



# McCORD MUSEUM

ANNUAL REPORT 2003-2004

*Expanding our Reach...*



McCORD

## Our Mission

The McCord Museum is a public research and teaching museum dedicated to the preservation, study, diffusion, and appreciation of Canadian history.

Grounded in its collections and the study of material culture, and building on the national vision of its founder, the McCord Museum pursues excellence in research, collections, exhibitions, and education, using traditional media and innovative technologies and approaches, to speak to contemporary preoccupations and to inspire historical enquiry.

## Our Vision

The McCord Museum will become a world-renowned resource that inspires people to learn about the history of Canada and to reflect on our place in the world.



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All photos by Marilyn Aitken, except: page 2-3, left, centre and right (Roger Aziz); page 8 and centrefold (Neil Riddell).

On the cover (l. to r.): A. Reford, II-124604; Master Hugh Allan, N1981.16.1; F.F. Ahern, II-83709.1; "Bonnie Lassies," II-172610

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**Centre** Support

## A Message from the Executive Director and the Chair of the Board of Trustees

Very few museums can boast an A+ rating from their provincial government, and a glowing description such as this:

The McCord Museum is, without a doubt, a first-class institution and a pillar of the museum community in Quebec. By the strength of its collections, the quality of its exhibitions and the rich variety of services it offers to the public, this institution distinguishes itself in an exemplary fashion.\*

This evaluation, carried out every three years by expert evaluators for the Ministère de la Culture et des Communications du Québec, assesses the quality of museums' services and provides an objective means of comparison across institutions.

The annual report you hold in your hands demonstrates just how complex an undertaking it is to operate a museum of the McCord's calibre. Countless partnerships and years of professional expertise in numerous areas are just two requirements. This, and the dedication of our many staff, interns and volunteers enable us to excel in the cultural sector.

In short, our recent A+ rating confirms what we already know to be true: the McCord is a leader in the cultural community of Montréal, Quebec and Canada. With on-going support from all levels of government, the corporate and private philanthropic community, and our members, we will continue on this path – ensuring the appreciation of our collective heritage for generations to come.



Victoria Dickenson, Ph.D.  
Executive Director

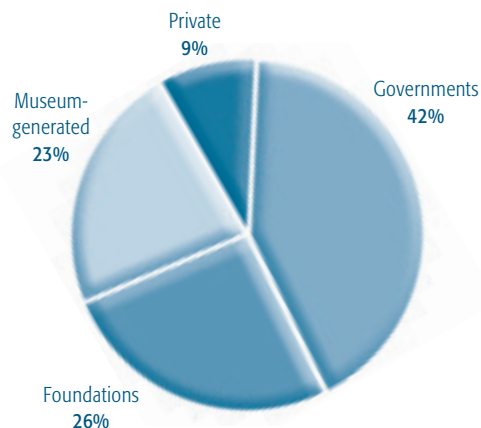
Manon Vennat  
Chair

\* translated from "Rapport synthèse d'évaluation : Musée McCord d'histoire canadienne,"  
*Institutions muséales reconnues / Évaluation nationale 2003-2004* (Québec : Ministère de la Culture et des communications, 2004).

## Financial Overview

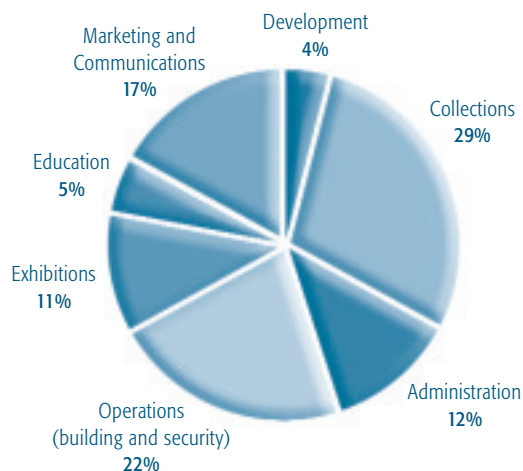
### 2003-2004 Sources of Revenue

(as percentage of total)



### 2003-2004 Expenditures

(as percentage of total)



*After Notman / D'après Notman*

## Exhibitions

**Simply Montréal – Glimpses of a Unique City**  
Permanent exhibition

**After Notman – Photographic Views of Montréal, A Century Apart**  
July 26, 2003 to July 25, 2004

**The Scots – Dyed-in-the-Wool Montrealers**  
October 3, 2003 to September 6, 2004

**Cities of Canada – The Seagram Collection**  
February 12 to April 12, 2004



*The Urban Heiltsuk Dance Group at the opening of Káxláya Gvítás*  
L'Urban Heiltsuk Dance Group au vernissage du Káxláya Gvítás

## Visiting

**This Other Eden – Canadian Folk Art Outdoors**  
February 21 to August 24, 2003, *from the Canadian Museum of Civilization, Gatineau*

**Hindsight – William Hind in the Canadian West**  
April 3 to June 29, 2003, *from the Winnipeg Art Gallery*

**Káxláya Gvìlás – “The Ones Who Uphold the Laws of Our Ancestors,”** April 11 to October 5, 2003, *by the Heiltsuk Tribal Council, the Heiltsuk Cultural Education Centre, the Royal Ontario Museum and the Royal British Columbia Museum*

**Canvas of War – Masterpieces from the Canadian War Museum,** November 11, 2003 to January 25, 2004, *from the Canadian War Museum and the Canadian Museum of Civilization, Gatineau*

“Fantastic! So much I hadn’t thought about before. I will never take a suit for granted again.”

- visitor to *Clothes Make the MAN*

“This exhibit gave me a real sense of the past living on in the present.”

- visitor to *Káxláya Gvìlás*

## Virtual

**The Magic Lantern**

**Urban Life Through Two Lenses,** *in collaboration with the Virtual Museum of Canada*

**The Victoria Bridge – The Eighth Wonder of the Modern World**

## On Tour

**Clothes Make the MAN,** April 24 to September 1, 2003 *at the Canadian Museum of Civilization, Gatineau /* March 24 to September 26, 2004 *at the Musée de l’Amérique française, a component of the Musée de la civilisation, Québec*





## In 2003-2004, the McCord reached out to schoolchildren, scholars, and the general public – especially Montrealers:

- **3,319 people** participated in rich and varied cultural activities, including lectures, concerts, and plays, as well as our ever-popular arts and crafts workshops and independent activities in the exhibition halls. With their clever connections to exhibition content, these activities offer visitors the opportunity to interact with artists, scholars, museum staff, and each other.
- The McCord saw an increase in on-site visitation in 2003-2004, welcoming **almost 89,000 visitors**. This increase is attributable to the huge success of exhibitions designed for and marketed to a local audience, namely *After Notman – Photographic Views of Montréal*, *A Century Apart* and *The Scots – Dyed-in-the-Wool Montrealers*. Montréal residents represented **42%** of individual visitors this year, an increase of **17%** from 2001-2002.
- Researchers and scholars come to the McCord from around the world to further their studies and participate in academic exchanges, such as the 2004 McCord colloquium, *The Sixties: Style and Substance* (organized in conjunction with the Université du Québec à Montréal). The McCord also hosted **6 research associates** and **3 Max Stern-McCord Museum Fellows**. On-going research projects include one related to the Pen and Pencil Club of Montréal, in association with the Université du Québec à Montréal and with the financial support of Miles Price of New York.
- **18,291 school children** passed through the McCord's doors in 2003-2004, taking part in diverse activities that compliment the provincial curriculum. New developments in this area included targeted marketing tools, an experimental "Education Kit" for use in classrooms, and activities designed specifically for daycares. The number of groups visiting in 2003-2004 increased by **20%** over the previous year.

"My objective was to expose my students to something new and give them the tools they need to visit a museum – I love the way you make that possible. Thank you!"

– teacher, Woodland Elementary School

"It's a beautiful museum, and your family activities are the perfect way to introduce children to it."

– parent participating in a workshop

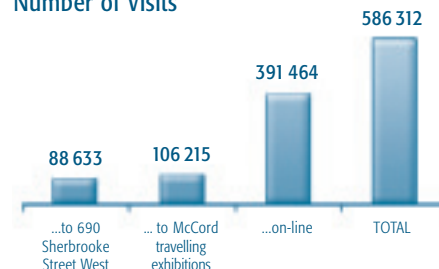


L. to r. / De g. à dr. : Desmond Morton, Pierre Venat, Jocelyn Coulon

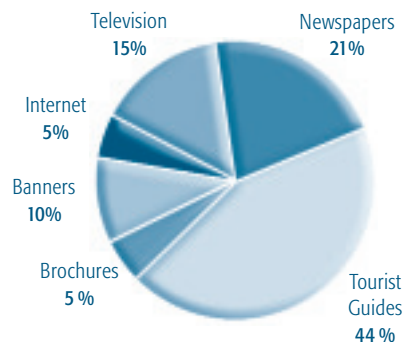
## The McCord continues to strive for advancement through creativity and ingenuity:

- The McCord continues its tradition of excellence in Web content and design. The interactive virtual space **Keys to History** and the on-line educational program **EduWeb**, which includes the pedagogical tool **ClioClic**, were all expanded to include more interactive games and activities and **18 new Web tours**. The searchable database has grown to some **90,000 digital images** of artifacts, documents and photographs. This online presence, combined with the thousands who see McCord exhibitions loaned to other institutions, allows the Museum to reach nearly **five times more people** than the number who walk through its Sherbrooke Street doors each year.
- 2003-2004 saw the launch of a **major media campaign** to raise the McCord's institutional profile. Three 30-second television commercials aired on **CBC, SRC, RDI, ArtTV, LCN, Historia** and **Télé-Québec**, and ads were placed in *La Presse*, the *Montreal Gazette*, *VOIR, HOUR*, and the *Journal Métro*. The experiment was a success: **15% of visitors** cited television and **21% cited newspapers** when asked what drew them to the Museum.

Number of Visits



How Visitors Hear About the McCord



## Awards and Recognition

- **2003 Télé-Québec Multimedia and Audiovisual Prize** from the Société des musées québécois, for the virtual exhibition *Urban Life Through Two Lenses*
- **Scottish Cultural Activities Award** from the Quebec Thistle Council for the exhibition *The Scots – Dyed-in-the-Wool Montrealers*
- **Richard Martin Award for Excellence in the Exhibition of Costume** from the Costume Society of America, for the exhibition *Clothes Make the MAN*
- **Commemorative Medal for the Golden Jubilee of Her Majesty Queen Elizabeth II**, awarded to Executive Director Victoria Dickenson for her significant contribution to the Canadian museum community

## Partnerships help the McCord connect with the cultural and intellectual life of the community:

- A major exhibition on *The Scots* of Montréal benefited enormously from the involvement of the Scottish and corporate communities. The **St Andrew's Society of Montréal** and the **Church of St Andrew and St Paul** provided key artifacts, documents and funding for research, while important financial and in-kind support came from the **Bank of Montreal**, **Canadian Pacific Railway** and **CBC Television**. In addition, an agreement with **Firefly Books** allowed the Museum to produce its first book of photography in many years, to accompany the critically acclaimed exhibition *After Notman*.
- Cultural activities and school programs received added value through cooperative ventures. For example, **Veterans Affairs Canada** facilitated a popular series of workshops entitled *Peacework*, in which the paintings in *Canvas of War* inspired visual arts projects that carried messages of peace and were auctioned off to support the **War Amps CHAMPS Program**. The **Veterans Affairs** partnership also resulted in *Never Again*, an activity for secondary school groups. A guide in the role of a First World War soldier introduced students to the exhibition; they then met with a Canadian war veteran. All of the McCord's school programs were made possible by the generous support of **Great-West/London Life**.
- The Museum is reaching a broader virtual audience, thanks to the cooperation of educational institutions and organizations from across the country. *EduWeb*, our new on-line educational program, grew out of a research project funded by a **Community-University Research Alliance** grant from the **Social Sciences and Humanities Research Council of Canada** and carried out with the **Université du Québec à Montréal**, **McGill**, and **Laval Universities** as well as **various schools and associations** from Ontario, Quebec and New Brunswick. Another aspect of the Web site, *Keys to History*, receives core funding from **Canadian Heritage's Canadian Culture On-line Program** and is growing exponentially with the help of five institutions: the **Centre d'études acadiennes** and the **Musée acadien** of the Université de Moncton; the **New Brunswick Museum**; the **North Vancouver Museum and Archives**; and the **Guelph Civic Museum (Ont.)**.



Students present their *EduWeb* projects /  
Des étudiants présentent leur projet *EduWeb*



Every object, photograph and document acquired by the McCord is a new opportunity to engage with our vision for the future:

## 2003-2004 Acquisitions

| COLLECTION                        | NUMBER OF DONATIONS  | NUMBER OF ARTIFACTS                     |
|-----------------------------------|----------------------|-----------------------------------------|
| Iconographic and textual archives | 40 donations         | 16,285 documents *                      |
| Photographic archives             | 17 donations         | 10,614 photographs                      |
| Decorative arts                   | 30 donations         | 3,487 artifacts                         |
| Costume and textiles              | 35 donations         | 181 artifacts                           |
| Ethnology/archeology              | 5 donations          | 19 artifacts                            |
| Paintings, prints and drawings    | 13 donations         | 99 works                                |
| Cross-collection acquisitions     | 35 donations         | (apportioned above)                     |
| <b>TOTAL</b>                      | <b>175 donations</b> | <b>30,685 artifacts and documents *</b> |

\* including lots



Toy soldier  
Petit soldat,  
M2003.61.8.28

In 2003-2004, **13 donations** to the McCord were certified by the Canadian Cultural Property Export Review Board as objects of national significance. These treasures included:

- The J.W. McConnell fonds, a gift of Mrs Peter M. Laing;
- A manuscript signed by Louis de Buade, comte de Frontenac (1698), a gift of Mr Derek A. Price;
- A bronze statuette of Louis-Joseph Papineau by Louis-Philippe Hébert (1887), a gift of Raymond Brodeur, Encadrements Marcel; and
- Six oil portraits by Robert Harris, a gift of Alan, David, John and Tom Law.

For a complete list of donors to the collections in the 2003-2004 fiscal year, please see the Support section.

The value of the McCord's collections to the greater museum and research community becomes more evident every year. In 2003-2004, **177 objects** were on loan to other institutions, of which **52** went to the National Museums of Scotland for the exhibition *Trailblazers: Scots in Canada*. **More than 800 researchers**, email used the resources of the Archives and Documentation Centre, and curators responded to a variety of on-site, email and telephone requests for information about the collections.

## People

### BOARD OF TRUSTEES

\* ex-officio

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Gail Johnson  
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Jacques Lacoursière  
Linda M. Leus  
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Gary Miller (treasurer)  
Andrew Molson  
Desmond Morton  
Heather Munroe-Blum \*  
John J. Peacock  
Jan Peeters  
Derek A. Price \*  
Line Rivard  
Barbara Ann Thompson  
Judith Webster



L. to r. / De g. à dr. : Derek Price, Alexander Reford,  
Jasmine M. Fortin

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Claire Gohier  
Cynthia Gordon  
Jean-Eudes Guy  
Jewel Lowenstein  
Gail Johnson  
Gary Miller  
Barbara Ann Thompson  
John J. Peacock  
Philip Leduc \*  
Marguerite Stratford \*

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E. Lee Hambleton

MANON VENNAT AND VICTORIA DICKENSON  
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Judith Webster  
Jasmine M. Fortin \*

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Assistant to the Executive Director, *Christine Poussart*

### Research and Exhibitions

Director, Research and Exhibitions, *Moira McCaffrey*

#### Research

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Curator, Costume and Textiles, *Cynthia Cooper*  
Curator emerita, Costume and Textiles,  
*Jacqueline Beaudoin-Ross*  
Cataloguer, Costume and Textiles, *Caroline Bourgeois*  
Research Curator, Photography, *Vincent Lavoie, Ph.D.*  
Curatorial Assistant, *Guislain Lemay*  
Assistant, Native Programs, *Dolorès Contré Miqwas*  
Research Associates, *Joanne Burgess, Ph.D./*  
*Jane Cook, Ph.D./Betty Kobayashi Isseman/*  
*Martha Langford, Ph.D./Loren Lerner, Ph.D./*  
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*Sarah Gibson/Annie Becker/Anna Shea*

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Conservators, *Joan Marshall/*  
*Nuria Sales Soler/Sharon Koehler*  
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*Gagné/Miranda Elliott/Laurie Alpert*

# People

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Carol Kouri/Susan McNabb/  
Janelle Newcomb/Sheila Petts/  
Elizabeth Sifton/Armogard Stanger/  
Edna Wootan/Christine Younie*

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Research Assistant, *Heather McNabb*  
Intern, Exhibition Coordination, *Valérie Paquin*  
Chief Technician, Exhibitions, *Alain Lalumière*  
Technician, Exhibitions, *John Gouws*  
Exhibition Preparation, *Caroline Bourgeois/  
Sylvie Gastonguay/Yasmée Faucher/  
Patrick Lachapelle/Marie-Josée Michaud/  
Josée Noël*

Interns, Exhibition Preparation,  
*Lucie Laberge/Josée Bourget*

## Collection and Information Management

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Senior Cataloguer, Notman Photographic Archives,  
*Nora Hague*

Archivist, *François Cartier*

Contractual Archivist, *Mireille Lebeau*

Archival Interns, *Patrick Lamarre/  
Amor Ben Nasr/Michèle Séguin/Maria Cavauiolo*

Registrar, *Christian Vachon*

Cataloguer, *Anette McConnell*

Photographer, *Marilyn Aitken*

Collection Technician, *Natalie Monet*

Technician, Rights and Reproductions,  
*Stéphanie Poisson*

Webmaster and Database Administrator, *Hugues Boily*

## EduWeb Project

Researcher-Coordinator, *Marie-Claude Larouche, Ph.D.*

Research Assistant, *Karine Rousseau*

Researcher, *Chantale Boulanger*

Research Intern, *Chantal Provost*

## Keys to History Project

Coordinator, *Janick Aquilina*

Cataloguers, *Shiri Alon/Morgannis Graham/  
Roxanne Raby*

Photographers, *Peter Berra/Louis Lapointe*

Interns, Collection and Information Management,  
*Pierre Lacroux/Sébastien Daviau/Laurence Burger*

Volunteers, Collection and Information Management,  
*Valeria Cszmadia/Irene Lipper/Joan McKim/  
Susan Nish*

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Director, Visitor Services, Communications and  
Marketing, *Michel Pelletier*

## Communications and Publications

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Communications Officer, *Eileen Stack*

Publications Assistant, *Melanie Martens*

Clerk, *Carrington Koebele*

Intern, Communications, *Johanne Vigneault*

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Coordinator, Cultural Programs, *Marie-Luce Maupetit*

Assistant, Native Programs, *Dolorès Contré Migwans*

Educator, *Catherine Charlebois*

Interpreters, Education and Cultural Programs,  
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Castonguay/Alexandre Dubé/Gabriella Goldberg/  
Jean-Sébastien Hodgson/Martin Lominy/  
Julie Lussier/Samuel Pane/Sylvain Rondeau/  
Michèle Séguin*

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Joan Montserrat*

Volunteers, Education, *Irene Adelman/Gwen Ayoup/  
Murielle Bergeron/Louise Brien/  
Alexandre Campbell/Lorraine Chiarelli/  
Guy Côté/Germaine Deichmann/Hélène Fontaine/  
Ruth Gravel Thériault/Julia Grimes/  
Elizabeth Jennaway Eaman/Laura Khalil/  
Suzy Khody/Frances Kucharsky/  
Lorraine Lapointe/Lise Lavallée/  
Ginette Massé/Andrée Mercier/Andrée Monin/  
Lucie Parent/Lesley Régnier/Betty Reymond/  
Dana Rinaldi/Rhona Vandelman/Éva Zietkiewicz*

## Visitor Services and Marketing

Head, Visitor Services, *France Desmarais*

Principal Attendant, Reception Desk, *Linda St-Pierre*

Reception Desk Attendants,

*Jean Pierre Bernard/Jacqueline Blanchard/  
Véronique d'Astous/Jesse Radz*

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Manager, Fundraising and Special Events,  
*Marie-Claude Landry*

Officer, Development, *Eve-Marie Houyoux*

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Manager, Accounting Services, *Éric St-Pierre, CMA*

Manager, Human Resources and Institutional  
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*Marguerite Stratford, CRHA/CHRP*

Coordinator, Accounting and Administration,  
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Office Clerk, *Jacqueline Blanchard*

Buyer, Gift Shop, *Pascale Blais*

Gift Shop Attendants, *Carla Dirlikov/Jessica Temmel*

Network Administrator, *Duncan Forbes*

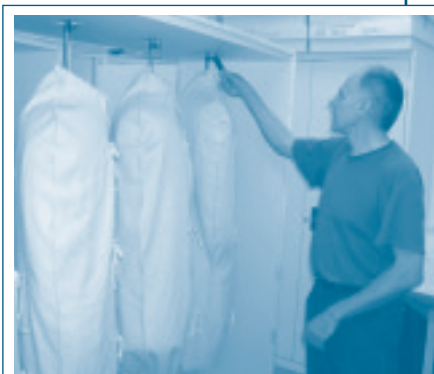
Building Services Coordinator, *Mario Hétu*

Mechanical Technician, *Dominique Granger*

Maintenance Technician, *Giusto Cannella*

Supervisor, Safety and Security, *Alain Bastien*

Interns, Polyglobe Program, *Zubair Ghafoor/  
Guillaume Paradis/Michael Pineault/  
Laurent Desgagné-Plamondon/Yasser Benslimane*



Technician John Gouws packing *Clothes Make the MAN*  
John Gouws, technicien, prépare l'exposition itinérante LUI



Le Musée McCord compte sur le soutien de la communauté pour maintenir ses normes d'excellence en matière de collections, d'expositions, de programmation et de services. Nous sommes très reconnaissants envers les nombreux individus, sociétés, fondations, institutions et organismes gouvernementaux qui ont fait preuve de générosité à l'égard du McCord au cours de la dernière année, et tenons à souligner leur contribution pour la période **du 1<sup>er</sup> avril 2003 au 31 mars 2004**.

*The McCord Museum relies on community support to maintain high standards in collecting, exhibiting, programming, and services. We gratefully acknowledge the many individuals, corporations, foundations, organizations, and government agencies that have demonstrated their commitment to the McCord during the past year. We wish to recognize the following contributions for the period **from April 1, 2003 to March 31, 2004**.*

Donateurs aux collections - *Donors to the Collections*

Ms Elizabeth Abbott  
Mrs Samuel T. Adams  
Mrs Susan Alain  
Musée régional d'Argenteuil /  
Argenteuil Regional Museum  
Mr John Ballantyne  
Ms Kathryn Banham  
Ms Jane Bastedo  
M. A. Beauchamp  
Mme Aline Viau Bélanger  
Mme Fabienne Bélanger  
M. Jean Béliste  
Mme Marjolaine Bell, celle qui a utilisé  
ces kamik à Kuujuarapik  
Mme Marie P. Bellerive  
Mrs Trina Vineberg Berenson  
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M. Marc Masson Bienvenu  
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fille de Theodore Hart de Montréal  
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Marilyn and Jacques Dubuc  
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infirmière du Grand-Nord québécois  
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lors de sa dissolution en 1966  
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Mr Derek A. Price  
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Mary Jean Butler Reid  
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# THE McCORD MUSEUM OF CANADIAN HISTORY

## Balance sheet

as at March 31, 2004

|                                                | Operating<br>Fund | Restricted<br>Fund | Capital<br>Assets<br>Fund | Endowment<br>Fund | Total      |            |
|------------------------------------------------|-------------------|--------------------|---------------------------|-------------------|------------|------------|
|                                                |                   |                    |                           |                   | 2004       | 2003       |
|                                                | \$                | \$                 | \$                        | \$                | \$         | \$         |
| <b>Assets</b>                                  |                   |                    |                           |                   |            |            |
| Current assets                                 |                   |                    |                           |                   |            |            |
| Cash                                           | 52,269            | -                  | -                         | 522,443           | 574,712    | 1,406,289  |
| Amounts receivable                             | 221,140           | -                  | -                         | -                 | 221,140    | 93,399     |
| Grants receivable                              | 90,081            | 196,784            | 94,845                    | -                 | 381,710    | 224,851    |
| Due (to) from other funds                      | 399,177           | (106,559)          | -                         | (292,618)         | -          | -          |
| Inventory                                      | 124,038           | -                  | -                         | -                 | 124,038    | 112,906    |
| Prepaid expenses                               | 41,858            | -                  | -                         | -                 | 41,858     | 59,570     |
|                                                | 928,563           | 90,225             | 94,845                    | 229,825           | 1,343,458  | 1,897,015  |
| Grant receivable                               | 357,493           | -                  | 663,912                   | -                 | 1,021,405  | 1,167,320  |
| Investments at cost (Note 10)                  | -                 | -                  | -                         | 7,773,371         | 7,773,371  | 5,177,093  |
| Capital assets (Note 6)                        | -                 | -                  | 2,371,321                 | -                 | 2,371,321  | 2,627,748  |
|                                                | 1,286,056         | 90,225             | 3,130,078                 | 8,003,196         | 12,509,555 | 10,869,176 |
| <b>Liabilities</b>                             |                   |                    |                           |                   |            |            |
| Current liabilities                            |                   |                    |                           |                   |            |            |
| Accounts payable and<br>accrued liabilities    | 628,823           | 6,339              | -                         | 10,856            | 646,018    | 757,872    |
| Deferred revenue                               | 286,167           | 74,000             | -                         | -                 | 360,167    | 786,839    |
| Current portion of long-<br>term debt (Note 7) | 51,070            | -                  | 94,845                    | -                 | 145,915    | 145,915    |
|                                                | 966,060           | 80,339             | 94,845                    | 10,856            | 1,152,100  | 1,690,626  |
| Long-term debt (Note 7)                        | 357,493           | -                  | 663,912                   | -                 | 1,021,405  | 1,167,320  |
| Deferred contributions<br>(Note 8)             | -                 | -                  | 1,423,493                 | -                 | 1,423,493  | 1,591,817  |
|                                                | 1,323,553         | 80,339             | 2,182,250                 | 10,856            | 3,596,998  | 4,449,763  |
| <b>Fund balances</b>                           |                   |                    |                           |                   |            |            |
| Invested in capital assets                     | -                 | -                  | 947,828                   | -                 | 947,828    | 1,093,959  |
| Externally restricted<br>(Note 9)              | -                 | 9,886              | -                         | 7,618,478         | 7,628,364  | 5,170,256  |
| Internally restricted<br>(Note 9)              | -                 | -                  | -                         | 373,862           | 373,862    | 299,696    |
| Unrestricted                                   | (37,497)          | -                  | -                         | -                 | (37,497)   | (144,498)  |
|                                                | (37,497)          | 9,886              | 947,828                   | 7,992,340         | 8,912,557  | 6,419,413  |
|                                                | 1,286,056         | 90,225             | 3,130,078                 | 8,003,196         | 12,509,555 | 10,869,176 |

# THE McCORD MUSEUM OF CANADIAN HISTORY

## Statement of operations and changes in fund balances

year ended March 31, 2004

|                                                         | Operating<br>Fund | Restricted<br>Fund | Capital<br>Assets<br>Fund | Endowment<br>Fund | Total            |                  |
|---------------------------------------------------------|-------------------|--------------------|---------------------------|-------------------|------------------|------------------|
|                                                         | \$                | \$                 | \$                        | \$                | 2004<br>\$       | 2003<br>\$       |
| <b>Revenue</b>                                          |                   |                    |                           |                   |                  |                  |
| Québec Government<br>(Note 3)                           | 1,443,523         | 32,401             | 55,570                    | -                 | 1,531,494        | 1,399,576        |
| Canadian Government<br>(Note 4)                         | 51,712            | 1,089,417          | -                         | -                 | 1,141,129        | 928,495          |
| Conseil des arts de<br>Montréal                         | 48,000            | -                  | -                         | -                 | 48,000           | 48,000           |
| Foundation grants                                       | 1,368,190         | -                  | 305,170                   | -                 | 1,673,360        | 2,089,186        |
| Other grants                                            | 16,152            | -                  | -                         | -                 | 16,152           | 36,338           |
| Contributed services<br>(Note 2)                        | 136,776           | -                  | -                         | -                 | 136,776          | 129,621          |
| Auxiliary services                                      | 387,319           | -                  | -                         | -                 | 387,319          | 358,939          |
| Investment income                                       | 24,163            | -                  | -                         | 374,234           | 398,397          | 201,886          |
| Admissions                                              | 303,812           | -                  | -                         | -                 | 303,812          | 269,564          |
| Fundraising                                             | 286,207           | 1,787              | -                         | -                 | 287,994          | 298,420          |
| Sponsorship                                             | 116,659           | -                  | 7,116                     | -                 | 123,775          | 124,740          |
| Rental                                                  | 278,486           | -                  | -                         | -                 | 278,486          | 306,002          |
| Other                                                   | 72,640            | 2,242              | -                         | -                 | 74,882           | 71,326           |
|                                                         | 4,533,639         | 1,125,847          | 367,856                   | 374,234           | 6,401,576        | 6,262,093        |
| <b>Expenses</b>                                         |                   |                    |                           |                   |                  |                  |
| Collections                                             | 753,163           | 1,079,620          | -                         | -                 | 1,832,783        | 1,780,844        |
| Building and security                                   | 888,837           | -                  | -                         | -                 | 888,837          | 779,329          |
| Administration                                          | 731,411           | -                  | -                         | 43,747            | 775,158          | 763,811          |
| Exhibitions                                             | 726,280           | -                  | -                         | -                 | 726,280          | 752,883          |
| Marketing                                               | 280,008           | -                  | -                         | -                 | 280,008          | 309,833          |
| Education programs                                      | 340,570           | -                  | -                         | -                 | 340,570          | 297,574          |
| Communications                                          | 515,422           | -                  | -                         | -                 | 515,422          | 429,836          |
| Development                                             | 242,027           | 44,440             | -                         | -                 | 286,467          | 281,489          |
| Auxiliary services                                      | 250,196           | -                  | -                         | -                 | 250,196          | 252,078          |
| Interest on long-term<br>debt                           | 29,922            | -                  | 55,570                    | -                 | 85,492           | 94,991           |
| Amortization<br>of capital assets                       | -                 | -                  | 427,219                   | -                 | 427,219          | 422,133          |
|                                                         | 4,757,836         | 1,124,060          | 482,789                   | 43,747            | 6,408,432        | 6,164,801        |
| <b>(Deficiency) excess of<br/>revenue over expenses</b> | <b>(224,197)</b>  | <b>1,787</b>       | <b>(114,933)</b>          | <b>330,487</b>    | <b>(6,856)</b>   | <b>97,292</b>    |
| <b>Fund balances, beginning of year</b>                 |                   |                    |                           |                   |                  |                  |
| As previously stated                                    | (51,519)          | 8,099              | 1,093,959                 | 5,461,853         | 6,512,392        | 3,915,100        |
| Recording of accrued<br>vacations                       | (92,979)          | -                  | -                         | -                 | (92,979)         | (92,979)         |
| As restated                                             | (144,498)         | 8,099              | 1,093,959                 | 5,461,853         | 6,419,413        | 3,822,121        |
| Endowment contributions                                 | -                 | -                  | -                         | 2,500,000         | 2,500,000        | 2,500,000        |
| Interfund transfers (Note 5)                            | 331,198           | -                  | (31,198)                  | (300,000)         | -                | -                |
| <b>Fund balances, end of year</b>                       | <b>(37,497)</b>   | <b>9,886</b>       | <b>947,828</b>            | <b>7,992,340</b>  | <b>8,912,557</b> | <b>6,419,413</b> |