, 2004

Satisfaction Guaranteed: THE MAIL ORDER CATALOGUE IN CANADA

June 14, 2002 to October 13, 2003

Reflections of Canada: THE NATIONAL STAMP COLLECTION

Since July 1, 2002

Signed, Sealed, Delivered: POSTAL HERITAGE IN EVOLUTION

Since June 16, 2000

Stamp Quest™

Since February 25, 1999

Write Like an Egyptian!

Since May 8, 1998

What's New in Philately?

Since June 11, 1997

> Showcases**The Bergeron Circus**

March 30, 2004 to June 2005

Layered with Meaning: HAUDENOSAUNEE BEADWORK TRADITIONS

Since March 26, 2004

North American Indigenous Games

April 16, 2003 to March 2005



Story Boxes: THE TONY HYMAN COLLECTION

February 27, 2003 to March 15, 2004

Pangnirtung During the 1920s: THE J.D. SOPER COLLECTION

Since January 31, 2003

Gather Around this Pot

Since 1997

“Skills Like No Other”: BASKETRY TRADITIONS OF CANADA’S FIRST PEOPLES

Since 1997

A Gift to the Nation

Since 1997

Moccasins

Since 1997

Others**Animals in Inuit Art**

Since March 31, 2004

Vimy Memorial Sculptures

May 4, 2001 to November 2004
(Canadian War Museum)

Hudson Bay Canoe

Since November 19, 1997
(In cooperation with the Hudson’s Bay Company)

Travelling exhibitions (In alphabetical order)**Canadian UNESCO World Heritage Sites (CMC)**

Fisheries Museum of the Atlantic, Lunenburg, Nova Scotia
(December 9, 2002 to June 22, 2003)

The Cod Rush: THE EUROPEAN FISHERMEN, 1497–1763 (CMC)

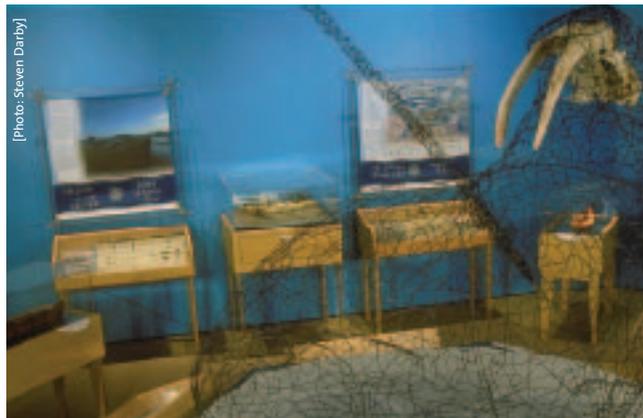
Prince Edward Island Museums – Musée acadien, Miscouche,
Prince Edward Island (June 30, 2003 to February 23, 2004)
Museum of Industry, Stellarton, Nova Scotia
(April 5 to May 18, 2003)

Cross Currents: 500 GENERATIONS OF ABORIGINAL FISHING IN ATLANTIC CANADA (CMC)

Provincial Seamen’s Museum, Grand Bank, Newfoundland and
Labrador (June 30, 2003 to February 23, 2004)
Museum of Industry, Stellarton, Nova Scotia
(April 5 to May 18, 2003)

From the Hands of a Master: TRADITION REVEALED BY CONTEMPORARY ARTISANS (CPM)

Musée Heritage Museum, St. Albert, Alberta
(February 10 to May 4, 2003)



[Photo: Steven Darby]

Isumavut: THE ARTISTIC EXPRESSION OF NINE CAPE DORSET WOMEN (CMC)

Mashantucket Pequot Museum and Research Centre,
Mashantucket, Connecticut, United States

(March 20 to September 6, 2004)

The Arctic Centre, Rovaniemi, Finland

(October 9, 2003 to February 15, 2004)

Art Gallery of Hamilton, Hamilton, Ontario

(January 18 to April 6, 2003)

Legends of Our Times: NATIVE RANCHING AND RODEO LIFE ON THE PLAINS AND PLATEAU (CMC)

National Museum of the American Indian, New York, New York,
United States (May 17, 2003 to March 7, 2004)

The Mysterious Bog People (CMC)

Glenbow Museum, Calgary, Alberta

(October 18, 2003 to May 24, 2004)

Siqiniq: UNDER THE SAME SUN (CCM)

Juno Beach Centre, Courselles-sur-Mer, Normandie, France

(June 6, 2003 to April 30, 2004)

Swales and Whales: ATLANTIC CANADA'S SEA MAMMAL HARVEST (CMC)

New Brunswick Museum, Saint John, New Brunswick

(June 30, 2003 to February 23, 2004)

This Other Eden: CANADIAN FOLK ART OUTDOORS (CMC)

McCord Museum, Montréal, Quebec

(February 21 to August 24, 2003)

The Tunit, a Palaeo-Eskimo People (CMC)

Discovery House Museum, Sarnia, Ontario

(October 13 to January 4, 2004)

Parc national d'Oka, Oka, Quebec

(May 26 to August 17, 2003)

Kitimat Centennial Museum, Kitimat, British Columbia

(February 3 to April 27, 2003)

World Circus (CCM)

London Regional Children's Museum, London, Ontario

(October 13, 2003 to January 18, 2004)

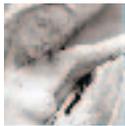
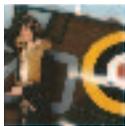
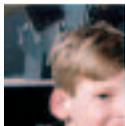
Nova Scotia Museum of Natural History, Halifax, Nova Scotia

(June 16 to September 21, 2003)

Manitoba Children's Museum, Winnipeg, Manitoba

(February 10 to May 25, 2003)





> Canada's national museum of military history

Since it was founded in 1880, the Canadian War Museum (CWM) has introduced Canadians and visitors from around the world to our country's military heritage, from its very beginnings right up to the present. As Canada's national museum of military history, the CWM strives to show visitors how our military experience has contributed to Canada's development as a nation. The Museum's goal is to help all Canadians understand and appreciate the personal, national and international dimensions of our military history. The current CWM is located on Sussex Drive in Ottawa, and the Museum's collections are maintained at a separate site called Vimy House.



> The New CWM

Construction forges ahead

Following the groundbreaking in November 2002, construction of the new CWM building — on Lebreton Flats in downtown Ottawa — progressed on schedule. With its official opening set for May 2005, the new Museum will bring all CWM functions under one roof. The new facility will make possible enhanced exhibitions, artifact conservation, research, and public programmes, and provide excellent amenities for visitors.

Excavation of the site continued over the spring, and summer saw concrete forms were raised during the summer. Some 32,000 cubic metres of concrete were poured to create walls, floors, ceilings and roofs.

The assembly of the structural steel, instrumental in holding the glass curtain wall, began in December. Over the winter, the concrete structure was completely enclosed, and work moved indoors. Steel work also began for the Regeneration Hall. Indoors, work began on the facility's mechanical systems — heating and air conditioning, plumbing, electrical and other systems.

Exhibition development follows chronological storyline

Exhibition designers continued to work closely with Museum staff on the final design of the new CWM's permanent exhibition. Four chronological zones, from earliest times to the most recent military operations, will highlight the defining moments in Canada's military history and the ways in which past events have shaped the nation. The Museum carried out a full assessment of the exhibition design, incorporating the very latest in interpretive techniques. Staff also completed the full review of the exhibition's electrical, audio-visual, and fabrication elements.

Working in close collaboration, the Museum's historians, collections managers and interpretive planners also made great progress on the writing of clear and engaging text to accompany the new exhibition. They produced about 150,000 words in total.

Last year, the CWM's collection management switched its focus from base operations to planning for the new Museum. Staff assessed the collections and developed approaches to incorporate more of the Museum's war art, vehicles and outstanding artifacts into the new permanent displays. They also identified a total of some 47,000 surplus objects, about 30,000 of which were shared with other Canadian museums and institutions.

In addition, plans were developed for the new collections storage systems. Staff began to pack the artifacts in the collection, and coordinate the various management procedures for the move. The very crucial work of conserving art and artifacts to support the new CWM exhibits also got well under way.



➤ Honouring and preserving our military history

The Canadian War Museum is a living memorial to those men and women who served in Canada's armed forces. It is also a highly respected centre for research and the dissemination of information and expertise on all aspects of the country's military past.

Permanent exhibitions

Because the CWM's Sussex Drive site will be closing in the fall of 2004, no major changes were made to its permanent exhibition galleries. However, the Museum upgraded the section on the Loyalists, and installed additional material to better present the story of the 1837 Rebellions. New text captions were also added in the Second World War and Cold War exhibits.

New special exhibitions

Radar

This exhibition tells the little-known story of the more than 5,000 Royal Canadian Air Force radar experts who served in Russia, Turkey, China, New Guinea, Guadalcanal, and a dozen other locations during the Second World War. Visitors see how these soldiers helped turn the tide of the war using the new weapon of radar.

Mission Possible: THE UNTOLD STORY OF CANADA'S MILITARY ENGINEERS AND COMMUNICATORS

This exhibition shows the vital roles that engineers and communicators played in the taking of Vimy Ridge in 1917, the invasion of Normandy in 1944, and current peacekeeping around the world. Visitors learn about the great skills and courage of these people who operate behind the scenes, and who have

provided over a century of vital service to their country and to their comrades in war and in peacetime.

Royal Canadian Legion Remembrance Contest

Outstanding posters, letters and essays, created by the young Canadian winners of the national Royal Canadian Legion Remembrance Contest, were featured in this moving exhibition.

New virtual exhibitions and activities

Democracy at War: CANADIAN NEWSPAPERS AND THE SECOND WORLD WAR

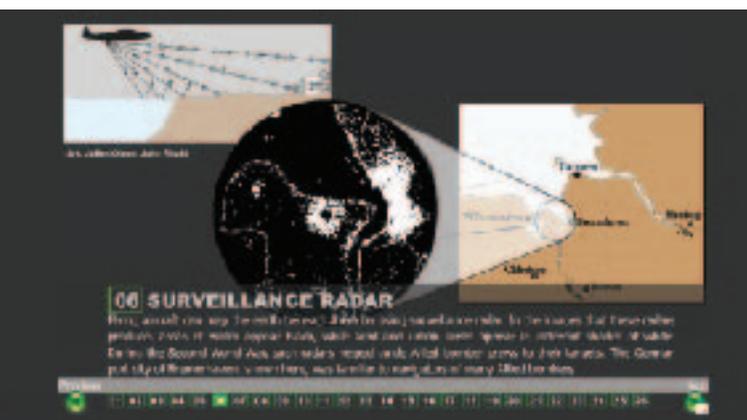
Featuring more than 144,000 articles, **Democracy at War** offers Internet users an incomparable look at the Second World War through the viewpoints of newspaper reports published at the time. Developed in partnership with the Department of Canadian Heritage's Canadian Culture Online Program, this fully searchable on-line archive contains Canadian newspapers collected by the *Hamilton Spectator* during WWII.

Radar: THE CANADIAN HISTORY OF RADAR

This on-line version of the real exhibition incorporates a Flash presentation that acts like a virtual exhibition.

Over the Top

This interactive adventure helps to convey a sense of what life was like in the trenches during the First World War. Through the viewpoint of a young Canadian soldier stationed on the Western Front in the late fall of 1916, **Over the Top** allows participants to enter imaginatively into the excitement, despair, brutality and sheer horror of trench warfare. **Over the Top** is part of the new CWM youth page, featuring numerous activities and games designed to test and further young people's knowledge of military history.



➤ Demonstration by military engineers as part of Mission Possible exhibition



➤ Preserving military heritage through donations

The Canadian War Museum relies primarily on donations to enrich its collection of 500,000 military artifacts. These exceptional artifacts range from tanks and artillery to works of art, uniforms and archival material. With the help of our vast and diverse collection, the Museum is able to interpret the entire history of Canadian military experience for present and future generations.

The Museum gratefully received the following donations in formal ceremonies, often accompanied by extensive media coverage.

James FitzGibbon Collection

The descendants of Colonel James FitzGibbon donated important artifacts belonging to their ancestor, including two swords and medals. James FitzGibbon served with distinction in the War of 1812 and the 1837 Rebellion in Upper Canada.

Cecil Merritt Victoria Cross

Lieutenant-Colonel Cecil Ingersoll Merritt's medals were donated to the Museum by his son, Cecil Jamieson Merritt. Lieutenant-Colonel Cecil Merritt, a Victoria Cross recipient, earned his Victoria Cross at the Dieppe raid in August 1942.

Ricketts Victoria Cross

The Museum received Sergeant Thomas Ricketts's medals from his family. Thomas (Tommy) Ricketts, a Victoria Cross recipient, is the youngest Canadian soldier ever to receive this important military honour.

Pegahmagabow Medals

Corporal Francis Pegahmagabow's medals were donated to the Museum by his children. Corporal Pegahmagabow — one of the most highly decorated Aboriginal soldiers in Canadian history — was awarded three military medals for heroism on the battlefield.

Dreamboat's Crew

From the artist Elaine Goble, the Museum received a large drawing depicting the crew of five Canadians who flew the RCAF bomber *Dreamboat* during the Second World War. Four of the original members of the crew attended the formal donation ceremony.

CF-5 Aircraft

The CWM received a large artifact from the Canadian Forces: a CF-5 aircraft. In service from 1968 to 1995, the CF-5 Freedom Fighter was used as a light strike fighter and training aircraft.



[Photo: Bill Kent]



[Photo: Department of National Defence]



[Photo: Steven Darby]

> Public programmes

The Canadian War Museum communicates knowledge on our military history through extensive and wide-ranging public programmes. These include film series, speaker presentations, live interpretation, and many kinds of demonstrations relating to military history and military life.

Film and lecture series

The CWM's film programme, *Hollywood Goes to War*, featured one dramatic film or documentary each month, attracting an average audience of 70 people for each show. For the CWM's speaker series, 10 speakers gave lectures on various topics to audiences averaging 70 people.

Special events for all ages and interests

Spring Offensive: This very popular annual event invites visitors to make important strategic decisions at the recreation of famous historic battles. Last year, the event attracted over 50 participants and 800 visitors.

BATTLE OF THE ATLANTIC: In May, the Museum marked the anniversary of the Battle of the Atlantic by offering special guided tours of the exhibition covering the CWM's collection of naval history artifacts.

REMEMBRANCE DAY: Commemorative events held on November 11 included animation with costumed guides, the Meet a Veteran programme, and a music show.

VIMY HOUSE CLOSING: Before Vimy House closed its doors to the public on September 6, 2003. Museum members and the public were invited to visit one last time. Guides were on hand to give tours and answer questions, and collections staff ran vehicle demonstrations. Approximately 3,000 people took part in this record-breaking event.

WINTER SURVIVAL: The Cameron Highlanders of Ottawa returned to the Courtyard of the CWM during Winterlude to demonstrate Canadian Forces' winter equipment, clothing and survival techniques.

NIJMEGEN MARCH CEREMONY: For the sixth year, the CWM hosted the Nijmegen Marchers Send-off. This special ceremony officially recognizes a representative group of Canadian Forces marchers before they head off to Holland to participate in the prestigious Nijmegen March.

"The programme connected extremely well with the Gr. 8 History Curriculum. This was one of the very best tours we have experienced during our stay in Ottawa. Well done."

(Rob Shaver, Highview Public School)



© Canadian War Museum

Concerts enliven the courtyard

Noon-Hour Concert Series: Throughout the summer, visitors enjoyed a wide variety of musical concerts in the courtyard during lunch hour.

ANNIVERSARY OF THE D-DAY LANDINGS: For the 59th Anniversary of the D-Day Landings, the Cameron Highlanders of Ottawa and the Pipes and Drums of The Cameron Highlanders of Ottawa held a parade and delighted more than 170 people with their concert.

CANADA DAY: On July 1, the full concert band of the Canadian Forces Central Band treated the public to a rousing concert of military and popular music. The Maple Leaf Brass Band then followed with an impressive and varied repertoire. Over 4,500 people visited the Museum during the day.

AN EVENING OF SONG AND REMEMBRANCE: Last year, this concert held on November 11 commemorated both Remembrance Day and the 50th Anniversary of the Korean War Armistice. Performances included songs, a poetry reading, and the playing of Last Post and Reveille.

Educational programmes aim high

The Canadian War Museum strives to teach students of all ages about Canada's military heritage, in the most innovative, professional and effective way possible. Through its educational programmes, the Museum hopes to help students appreciate the multidimensional reality of Canada's military history.

Last year, the CWM provided a total of 372 school programmes, 116 of which were delivered to school classrooms. This total represents the highest number of formal school programmes ever delivered by the Museum. In addition, the Museum offered a further 63 guided tours to other school groups. Altogether, programmes and tours directly involved more than 13,500 students.

"The programme met all my expectations. I would not change anything. The students really enjoyed the presentation."

– George Duhaime, St. Mary Elementary School

New partnership with the teaching community

Last year, Museum educators established a new partnership with the local teaching community through the creation of the Education Advisory Committee. This new committee, made up of 10 teachers from elementary and secondary schools in both Ontario and Quebec, will help Museum educators evaluate current education programmes, and develop new ones.

New programmes for young audiences

Over the past year, Museum educators have developed a number of new programmes to deliver both on-site, and for young people's reference on-line. The War and Remembrance programme was created to help introduce young audiences to the concept of war and to the importance of commemoration. The Museum also launched an upgraded version of its **Over the Top** on-line interactive adventure. This virtual activity supports the learning outcomes of the Ontario Ministry of Education, and is the second history module of this kind to be offered on the Museum's Web site.

Learning kits for kids

The CWM sold 40 *Canada at War* activity kits to teachers and rented out 32 *Supply Line* artifact boxes.

Canadian War Museum history award

One hundred and twenty-four students submitted applications for this year's award. Each of the five winners received a \$1,000 award toward their first-year university tuition fees.



> *Invasion Pattern, Normandy* – Eric Aldwinckle (1909–1980)

“Very informative and interesting. The hands-on approach is extremely successful. An excellent programme that truly brings to light the horrors of war.”

(L. Calabrese, St. Jerome Catholic School)



> *The Breaking of the Sword* – Walter Allward

> Sharing knowledge

Through publications, articles and lectures, Canadian War Museum staff share their unique knowledge and expertise with the general public, and with specialized audiences.

Supported publications

Christie, Norm. *The Newfoundlanders in the Great War, 1916–1918*. Ottawa: CEF Books, 2003.

Gwyn, Julian. *Frigates and Foremasts: The North American Squadron in Nova Scotia Waters, 1745–1815*. Vancouver: UBC Press, 2003.

Johnston, William. *A War of Patrols: Canadian Army Operations in Korea*. Vancouver: UBC Press, 2003.

Lectures and articles

CWM historians and curators published 10 articles in Canadian and American publications. They also gave 10 presentations in Canada and abroad.

Travelling exhibitions

Last year, five exhibitions and exhibits by the Canadian War Museum travelled to eight venues in various locations in Canada. *See complete list on page 50.*

Special visits

The Friends of the Canadian War Museum gave a VIP tour of the Museum to Colonel Gratien Maire and General Abrial, Principal Private Secretary of the Prime Minister of France.

A special visit was organized for Canada’s Silver Cross Mother, Ms. Charlotte Smith, whose son Nathan was killed in Afghanistan the previous year.

The Judge Advocate General of Israel, Major-General Finkelstein, visited the Museum with Canadian officers and took a tour with a guide from the Friends of the Canadian War Museum.

> Public relations

Dignitaries visit new museum site

Many high-profile dignitaries made formal visits to the construction site of the new Museum over the past year. The CWM organized tours of the site and facility for the National Capital Commission Board of Directors, the Canadian War Museum Advisory Council, the Canadian Museum of Civilization Board of Trustees, the Friends of the Canadian War Museum, the Mayor of the City of Ottawa, and the Deputy Prime Minister of Canada.

Keeping the public informed

A briefing held on May 21, 2003 in Vimy House updated the media on the exhibition plans for the new Museum. The briefing included a tour of the site, with interviews and photos.

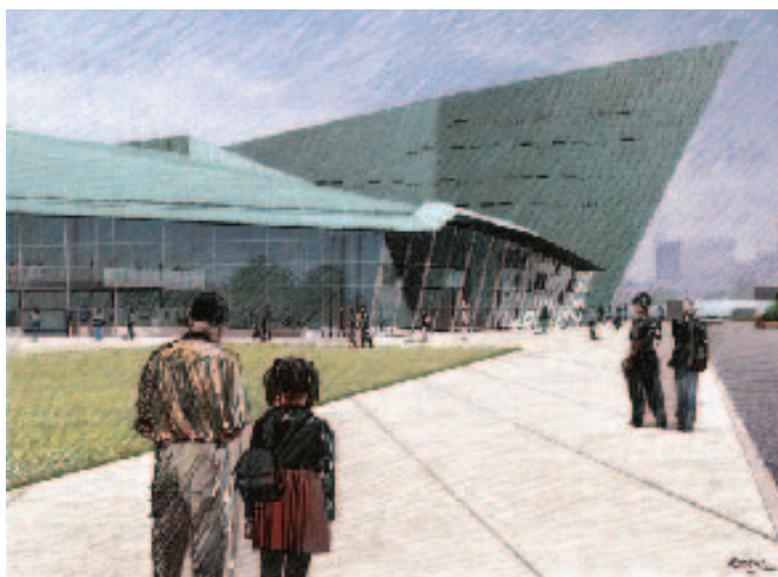
On November 5, 2003 one year after the start of construction, the CWM held a “Topping Off Ceremony” to pour the last symbolic bucket of concrete for the new building. The Museum also unveiled the new CWM logo in the presence of VIPs, construction workers and representatives from the media.

New branding for a new museum

The development of new facilities offers an exceptional opportunity to reposition the Canadian War Museum as a uniquely Canadian institution — and an important resource within the international museum community. To help achieve this, the CWM has developed new communication and marketing tools, including a logo for the new Museum.



Photo: Harry Foster



› Exhibitions

Mission Possible: THE UNTOLD STORY OF CANADA'S MILITARY ENGINEERS AND COMMUNICATORS

June 11, 2003 to September 6, 2004

Radar

May 12, 2003 to May 31, 2004

The Art of the Medal

October 19, 2002 to April 20, 2003

(CWM, Royal Canadian Mint and Medallion Art Society of Canada)

Korean War: A WAR IN THE SERVICE OF PEACE

May 4, 2000 to April 28, 2003

Imperial Adventure: CANADIANS IN THE SOUTH AFRICAN WAR (1899–1902) (Reproduction exhibit)

Canadian Forces Base Kingston, Kingston, Ontario

(March 21 to April 4, 2003)

Korean War: A WAR IN THE SERVICE OF PEACE

(Reproduction exhibit)

Nepean Museum, Ottawa, Ontario

(November 1, 2003 to February 1, 2004)

Vimy Memorial Sculptures: *The Breaking of the Sword, Sacrifice, Sympathy for the Helpless*

Canadian Museum of Civilization, Gatineau, Quebec

(May 3, 2001 to November, 2004)

Travelling exhibitions (In alphabetical order)

Athene: THE CANADIAN WOMEN'S ARMY CORPS, 1941–1946

(Reproduction exhibit)

Ottawa Conference Centre, Ottawa, Ontario

(May 29 to June 6, 2003)

Canvas of War: MASTERPIECES FROM THE CANADIAN WAR MUSEUM

Vancouver Art Gallery, Vancouver, British Columbia

(February 27 to May 16, 2004)

McCord Museum, Montreal, Quebec

(November 11, 2003 to January 25, 2004)

Art Gallery of Nova Scotia, Halifax, Nova Scotia

(June 21 to September 1, 2003)

Glenbow Museum, Calgary, Alberta

(February 13 to May 30, 2003)



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 HMCS Toronto 333
 HMCS Vancouver 331
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 Hopkins, Capt (Naval) S.
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 Royal Canadian Legion, Bashaw, Branch 38
 Royal Canadian Legion, Blairmore, Branch 7
 Royal Canadian Legion, Branch 7, 28, 37, 38, 80, 105,
 113, 225, 260, 264, 284, 285, 288
 Royal Canadian Legion, Centennial, Branch 284, 285
 Royal Canadian Legion, Crossfield, Branch 113
 Royal Canadian Legion, H. A. Calhoun Memorial,
 Branch 225
 Royal Canadian Legion, High Prairie, Branch 37
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Financial overview >

Overall non-capital expenditures decreased to \$66.5 million from \$67.1 million, representing a decrease of \$.6 million. Self-generated revenues remained constant year over year at \$12.8 million.

The decrease in non-capital expenditures is related to decreased exhibit design and fabrication costs of \$.6 million, as a result of the completion of the First Peoples Hall and a decrease in artifact acquisitions of \$.8 million.

Acquisition of property and equipment rose to \$60.3 million from \$15.7 million, representing an increase of \$44.6 million. This increase is related to the capital construction costs of \$55.3 million incurred during the year for the new Canadian War Museum.