Canadian Museum of Civilization
and
Canadian War Museum

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Canadian Museum of Civilization
100 Laurier Street
P.O. Box 3100, Station B
Hull, Quebec
J8X 4H2

Information: (819) 776-7000/1-800-555-5621
Teleprinter (TDD): (819) 776-7003
Group Reservations: (819) 776-7014
Facility Rentals: (819) 776-7018
Members of the Museum: (819) 776-7100
Volunteers: (819) 776-7011
Friends of the CMC: (819) 776-7004
Financial Support to the CMC, Development: (819) 776-7016
Cyberboutique for North American Callers: 1-800-256-6031

Canadian War Museum
330 Sussex Drive
Ottawa, Ontario
K1A 0M8

Information and Other Services: (819) 776-8600
Friends of the CWM: (819) 776-8618
Financial Support to the CWM, Development: (819) 776-8636
Fax: (819) 776-8623

Museum of New France
World Wide Web address: www.vmnf.civilization.ca
All publications mentioned in this report are available at the Canadian Museum of Civilization Boutique, as well as through our upcoming online Cyberbookstore. A free printed catalogue is also available by calling 1-800-555-5621.

Production – Jacinthe Caron

Introduction

"Soothsayers and shamans throughout history have invoked the wisdom of their ancestors to guide them, and have used reliquary talismans and old bones to foretell the future. As long as the human race looks to its past for enlightenment and education, museums will value their artifacts and continue to have relevance. But we must keep them relevant to new generations who have mastered computers, to whom virtual reality is simply another dimension of knowledge, and to our society which has been completely transformed in less than a single lifetime. That is the challenge of today's museology, and a challenge we must meet head-on."

Adrienne Clarkson, Chairwoman, Canadian Museum of Civilization Corporation

The Canadian Museum of Civilization Corporation is a Crown Corporation established pursuant to the Museums Act (Statutes of Canada 1990, Chapter 3), which came into force on July 1, 1990. Under the Museums Act, the Corporation has a specific mandate "to increase, throughout Canada and internationally, interest in, knowledge and critical understanding of and appreciation and respect for human cultural achievements and human behaviour by establishing, maintaining and developing for research and posterity a collection of objects of historical or cultural interest, with special but not exclusive reference to Canada, and by demonstrating those achievements and behaviour, the knowledge derived from them and what they represent."

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

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Chairwoman's Report

The past few years have involved nothing less than a revolution in how museums do business. This has often led to concern from those who think that museums are losing sight of their mandates in pursuit of the bottom line.

The Board, the President and CEO and I have challenged this perception in interviews, in presentations before Parliamentary Committees, in meetings and speeches. We have tried to explain the circumstances in which we find ourselves, both as advocates for change and as guardians of this nation's historical legacy.
This year's Annual Report outlines our philosophical, strategic and practical approaches to meeting modern museology's many challenges and opportunities.

A LONG TIME AGO IN THE FUTURE

Inuit storytellers traditionally began their tales with the words, "a long time ago in the future", implying that what has happened in the past can help us understand the world to come. These words could be applied to the new museology, which enables the cultural treasures of the past to reach out, through traditional means and new technologies, to inspire a vision of the future.

As the end of the millennium approaches, institutions which interpret history to the public face a crisis. Society has been transformed as computer-based technology has permeated Western culture, changing the ways in which people experience, explore and interact with the world. The trend is towards virtual experiences and simulated environments. This presents museums with a challenge: how do we marry the tastes and requirements of a complex, technology-based world with the traditional content and practices of museology?

It is a challenging time for museums across Canada. Public funding has been reduced; there is a wider range of entertainment and educational choices with which we must compete; there has been a change in the types of information people find useful and how they want these presented. Today's museums are charged with accommodating these changes while remaining fiscally responsible, while keeping fees attractive, and while maintaining high standards of traditional museology.

It is a tall order. How do we compete with hockey games, television, video, dance, theatre, casinos, rock concerts and blockbuster movies? How do we reassure the public that a museum is worth their time and hard-earned dollars? How do we broaden our audiences? How do we range ourselves against the information smorgasbord of the Internet? How do museums, charged with protecting the past, also manage to keep an eye on the future?

When the Canadian Museum of Civilization complex was being developed in the early 1980s, the burgeoning shape of the Information Age was already apparent. The Canadian Museum of Civilization was accordingly conceived as a "museum without walls" — built to preserve prehistoric artifacts and fragile collections, while at the same time equipped to reach out to the rest of the world via satellites hurtling through space. We knew the challenge would be to link past to future, and we wanted to be prepared.
"This harsh and beautiful land has never ceased to accommodate what can further enhance its beauty. And the Canadian cultural mosaic, symbolizing unity in diversity, has a charm of its own." — Canadian poet, Wali A. Shaheen, 1988

The Information Age has probably been the single most transformative force in Canadian history since the Second World War. From our beginnings as a resource-based country, we have become a nation driven by the requirements of information technologies. This is an important evolution for a physically dispersed and culturally diverse country like Canada. Access to information is a powerful tool for bringing Canadians together — demonstrating our similarities to one another, while celebrating our many differences. The information age is tailor-made for museums such as ours, which have a mandate to promote cultural understanding, education, and national unity.

There is no better way to ensure this access at present than through the Information Highway and other electronic means. We have both the tools and the opportunity to make our resources widely known to those who may never set foot inside a museum. Through CD-ROMs for children, Internet access, and programmes for the SchoolNet, we make ourselves a common resource.

However, while embracing the outreach potential of new technologies, and the demands of an advertising- and information-dominated age, museums cannot ignore their reason for being and the bedrock on which they are founded. Research, cultural education, exhibitions, archiving, publishing — all are essential to the real business of being a museum.

**A Shifting Landscape**

It is a time of tremendous change within the museological field. We harbour immense information resources — an asset more valuable, perhaps, than gold in this Information Age. We want to make these resources accessible.

As a museum, the first priority of the Canadian Museum of Civilization Corporation must always be the dissemination of knowledge. The challenge is to satisfy the requirements of the Information Age while remaining true to established principles of museology. But we can no longer rely solely on traditional methods for luring people through our doors to view an exhibition on ancient cultures or living traditions. If we build it, they will not necessarily come. So what do we do? Do we use the tools just now being created; do we use the ones we are accustomed to and comfortable with; or do we forge entirely new ones?

Most of us are still learning how to perform this rough magic. We bill exhibitions, rich in museological content, as entertainment events. We hold memorable openings. We highlight the exciting aspects of what we do in our advertising campaigns. We put eye-catching displays outside our doors to attract drive-by traffic. We produce video clips and television programmes to give ourselves a broadcast profile. We present scholarly lectures around the world. We create award-winning Web sites. We design and publish lavish coffee-table
books and scholarly treatises. We advertise on the sides of buses and in bus shelters. We do whatever it takes, to adjust ourselves to museology's new reality. In effect, we are teaching ourselves to spin straw into gold.

At the Canadian Museum of Civilization Corporation, we have examined appropriate options and have acted on as many as we were able. In the past year, we have placed a priority on completing our permanent exhibition spaces. We have produced fine exhibitions on living traditions, on lost civilizations like the pre-Dorset, on puppetry and folk art, on historical events like the end of the Second World War, and on international responsibilities like peacekeeping. We have brought in outstanding exhibitions on African art, paintings by Australian Aborigines, and the history of television. If it touches the human experience, we try to bring it to our visitors, and bring it to them in a way that makes it fresh and relevant.

"The larger the island of knowledge, the longer the shoreline of wonder." — Canadian undersea explorer, Joseph MacInnes, 1986

We have also examined all possible methods of achieving the outreach which our mandate demands. This past year, we have added more than 3,000 new screens to our award-winning site on the World Wide Web, including everything from text and photos to video clips. We have three new interactive CD-ROMs, with another five in production. We have created portfolio CDs for artists, videos and audio CDs. We have an exceptional publishing programme which produces everything from richly illustrated art books to scholarly monographs. We bring in performing artists from around the world for our acclaimed See and Hear the World music series. We create entertaining educational programming especially for children.

There are hopeful signs that we are on the right track. The Canadian Museum of Civilization and the Canadian War Museum continue to increase on-site attendance to record levels. Our books are winning national publishing awards. Our Web site has won two awards for excellence. One of our CD-ROMs has won a gold medal in competition with offerings from around the world. Re-enactments and demonstrations staged by the Canadian War Museum draw enthusiastic audiences. Several of the performances for See and Hear the World have sold out. Attendance at exhibitions, IMAX® films, lectures and other special events has been maintained. Our presence on television, radio and in print continues to grow.

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**Strategic Partnerships**

It has been an interesting journey these last few years, and it has been both entertaining and informative for us to study each other's initiatives. Museums are institutions which celebrate learning, after all, and who better to learn from than each other? At the Canadian Museum of Civilization Corporation, we have entered into a number of Memoranda of Understanding with institutions across the country, large and small, to exchange information, share resources, and explore ways of meeting the challenges with which we are communally faced.
To meet its objectives, the Canadian Museum of Civilization Corporation has also entered into strategic alliances with technological giants such as Digital Equipment of Canada and Kodak Canada. It has co-produced seven IMAX® films in conjunction with partners such as the National Film Board of Canada and IMAX Corporation. These associations provide the Corporation with technical expertise, enabling it to realize its ideas while at the same time presenting its collaborators with interesting technological challenges. Together with its partners, the Corporation pushes the envelope of what was previously believed possible. And museum visitors — virtual and actual — reap the benefits.

Institutional partnerships are also important in order to share expertise and to facilitate the delivery of information to the public at large. The Canadian Museum of Civilization Corporation has agreements with the Museum Computer Network, with government departments such as Canadian Heritage, Industry Canada and Foreign Affairs and International Trade, and with educational institutions and research centres.

The most exciting partnership of the past year may be the launching of Virtual Museum of New France™, in Paris in January 1997, by the Prime Minister of Canada, involving input from partners on both sides of the Atlantic, including Canadian Heritage, Foreign Affairs and International Trade, the Ministère de la Culture of France, and the Maison des Sciences de l'Homme in Paris, to name but a few. This initiative has also enabled France to link nearly 250 of its cultural institutions to the French site of Virtual Museum of New France™.

Bringing the Past to Life

History is important to a nation like Canada. If we do not learn from the past, we stumble through the present and will need a Braille map for the future. We have been told to listen to the voices of our ancestors. We have been reminded of the power of the past to influence the future.

But nobody gave us instructions for achieving this delicate balancing act. We have vaults and archives and warehouses full of priceless artifacts, photos and documents. How do we make people understand that a seventeenth-century chair is relevant to twentieth-century
design? How do we teach a society preoccupied with pacifism that war is sometimes necessary and even noble? How do we demonstrate, in a memorable way, the human cost of conflict around the world? How do we teach Canadians the social lessons of other societies, so that we may all become better citizens of the world?

"I never realized that there was history, close at hand, beside my very own home. I did not realize that the old grave that stood among the brambles at the foot of our farm was history." — Canadian humourist, Stephen Leacock

For that is what it is all about, really: using our wealth of knowledge, artifacts and research to instruct, inform and, yes, even entertain. To make the lessons of the past relevant, so that we do not repeat history's mistakes. To make learning worth the trouble.

"The entire history of automobiles, airplanes, antibiotics, oral contraception, nuclear energy, computers, plastics, satellites and xerography is encompassed by the span of a single human life." — Canadian scientist, David Suzuki, 1990

It is a brave new world of possibilities for museums, and a frightening new world of pitfalls. Will museums survive? Will they remain relevant? Or will they stay, in the minds of some, uninviting reliquaries of the past, with no connection to the future?

It is critical at every period, but particularly now, to remember our history, remember the people and events in it, value our institutions and have an informed awareness of the kind of country we are. Undertaking and maintaining a strong and pro-active role as information providers in the Information Age is more than a challenge — it may prove a matter of institutional survival. As Robertson Davies wrote, "Canadians must take heed of their past. Only then can they find the true path to the future."

Adrienne Clarkson
Chairwoman, Board of Trustees

President and CEO's Report

A MATTER OF BALANCE
Museums today walk a tightrope. They must balance the requirements of today's demanding audiences with fiscal responsibility. They must juggle the legislative demands of several levels of government, of their agreements with corporate and institutional partners, and of their publics. They must be prepared to take on new challenges as circumstances dictate, and they must do so while keeping both feet
on the wire, eyes fixed firmly ahead. Falling is not an option, particularly once the net has been removed.

Redefining Ourselves
As we redefine and restructure our fiscal reality, we are also faced with the challenge of redefining what a museum is. How do we continue to serve traditional public needs, while remaining relevant to a generation that learns via CD-ROM, television and the Internet? More importantly, how do we also make them want to visit our public facilities? We can offer visitors a great deal of information by electronic means, but we still want them to come to our physical complexes: the Canadian Museum of Civilization in Hull and the Canadian War Museum and Vimy House in Ottawa. We want them to see for themselves how small that prehistoric figurine — which looked a foot tall on their computer screens — really is. We want them to be moved by the sight of a posthumous medal in a hushed and darkened room. We want them to see the real bullet holes riddling a UN jeep. We want them to sing centuries-old folk songs with live performers and try their hand at traditional crafts. We do not only want them to know; we also want them to experience.

But technology has changed the notion of museums as places people must physically visit. This changing aspect of the museums' current clientele, and the projected growth of computer literacy over time, are forcing changes in how the Canadian Museum of Civilization Corporation delivers its mandate. New technology presents new challenges, but also offers us unimaginable opportunities for bringing the museum and its resources to people in their own homes and communities.

"It is far from coincidental that Canada and Canadians have been at the cutting edge of virtually every major technological innovation in this domain in the modern era. From the earlier inventions of Bell and Marconi to the more recent inventions in broadcast and satellite communications, Canadians have been at the centre of most of the breath-taking breakthroughs that have taken place in communication in the Twentieth Century." — D. Paul Shafer, Director, World Culture Project, 1990

The past year has been a challenging one for the Canadian Museum of Civilization Corporation. The most obvious challenge has been the one posed by declining public sector allocations. Federal funding for the Corporation, excluding resources for custodial transfer, decreased from a high of $43.9 million in 1991-1992 to $38.1 million in 1994-1995. By 1997-1998, the level of planned government support will have decreased to $29.1 million. This represents a reduction of $9.0 million, or 23.6%, from 1994-1995. When the lack of any increases for inflation during this period is factored in, the real purchasing power of the Corporation's operating budget is reduced by an additional 10%, for a total reduction of 35% over this four-year period.
Challenges and Opportunities

This has severely hampered our original long-term plans, particularly those connected with the completion of permanent exhibition spaces. As an institution charged with depicting the social, ethnic and military history of Canada, the Corporation has long considered completion of unfinished permanent galleries to be a corporate priority. When it became clear that adequate public funding would not be available, the Corporation turned to the private sector: entering into valuable corporate partnerships, aggressively increasing attendance, developing its commercial revenues and cutting costs wherever possible.

In June 1996, we offered the public a preview of the First Peoples Hall — an extensive series of galleries telling the stories of Canada's Native peoples, as well as those of other First Nations. We have also completed several new modules in the Canada Hall — including the reconstruction and reconsecration of a complete Ukrainian church, including its original interior, 4,000 kilometers from its former home in Smoky Lake, Alberta. We have forged ahead on creating a permanent exhibition space for the Canadian Postal Museum. We have begun an extensive expansion of Adventure World — the Canadian Children's Museum's outdoor park, which features uniquely Canadian forms of transportation, including a bush plane and a lumber tugboat among its interactive displays.

In June 1996, the Canadian Museum of Civilization held a special ceremony reconsecrating St. Onuphrius Church, a Ukrainian Catholic church dismantled in its home town of Smoky Lake, Alberta, and completely rebuilt inside the Museum’s Canada Hall. The reconsecration ceremony also included a reaffirmation of wedding vows by two couples — Nellie and Mike Zarusky, Anne and Nick Ropchan — who were married in St. Onuphrius Church sixty and fifty years ago, respectively. The Alberta site where the church used to stand is now marked by a commemorative plaque. This initiative was made possible through the enthusiastic support and cooperation of the Ukrainian community and the parishioners of St. Onuphrius. Photo: S. Darby

We completed the Canada's Peacekeepers, the Hall of Heroes, and the Korean War Gallery at the Canadian War Museum, and have launched a major fundraising campaign to finance the construction of a new wing for the Museum. The new wing will include expanded exhibition space including a national Holocaust Gallery, offering a Canadian perspective on what Winston Churchill called "the greatest crime of the twentieth century".

Much of this has been achieved with extensive corporate support; the rest has been due to careful reallocation of internal resources. In order to meet our mandated responsibility to explain Canada's past and present in a creative and imaginative way, and to foster
Canadian unity and a Canadian identity, completion of unfinished spaces will continue to be a corporate priority.

"Only the people who know the metaphors, the symbols, and the subtleties of the culture can tell the stories."
— Ojibwa storyteller, Lenore Keeshig-Tobias, 1989

Another challenge, not foreseen in previous long-term planning, was the one presented by the Quebec referendum in 1995. The referendum made the question of national unity the most important external issue facing the Canadian Museum of Civilization Corporation. The Corporation's major facility — the Canadian Museum of Civilization complex — is the only national museum in the province of Quebec and, as evidenced during the referendum campaign, is a lightning rod for federalist supporters and separatist protestors within the National Capital Region. The Corporation's responsibility for encouraging a sense of shared future for all Canadians has never been more important. To this end, the Corporation has continued to ensure a careful balance of English- and French-language programming, as well as an emphasis on exhibitions which celebrate the common history of Canadians, wherever they may live.

The dismantling of support programmes and structures on which we were formerly able to rely has also had an impact. Chief among these is the dramatic change in the mandate of the Canadian Heritage Information Network (CHIN), due to budget cuts and rapid changes in technology. As a result, CHIN's current collections management system will no longer be available as of March 31, 1998. This means the Corporation must study, develop and implement its own collections database management system, at its own cost, and within a very short space of time.

The Honourable Charles R. Bronfman, P.C., C.C., Chairman of The Seagram Company Limited, pictured at the May 22, 1996 opening of the exhibition Transformation, presented by Seagram. Major donations are an essential part of the Corporation's financial funding profile, enabling us to offer exhibitions and other special presentations which might not otherwise be possible. During FY 1996-1997, major corporate donations were received from Seagram, Tropicana and the Samuel and Saidye Bronfman Foundation for the exhibition Transformation; from Ford of Canada for a tour of the province of Quebec of the folk-art exhibition *Les paradis du monde*; and from the Canadian Pacific Charitable Foundation, which supported the new Canadian Pacific Gallery in the Canada Hall with both funds and artifacts — including an actual railway car for the Hall's western railyard display. Photo: H. Foster
Showcasing Canada's First Peoples

The content of the Canadian Museum of Civilization also presents a particular set of challenges and opportunities relating to Canada's First Peoples. As aboriginal issues continue to evolve and to take on a higher public profile, the role of aboriginal cultures and traditions has enjoyed greater public awareness and interest. The Canadian Museum of Civilization Corporation, with its aboriginal collections and programmes, is uniquely positioned to contribute meaningfully in the education of Canadians on aboriginal issues and in the preservation and interpretation of aboriginal cultures, and does so through exhibitions, special live programming, research and training.

Participation in the Aboriginal Training Programme in Museum Practices, introduced in 1993-1994, is one of our greatest successes in this regard. This programme provides aboriginal students with opportunities to learn about professional museum practices, share experiences with other interns and museum staff, and maintain and develop effective relationships between the Corporation and aboriginal communities and museums. The programme has been well-received throughout Canada's aboriginal communities, and 28 aboriginal participants have been trained at the Corporation to date.

Other corporate initiatives related to Canada's First Peoples include, to name but a few: close participation with the First Peoples section of the SchoolNet on a series of projects; cooperative research on First Peoples Hall exhibitions; a live performance, *People of the Salmon*, celebrating Tsimshian traditions; and participation in repatriation talks related to Native artifacts in our collections.

Repatriation discussions with aboriginal groups are proceeding in the context of negotiations on comprehensive land claims and self-government. Over the past year, the Canadian Museum of Civilization has participated in discussions which are expected to lead to the signing of a final agreement with the Nisga'a. We have also participated in discussions with aboriginal groups in Labrador, New Brunswick, Ontario (Ottawa Valley), Quebec and British Columbia.

The Canadian Museum of Civilization Corporation has a fiscal responsibility to the Canadian government, and, by extension, to the Canadian people. We have a responsibility to make each dollar count. We have a responsibility to tell the stories of all Canadians. We have a responsibility to make those stories accessible to the world.

"A hundred times every day I remind myself that my inner and outer life depend on the labours of other men, living and dead, and that I must exert myself in order to give in the same measure as I have received." — Albert Einstein

We must carry out short-term objectives while not losing sight of long-term goals. Goals like completion of all permanent galleries. Goals like the creation of an entire virtual museum. Goals like the construction of a Holocaust Gallery so that history's horrors are remembered, as well as its triumphs.
In 1997-1998, we will continue to pursue completion of our permanent exhibition spaces. We will continue our efforts in the area of electronic outreach, pushing the envelope as far as we can. We will continue to seek partnerships with the private sector and will pursue ongoing financial responsibility. We will continue our regular slate of exhibitions and special events programming. We will continue work in the area of large capital undertakings, including the opening of the new Canadian Postal Museum within the Canadian Museum of Civilization complex, the completion of the Canadian Children's Museum's Adventure World, and ongoing plans for construction of a new wing for the Canadian War Museum, including a national Holocaust Gallery.

Museology has become a matter of balance in the late 1990s, and will continue to be so in a world that continues to evolve at an exponential rate. We must marry our traditional practices and content to the demands of a non-traditional world. Above all, we must remain current and relevant, so that the lessons and richness of the past are not lost as we hurtle towards the future.

Maannamit. — Inuktitut expression, meaning "from now on, it is in the future."

George F. MacDonald
President and CEO

The Corporate Plan: Museological Excellence

The following outlines the accomplishments of the CMCC during the 1996-1997 fiscal year in relation to its objectives.

The Corporate Plan (1996-1997 to 2000-2001) is the result of a comprehensive assessment of our goals and responsibilities, as they relate to our mandate, and lays out primary priorities and general goals.

In the area of Museological Excellence, our objective was to continue to review the Corporation's current artifact collection, research policies, and associated computerized collections management systems, in order to make its collections of artifacts and programmes more accessible and relevant to Canadians.

This year, we have:

Collections
• met our expected performance goal of approving Collections Development Plans for both the Canadian Museum of Civilization and the Canadian War Museum
• met our expected performance goal of completing a needs assessment for a new corporation-wide computerized collections management system
• met our expected performance goal of resolving ownership of collections and reached an agreement-in-principle for the transfer of the national postal collection from Canada Post to the Canadian Museum of Civilization Corporation, and a verbal agreement in principle for the transfer of the Canadian Armed Forces Civilian Artists Program (CAFCAP) art collection from the Department of National Defence to the Canadian War Museum

Research

• completed and approved a Corporate Management Framework which includes performance measurement for CMCC’s core museological activities
• met our expected performance goal of maintaining the Aboriginal Training Program in Museum Practices (ATPMP), with the assistance of the Cultural Human Resources Council. Six trainees are part of the ATPMP this year
• met our expected performance goal for FY 1996-1997 of carrying out 10 major research projects related to the Canada Hall, and 14 major research projects related to the First Peoples Hall

Extra Initiatives

• begun preliminary work on upgrading our library and artifact database management systems

The Corporate Plan: Outreach Activities

The following outlines the accomplishments of the CMCC during the 1996-1997 fiscal year in relation to its objectives.

The Corporate Plan (1996-1997 to 2000-2001) is the result of a comprehensive assessment of our goals and responsibilities, as they relate to our mandate, and lays out primary priorities and general goals.

In the area of Outreach Activities, our objective was to further develop the Corporation’s outreach capabilities, through new electronic technologies and other means, so that it can share its wealth of knowledge to a greater extent with those living outside the National Capital Region.
This year, we have:

**CMCC's World Wide Web Site**

- exceeded our expected performance goal of increasing the number of screens on our World Wide Web site by 50% — we now have 6,000 screens of multimedia information, and welcomed over 850,000 accesses in 1996-1997
- met our expected performance goal of launching the online *The Virtual Museum of New France™* in January 1997, facilitated by numerous institutional partners on both sides of the Atlantic, including the Department of Canadian Heritage and the Ministère de la Culture of France. Since the Virtual Museum's opening, there have been over 37,400 accesses and the site now contains over 1,190 screens

**Cooperation with SchoolNet**

- met our expected performance goal of successful negotiation and development, in cooperation with SchoolNet, of a number of learning modules by December 1996, by piloting an electronic school outreach programme called "Cybermentor", which links schoolchildren to curators

**CD Product Development**

- continued development of five more interactive CD-ROMs: *Arctic Journeys* (1997 release); *The Inuit* (Fall 1997); *Family Treasures* (Fall 1997); *The Pocket Museum™* (Spring 1997); and *Stampville* (Spring 1997)
- released the two photo CDs, *Easter Eggs* and *Decoys*, which include a selection of artifact images from Canadian Museum of Civilization collections, for use by artists and researchers
- produced *Stones Unturned*, a web site on selected native artifacts from our collections, in partnership with Industry Canada and Archaeological Services, New Brunswick Department of Municipalities, Culture and Housing

**CMC Travelling Exhibitions**

- exceeded our expected performance goal of producing 8 new travelling exhibitions, by circulating 17 travelling exhibitions (including those produced by the Youth Museum Exhibit Collaborative), which travelled to 44 different venues

**Publications**

- exceeded our expected performance goal of producing 18 publications in FY 1996-1997 by producing a total of 23 publications — 17 books and 6 multimedia products
• continued our highly successful co-publishing programme with a fine art book by George F. MacDonald, *Haida Art*, co-published with Douglas & McIntyre, and a very successful history of the *Ancient People of the Arctic* by Robert McGhee, co-published with the University of British Columbia Press

**Digitization of Collections**

• exceeded our expected performance goal of 40,000 proscans by producing 50,000 proscans of existing large format library material
• exceeded our expected performance goal of 7,000 new photographs and scans by producing 9,500 new photographs and scans
• exceeded our expected performance goal of 250,000 scans by completing a total of 290,000 scans
• hired students, with financial assistance from Industry Canada, to digitize 65,000 images of Canadian Museum of Civilization artifacts, and to organize a selection of these into two SchoolNet websites

**Memoranda of Cooperation and Understanding**

• signed Memoranda of Understanding (MOUs) with the Glenbow-Alberta Institute, the Old Masset Village Council-Haida Gwaii, The Prince of Wales Northern Heritage Centre, and the Musée amérindien de Mashteuiatsh

**Canadian Postal Museum**

• met our expected performance goal of resuming the Canadian Postal Museum's school outreach programme

Archaeological research is an important part of the Canadian Museum of Civilization's activities as a museum of human culture and heritage. Here, students excavate a Thule Inuit site (ca. A.D. 1500) on Ingolf Fjord in northeast Greenland. This research was carried out as part of the project "Man, Culture and Environment in Ancient Greenland". The expedition was a joint initiative of the Greenland National Museum and the National Museum of Denmark, in partnership with the Canadian Museum of Civilization. Photo: P. Sutherland

**Extra Initiatives**

• produced, in partnership with Sound Ventures, *Canvas of Conflict*, a documentary about the Canadian War Museum's war art collection — broadcast in Fall 1996 on the CBC network, in prime time, reaching over 400,000 viewers; the French version is in production for La Société Radio-Canada for broadcast in Fall 1997
• produced *Threads of Time*, a television programme featuring a War of 1812 reenactment in which the Canadian War Museum participated — seen by over 2,000,000 cable viewers to date in Ontario and British Columbia
produced *People of the Salmon*, a four-minute video release on the CMCC-produced sound-and-light performance showcasing the culture of the Tsimshian people — seen by approximately 1,000,000 viewers across Canada.

committed resources to the production by Sound Ventures of *Art-i-facts*, a series of 20 short vignettes on treasures found in the Canadian Museum of Civilization — targeted at children ages 5 to 8 for broadcast on CBC and Radio-Canada.

produced, in partnership with Amérimage, a series of four *See and Hear the World* concerts — to be aired nationally on BRAVO! in Fall 1997; six concerts have also been taped by CBC French radio for future broadcast.

showcased CMC collections through a series of 20 television vignettes on the diversity and quality of Canadian culture — airing on the Life Network from January 1996 through December 1997, reaching a total audience of 10,000,000.

developed product lines for sale in our Museum boutique and outlets around the world, featuring the work of Native artists. A portion of the profits will be shared with the Native community.

produced lure brochures for both the Canadian Museum of Civilization and the Canadian War Museum, both of which received national and international distribution.

*Canvas of Conflict* is a co-production of the Canadian War Museum, the Canadian Museum of Civilization and Sound Venture Productions. This 50-minute television documentary showcases the Canadian War Museum’s exceptional war art collection — the largest collection of Canadian war art in the world — with particular emphasis on art from the First World War. The programme was seen by an audience of over 400,000 viewers when it was broadcast on the CBC programme *Adrienne Clarkson Presents* in Fall 1996. A video of the documentary has also been made available for sale at the Canadian Museum of Civilization and Canadian War Museum boutiques, as well as in other outlets across Canada. Here we see a frame from the video production, combining a piece of war art in the foreground with archival film footage in the background.

The Corporate Plan: Shared Understanding of Canadian Identity and History

The following outlines the accomplishments of the CMCC during the 1996-1997 fiscal year in relation to its objectives.

The *Corporate Plan (1996-1997 to 2000-2001)* is the result of a comprehensive assessment of our goals and responsibilities, as they relate to our mandate, and lays out primary priorities and general goals.
In the area of Shared Understanding of Canadian Identity and History, our objective was to promote an understanding of Canadian unity issues by increasing Canadians’ sense of their common identity and history.

This year, we have:

Attendance Targets

- experienced a slight decrease in attendance at the CMC, from 1.3 million in 1995-1996 to 1.28 million in 1996-1997; the year 1995-1996 commemorated the 50th anniversary of World War II and attracted exceptional attendance at the Canadian War Museum. In 1996-1997, the CWM reached its usual target of just over 100,000 visitors

Completion Targets Long-Term Exhibitions

- met our expected performance goal of opening all planned major permanent exhibitions on schedule, including three new modules in the Canadian Museum of Civilization's Canada Hall; fit-up of the First Peoples Hall; and Canada’s Peacekeepers at the Canadian War Museum

Temporary Exhibitions

- met our expected performance goal of opening all 19 planned temporary exhibitions (18 at the CMC, including three in the new First Peoples Hall; 1 at the CWM) on schedule

Public Programming

- met our expected performance goal of presenting Opening the West, Summer 1996 theme programming on the Canadian Museum of Civilization Plaza
- met our expected performance goal of producing The Canadian Experience, an evening programme of sound-and-light shows which debuted in July 1996, and featured the Ghost Walk, showcasing the Canada Hall, and People of the Salmon, highlighting the culture and traditions of the Tsimshian people

CWM Three-Year Exhibition Plan

- met our expected performance goal of planning for the comprehensive redevelopment of the First World War galleries at the Canadian War Museum, as part of our Canadian War Museum Three-Year Exhibition Plan
- met our expected performance goal of upgrading the Canadian War Museum’s Vimy House warehouse facilities and opened the facility to the public for a number of special weekends, with great success, as part of our Canadian War Museum Three-Year Exhibition Plan

Canadian Postal Museum
• met our expected performance goal of developing a plan for the housing and the exhibition of the Canadian Postal Museum's collections within the Canadian Museum of Civilization

The Corporate Plan: Intercultural Understanding and Dialogue

The following outlines the accomplishments of the CMCC during the 1996-1997 fiscal year in relation to its objectives.

The Corporate Plan (1996-1997 to 2000-2001) is the result of a comprehensive assessment of our goals and responsibilities, as they relate to our mandate, and lays out primary priorities and general goals.

In the area of Intercultural Understanding and Dialogue, our objective was to promote greater intercultural understanding and dialogue.

This year, we have:

Public Programming

• attracted over 300,000 visitors to Canadian Children's Museum programming
• met our expected performance goal of producing two concert series presenting local and international artists from many of the world's cultural and musical traditions, and exceeded target attendance goals for the See and Hear the World concert series, welcoming 6,000 spectators; the Cultures Canada music series was appreciated by 9,300 people while the Heat Waves series, presented on the CMC Plaza, welcomed 5,300 people
• met our expected performance goal of completing landscaping for Phase I of the Canadian Children's Museum's newly renovated outdoor park, Adventure World

Temporary Exhibitions

• met our expected performance goal of opening six temporary exhibitions highlighting various world traditions

Research Projects
• met our expected performance goal of carrying out 84 research projects related to Canada's diverse cultural communities

The Corporate Plan: Financial and Operational Viability

The following outlines the accomplishments of the CMCC during the 1996-1997 fiscal year in relation to its objectives.

The Corporate Plan (1996-1997 to 2000-2001) is the result of a comprehensive assessment of our goals and responsibilities, as they relate to our mandate, and lays out primary priorities and general goals.

In the area of Financial and Operational Viability, our objective was to continue to assure the financial and operational viability of the Corporation.

This year, we have:

Long-Term Funding

• worked towards our goal of putting in place our long-term funding arrangement with the federal government

Revenue Generation

• did not meet expected revenue targets but still reached $8.7 million
• met our expected performance goal of opening the New Media Centre, operated by Digital Equipment of Canada, resulting in a new revenue opportunity for the Corporation
• met our expected performance goal of launching a new and updated Membership Programme with gross annual revenues in 1996-1997 of $45,465
• maintained our online Cyberboutique; revenues for FY 1996-1997 did not reach initial high expectations. However, the future potential of this initiative remains high and we will continue to maintain our presence
• met our expected performance goal in beginning work on two more IMAX® films, one of which resulted in the signing of a contract with Destination Cinema for an IMAX® film on Egypt, entitled Egypt: Journey to Eternity, a co-production with the National Geographic Society. The anticipated revenues from these two films are estimated at $2 million
• launched two IMAX® films — Stormchasers and Special Effects — to positive reviews
• met our expected performance goal of upgrading the Canadian Museum of Civilization Theatre facility, with the installation of 3-D capability in January 1996

Fundraising Revenues

• met our expected performance goal of continuing fundraising efforts for the Canada Hall completion campaign, with cash and pledges forecast at $500,000 towards an original target of $1 million
• met our expected performance goal of continuing fundraising efforts for the Canadian War Museum's Passing the Torch campaign, with cash and pledges forecast at $2 million for 1996-1997
• met our expected performance goal in the development of a planned giving campaign for 1997-1998 — which has resulted in a first bequest, estimated at $250,000 from a donor in the U.K. — exceeding our original target of $50,000

The Canadian War Museum's fundraising campaign — Passing the Torch — continues with the aim of building a new wing at the Museum and expanding the Museum's Electronic Outreach Programme. In this fiscal year, the campaign has attracted widespread support from corporations and foundations, with significant donations from General Motors of Canada, The MacDonald Stewart Foundation, The Molson Foundation, the Royal Bank of Canada Charitable Foundation and The Eaton Foundation. These gifts will enable the Canadian War Museum to maintain its reputation as a world-class museum and to examine the war related history of Canada and its effect upon Canadians. Photo: National Archives.

Increased Efficiency

• met our expected performance goal in closing the Asticou warehouse site, realizing a savings of $530,000. These funds will be used as part of a two-year payback project to expand on-site artifact storage capacity at the Canadian Museum of Civilization
• met our expected performance goal of participating in Federal Heritage Co-op meetings to explore joint venture opportunities

Delivery of Programmes and Services

• completed 22 programme evaluations, reviews and visitor studies with the goal of using the results to improve efficiency and effectiveness
• met our expected performance goal of completing a study of the Canadian Museum of Civilization's educational programmes and implemented the recommendations

Collections Storage Problems at the CWM

• met our expected performance goal of continuing the search for a solution to the Canadian War Museum's ongoing collections storage problem, with a target of 1999 for finding a solution

Labour Productivity and Effectiveness
• met our expected performance goal of contributing to labour productivity and effectiveness by continuing to offer development and training opportunities for staff in the area of information technology

Collective Agreement

• met our expected performance goal by beginning bargaining on a new collective agreement, with signature on the first agreement anticipated twelve months from the beginning of collective bargaining
• met our expected performance goal of converting all non-unionized positions to the new job evaluation system and of beginning negotiations for all unionized positions

Extra Initiatives

• negotiated our first consortium agreement with the Canadian Museum of Nature to jointly acquire a new integrated library system, resulting in savings of more than $200,000
• signed additional agreements for the promotion and distribution of our books and multimedia products in national and international markets
• successfully contracted out our Children's Boutique to the private sector in June 1996
• signed a contract with SIMEX Corporation to install and operate a 40-seat travel simulator during the summer of 1996
• renovated underground parking facilities and Museum roadway to increase capacity and revenues

Exhibitions: Canadian Museum of Civilization

The heart of the Canadian Museum of Civilization Corporation's public activity is its exhibitions programme. Temporary exhibitions continued this year to highlight many aspects of Canada's history and heritage. In addition, several new permanent galleries and exhibits were completed as part of the Corporation's long-term commitment to representing the broadest possible cross-section of the Canadian experience.

Temporary Exhibitions

Special Exhibitions Hall

Imperial Austria: Treasures of Art, Arms and Armor from the State of Styria (Musée de la Civilisation in Québec), November 23, 1995 to September 15, 1996.


**Indian and Inuit Art Gallery**

*Isumavut: The artistic expression of nine Cape Dorset women* (CMC), October 6, 1994 to April 21, 1996.

**Gallery**


*Images of Épinal - The Golden Age of Popular Imagery in France* (Musée du Québec in partnership with the Musée départemental d'art ancien et contemporain d'Épinal), January 31 to April 27, 1997.

**Arts and Traditions Hall**


**Canada Hall Mezzanine**


Hold on to Your Hats! The History and Meaning of Headwear in Canada (CMC), September 28, 1995 to September 28, 1997


France-Canada: Three Centuries of Letters and Correspondence (CMC), November 20, 1996 to April 4, 1997.

This Splendid Gift: The 1897 Canadian Historical Dinner Service (CMC), February 26, 1997 to February 26, 1998.

William E. Taylor Research Gallery


First Peoples Hall

Edward Poitras (CMC), June 13 to September 29, 1996.

Utopia Body Paint (Central Australian Aboriginal Media Association), June 13 to December 1, 1996.


In October 1996, a retrospective of the work of Plains Cree artist, Allen Sapp — pictured here with Gerald McMaster, curator of contemporary Indian art at the CMC — was opened in the First Peoples Hall at the Canadian Museum of Civilization. The Museum's new First Peoples Hall was officially opened in June 1996, and showcases the art, culture and heritage of First Peoples in Canada and around the world. Its opening exhibitions included Wave Eaters, featuring Native watercraft; Utopia Body Paint, featuring the art of Aborigines from Australia; and Edward Poitras: JAW-REZ, featuring extracts of the Canadian artist's Venice Biennale 1995 exhibition, as well as new work. Photo: S. Darby

River Gallery


Marius Barbeau Salon
Paper Prayers (in partnership with the Ottawa AIDS Committee), December 1, 1996 to January 5, 1997.

Other Exhibitions

Moroccan Pottery (CMC), December 12, 1995 to August 18, 1996.

Forest Industry Workers: Photos by Rolf Bettner (Rolf Bettner), February 22 to September 2, 1996.

Opening the West (CMC), May 19 to October 30, 1996.

A Day in the Life of Canada (CMC), September 10, 1996 to January 12, 1997.

Ex Patria: Scots in Canada (Rosie Donovan), January 15 to April 20, 1997.

Eastern European Costume (CMC), January 21 to July 14, 1997.

Travelling Exhibitions

The Inuit and Diamond Jenness
August 1 to September 29, 1996, Aitken Bicentennial Exhibition Centre, Saint John, New Brunswick.

Threads of the Land — Dene
May 13 to June 16, 1996, Fort Resolution, Northwest Territories.
June 27 to July 31, 1996, Hay River, Northwest Territories.
August 12 to September 15, 1996, Fort Providence, Northwest Territories.

Threads of the Land — Inuit

Transformation (presented by Seagram)
January 21 to April 13, 1997, Musée des beaux-arts de Montréal, Montreal, Quebec.

Places of Power: Objects of Veneration
July 8 to August 18, 1996, Arviat Historical Society, Arviat, Northwest Territories.
August 29 to October 27, 1996, Prince of Wales NHC, Yellowknife, Northwest Territories.
February 8 to March 9 1997, Medicine Hat Museum and Art Gallery, Medecine Hat, Alberta. 

Exhibitions: Canadian Children's Museum

The Canadian Children's Museum offers a lively programme of educational exhibits, programmes and activities. In addition, this year the Canadian Children's Museum has launched a major expansion and redesign of its outdoor park, Adventure World, enlarging on the themes and concepts of the indoor Great Adventure.

During the weekend of July 20, 1996, the Canadian Children's Museum celebrated the grand opening of Phase I of Adventure World, a newly expanded park facility covering 65,000 square feet. Opening events featured music, magic, and storytelling. One of the star attractions of Adventure World is the tugboat, Missinaibi — once featured on the Canadian one-dollar bill. It was officially given to the Canadian Children's Museum by the Mayor of the City of Hull in a special ceremony on July 18, 1996. The boat, which once plied the Rideau River, is part of Waterways, an area of Adventure World which offers children a chance to make their own boats, hop aboard a plane, sail a ship, make bubbles and participate in other activities inspired by Canadian waterfronts. Other areas in the park include the Best of Summer Fun activity tent and It's Your Move, which includes an oversized chess board and many other games. Over 100 Youth Volunteers were recruited to work with the Canadian Children's Museum in Adventure World, supplementing 140 regular volunteers, and a visitor survey taken during Summer 1996 indicated a high level of satisfaction with the developing Adventure World. Photo: S. Darby

Temporary Exhibitions


The Art of Dreams, May 31 to October 20, 1996. (Canadian Children's Museum, Hull, Quebec in collaboration with Foster Parents Plan a member of PLAN International)

The Race Against Waste, June 4 to October 10, 1996. (Canadian Children's Museum, Hull, Quebec in collaboration with the Philippine Development Assistance Program)

**Paper Prayers**, November 30, 1996 to January 5, 1997. (Canadian Children's Museum, Hull, Quebec in collaboration with the Paper Prayers Committee)

**Winter Fun Poster Challenge**, January 31 to March 3, 1997. (Canadian Children's Museum, Hull, Quebec in collaboration with the National Capital Commission)

**Crayola® Dream-Makers™**, March 8 to April 27, 1997. (Canadian Children's Museum, Hull, Quebec)

**Travelling Exhibitions**

**Circus of Circles**
January 20 to April 24, 1996, Minnesota Children's Museum, St. Paul, Minnesota.

**Playing Together: Games**
June 28 to October 24, 1996, Minnesota Children's Museum, St. Paul, Minnesota.

**Siqiniq: Under the Same Sun**
March 8 to June 24, 1996, Cleveland Children's Museum, Cleveland, Ohio.

**Night Journeys: An Adventure into the World of Sleep and Dreams**

**The Magic School Bus Inside the Earth**
July 2 to October 28, 1996, Cleveland Children's Museum, Cleveland, Ohio.

**Exhibitions: Canadian Postal Museum**
For many years now, the Canadian Postal Museum has offered a wide-ranging programme of interactive learning modules on postal history, artifacts and concepts. In the absence of a permanent exhibition space, the Canadian Postal Museum toured its programmes to schools and other venues. In FY 1997-1998, the Canadian Postal Museum will open a new permanent exhibition space within the Canadian Museum of Civilization complex, and will thereafter offer its programming on-site.

**Temporary Exhibitions**

*The Fast Track - Sorting the Mail the Mechanized Way (CPM),* April 30 to September 10, 1996.


During the inauguration of the exhibition *The Fast Track: Sorting the Mail the Mechanized Way* — financed by Canada Post Corporation and developed in cooperation with the Canadian Postal Museum — André Villeneuve, Vice-President of Human Resources at Canada Post experienced one of the many stages of mechanized mail. Here, he tries his hand against postal clerks who are able to code mail at a dizzying rate. 

*Photo: S. Darby*

**Travelling Exhibitions**

*History in a Box (CPM),* at Capex'96, Metro Toronto Convention Centre, Toronto, Ontario, on June 8, 1996; at the Langley Centennial Museum & NEC, Langley, British Columbia, from November 4 to December 22, 1996; and at the Wellington County Museum and Archives, Fergus, Ontario, from January 22 to March 20, 1997.

*Collecting Passions: Explore the World of Postage Stamps (CPM),* at the Regional Museum of Rimouski, Rimouski, Quebec, from February 4 to May 19, 1996; at Capex'96, Metro Toronto Convention Centre, Toronto, Ontario, from June 8 to June 16, 1996; and at the Municipal Library, Rouyn-Noranda, Quebec, from July 1 to September 30, 1996.

*Yours sincerely, Lucy Montgomery (CPM),* at the Green Gables Post Office, Cavendish, Prince Edward Island, from June 1 to September 30, 1996.

*Your Post Office Not So Long Ago (CPM),* at the Lacombe Post Office, Lacombe, Alberta, from July 1 to August 31, 1996.

*Loan Kit (CPM),* at the Strathroy-Middlesex County Museum, Strathroy, Ontario, from November 1, 1996 to January 31, 1997.
The Virtual Museum of New France™

The Virtual Museum of New France™, only available on the World Wide Web at www.mvnf.muse.digital.ca, was launched on January 22, 1997. Several exhibitions are included in our virtual museum:

- The Virtual Museum, a concept
- New France, a territory in a time slot
- Adventures — Pierre Boucher: an adventure in New France
- People: Les filles du Roy and Les coureurs des bois, produced with the support of the Canada-France Agreement on Museology, administered by the Department of Canadian Heritage
- Exhibitions
- Tourist Routes through New France
- New France on the Web
- Resources: Maps, Timeline, "Latest Headline", Glossary
- Resources in France, produced by the Ministère de la Culture in France and the Centre culturel canadien in Paris.

New Publications

The Publishing Group of the Canadian Museum of Civilization Corporation is responsible for the production of books, monographs and electronic media products such as interactive CD-ROMs and Portfolio CD collections.

Archaeological Survey of Canada

CLARK, Donald. The Early Kachemak Phase on Kodiak Island at Old Kiavak, Mercury, ASC, Paper no. 155.


McGHEE, Robert. Ancient People of the Arctic (co-published with the University of British Columbia Press).

Canadian War Museum

The Canadian War Museum is Canada's national museum of military history. This year has seen the completion of a number of permanent exhibition spaces, as well as the launch of a major fundraising campaign for the construction of a new museum wing and a Holocaust Gallery. The Canadian War Museum is also the site of frequent commemorative ceremonies, reenactments and educational programming.

In March 1997, the Canadian War Museum opened a special exhibition called War Through the Eyes of Children, based on a unique collection of 50 drawings and paintings by children on both sides of the Yugoslavian conflict. The exhibition is a collaboration of the War Museum and the Canadian Red Cross and, in addition to bringing the works of art to Canada, the Red Cross contributed historical artifacts from a century of service. A moving testimony to the courage and humanity of the children whose work is featured, War Through the Eyes of Children was housed on the third floor of the War Museum, next to the permanent exhibition, Canada's Peacekeepers, which examines Canada's peacekeeping role around the world — including its presence in the former Yugoslavia. Although the art works have been shown together before, this is their first major public exhibition in North America. Photo: Canadian Red Cross
Temporary Exhibitions


_War Through the Eyes of Children_, (in cooperation with the Canadian Red Cross), March to December 1997.

**PUBLICATIONS:**

MacLeod, P. _The Canadian Iroquois and the Seven Years War_. 1996

**Donors**

_Canadian Museum of Civilization Donors_

Air Canada, Ottawa, Ontario
Aitken, Margaret, Ottawa, Ontario
Alvarez, Gabriela, Hull, Quebec
Ambrose, Gordon, Newgate, British Columbia
American Friends of Canada Inc., New York, USA
Anderson, Helen, Ottawa, Ontario
Armureries de la Montagne (Les), Hull, Quebec
Art de l'Époque (L'), Aylmer, Quebec
Artexpo, Montréal, Quebec
Association Canada-Chine, Hull, Quebec
Auberge de la Gare, Hull, Quebec
Aventure électronique inc., Anjou, Quebec
Avon, Monique, Gatineau, Quebec
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Bruce, Jean, Ottawa, Ontario
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Caisse Populaire Ste-Anne Laurier, Ottawa, Ontario
Camelot Golf & Country Club, Cumberland, Ontario
Cameron, Kelly, Carp, Ontario
Canada Post Corporation, Ottawa, Ontario
Canadian Coast Guard, Prescott, Ontario
Canadian Coast Guard, Québec, Quebec
Canadian National, Montréal, Quebec
Canadian Pacific Archives, Montréal, Quebec
Canadian Pacific Charitable Foundation, Montréal, Quebec
Canadian Polish Congress, Ottawa, Ontario
Canadian Postal Archives, Ottawa, Ontario
Capex '96, International Philatelic Exhibition, Toronto, Ontario
Centre de la Diapo (Le), Hull, Quebec
Centre-Jardin C. Cloutier Ltée, Chelsea, Quebec
Charles, Mathew, Aylmer, Quebec
Château Cartier Sheraton, Aylmer, Quebec
Château Montebello (Le), Montebello, Quebec
Château Corsetière (La), Hull, Quebec
China Commission of Ethnological Affairs, Beijing, People's Republic of China
China Society for Folk Literature, Beijing, People's Republic of China
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Club de Golf Larrimac, Chelsea, Quebec
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Cutts, Charles, Osgoode, Ontario
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de Brouwer, Guillaume, Ottawa, Ontario
De Carli, Francesco, Montréal, Quebec
DECORLEANS Interiors, Orleans, Ontario
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Forrester, R. Glenn, Gloucester, Ontario
Foster, Harry, Pontiac, Quebec
Foster Parents' Plan, Member of Plan International, Toronto, Ontario
Foucault, Richard, Témiscamingue, Quebec
Fraser, Dennis, Embrun, Ontario
Friends of the CMC, Hull, Quebec
Friends, National Archives of Canada, Ottawa, Ontario
Fritz, Ross and Risa, Fort MacLeod, Alberta
Fung, Sam, Mr. and Mrs., Ottawa, Ontario
Gabinet Postal, Barcelona, Spain
Galerie d'Art Vincent, Ottawa, Ontario
Galerie Old Chelsea, Chelsea, Quebec
Garbutt, Marie, Orleans, Ontario
Garlicki, Wanda, Ottawa, Ontario
Gaulin, Robert, Chelsea, Quebec
Geological Survey of Canada, Ottawa, Ontario
Gloucester Fire Department, Gloucester, Ontario
Gordon, Steve, Ottawa, Ontario
Gougeon, Jacqueline, Hull, Quebec
Gould, Colleen, Ottawa, Ontario
Grands Feux du Casino (Les)/Productions Hamelin-Furtado, Hull, Quebec
Grant, Alice, Ottawa, Ontario
Green Gables Post Office, Cavendish, Prince Edward Island
Greenwald, Jack, Montréal, Quebec
Gulczewsky, Margaret, Winnipeg, Manitoba
Hanson, Emma; Buffalo Bill Historic Center, Wyoming, USA
Harris, Hope, Ottawa, Ontario
Havurah Youth Group, Ottawa, Ontario
Henry Birks & Sons, Ottawa, Ontario
Hervé St-Amour/Pour Elle & Lui, Hull, Quebec
Historical Society of the Gatineau, Chelsea, Quebec
Holiday Inn Plaza de la Chaudière, Hull, Quebec
Holt Renfrew, Ottawa, Ontario
Hotel-Appartement Le Victoria, Hull, Quebec
Houston, James, Connecticut, USA
Hull-Chelsea-Wakefield Steam Train, Hull, Quebec
IBM Canada Ltd., Ottawa, Ontario
Indian and Northern Affairs, Hull, Quebec
Industry Canada, Aboriginal Business Canada, Ottawa, Ontario
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Institut Matis l'Esthétique, Gatineau, Quebec
Jackson, Sarah, Halifax, Nova Scotia
Jardins de Vinoy (Les), Saint-André-Avelin, Quebec
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Jobin-Willier, Yvonne, Calgary, Alberta
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Kaminsky, Jef, New York, USA
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Landry, Lucille, Ottawa, Ontario
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Larsen, Audrey, Old Chelsea, Quebec
Leaf Racewear and Safety Equipment Inc., London, Ontario
Lee Valley Tools Ltd., Ottawa, Ontario
Legault, Madeleine, Gatineau, Quebec
Librairie du Centre, Vanier, Ontario
Librairie Réflexion, Hull, Quebec
Lightfoot, Sandra, Fernie, British Columbia
Littlelight, Kevin, Siksika, Alberta
Lois n'Frimas'Ice Cream, Ottawa, Ontario
London, Jonas, Montréal, Quebec
London, Mark, Montréal, Quebec
Magic School Bus (The), New York, USA
Maison Fragrances, Gatineau, Quebec
Mandan Depot, North Dakota, USA
Maniaci, Francesca, Montréal, Quebec
Mappins, Nepean, Ontario
Marois, Martial, Aylmer, Quebec
Marshall, Ingeborg, Portegal Cover, Newfoundland
Martin, Noeline B., Ottawa, Ontario
McBurney, Audrey, Teeswater, Ontario
McCaffrey, Moira, Montréal, Quebec
McGillivray, Elaine, Aylmer, Quebec
McGregor, Kate, Ottawa, Ontario
McKay, Lloyd, Mr. and Mrs., Nepean, Ontario
McMaster, Gerald and Lynn, Ottawa, Ontario
McRae, Ron, Ottawa, Ontario
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Metis Nation of Alberta, Edmonton, Alberta
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Miss Mary Maxim Ltd., Paris, Ontario
Modellbaustein Spiele GmbH, Thuringen, Germany
Modern Farm, Wyoming, USA
Money, Greg, Ottawa, Ontario
Multicultural History Society of Ontario, Toronto, Ontario
Museo Postal y Telegrafico, Madrid, Spain
Museum fur Post und Kommunikation, Berlin, Germany
National Arts Centre, Ottawa, Ontario
National Capital Commission, Ottawa, Ontario
National Library of Canada, Ottawa, Ontario
National Native Role Model Program, Ottawa, Ontario
National Philatelic Centre, Antigonish, Nova Scotia
Nettoyeur St-Louis, Hull, Quebec
Newmark, John (Estate), Montréal, Quebec
Nincheri, George, Montréal, Quebec
Nucreation Fashions, Ottawa, Ontario
Ottawa Friendship Centre, Ottawa, Ontario
Oglow, Peter, Castlegar, British Columbia
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Olympiques de Hull (Les), Hull, Quebec
Ontario Puppetry Association, Ottawa, Ontario
Orchestre Métropolitain de Montréal, Montréal, Quebec
O'Reilly, James W., Ottawa, Ontario
Ottawa German Language School, Nepean, Ontario
Ottawa Lapsmith, Ottawa, Ontario
Ottawa Leather Goods, Ottawa, Ontario
Ottawa Sun (The), Ottawa, Ontario
Oxfam Canada, Ottawa, Ontario
Pacitti, Claude, Cambridge, Ontario
Pacquet, Jean-Yves, Hull, Quebec
Paléo Vision Inc., Montréal, Quebec
Panne Memorial Agriplex, Hobbema, Alberta
Paper Direct, Georgetown, Ontario
Papeterie Saint-Gilles (La), Saint-Joseph-de-la-Rive, Quebec
Park, Young-Kil, Seoul, South Korea
Pat Flesher Furs, Ottawa, Ontario
Peace Hills Trust, Hobbema, Alberta
Pem-Air Ltée, Gatineau, Quebec
Peterson, Oscar, Mississauga, Ontario
Pickard, Billy, Mrs., Eagle Lake, Ontario
Pickering, Ron, Montréal, Quebec
Pied de Cochon (Le), Hull, Quebec
Pigott, Jean, Ottawa, Ontario
Place des Arts, Montréal, Quebec
Pomme et Citron, Hull, Quebec
Pora, Amelia, Mississauga, Ontario
Post und Kommunikation, Berlin, Germany
Potts, Melvin, Hobbema, Alberta
Price, Percival, Michigan, USA
Profity Coiffure, Hull, Quebec
Protection systèmes sécurité, Hull, Quebec
Prystupa, Steve, Ottawa, Ontario
Pulido, Cristina, Hull, Quebec
Qué-Pousse, Montréal, Quebec
Ravioli, Parma, Ottawa, Ontario
Restaurant Le Saint-Ô, Ottawa, Ontario
Richard Robinson Haute Couture Inc., Ottawa, Ontario
Richters, Goodwood, Ontario
Rider, Katherine, Ottawa, Ontario
Rosen, Harry, Ottawa, Ontario
Royal Canadian Mint (The), Ottawa, Ontario
Sabourin-Brunet, Pauline, Hull, Quebec
Samuel and Saidye Bronfman Family (The), Montréal, Quebec
Sans Pareil (Le), Hull, Quebec
Seagram Company Ltd. (The), Montréal, Quebec
Serres Legault (Les), L'Orignal, Ontario
Shwan, Tahir, Toronto, Ontario
Sirois, Marthe, Hull, Quebec
Skyview Ballooning, Ottawa, Ontario
Smiths Falls Railway Museum, Smiths Falls, Ontario
Sodexo Canada, Ottawa, Ontario
Sony Canada, Ottawa, Ontario
Stained Glass Classics, Aylmer, Quebec
Stensson, Janina, Toronto, Ontario
Stewart, Liliane, Montréal, Quebec
Stewart, Lyn W., Ottawa, Ontario
Stout, Tamara, Ottawa, Ontario
Strahlendorf, Evelyn, Ottawa, Ontario
Stranks, Eileen, Aylmer, Quebec
Stroud, B., Mr. and Mrs., Ottawa, Ontario
Studio 157, Gatineau, Quebec
Suzuki Canada Inc., Richmond Hill, Ontario
Swaney, Ellen, Montana, USA
Tapioca Gîte Touristique (B&B), North Hatley, Quebec
Tea n'Tole Inc., Aylmer, Quebec
Thai Association of Ottawa, Ottawa, Ontario
The Bay, Gatineau, Quebec
The Bay, Ottawa, Ontario
Theoret, Edgar L., Gloucester, Ontario
Thorneycroft, Joan, Stittsville, Ontario
Thornton, Peter and Nora, Sardis, British Columbia
Tilley Endurables, New York, USA
Toronto Historical Board, Toronto, Ontario
Tremblay, Lorraine, Ottawa, Ontario
Tropicana, Mississauga, Ontario
Trottier, Robert, Aylmer, Quebec
Troupe des sept nains (La), Ottawa, Ontario
Ukrainian Catholic Parish of Saints Olga & Vladymyr (The), Smoky Lake, Alberta
University of Great Falls (The), Montana, USA
Vaughan, Bryan J., Toronto, Ontario
Vesta, Hull, Quebec
Ville de Gatineau, Gatineau, Quebec
Ville de Hull, Hull, Quebec
Vitus So, Mr. and Mrs., Ottawa, Ontario
Voyages Guertin, Hull, Quebec
Voyages La Chaudière inc., Hull, Quebec
W.H. Perron, Gatineau, Quebec
Waite, Patricia, Calgary, Alberta
Walker, Jenni, Carleton Place, Ontario
Watts, Esther E., Kanata, Ontario
Wells, Hester, Winnipeg, Manitoba
West Baffin Eskimo Co-operative Ltd., Toronto, Ontario
Weston Hotel Ottawa (The), Ottawa, Ontario
Whiteman, Phillip, Montana, USA
Williamson, Avis, Ottawa, Ontario
Willis, Charles, Aylmer, Quebec
Wrazej, Herminia (Estate), Barry's Bay, Ontario
Wright, Moiya, Chelsea, Quebec
Wubs, Harry, Woodstock, Ontario
Yellowbird, Dion, Hobbema, Alberta
Yereniuk, Roman and Anastasia, Winnipeg, Manitoba
Young Bear, Cedric, South Dakota, USA

Canadian War Museum Donors
Archambault, G., Orleans, Ontario
Bullock, Mary, Ottawa, Ontario
Butler, Esmond, Mrs., Ottawa, Ontario
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Canadian High Commission, London, UK
Carson, Neil, Guelph, Ontario
Clark, W. Howard, Ottawa, Ontario
Colwell, Wayne, Ottawa, Ontario
Colyer, Robert J., Mrs., Stratford, Ontario
Curtis, Suzanne, Orono, Ontario
David, Jean-Francois, Aylmer, Quebec
Davidson, John H., Richmond, British Columbia
Davis, Wilfred, Mrs., Victoria, British Columbia
Decastro, Henry, Mrs., Ottawa, Ontario
De Lotbinière-Panet, Charles, Orleans, Ontario
Doucet, Margo, Osgoode, Ontario
Doull, Sgt, Lloyd Cissell, Kingston, Ontario
Doyle, John James, Stittsville, Ontario
Genge, Patricia F., Westport, Ontario
Gilmour, E. H., Ottawa, Ontario
Goddard, Jack D., Mississauga, Ontario
Heilman, Joshua, Ottawa, Ontario
Fisher, Peter, Sackville, New Brunswick
Foucault, Kevin, Petawawa, Ontario
Fournier, Jack R., New Westminster, British Colombia
Henderson, Lorne Nelson, Mrs., Nepean, Ontario
Hooper, J. G. M., Ottawa, Ontario
Hope-Allen, Lois, Gloucester, Ontario
Kemerer, Cynthia, Toronto, Ontario
Law, Clive M., Nepean, Ontario
Levey, Gerald S., Richmond, British Columbia
Macdonald, Evelyn, Nepean, Ontario
Macdonald, Paul, Ottawa, Ontario
Mackenzie, Norman, Toronto, Ontario
Martin, Allen, California, USA
Martin, Evelyn B., St. Catharines, Ontario
Mason, Capt (Ret), John W., Victoria, British Columbia
Mclean, Sue, Ottawa, Ontario
Mowatt-Chalu, Lcol (Ret), S. A., Victoria, British Columbia
National Defence, Ottawa, Ontario
Newington, Jessie, Nepean, Ontario
Papworth, C. R., Mr. and Mrs., Lincolnshire, UK
Pollock, David Harold, Ottawa, Ontario
Rasmussen, Alf, Gloucester, Ontario
Rutherford, Cdr (Ret), Robert Anderson, Harrowsmith, Ontario
Scotti, Anthony J., Mrs., St-Léonard, Quebec
Schmidt, Lcol (Ret), Ernst-Heinrich, Durmersheim, Germany
Smith, Marjorie, Iowa, USA
Sowchuk, Alexander, Ottawa, Ontario
Speed, Jeff, Toronto, Ontario
Stapleton, David Outram, Orleans, Ontario
Stapleton, William Johnson, Toronto, Ontario
Storey, Sgt, Wesley Edward, Kingston, Ontario
Tackaberry, Lcol (Ret), Richard Barry, Ottawa, Ontario
Tait, Robert J., Nepean, Ontario
Treble, M. E., Mississauga, Ontario
Turner, T. C., Toronto, Ontario
Van De Linde, Jan G. C., Nanoose Bay, British Colombia
Wilson, Grant, Almonte, Ontario
Wilde, B. J., Russel, Ontario
Wright, Cecil Gordon, Ottawa, Ontario

Donors _Passing the Torch Campaign_
Adams, Gwen, King City, Ontario
Adamson, Steve, Ottawa, Ontario
Aerospatiale Canada Inc., Ottawa, Ontario
Allard, Stanley H., Pointe-Claire, Quebec
Archbell, J. C., Stroud, Ontario
Armstrong, Capt (N), G. Gordon, Gloucester, Ontario
Bank of Nova Scotia (The), Toronto, Ontario
Bell Canada, Ottawa, Ontario
Belzile, LGen, Charles H., Ottawa, Ontario
Berkloo, Henry, North York, Ontario
Bernier, Dr., Serge, Ottawa, Ontario
J.P. Bickell Foundation, Toronto, Ontario
Billick, Walter F., Sarnia, Ontario
Black, John S.H., Oakville, Ontario
Blackburn, George, Ottawa, Ontario
Blyth, Col, Graham F., Richmond, British Columbia
Bond, Col, James C., Nepean, Ontario
Bowes, Stephen J., Courcelette, Quebec
Breck, A.W.M., Peterborough, Ontario
Burton Charitable Foundation (The), Mississauga, Ontario
Busch, Briton C., New York, USA
Buschlen, Dr., Frederick C., Nepean, Ontario
Bushell, June, Toronto, Ontario
Buskas, Arthur G., Edmonton, Alberta
Cameron, Althea, Ottawa, Ontario
Canadian Imperial Bank of Commerce, Toronto, Ontario
Carr-Harris, J. Bruce, Ottawa, Ontario
Carrothers, Del, Nepean, Ontario
Chown, Mary E., Gloucester, Ontario
Cohen, Albert D., Winnipeg, Manitoba
Colby, John H.E., Westmount, Quebec
Colpitts, Martin J., Ottawa, Ontario
Corel Corporation, Ottawa, Ontario
Creber, MGen, Ernest B., Gloucester, Ontario
Cross, Patricia, Richmond Hill, Ontario
Curley, Jeffrey, Orleans, Ontario
Daly, BGen, Duane, Kanata, Ontario
De Chastelain, Gen A. John, Belfast, Northern Ireland
de Man, Dick, Willowdale, Ontario
De Pleijt, Johanna and Frederik, Georgetown, Ontario
Dennis, P.M., NATO HQ, Brussels, Belgium
Douglas, Dr., W.A.B., Ottawa, Ontario
Dowler, James M., Winnipeg, Manitoba
Dubbeldam, Jane and Will, Edmonton, Alberta
Dugmore, Joseph D., Stratford, Ontario
Dure, Maj, J.A., Port Hope, Ontario
Dutch Canadian Society of Medicine Hat and District, Medicine Hat, Alberta
Duthler, Gary, Edmonton, Alberta
Eatson Foundation, Toronto, Ontario
Eaton, John Craig, Toronto, Ontario
Elms, William P., Don Mills, Ontario
Fawcett, Jack, Ottawa, Ontario
Finestone, Bernard J., Westmount, Quebec
Frank Verwey Holdings Ltd., Ajax, Ontario
Frassine, Ermanno, Pointe-Claire, Quebec
Fuller, Simon A.F., Ottawa, Ontario
Gendis Inc., Winnipeg, Manitoba
General Motors of Canada Ltd., Oshawa, Ontario
Gibeault, André, Athelstan, Quebec
Grebby, John A.K., Belleville, Ontario
Grey, Joan E., Nepean, Ontario
Grin, William and Margaret, Chatham, Ontario
Hall, G. Edward, Ottawa, Ontario
Hanna, MGen, James E., Ottawa, Ontario
Hanson, BGen, James I., Toronto, Ontario
Harper, Joseph H., Calgary, Alberta
Healey, Ray, Mississauga, Ontario
Hibbenl, Carl H., Don Mills, Ontario
Hnatyshyn, The Right Honourable, Ramon J., Ottawa, Ontario
Hoffman, G.J., Scarborough, Ontario
Hook, Donald, New Hamburg, Ontario
Howett, Jack R., Ottawa, Ontario
Hudson, Capt, Bernard, Ottawa, Ontario
Huggard, Alleyne M., Saint John, New Brunswick
Hymers, Alan F., Bruderheim, Alberta
Irizawa, Takao, Toronto, Ontario
Irwin, Sidney P., Morrisburg, Ontario
Jackman Foundation, Toronto, Ontario
Jansen, Jan, Scarborough, Ontario
Janssen, J., North York, Ontario
Johnson, Gordon P., Ottawa, Ontario
Johnston, Col, Murray C., Ottawa, Ontario
Jorna, John, Toronto, Ontario
Judd, James L., Breckenridge, Quebec
Kerr, Allan, Edmonton, Alberta
Kloomp, Fred, North York, Ontario
Knopf, LCol, Gerhard A.W., Toronto, Ontario
Korthals, Robert W., Toronto, Ontario
Korteweg, Arie, Belleville, Ontario
LaFrance, MGen, Claude, Ottawa, Ontario
Larose, MGen, J.P. Robert, Seeleys Bay, Ontario
Legge, MGen, Bruce J., Toronto, Ontario
Leslie, Marjorie E., Vancouver, British Columbia
Lewis, MGen, Reginald W., Toronto, Ontario
Little, Col, William D., Gloucester, Ontario
Lockheed Martin Canada, Kanata, Ontario
MacDonald, Dr., George F., Cantley, Quebec
MacDonald, Marjorie A., Rothesay, New Brunswick
MacDonald Stewart Foundation (The), Montréal, Quebec
MacDonald, Terry, Calgary, Alberta
MacIntosh, Ralph, Ottawa, Ontario
MacKenzie, A. Morley, Ottawa, Ontario
Malott, Maj, Richard K., Nepean, Ontario
Mansfield, Howard, Gloucester, Ontario
Martin, Everett L., Orleans, Ontario
Matheson, Honourable, John R., Rideau Ferry, Ontario
Mathews, Elizabeth L., Thornhill, Ontario
McCaill, Robert, Cambridge, Ontario
McDermott, Stan and Sheila, Mississauga, Ontario
McGaughery, WO Terence, Charlottetown, Prince Edward Island
McMullen, Sidney G., Calgary, Alberta
Medicine Hat United Services Institute, Medicine Hat, Alberta
Mills, John E., Nanaimo, British Columbia
Milroy, LGen, W.A., Ottawa, Ontario
Mol, Marten, Aurora, Ontario
Molson Foundation (The), Montréal, Quebec
MRM Steel, Selkirk, Manitoba
Nederlof, Leonard, Calgary, Alberta
Nipissing Drain Service Inc., Etobicoke, Ontario
Nystrom, Cliff, Edmonton, Alberta
Ooostrom, John, Richmond Hill, Ontario
Ott, Capt (N), Helen, Ottawa, Ontario
Ouimet-Scott, Paule, Ottawa, Ontario
Page, Col, John P., Waterdown, Ontario
Parker, Violet and Gordon, Nepean, Ontario
Petrini, Michael, Eganville, Ontario
Pickford, RAdm, R.J., Ottawa, Ontario
Piers, RAdm, Desmond W., Chester, Nova Scotia
Pinsky, Joel A., Montréal, Quebec
Prentice, Joseph W., Vanier, Ontario
Rank, James, Newmarket, Ontario
Rasmussen, LCol, Alf J.K., Ottawa, Ontario
Reddy, James P., Dartmouth, Nova Scotia
Richards, Martha A., Washington, USA
Rinn, Richard, Richmond Hill, Ontario
Rivet, Joseph A.A., Ottawa, Ontario
Robyn, Arendina, Brampton, Ontario
Rombouts, Adrian and Beverlee, North York, Ontario
Royal Bank of Canada Charitable Foundation, Toronto, Ontario
Royal Canadian Legion (The), Dominion Command, Ottawa, Ontario
Rustin, Dr., Anthony, Montréal, Quebec
Safety Boss Canada Ltd., Red Deer, Alberta
Sargent, John H., Kanata, Ontario
Saunders, John P.O., Nepean, Ontario
Schiebel Systems, Nepean, Ontario
Shields, Mark and Pat, St. Thomas, Ontario
Slater, Col, T.F., White Rock, British Columbia
Sly, Margo P., Halifax, Nova Scotia
Smith, LCol, E.W., Ottawa, Ontario
Smith, Maj, William H., Nepean, Ontario
SNC-Lavalin, Montréal, Quebec
Sonshine, Joseph, North York, Ontario
Spicer, Eric J., Ottawa, Ontario
Starkman, Maxwell, California, USA
Street, H. Michael, Ancaster, Ontario
Stutt, Frances and Howard, Gloucester, Ontario
Suddes, Gordon W., Richmond Hill, Ontario
Tarasuk, George, Stittsville, Ontario
Tedlie, MGen, A. James, Sidney, British Columbia
Theobald, Col, Harvey E., Ottawa, Ontario
Thorn, James H., Ancaster, Ontario
Tinker, Arthur H., Ottawa, Ontario
The Toronto Dominion Bank, Toronto, Ontario
Touw, Jan, Mississauga, Ontario
Toye, Keith, Wingham, Ontario
Trojan Technologies Inc., London, Ontario
Turnbull, Col, James H., Saint John, New Brunswick
Tyl, Dr., J.W.K., Willowdale, Ontario
Usborne, Scott H., Halifax, Nova Scotia
Van Der Linden, J., Weston, Ontario
Van Gelderen, John, Kingston, Ontario
Van Vliet, Annette J., St. Laurent, Quebec
Vanbruchem, Jan, Delta, British Columbia
Veitch, David, Gloucester, Ontario
Vera, Frank Jr., Florida, USA
Verdier, H. Morley, Embrun, Ontario
Visser, Richard and Theresa, Ingersoll, Ontario
Vradenburg, William P., Ottawa, Ontario
Wales, Robert L., Victoria, British Columbia
Wallace, John F., Ottawa, Ontario
Wallace, Sid R., Calgary, Alberta
Warner, Glenn, Toronto, Ontario
Waters, George, Brampton, Ontario
Watt, Gavin, King City, Ontario
Welch, Gordon A., Toronto, Ontario
Wellwood, Robert, Kingston, Ontario
W. Garfield Weston Foundation (The), Toronto, Ontario
Wheeler, Dennis H., Lagos Codex, Portugal
Willard, Yvonne, Cornwall, Ontario
Winter, Peter and Nell, Brantford, Ontario
Withers, Gen, Ramsey M., Ottawa, Ontario
Wolfe, Michael, Ottawa, Ontario
Wolting, Johanna, Guelph, Ontario
Yarymowich, LCol, Bohdan, Kanata, Ontario
Yost, BGen, William J., Ottawa, Ontario
Yuill, BGen, W.A. Douglas, Victoria, British Columbia
Management's Responsibility for Financial Statements

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

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

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

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

George F. MacDonald
President and Chief Executive Officer

J. (Joe) Geurts
Chief Operating Officer

May 9, 1997
Auditor's Report

To the Minister of Canadian Heritage,

I have audited the balance sheet of the Canadian Museum of Civilization as at March 31, 1997, and the statements of operations, equity of Canada, and changes in financial position for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements, based on my audit.

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

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 1997, and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles. As required by the Financial Administration Act, I report that, in my opinion, these principles have been applied on a basis consistent with that of the preceding year.

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

Raymond Dubois, FCA
Deputy Auditor General for the Auditor General of Canada

Ottawa, Canada
May 9, 1997
Balance Sheet as at March 31, 1997

<table>
<thead>
<tr>
<th>ASSETS (in thousands of dollars)</th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and short-term investments (Note 3)</td>
<td>$ 11,028</td>
<td>$ 13,032</td>
</tr>
<tr>
<td>Accounts receivable (Note 4)</td>
<td>1,826</td>
<td>1,448</td>
</tr>
<tr>
<td>Inventories</td>
<td>1,311</td>
<td>1,467</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>115</td>
<td>180</td>
</tr>
<tr>
<td></td>
<td>14,280</td>
<td>16,127</td>
</tr>
<tr>
<td>Restricted cash and investments (Note 5)</td>
<td>4,099</td>
<td>3,134</td>
</tr>
<tr>
<td>Collection (Note 2)</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Capital assets (Note 6)</td>
<td>12,947</td>
<td>11,372</td>
</tr>
<tr>
<td></td>
<td>$ 31,327</td>
<td>$ 30,634</td>
</tr>
</tbody>
</table>

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

Approved by Management:

Dr. George F. MacDonald  
President and Chief Executive Officer

Joe Geurts  
Chief Operating Officer
### CURRENT

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount 1</th>
<th>Amount 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued liabilities (Note 7)</td>
<td>$8,577</td>
<td>$7,663</td>
</tr>
<tr>
<td>Deferred revenues (Note 8)</td>
<td>4,263</td>
<td>3,229</td>
</tr>
<tr>
<td></td>
<td>12,840</td>
<td>10,892</td>
</tr>
</tbody>
</table>

### LONG-TERM

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount 1</th>
<th>Amount 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accrued employee termination benefits</td>
<td>2,106</td>
<td>2,167</td>
</tr>
<tr>
<td></td>
<td>14,946</td>
<td>13,059</td>
</tr>
</tbody>
</table>

### EQUITY

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount 1</th>
<th>Amount 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity of Canada (Note 9)</td>
<td>16,381</td>
<td>17,575</td>
</tr>
<tr>
<td></td>
<td>$31,327</td>
<td>$30,634</td>
</tr>
</tbody>
</table>

Approved by the Board of Trustees:

*Adrienne Clarkson*
Chairwoman

*Pierre Dufour*
Trustee
Statement of Operations for the year ended March 31, 1997

<table>
<thead>
<tr>
<th>Expenses</th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel costs</td>
<td>$ 25,776</td>
<td>$ 24,555</td>
</tr>
<tr>
<td>Professional and special services</td>
<td>7,024</td>
<td>7,988</td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>4,622</td>
<td>4,411</td>
</tr>
<tr>
<td>Exhibit design and fabrication</td>
<td>4,274</td>
<td>3,496</td>
</tr>
<tr>
<td>Amortization</td>
<td>2,379</td>
<td>2,722</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>1,774</td>
<td>1,861</td>
</tr>
<tr>
<td>Utilities</td>
<td>1,749</td>
<td>1,700</td>
</tr>
<tr>
<td>Building Leases</td>
<td>1,590</td>
<td>1,644</td>
</tr>
<tr>
<td>Cost of goods sold (Note 10)</td>
<td>1,334</td>
<td>1,205</td>
</tr>
<tr>
<td>Communications</td>
<td>1,089</td>
<td>963</td>
</tr>
<tr>
<td>Marketing and advertising</td>
<td>1,052</td>
<td>854</td>
</tr>
<tr>
<td>Transportation</td>
<td>972</td>
<td>935</td>
</tr>
<tr>
<td>CINEPLUS films</td>
<td>218</td>
<td>198</td>
</tr>
<tr>
<td>Rentals</td>
<td>127</td>
<td>157</td>
</tr>
<tr>
<td>Collection acquisitions</td>
<td>92</td>
<td>137</td>
</tr>
<tr>
<td>Protection services</td>
<td>4</td>
<td>558</td>
</tr>
<tr>
<td>Other</td>
<td>69</td>
<td>109</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>54,145</strong></td>
<td><strong>53,493</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue</th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td>General admission fees</td>
<td>1,923</td>
<td>1,649</td>
</tr>
<tr>
<td>Boutiques sales</td>
<td>1,736</td>
<td>1,723</td>
</tr>
<tr>
<td>CINEPLUS</td>
<td>1,670</td>
<td>1,862</td>
</tr>
<tr>
<td>Parking</td>
<td>660</td>
<td>685</td>
</tr>
<tr>
<td>Facility rental and food services concession</td>
<td>652</td>
<td>722</td>
</tr>
<tr>
<td>Interest on cash and short-term investments</td>
<td>497</td>
<td>845</td>
</tr>
<tr>
<td>Donations</td>
<td>345</td>
<td>476</td>
</tr>
<tr>
<td>Publications</td>
<td>208</td>
<td>312</td>
</tr>
<tr>
<td>Royalties</td>
<td>52</td>
<td>18</td>
</tr>
<tr>
<td>Other</td>
<td>994</td>
<td>975</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>8,737</strong></td>
<td><strong>9,267</strong></td>
</tr>
</tbody>
</table>

Excess of expenses over revenue before parliamentary appropriation $45,408 $44,226
### Statement of Equity of Canada for the year ended March 31, 1997

<table>
<thead>
<tr>
<th>(in thousands of dollars)</th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at beginning of year</td>
<td>$ 17,575</td>
<td>$ 15,597</td>
</tr>
<tr>
<td>Excess of expenses over revenue before parliamentary appropriation</td>
<td>(45,408)</td>
<td>(44,226)</td>
</tr>
<tr>
<td>Parliamentary appropriation for operations and acquisition of capital assets</td>
<td>44,214</td>
<td>46,204</td>
</tr>
<tr>
<td>Balance at end of year</td>
<td>$ 16,381</td>
<td>$ 17,575</td>
</tr>
</tbody>
</table>

### Statement of Changes in Financial Position for the year ended March 31, 1997

<table>
<thead>
<tr>
<th>(in thousands of dollars)</th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess of expenses over revenue before parliamentary appropriation</td>
<td>$ (45,408)</td>
<td>$ (44,226)</td>
</tr>
<tr>
<td>Items not affecting funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization net of disposal of capital assets</td>
<td>2,379</td>
<td>2,722</td>
</tr>
<tr>
<td>Employee termination benefits</td>
<td>(61)</td>
<td>139</td>
</tr>
<tr>
<td>Change in non-cash operating assets and liabilities</td>
<td>826</td>
<td>(1,317)</td>
</tr>
</tbody>
</table>
Funds used for operating activities                           (42,264)     (42,682)

Investing activities
Acquisition of capital assets                        (3,954)      (3,598)

Financing activities
Parliamentary appropriation                         44,214       46,204

Decrease in cash and short-term investments          (2,004)         (76)
Balance at beginning of year                          13,032       13,108

Balance at end of year                               $ 11,028     $ 13,032

Notes to Financial Statement, March 31, 1997

1. Mission and mandate


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

"to increase, throughout Canada and internationally, interest in, knowledge and critical understanding of and appreciation and respect for human cultural achievements and human behaviour by establishing, maintaining and developing for research and posterity a collection of objects of historical or cultural interest, with special but not exclusive reference to Canada, and by demonstrating those achievements and behaviour, the knowledge derived from them and the understanding they represent."
In compliance with the Museums Act, assets, liabilities and equity belonging to the Canadian Museum of Civilization were transferred, as of July 1, 1990, from the National Museums of Canada to the Canadian Museum of Civilization, at book value.

2. Significant accounting policies

(a) Inventories

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

(b) Collection

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

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

(c) Capital assets

Capital assets were transferred to the Corporation on July 1, 1990 at the then book value of the National Museums of Canada. The value has been credited to the equity of Canada. Capital assets acquired since July 1, 1990 are recorded at cost.

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

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

Since the buildings are not owned by the Corporation, no amortization is taken.

(d) Pension Plan

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

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

(f) Parliamentary appropriation

The parliamentary appropriation for operating and capital expenditures is credited to the equity of Canada during the fiscal year for which it is approved.

(g) Donations

Cash donations are deferred and recognized as revenue only when corresponding expenses are incurred. Cash donations for a specified purpose are managed in accordance with the donor's wishes whereas unspecified cash donations are used for exhibit development based on the by-laws for the Corporation.

3. Cash and short term investments

The Corporation invests in the short-term money market. The overall portfolio yield as at March 31st, 1997 was 4.4% (1996, 7.3%). All instruments held in short-term investments are rated R1 or better by the Dominion Bond Rating Service. The average term to maturity is 46 days.

4. Accounts receivable

(\text{in thousands of dollars}) \hspace{1cm} 1997 \hspace{1cm} 1996

<table>
<thead>
<tr>
<th></th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refundable taxes</td>
<td>$ 731</td>
<td>$ 822</td>
</tr>
<tr>
<td>Trade accounts</td>
<td>942</td>
<td>562</td>
</tr>
<tr>
<td>Appropriation receivable</td>
<td>113</td>
<td>---</td>
</tr>
<tr>
<td>Other</td>
<td>40</td>
<td>64</td>
</tr>
</tbody>
</table>

$ 1,826 \hspace{1cm} $ 1,448

5. Restricted cash and investments

Restricted cash and investments include cash donations received from individuals and corporate entities, and are managed in accordance with the donor's wishes and the by-laws
of the Corporation. Cash donations are invested in accordance with the investment policy of the Corporation.

6. Capital assets
   (in thousands of dollars)

<table>
<thead>
<tr>
<th></th>
<th>Cost</th>
<th>Accumulated Amortization</th>
<th>Net Book Value</th>
<th>Net Book Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leasehold and building improvements</td>
<td>$16,618</td>
<td>$6,918</td>
<td>$9,700</td>
<td>$8,581</td>
</tr>
<tr>
<td>Office furniture and equipment</td>
<td>5,570</td>
<td>4,571</td>
<td>999</td>
<td>1,304</td>
</tr>
<tr>
<td>Technical equipment</td>
<td>7,744</td>
<td>6,372</td>
<td>1,372</td>
<td>752</td>
</tr>
<tr>
<td>Informatics equipment</td>
<td>5,982</td>
<td>5,139</td>
<td>843</td>
<td>710</td>
</tr>
<tr>
<td>Motor vehicles</td>
<td>140</td>
<td>107</td>
<td>33</td>
<td>25</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$36,054</td>
<td>$23,107</td>
</tr>
<tr>
<td></td>
<td>$12,947</td>
<td>$11,372</td>
</tr>
</tbody>
</table>

7. Accounts payable and accrued liabilities
   (in thousands of dollars)

<table>
<thead>
<tr>
<th></th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade accounts payable</td>
<td>$5,597</td>
<td>$4,812</td>
</tr>
<tr>
<td>Accrued salaries and vacation pay</td>
<td>2,093</td>
<td>2,228</td>
</tr>
<tr>
<td>Government departments and agencies</td>
<td>444</td>
<td>403</td>
</tr>
<tr>
<td>Current portion of accrued employee termination benefits</td>
<td>443</td>
<td>220</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$8,577</td>
<td>$7,663</td>
</tr>
</tbody>
</table>
8. Deferred revenues

Deferred revenues include receipts from operations and cash donations which are related to future period activities. Receipts from operations are recognized when earned and cash donations are recognized when corresponding expenses are incurred.

Changes in the deferred revenues balance are as follows:

<table>
<thead>
<tr>
<th>(in thousands of dollars)</th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DONATIONS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at beginning of year</td>
<td>$3,143</td>
<td>$2,669</td>
</tr>
<tr>
<td>Add amount received in the year</td>
<td>1,314</td>
<td>950</td>
</tr>
<tr>
<td>Less amount recognized as revenue</td>
<td>345</td>
<td>476</td>
</tr>
<tr>
<td>Balance at end of year</td>
<td>$4,112</td>
<td>$3,143</td>
</tr>
<tr>
<td><strong>OPERATIONS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at beginning of year</td>
<td>$86</td>
<td>$381</td>
</tr>
<tr>
<td>Add amount received in the year</td>
<td>151</td>
<td>86</td>
</tr>
<tr>
<td>Less amount recognized as revenue</td>
<td>86</td>
<td>381</td>
</tr>
<tr>
<td>Balance at end of year</td>
<td>$151</td>
<td>$86</td>
</tr>
<tr>
<td><strong>Total deferred revenues</strong></td>
<td>$4,263</td>
<td>$3,229</td>
</tr>
</tbody>
</table>

9. Equity of Canada

The equity of Canada represents the book value of assets and liabilities transferred from the former National Museums of Canada as of July, 1990, and the net results of operations
of the Corporation since that date. However, it does not reflect the value of land and buildings occupied by the Corporation, as these are presently owned by the Government of Canada.

10. Cost of goods sold

The Corporation performed a market demand analysis of publishing inventory on hand as at March 31, 1997. The analysis resulted in a publishing inventory write-down of $313,283 which has been charged to cost of goods sold.

11. Related party transactions

The Corporation receives, without charge, collections management and auditing services from different government departments and agencies. The cost of these services are not reflected in the financial statements.

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

12. Commitments

The Corporation has entered into long-term contracts for informatics, property leases and building maintenance services with a remaining value of $3,926,869.

13. Comparative figures

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