



CANADIAN  
MUSEUM  
OF HISTORY  
-  
MUSÉE  
CANADIEN  
DE L'HISTOIRE



CANADIAN  
WAR  
MUSEUM  
-  
MUSÉE  
CANADIEN  
DE LA GUERRE

Canada



# SUMMARY OF THE CORPORATE PLAN

FOR THE 2019-20 TO 2023-24  
PLANNING PERIOD AND OPERATING  
AND CAPITAL BUDGETS FOR 2019-20

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# 1 EXECUTIVE SUMMARY





# EXECUTIVE SUMMARY

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The Canadian Museum of History (CMH) was established through the *Museums Act* of July 1, 1990, amended on December 12, 2013. The CMH is an autonomous Crown corporation that operates at arm's length from the government in its day-to-day operations, activities and programming. It reports to Parliament through the Minister of Canadian Heritage.

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The mandate of the CMH is to:

**Enhance Canadians' knowledge, understanding and appreciation of events, experiences, people and objects that reflect and have shaped Canada's history and identity and also to enhance their awareness of world history and cultures.**

The Corporation's activities and programs are guided by the following five strategic directions established by the Board of Trustees:

- 1 Establish the Museum as a hub of Canadian history for Canada and the world.**
  - 2 Connect Canadians to their history and reflect this personal connection in all aspects of the Museum experience.**
  - 3 Develop a collection that best reflects Canada's history and distinctiveness.**
  - 4 Engage dynamic partnerships and networks across Canada and internationally for mutual benefit.**
  - 5 Ensure that the Museum has the financial resources to carry out its mandate.**
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The Corporation plans and reports through three core responsibilities:

- 1 Exhibition, Education and Communication of Canada's history**
  - 2 Collection and Research related to Canadian history**
  - 3 Canadian Museum of History Facilities**
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To deliver on these strategic directions and core responsibilities, the Corporation will conduct research on key topics in Canadian history, pursue the acquisition of objects of national significance, and present exhibitions on themes of relevance to Museum visitors. Leveraging the opening of the Canadian History Hall, the Corporation will strengthen related educational offerings, outreach activities and digital tools. It will continue to work with others - collaborating with Indigenous communities, bringing exhibitions that add community perspectives to the National Capital Region from other Canadian museums, and forging partnerships with likeminded institutions, nationally and internationally. It will also renew the Canadian Children's Museum to ensure it is inclusive and accessible to all Canadians and visitors. Finally, it will continue to develop innovative and responsible strategies to diversify revenue streams and to cultivate, solicit and steward donors and Museum supporters.



# 2 OVERVIEW



# OVERVIEW

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The Canadian Museum of History (CMH) was established as an autonomous Crown corporation by the *Museums Act* of July 1, 1990, amended on December 12, 2013.

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The CMH is a distinct legal entity, wholly owned by the Crown, that operates at arm's length from the government in its day-to-day operations, activities and programming. The Corporation encompasses two museums: the Canadian Museum of History (CMH) and the Canadian War Museum (CWM). Use of the terms "the Museums" and "the Corporation" in this document refers to the CMH as a corporate entity.

The Corporation is governed by the Crown corporation control and accountability regime established under Part X of the *Financial Administration Act*, and its corporate By-law 1. It also complies with other statutes including the *Federal Accountability Act*, the *Access to Information Act*, the *Privacy Act*, the *Public Servants Disclosure Protection Act*, the *Official Languages Act and Regulations*, and the *Canada Labour Code*, and aligns with the Values and Ethics Code for the Public Sector through the Corporation's Code of Conduct. The Corporation reports to Parliament through the Minister of Canadian Heritage.

The mandate of the CMH is to:

**Enhance Canadians' knowledge, understanding and appreciation of events, experiences, people and objects that reflect and have shaped Canada's history and identity and also to enhance their awareness of world history and cultures.**

The Corporation achieves its mandate through the following three core responsibilities, which replace the former Program Alignment Architecture:

- **Exhibition, Education and Communication of Canada's History**

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The Canadian Museum of History develops, maintains and communicates exhibitions, programs and activities to further knowledge, critical appreciation and respect for experiences, people and objects that reflect and have shaped Canada's history and identity and also to enhance awareness of world history and culture.

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- **Collection and Research Related to Canadian History**

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The Canadian Museum of History acquires and collects artifacts to preserve, research and document human, social, cultural, military and political history that represent Canada's heritage, history and identity.

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- **Canadian Museum of History Facilities**

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The Canadian Museum of History manages and maintains its facilities, and related security and hosting services, in order to protect its visitors and staff, and to showcase, preserve and safeguard artifacts of historical significance for Canadians.

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As a member of the Canadian Heritage Portfolio, the Corporation contributes to achievement of the Government of Canada's broad cultural policy objectives. Its public policy role is set out in the preamble to the *Museums Act*, which states that each national museum (1) "plays an essential role . . . in preserving and promoting the heritage of Canada and all its peoples throughout Canada and abroad and in contributing to the collective memory and sense of identity of all Canadians," and (2) "is a source of inspiration, research, learning and



entertainment that belongs to all Canadians and provides, in both official languages, a service that is essential to Canadian culture and available to all.” The CMH is proud to help tell the stories of Canada, both at home and abroad, thereby

remembering and celebrating the country’s vibrant diversity, and to contribute to the strengthening of Canada’s creative industries.



# 3 OPERATING ENVIRONMENT





# OPERATING ENVIRONMENT

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When establishing objectives and planning its activities, the Corporation considers a broad range of factors, internal and external, that affect the Museums while presenting both challenges and opportunities.

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## Internal Environment

### *Renewal of the Canadian Children's Museum*

The Corporation launched a major renewal of the Canadian Children's Museum (CCM) in 2018-2019, 30 years after its opening in 1989. Scheduled to open in the summer of 2021, the renewed museum will provide children and families with Canadian-inspired playful learning experiences that nurture their curiosity and creativity; it will reflect current approaches to play and learning, respond to the needs of today's children and families, and be more inclusive and accessible.

The renewal presents an important opportunity to find and implement new and creative ways of engaging with young visitors and their families. The Museum is undertaking extensive engagement activities, including consultations with staff, the public and an advisory committee. To offset the closure of the CCM in January, 2020, it has planned a robust temporary offer, including two borrowed exhibitions from leading children's museums and the development of an in-house exhibition on the theme of games and play.

### *Workforce Capacity and Talent Management*

The Corporation has benefitted from a relatively stable team of executives and senior managers in recent years; however, professional staff in some of the Museums' core subject areas, as well as key executives, are nearing retirement. A corporate succession plan was undertaken to ensure business continuity. Two strategies have been developed: a replacement strategy for immediate business continuity and the creation of a talent pool for medium to long-term business needs. To continue to attract and retain a qualified and diversified workforce, the Corporation is developing a learning and development strategy that will focus on professional development, corporate and regulatory training, and language courses.

### *Fiscal Planning*

The Corporation continues to be challenged by escalating non-discretionary accommodation costs and capital repairs. It is responsible for two iconic national sites, one of which, the CMH, is 30 years old. As a result, a number of its components have reached, or will soon be reaching, the end of their expected life-cycles. Over the past three years, the Government of Canada has provided funding to the CMH for capital improvement projects at both sites: more than \$15 million has been approved, and 12 capital projects are in various stages of development or completion. Nonetheless, the funding has been consistently below the levels required to keep the Museums' entire aging infrastructure in fair to good condition. The Corporation's appropriation remains constant and, despite the robustness of recent attendance and revenue generation results, the Corporation will not be able to rely on revenue growth to cover these costs.

### *Governance*

The Corporation was pleased to welcome two new Trustees in October 2018 and January 2019, furthering the Board renewal that began in the previous year. The recent appointments address gaps that the Board of Trustees had identified in its skills matrix, bringing a welcome diversity of age, skill sets and perspectives. In addition, terms have been staggered in order to ensure continuity as Trustees' terms expire.

## External Environment

### *Relations with Indigenous Peoples*

The CMH will implement recommendations and findings from its *Indigenous Strategy*, developed in 2018-19, while continuing to broaden and deepen its historic work with Indigenous communities from coast to coast to coast. This responds in part to the recommendations and context of the December

2015 *Report of the Truth and Reconciliation Commission*, but also builds upon the Museum's decades of ground-breaking work with Indigenous communities and individuals – which the Commission noted in its conclusions – towards national reconciliation. The CMH will also play an enhanced role in national and international discussions of critical Indigenous engagement issues, notably in North American discussions of repatriation efforts, and in the creation of flexible, accessible regimes to promote awareness of and access to Indigenous cultural heritage. It will continue to monitor developments relating to Bills C-391 (*Aboriginal Cultural Property Repatriation Act*) and C-262 (*United Nations Declaration on the Rights of Indigenous Peoples Act*) and consider their potential impact on collections.

### **Urban Development**

The lands adjacent to the CMH and CWM provide a vast array of opportunities for urban development, population growth and improvements in public transportation. The future development of Lebreton Flats will transform the land surrounding the CWM. Another major project of particular note is the Zibi project aimed at developing industrial lands on Chaudière and Albert Islands and along the Gatineau waterfront. In addition, in April 2018 the National Capital Commission (NCC) presented its *Ottawa River North Shore Parklands Plan*, which aims to improve access and develop shorelines and federal waterfront parklands (including that of the CMH) along the seven-kilometre perimeter surrounding Hull Island and Brewery Creek.

With their potential to increase foot traffic and enhance the vibrancy of the areas adjacent to the CMH and CWM, these initiatives present excellent opportunities to augment public offerings at both national institutions. The Corporation actively monitors impacts of increased construction activity, such as blasting vibration impacts on the buildings and collections, and vehicular congestion that may reduce access to the sites. The Corporation will continue to monitor developments and assert the interests of the two museums by participating on committees such as the NCC's Special Advisory Committee for the North Shore plan and actively representing the Corporation's interests in the development of LeBreton Flats.

### **Legislative Requirements**

A number of recent or upcoming pieces of legislation will have impacts on museum operations. In preparation for the passage of Bill C-45 (the *Cannabis Act*), the Corporation developed a new policy on alcohol and drugs in the workplace and updated the policy on a smoke-free workplace. Bill C-65, which amended the Canada Labour Code to strengthen the framework for the prevention of harassment and violence in workplace, received Royal Assent in October 2018, expanding employers' obligations to prevent, investigate, take action on, and report harassment and violence in federally-regulated workplaces. The Corporation will update its harassment policy to include and reflect the new requirements. The Corporation is monitoring the progress of Bill C-81 (the *Accessible Canada Act*) and Bill C-58, which will amend the *Access to Information Act* and the *Privacy Act* and will respond to any new requirements in the areas of accessibility and proactive disclosure.

### **Tourism and Economic Trends**

The Corporation is highly dependent upon attendance to meet its mandate and generate revenue. Museum attendance is influenced not only by the quality, diversity and appeal of its visitor offerings, but also the health of domestic and international economies and tourism markets. The overall outlook for tourism to Canada in 2018 was promising, with international arrivals estimated to reach 21 million visitors, which would surpass the all-time high of 20.8 million visitors set in 2017.

The National Capital Region museum landscape continues to be highly competitive following a number of major museum renovations and renewals. Closure of Parliament's Centre Block could provide a positive opportunity for the redirection of visitors and tourist groups to other venues including the Museums. Working closely with Ottawa Tourism and Tourisme Outaouais, the Corporation is intensifying efforts to foster key international tourist markets. It is also exploring opportunities to participate in programs and initiatives to better showcase Canada's Indigenous tourism products.



### Digital Environment

In an increasingly digital world, in which technology continues to advance at an extraordinary pace, museums must respond to many new opportunities and challenges. The Corporation's use of technology to fulfill its mandate requires significant ongoing investments. The Museums' website continues to reach visitors from across the country and internationally: online visitors can deepen their knowledge of Canadian history by taking a virtual tour of the Canadian History Hall, or by accessing the online collections, and can plan a visit using a new planning tool. The Museums conduct extensive digital marketing through their use of social media, such as Facebook, Instagram and Twitter.

Technology is also becoming increasingly embedded in the exhibitions themselves, with many now featuring interactive content that promotes visitor connection and participation. In addition, the Virtual Museum of Canada investment program supports Canadian museums and heritage organizations in sharing their stories through online products.

The Corporation nonetheless recognizes that physical artifacts remain integral to the museum experience. Visitor research has made it clear that audiences value authenticity and that the power of the "real" is one of the things that distinguishes museums from other venues. The Museums strive to stay current with visitor expectations, seeking the right balance between the authentic and the digital, while adopting new technologies to enhance the museum experience and provide a space where visitors may connect with one another.

### Corporate Results, 2017-2018

The Corporation had an exceptional year in 2017-18. Both Museums enjoyed robust attendance throughout the year, driven by temporary exhibitions such as **Hockey** and **Vimy: Beyond the Battle**, as well as the opening of the Canadian History Hall on July 1, 2017. Record attendance was achieved at both Museums in the second quarter of 2017-18 (July-September), with over 800,000 on-site visitors, exceeding the quarterly target by 31%.

Performance in the area of financial resources was equally strong. The annual target for revenue generation was exceeded by 22%, driven by a change to an all-inclusive admission model

as of April 1, 2017, as well as strong giftshop sales and facility rentals. It was also an extremely successful year in terms of fundraising, with the fundraising total exceeding the annual target by about 65%. Both the Canadian History Hall and the First World War campaigns raised significant funds. The Corporation will continue to build on these successes during the planning period.

The year's targets for research, temporary exhibitions and partnerships were met or exceeded. With the completion of the Canadian History Hall, the Research Division turned to new projects aligned with the corporate *Research Strategy*. The annual target for temporary exhibitions that add community perspective was more than doubled due to strategic outreach activities and the development of key community partnerships. Lessons learned from having strong temporary exhibitions throughout the closure of the Canada Hall will be applied to the planned closure period for the Canadian Children's Museum. With over 50 partnerships or collaborations at both Museums over the year, the target of 22 was vastly exceeded. This is partly due to the strength and success of past partnerships which have led to continued relationships and new opportunities being explored.

A target of 39 travelling exhibitions was set for 2017-2018, but only 25 were achieved. The Corporation will continue to promote its travelling exhibitions at national and international museum conferences and through its networks. The travelling exhibition target for 2019-2020 has been adjusted to reflect the current demand. In addition, up to four new travelling exhibitions are currently in development and will revitalize the travelling exhibition offer.

Seven projects were initiated through the History Museums Network in 2017-2018, rather than the target of ten. The CMH will continue to increase membership in the History Museums Network and host biennial meetings that bring members together and foster opportunities for partnerships in areas of mutual interest, including exhibitions, research, programming, resources and installations, and collections.

Over the course of 2017-2018, the Museums completed 30 acquisitions of national significance, representing 83% of

the annual target of 36 acquisitions. A number of acquisition dossiers were in progress.

### **Alignment with Government Priorities and Direction**

The Corporation's plans are well aligned with the Government of Canada's priorities and directions. During the planning period, the CMH will contribute to renewing the relationship with Indigenous peoples, based on recognition of rights, respect, co-operation and partnership. As the most-visited museum in Canada, it will continue to play an important role in contributing to Canada's economy and high quality of life, while fostering diversity and a strengthened national identity through its exhibitions and programming. In addition, the Corporation

is committed to implementing green building principles, and ensuring the sustainability and resiliency of its real property portfolio.

The Corporation contributes to an open and transparent government through its operational practices in areas such as access to information, human resources, and procurement. Procurement practices are also managed according to international trade agreements that support non-discrimination, open access to procurements and transparency. The Corporation actively promotes the federal government's official languages policy through appropriate second-language training, and meets high standards of client services to the general public in both official languages.





# 4

## OBJECTIVES, STRATEGIES AND PERFORMANCE INDICATORS



# OBJECTIVES, STRATEGIES AND PERFORMANCE INDICATORS

## Strategic Directions

The Board of Trustees established the following strategic directions to guide the Corporation's activities and programs:

- 1 **Establish the Museum as a hub of Canadian history for Canada and the world.**
- 2 **Connect Canadians to their history and reflect this personal connection in all aspects of the Museum experience.**
- 3 **Develop a collection that best reflects Canada's history and distinctiveness.**
- 4 **Engage dynamic partnerships and networks across Canada and internationally for mutual benefit.**
- 5 **Ensure that the Museum has the financial resources to carry out its mandate.**

These Strategic Directions align with the Corporation's three core responsibilities and set parameters for planning and reporting.

### High-Level Priorities, Activities and Performance Indicators

The Corporation takes pride in its ability to plan and deliver results. Senior management implements a Performance Measurement Framework to carry out the Board's strategic directions. The framework features high-level priorities linked to core responsibilities and key performance indicators that allow for monitoring and reporting to the Board, and in the annual corporate planning exercise. Senior management sets targets that will allow the Museums to meet their strategic objectives and that are measurable on a quarterly basis.





## STRATEGIC DIRECTION 1: Establish the Museum as a hub of Canadian history for Canada and the world.

### Indicators and Targets

The Corporation has developed three indicators that reflect particular areas of interest to the Board of Trustees, and that measure the achievement of Strategic Direction 1.

1. On-site attendance measures the number of people who enter the buildings at the CMH and CWM.
2. Paid attendance measures the number of visitors who purchase admission.

Performance measurement indicators	2018-2019 Annual Target	2019-2020 Annual Target	2020-2021 Annual Target	2021-2022 Annual Target	2022-2023 Annual Target	2023-2024 Annual Target
On-site attendance (in 000's)						
<b>CMH</b>	1,175	1,100	1,050	1,100	1,100	1,100
<b>CWM</b>	525	525	525	525	525	525
<b>Total:</b>	<b>1,700</b>	<b>1,625</b>	<b>1,575</b>	<b>1,625</b>	<b>1,625</b>	<b>1,625</b>
Paid attendance (in 000's)						
<b>CMH</b>	447	420	400	420	420	420
<b>CWM</b>	250	250	250	250	250	250
<b>Total:</b>	<b>697</b>	<b>670</b>	<b>650</b>	<b>670</b>	<b>670</b>	<b>670</b>

The Corporation anticipates a slight decrease in attendance due to the closure of the Canadian Children's Museum in 2020-21.

3. Number of key research projects measures the progress of research projects aligned with the CMH Research Strategy.

Performance measurement indicators	2018-2019 Annual Target	2019-2020 Annual Target	2020-2021 Annual Target	2021-2022 Annual Target	2022-2023 Annual Target	2023-2024 Annual Target
Number of key research projects that are progressing as planned or completed						
<b>CMH</b>	23	35	35	35	35	35
<b>CWM</b>	9	11	11	11	11	11
<b>Total:</b>	<b>32</b>	<b>46</b>	<b>46</b>	<b>46</b>	<b>46</b>	<b>46</b>



## Key Activities and Priorities

The CMH will pursue three high-level priorities under this strategic direction:

### a) Leverage the opening of the Canadian History Hall and strengthen related educational offerings and outreach activities

The Canadian History Hall (CHH) is the largest and most comprehensive exhibition to date on the history of Canada, and opened on July 1, 2017 to popular and critical acclaim. It is one of the most ambitious projects ever undertaken by the Museum, tracing the history of Canada and its people over some 15,000 years via multiple perspectives, including the integration of Indigenous history throughout the narrative.

In order to fulfill its potential and maximize visitor engagement, the CMH is developing a robust suite of educational offerings and outreach activities, designed in different formats and aimed at different audiences. The CMH Learning Agenda is a five-year initiative designed to develop inquiry-based school encounters (onsite and online) on a range of themes featured in the CHH.

#### Highlight Activities for 2019-2020

- Continue to deliver CHH content school programs (*Women and Men of the Fur Trade* and *Traditions of the Anishinabe*) and interactive experiences for the general public in the CHH.
- Launch an updated *Grand Tour*, with an overview of the Grand Hall and a tour of all three CHH galleries.
- Continue the *Mark Your History!* program.
- Highlight the CHH with two adult series (*History Nights* and *Wine Tasting Evenings*).
- Launch a school program dealing with residential schools.
- Develop and launch online resources for teachers (artifacts, guides, videos, online modules).

#### Highlight Activities for 2020-2021 to 2023-2024

- Develop and launch traveling resources (educational kits).
- Create new *Object Exploration* programs to highlight the CHH, enhance museum literacy and complement the school programs by theme.
- Develop theme tours to highlight CHH content and complement school curriculum.

### b) Conduct research and present exhibitions on key topics in Canadian history

Research and exhibition development are core corporate activities of the two Museums, providing the foundation for collecting and preserving the national collections, while fostering the Corporation's role in helping Canadians understand their country's history. New knowledge and perspectives generated by research are disseminated through a range of outputs, including exhibitions. A ten-year *Research Strategy* identifies guiding principles and nine main areas of activity. In addition to specific research projects, many of which are multi-year, the Museums undertake recurring research activities relating to acquisitions and collections review, as well as to treaty negotiation and repatriation.

#### Highlight Activities for 2019-2020

- Developmental research for major upcoming exhibitions.
- An exhibition project on living Canadian prime ministers.
- Major oral history projects (e.g. *Syrian Canadians* and *Shaping Canada – Interviews with Extraordinary Canadians*).
- COASTAL (Community Observation, Assessment and Salvage of Threatened Archaeological Legacy), a national archaeological project on coastal erosion, with federal, regional and Indigenous partners.
- Archaeological field work in Nova Scotia, Alberta and Nunavut.
- Research and exhibition development on topics related to the Second World War (within the context of the 75<sup>th</sup> anniversary).
- Developmental research on Canadian fatalities and remembrance in relation to the Korean War.
- Work with the Université de Moncton on a research project about Canadian nurses who provided humanitarian assistance to orphans, refugees, and displaced persons in Greece, Turkey and Armenia during the 1920s and 1930s.
- Ongoing work on the Canadian War Museum Oral History Program.

### Highlight Activities for 2020-2021 to 2023-2024

- COASTAL, a national archaeological project on coastal erosion, with federal, regional and Indigenous partners.
- Major exhibitions on food, sports and recreation, and politics.
- Research collaborations with national and international organizations (e.g. the Canadian Historical Association, the International Committee of Historical Sciences, and the Canadian Archaeological Association).
- Collaborative work on the material culture of the Peskotomukhkat Nation of New Brunswick and Maine.
- Revitalization of research material on corporate web sites, including the Virtual Museum of New France and the Canadian History Hall.
- Ongoing work on the Canadian War Museum Oral History Program.
- Research and exhibition development on Canada and the American Civil War, looking at Canadian-American relations in the context of the American Civil War, with particular reference to the role of African-Canadians in that conflict.

### c) Complete and launch a renewed Canadian Children’s Museum

Renewal of the Canadian Children’s Museum (CCM) is taking place over a three-year period, within the current CCM footprint (approximately 14,000 square feet). A dynamic temporary offer will offset the period of closure. Consultation and engagement activities with the public and experts will ensure support for the renewal and will foster innovative solutions and collaboration on mutual challenges.

### Highlight Activities for 2019-2020

- Architectural and exhibition design.
- Experience approach development.
- Opening of temporary offer.
- Construction.
- Consultation and public engagement.

### Highlight activities for 2020-2021

- Final design.
- Fabrication, construction and installation.
- Training and testing.
- Opening of renewed CCM.





**STRATEGIC DIRECTION 2: Connect Canadians to their history and reflect this personal connection in all aspects of the Museum experience**

**Indicators and Targets**

The Corporation has developed two indicators that reflect particular areas of interest to the Board of Trustees, and that measure the achievement of Strategic Direction 2.

**1. Number of temporary exhibitions that add community perspective to the national narrative**

measures special exhibitions from other museums that enhance the Museums' telling of Canadian history by contributing community or regional perspectives that help Canadians connect to their history.

Performance measurement indicators	2018-2019 Annual Target	2019-2020 Annual Target	2020-2021 Annual Target	2021-2022 Annual Target	2022-2023 Annual Target	2023-2024 Annual Target
Number of temporary exhibitions that add community perspective to the national narrative						
<b>CMH</b>	1	2	1	1	1	1
<b>CWM</b>	0	1	1	1	1	1
<b>Total:</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**2. Number of new openings for travelling exhibitions that connect Canadians to their history**

measures travelling exhibitions developed by the CMH and CWM that include Canadian content, are on a national tour, and are being presented in venues considered to be either traditional museums or new types of venues.

Performance measurement indicators	2018-2019 Annual Target	2019-2020 Annual Target	2020-2021 Annual Target	2021-2022 Annual Target	2022-2023 Annual Target	2023-2024 Annual Target
Number of new openings for travelling exhibitions that connect Canadians to their history						
<b>CMH</b>	22	12	12	13	12	12
<b>CWM</b>	15	6	8	6	6	6
<b>Total:</b>	<b>37</b>	<b>18</b>	<b>20</b>	<b>19</b>	<b>18</b>	<b>18</b>

*Targets for the planning period have been reduced to reflect decreased demand.*



## Key Activities and Priorities

The CMH will pursue three high-level priorities under this strategic direction:

### a) Develop exhibitions on themes of personal relevance to Museum visitors

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At a time of accelerated social and technological change and an extremely competitive leisure landscape, museums are preoccupied, more than ever before, with the concept of relevance. The CMH and CWM seek to foster relevance not only in the choice of exhibition topics but also in how exhibitions are developed. Curators, creative-development specialists and scenographers look for innovative ways to offer participatory experiences and facilitate connection, so that new and broader audiences see themselves reflected and represented in Museum programs.

#### Highlight Activities for 2019-2020

- **Unceded: Voices of the Land:** An immersive audio-visual installation featuring innovative Indigenous architectural designs, developed by renowned Indigenous architect Douglas Cardinal for the 2018 Venice Architecture Biennale.
- **Jewish Journeys: Stories of Immigration from the Treasure of Library and Archives Canada (LAC):** The third installation in a series of five exhibitions created in partnership with LAC, this display features a selection of books and manuscripts from LAC's Jacob M. Lowy Collection.
- **Highland Warriors:** To make this exhibition even more relevant to Canadian audiences, CWM is collaborating with Nomad Exhibitions in integrating Canadian stories and artifacts to present the Highland legacy in Canada.
- **Portraits of Courage:** A unique collection of paintings of American veterans, by former President George W. Bush, will examine the human consequences of the post-9/11 conflicts that have touched the lives of many Canadians.

#### Highlight Activities for 2020-2021 to 2023-2024

- **Big Games, Little Players:** A fun, play-based and multigenerational experience inspired by CMH collections and focusing on five dimensions of playing games: discovering, imagining, being together, moving, and expressing oneself.
- **Civil Liberties in Canada:** An exhibition exploring the importance and fragility of civil liberties in Canada through the prism of Canada's *War Measures Act*, invoked by the federal government in both world wars and during the 1970 October Crisis.
- **Indigenous Stories Beyond Borders:** An exploration of the 400-year history of Indigenous people who travelled overseas as diplomats, performers, artists, scholars and soldiers.
- **Canada and the Second World War:** An exhibition marking the end of the Second World War and Canada's involvement in the conflict both at home and overseas.

### b) Bring exhibitions to the National Capital from Canadian museums, adding community perspectives to the national narrative

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As national museums, the CMH and CWM are committed to giving audiences access to exhibitions from museums throughout the country. The Museums provide a stage to showcase content, knowledge, and collections that add the perspectives of different communities – whether regional, social or cultural – to the national narrative.

#### Highlight Activities for 2019-2020

- **Footprints: A Walk through Generations:** A special exhibition developed by the Aanischaaukamikw (Cree Cultural Institute) exploring the importance of walking in Cree culture.
- **Fragments of Humanity: The Archeology of Quebec:** A special exhibition developed by Pointe-à-Callière: Montréal History and Archaeology Complex, presenting 50 years of archaeology in Quebec.

#### Highlight Activities for 2020-2021 to 2023-2024

- Exhibitions from other Canadian museums, to be determined.

### c) Continue to engage Museum visitors through projects such as the Virtual Museum of Canada and other digital tools

Digital tools and projects provide the Museums with valuable opportunities to extend their reach and enhance the museum experience. The Virtual Museum of Canada (VMC) investment program helps museums and heritage organizations throughout the country to share their stories and collections online via two investment streams: the Virtual Exhibits stream, for large multi-year projects, and the Community Memories stream, for smaller local-history projects.

VMC projects provide opportunities for museums and heritage organizations to reach and engage existing and new audiences and to build capacity around digital projects. The VMC is evolving to be more responsive to the needs of its key stakeholders; its renewal will involve new and improved investment streams and a new brand and website.

To ensure that the CMH and CWM are up to date in the digital realm, the Corporation has also established a Digital Technologies branch, dedicated to developing digital experiences through every visitor touch point.

#### Highlight Activities for 2019-2020

- Implement a new Grant Management System for the VMC investment program.
- Rebrand the VMC and build its new website.
- Invest \$2.2 million in digital cultural projects undertaken by museums and heritage organizations across the country.
- Develop an enhanced version of the CMH mobile application.
- Refresh the CMH and CWM online presence to better adapt to the changing expectations and habits of online audiences, creating an inclusive online space and adopting emerging best practices in the user experience and learning.
- Continue to maintain a website presence for the Virtual Museum of New France.

#### Highlight Activities for 2020-2021 to 2023-2024

- Develop resources and/or initiatives to support the Canadian museum community in creating online products, thereby increasing their digital capacity.
- Continue to streamline VMC processes, systems and tools.
- Invest \$2.2 million, annually, in digital cultural projects undertaken by museums and heritage organizations across the country.
- Continue to transform how the Museums engage with Canadians, by continuing to build deep engagements on emerging digital touch points, providing innovative learning opportunities, and leading in digital visitor experiences, whether online or onsite.





The Corporation monitors this activity through the CEO's quarterly report to the Board of Trustees.

**Key Activities and Priorities**

The CMH will pursue three high-level priorities under this strategic direction:

**a) Ensure that the Museum's acquisition strategies are focussed on the collection of objects of national significance**

The *Collections Development Plan* sets out a cohesive corporate vision to guide collection development and refinement at the CMH and the CWM for the period from 2016 to 2026. It establishes priorities for the development of new collections, while also enriching current collections and strengthening the national mandate of the Museums. Notably, the document introduces a new selection criterion: "national interest." It also provides a review of the collections' strengths and weaknesses, aligned with the Corporation's *Research Strategy*, to guide new acquisition priorities.

**Highlight Activities for 2019-2020**

- Acquisition of selected artifacts to support exhibitions in development.
- Major acquisitions of targeted collections priorities, including contemporary Canada, Indigenous, and political history.
- Selected reviews of collections areas and targeted deaccessions where provenance, excessive duplication, or other factors warrant.
- Develop collections reflecting Canadians, either engaged in or preparing for war or war-related activity.
- Develop collections reflecting Canada's military history in contemporary conflicts to better interpret Canada's position in the 21st century.
- Develop collections reflecting how Canadians have responded to or are shaped by conflict.

**Highlight Activities for 2020-2021 to 2023-2024**

- Continue with contemporary collecting, including current social, political or popular movements and their issues.
- Documentation and accessibility improvements to the archaeology collection.
- Selected digitization efforts, especially with regard to Indigenous collections and items related to or on display in the Museums' permanent galleries.
- Develop collections reflecting Canadians, either engaged in or preparing for war or war-related activity.
- Develop collections reflecting Canada's military history in contemporary conflicts to better interpret Canada's position in the 21st century.
- Develop collections reflecting how Canadians have responded to or are shaped by conflict.

**b) Expand efforts to acquire objects by cultivating relationships with collectors and by actively pursuing donations**

As part of their regular duties, curators and collections specialists undertake research on potential additions to the collection and work to develop and maintain productive relationships with potential donors. Acquisitions may be made in various ways, including purchase, donation, bequest, transfer, or fieldwork. Careful selection is essential, and potential acquisitions are assessed in relation to the Museums' mandate and resources. Collection priorities reinforce research priorities set out in the *CMH Research Strategy*.

**Highlight Activities for 2019-2020**

- Regular auction monitoring for priority items, including those related to politics, Indigenous affairs, sport and leisure, and Northern communities.
- Increased activity for collections travel, field work and on-site evaluations.
- Collecting artifacts that document the Canadian experience during the Second World War.

### Highlight Activities for 2020-2021 to 2023-2024

- Completion of the *Collections Development Implementation Plan*.
- Use of the Shaping Canada oral history project to help generate high-profile acquisitions.
- Targeted collections analyses in popular culture, politics, and other priorities, as per the *Collections Development Plan*.
- Collecting artifacts that document the Canadian experience during the Second World War.

### c) Position the Museums as the national repository of objects that reflect and have shaped Canada's history

The Museums' collections are an invaluable source of information for researchers, school groups, media and the general public, fostering greater understanding of the complexity of the Canadian experience. The care taken in conservation, storage and security is combined with ensuring that collections remain accessible. The Museums work to make the collections known, through scholarly activities and activities for the general public, loans and new technologies. High-profile acquisitions are announced through media releases and may be featured on Museum blogs or in Museum displays.

### Highlight Activities for 2019-2020

- A Collections Risk Assessment.
- Display of recently acquired Indigenous material.
- Featuring of more collections via social media.

### Highlight Activities for 2020-2021 to 2023-2024

- Activities to be determined, reflecting priority areas in the *Collections Development Plan*.



**Indicators and Targets**

The Corporation has developed two indicators that reflect particular areas of interest to the Board of Trustees, and that measure achievement of Strategic Direction 4.

**1. Number of partnerships and/or collaborations initiated**

measures partnerships or collaborations initiated through the signature of a partnership agreement or memorandum of understanding.

Performance measurement indicators	2018-2019 Annual Target	2019-2020 Annual Target	2020-2021 Annual Target	2021-2022 Annual Target	2022-2023 Annual Target	2023-2024 Annual Target
Number of partnerships and/or collaborations initiated						
<b>CMH</b>	30	27	27	27	27	24
<b>CWM</b>	14	12	12	12	12	12
<b>Total:</b>	<b>44</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>36</b>

**2. Number of projects initiated through the History Museums Network**

measures the number of projects initiated through the History Museums Network – whether by the CMH or another member of the Network – in which the CMH participates or not, and of which the CMH is at least informed. Projects can include partnerships in areas such as exhibitions, research, programming and collections.

Performance measurement indicators	2018-2019 Annual Target	2019-2020 Annual Target	2020-2021 Annual Target	2021-2022 Annual Target	2022-2023 Annual Target	2023-2024 Annual Target
Number of new openings for travelling exhibitions that connect Canadians to their history	10	10	10	10	10	10





## Key Activities and Priorities

The CMH will pursue three high-level priorities under this strategic direction:

### a) Build upon the success of the collaborative approach with Indigenous communities that led to the Canadian History Hall

The Corporation will build on the structure and principles used for Indigenous consultation on the Canadian History Hall (CHH) for major ongoing projects of various types, including research, exhibition and repatriation projects. The CMH continues to build relationships with Indigenous communities both locally and across Canada. In addition, the Museum has begun long-term engagements with graduates of the Aboriginal Training Program in Museum Practices, with the goal of creating a standing network of Indigenous cultural experts. This will allow deeper community knowledge on an issue by issue basis and will facilitate and encourage ongoing interactions, proactivity and information-sharing.

#### Highlight Activities for 2019-2020

- As the second phase of the acknowledgement of Algonquin territory, the CMH will proceed with a public call for submissions of major outdoor artwork from Algonquin artists.
- In partnership with the Peskotomuhkati Nation, the CMH will create a small in-house display of Peskotomuhkati items and begin collaborative discussions for a larger travelling exhibition.
- To mark the International Year of Indigenous Languages, the CMH will undertake language-focused projects, including several public workshops celebrating the diversity of Indigenous languages.
- The CMH will launch a major, multi-year research initiative on the coastal erosion of cultural heritage, with local, regional and federal partners and the involvement of and collaboration with Indigenous communities, including youth.

#### Highlight Activities for 2020-2021 to 2023-2024

- A traveling exhibition on the Peskotomuhkati First Nation, developed collaboratively and with the New Brunswick Museum.
- A major traveling exhibition, **Indigenous Stories beyond Borders**, based on national and international collections and close consultation with Indigenous advisors and communities.
- Continued collaboration with the Acadia First Nation on coastal archaeology in Nova Scotia.
- A traveling exhibition, with partners and Indigenous collaborators, based on the Margaret Hess collection, recently acquired, on Indigenous art and heritage.

### b) Initiate or participate in partnerships with likeminded institutions, nationally and internationally

The Museums regularly seek out and establish partnerships with like-minded institutions and organizations for events at the Museums and externally. These partnerships increase visibility and outreach opportunities for the Museums among audiences across the country and internationally, further establishing the Museums as a hub for history and bringing in new and diverse audiences. In addition, the CMH leads the History Museums Network, a national network that promotes greater understanding of Canadian identity, history, arts and culture across Canada and internationally, and fosters partnerships in the areas of exhibitions, research, programming activities, access to resources and facilities, and collections.

#### Highlight Activities for 2019-2020

- New partnerships with the Music and Beyond festival and the Social Sciences and Humanities Research Council (SSHRC).
- New partnership with the Canada Army Run (CARM).
- Building on existing partnerships with organizations including Canada's History, Historica Canada, the Canadian Parliamentary Press Gallery, the Pearson Centre for Progressive Policy, Aboriginal Experiences, the Institute for Canadian Citizenship, the Canadian Society for Yad Vashem, the Juno Beach Association, Hill 70, the Battle of the Atlantic Association, the Royal Canadian Legion and the Departments of Canadian Heritage, National Defense and Crown Indigenous Relations and Northern Affairs Canada for various events and activities.

- Partnering with the U.S. Embassy in Ottawa to support public programming for the **Portraits of Courage** exhibition and explore possibilities for joint programming related to the 75th anniversary of the Second World War.
- Partnering with the Embassy of the Netherlands for the presentation of the **World Press Photo** exhibition and joint educational programming in support of the travelling exhibition, **Anne Frank – A History for Today**.

#### Highlight Activities for 2020-2021 to 2023-2024

- Continue to seek out new partnerships and build on existing partnerships.

#### c) Continue to establish and build upon international partnerships to enhance Canadians' awareness of world history and cultures

The Museums use conferences and other opportunities to build relationships with leading museums around the world, in order to identify initiatives of mutual interest that will bring knowledge, collections and stories of world history and cultures to Canadian audiences.

#### Highlight Activities for 2019-2020

- **Neanderthal:** In partnership with the Musée de l'Homme, Paris, this exhibition presents the latest scientific knowledge about Neanderthals and traces evolving perceptions of these early humans.
- **Highland Warriors:** Created by Nomad Exhibitions (UK) in collaboration with the Glasgow Museums, the Highlanders Museum and the CWM, this exhibition explores the military traditions, history and symbolism of the Highlander soldier and their manifestation in the culture of modern Europe and North America.

#### Highlight Activities for 2020-2021 to 2023-2024

- **Queens of Egypt:** In partnership with Pointe-à-Callière: Montréal History and Archaeology Complex, CMH will present an adaptation of an exhibition from the Museo Egizio in Turin.



**STRATEGIC DIRECTION 5: Ensure the Museum has the financial resources to carry out its Mandate**

**Indicators and Targets**

The Corporation has developed two indicators that reflect particular areas of interest to the Board of Trustees, and that measure the achievement of Strategic Direction 5.

**1. Dollar value of fundraising activities**

measures all amounts raised to support core priorities of the Corporation. Three fundraising streams – major gifts, annual giving and sponsorships – will be used to reach corporate targets.

Performance measurement indicators	2018-2019 Annual Target	2019-2020 Annual Target	2020-2021 Annual Target	2021-2022 Annual Target	2022-2023 Annual Target	2023-2024 Annual Target
Dollar value of fundraising activities (000's)						
<b>CMH and CWM</b>	2,000	2,275	3,900	2,000	2,000	2,000

*Fundraising targets have been set higher for 2019-2020 and 2020-2021 to reflect exceptional fundraising to support the renewal of the Canadian Children's Museum.*

**2. Dollar value of revenue-generating activities**

measures all amounts raised by activities of the Museums, including admissions, gift-shop revenues, and revenues from facility rentals, food concessions and parking.

Performance measurement indicators	2018-2019 Annual Target	2019-2020 Annual Target	2020-2021 Annual Target	2021-2022 Annual Target	2022-2023 Annual Target	2023-2024 Annual Target
Dollar value of revenue generating activities (000's)						
<b>CMH and CWM</b>	17,137	16,210	16,640	16,210	16,210	16,210

*The target for 2019-20 has been reduced to reflect lower anticipated attendance levels.*





## Key Activities and Priorities

The CMH will pursue three high-level priorities under this strategic direction:

### a) Continue to develop innovative and responsible strategies to diversify revenue streams

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Approximately 75% of the Museums' funding comes from an annual appropriation from the Government of Canada; the remaining 25% are non-governmental revenues. Commercial revenues – which include admissions, parking, facility rentals, food concessions, gift-shop sales and memberships – are critical to support operational priorities and the Museums' viability. The Corporation is always looking for innovative ways to increase revenues in these areas.

#### Highlight Activities for 2019-2020

- Revise the incentive program for tour operators.
- Identify product development and partnership opportunities that will diversify the Museums' offer and increase revenues.
- Explore opportunities to sell signature Museum products at the Ottawa International Airport for increased visibility and revenues.
- Adopt a more proactive approach to facility rentals to maintain market share in an increasingly competitive market for event venues.

#### Highlight Activities for 2020-2021 to 2023-2024

- Continue to seek out opportunities for facility rentals and for increased gift-shop sales.

### b) Continue to implement funding strategies

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The Corporation's *Three-Year Development Strategy* (2018-19 to 2020-21) focuses on three main strategic drivers: the renewal of the Canadian Children's Museum, leveraging the Canadian History Hall, and the Canadian War Museum as it moves beyond the First World War commemorations. Funding in support of these strategic directions will be achieved through the Corporation's three active fundraising streams: Major Gifts, Sponsorships and Annual Giving. The Corporation is strengthening stewardship activities for all levels of giving, to encourage long-term relationship-building between the Museums and their supporters.

#### Highlight Activities for 2019-2020

- Develop a Case for Support for the Canadian Children's Museum renewal project and cultivate qualified potential donors through a series of targeted cultivation events.
- Advance a new "loyalty" stewardship strategy for mid-level individual donors and monthly donors.
- Achieve fundraising targets through the engagement of individual, corporate and foundation donors in support of Museum priorities.

#### Highlight Activities for 2020-2021 to 2023-2024

- Launch a new Donor Loyalty Program for monthly and mid-level donors.
- Achieve fundraising targets through the engagement of individual, corporate and foundation donors in support of Museum priorities.
- Update the three-year fundraising plan.

### c) Continue to engage the shareholder in developing a new funding model

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As the CMH facility reaches 30 years of age, repair costs are becoming critical and the possibility of system failures increases. The Corporation continues to make the case for a more sustainable funding model that includes increased capital-repair funding and inflation protection as the preferred solution to its operating challenges.

#### Highlight Activities for 2019-2020 to 2023-2024

- Continue to work with the Department of Canadian Heritage on a long-term solution to address operating challenges such as an escalation in non-discretionary costs and the need to address critical capital projects.

# 5

## FINANCIAL STATEMENTS, 2019-2020 TO 2023-2024



# FINANCIAL STATEMENTS, 2019-2020 TO 2023-2024

## PRO FORMA STATEMENT OF FINANCIAL POSITION

As at March 31

(in thousands of dollars)	2017-18 Actual	2018-19 Forecast	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection	2023-24 Projection
<b>ASSETS</b>							
<b>Current Assets</b>							
Cash	9,376	7,489	7,435	7,210	6,684	5,935	8,535
Restricted Cash	1,821	464	1,529	4,109	1,409	1,709	2,009
Investments	3,755	10,876	9,705	8,100	4,459	14,076	6,945
Accounts Receivable	2,914	2,500	2,000	2,000	2,000	2,000	2,000
Inventories	806	1,000	1,000	1,000	1,000	1,000	1,000
Prepaid Expenses	592	750	500	500	500	500	500
	<b>19,264</b>	<b>23,079</b>	<b>22,169</b>	<b>22,919</b>	<b>16,052</b>	<b>25,220</b>	<b>20,989</b>
<b>Other Assets</b>							
Restricted Cash and Investments	12,418	12,510	12,010	9,510	9,510	12,210	9,210
Investments	53,013	49,992	47,787	45,487	46,028	34,952	43,083
Collection	1	1	1	1	1	1	1
Capital Assets	238,727	227,397	223,271	218,320	208,657	195,635	181,395
	<b>304,159</b>	<b>289,900</b>	<b>283,069</b>	<b>273,318</b>	<b>264,196</b>	<b>242,798</b>	<b>233,689</b>
	<b>323,423</b>	<b>312,979</b>	<b>305,238</b>	<b>296,237</b>	<b>280,248</b>	<b>268,018</b>	<b>254,678</b>
<b>LIABILITIES AND EQUITY</b>							
<b>Current Liabilities</b>							
Accounts Payable and Accrued Liabilities	16,201	15,000	14,000	13,500	13,000	13,000	13,000
Deferred Contributions	10,157	9,008	9,693	9,693	6,713	6,905	7,355
Deferred Revenue	1,597	1,000	750	750	750	750	750
	<b>27,955</b>	<b>25,008</b>	<b>24,443</b>	<b>23,943</b>	<b>20,463</b>	<b>20,655</b>	<b>21,105</b>
<b>Other Liabilities</b>							
Employee future benefits	9,571	10,171	10,771	11,371	11,971	12,571	13,171
Deferred Contributions - National Collection Fund	10,295	9,845	9,695	9,545	9,395	9,395	9,245
Deferred Contributions Related to Capital Assets	208,963	201,358	193,774	184,865	172,548	160,768	147,770
	<b>228,829</b>	<b>221,374</b>	<b>214,240</b>	<b>205,781</b>	<b>193,914</b>	<b>182,734</b>	<b>170,186</b>
<b>Net Assets</b>							
Unrestricted	10,813	10,813	10,813	10,813	10,813	10,813	10,813
Internally Restricted for Permanent Exhibit Renewal	14,958	14,916	14,874	14,832	14,190	12,948	11,706
Investment in capital assets	40,868	40,868	40,868	40,868	40,868	40,868	40,868
	<b>66,639</b>	<b>66,597</b>	<b>66,555</b>	<b>66,513</b>	<b>65,871</b>	<b>64,629</b>	<b>63,387</b>
	<b>330,560</b>	<b>312,979</b>	<b>305,238</b>	<b>296,237</b>	<b>280,248</b>	<b>268,018</b>	<b>254,678</b>

Note: compiled using Public Sector Accounting Standards



**PRO FORMA STATEMENT OF OPERATIONS**
*For the Years Ending March 31, 2018 to 2024*

<b>(in thousands of dollars)</b>	<b>2017-18 Actual</b>	<b>2018-19 Forecast</b>	<b>2019-20 Projection</b>	<b>2020-21 Projection</b>	<b>2021-22 Projection</b>	<b>2022-23 Projection</b>	<b>2023-24 Projection</b>
<b>Government Funding</b>							
Parliamentary Appropriation	70,420	70,577	70,584	70,584	70,584	70,584	70,584
Add: Budget 2016							
Capital funding	2,331	5,375	5,046	1,604	0	0	0
Forecast Funding Request for:							
Collective Agreements	1,263	450	1,148	1,861	2,561	3,261	3,961
Amount deferred for specific projects	(7,389)	(6,990)	(2,200)	(2,200)	(2,200)	(2,200)	(2,200)
Deferred appropriation used in current year	1,630	4,785	4,730	7,305	5,630	5,408	3,317
Amount used to purchase depreciable assets	(4,403)	(5,359)	(10,046)	(8,979)	(5,500)	(5,450)	(3,617)
Amortization of deferred capital funding	16,404	17,575	17,630	17,888	17,817	17,230	16,615
	<b>80,256</b>	<b>86,413</b>	<b>86,892</b>	<b>88,063</b>	<b>88,892</b>	<b>88,833</b>	<b>88,660</b>
<b>Revenue of the Corporation</b>							
General Admission & Programs	8,864	7,499	7,115	7,745	7,115	7,115	7,115
Facility Rentals, Events & Concessions	3,387	2,551	2,585	2,565	2,585	2,585	2,585
Boutique Sales	2,570	2,115	2,055	1,985	2,055	2,055	2,055
Parking	2,168	2,000	1,840	1,780	1,840	1,840	1,840
Net investment income	1,720	1,700	1,700	1,700	1,700	1,700	1,700
Travelling Exhibits	443	589	370	370	370	370	370
Memberships	522	418	400	350	400	400	400
Other	326	190	165	165	165	165	165
<b>Sub total</b>	<b>20,000</b>	<b>17,062</b>	<b>16,230</b>	<b>16,660</b>	<b>16,230</b>	<b>16,230</b>	<b>16,230</b>
Use of donations - NCF	692	500	200	200	200	200	200
Use of donations - History Project	3,901	1,451	980	590	620	300	300
Use of other donations/sponsorships	4,024	1,606	1,000	1,000	4,000	1,000	1,000
	<b>28,617</b>	<b>20,619</b>	<b>18,410</b>	<b>18,450</b>	<b>21,050</b>	<b>17,730</b>	<b>17,730</b>
<b>Expenses</b>							
Collect and Research	17,993	14,241	12,583	12,780	13,219	13,182	13,322
Exhibit, Educate and Communicate	30,527	32,509	32,357	32,650	34,164	33,408	33,683
Facilities	40,224	40,749	40,872	41,428	42,455	41,149	40,597
Corporate Management	19,298	19,575	19,532	19,697	20,746	20,066	20,030
	<b>108,042</b>	<b>107,074</b>	<b>105,344</b>	<b>106,555</b>	<b>110,584</b>	<b>107,805</b>	<b>107,632</b>
<b>Excess (deficiency) of revenues over expenses</b>	<b>831</b>	<b>(42)</b>	<b>(42)</b>	<b>(42)</b>	<b>(642)</b>	<b>(1,242)</b>	<b>(1,242)</b>

**Note:** compiled using Public Sector Accounting Standards

The deficit position forecasted for fiscal years 2018-19 and beyond is resulting from the use of unrestricted net assets to fund renewal of permanent galleries.

## PRO FORMA STATEMENT OF CASH FLOWS

For the Period Ending March 31

(in thousands of dollars)	2017-18 Actual	2018-19 Forecast	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection	2023-24 Projection
<b>OPERATING ACTIVITIES</b>							
Cash receipts (clients)	24,833	15,179	14,780	14,960	14,530	14,530	14,530
Cash receipts (parliamentary appropriation)	63,365	68,527	69,232	69,945	70,645	71,345	72,045
Cash paid (employees)	(36,690)	(38,867)	(39,992)	(40,285)	(41,115)	(40,833)	(41,150)
Cash paid (suppliers)	(56,040)	(50,399)	(48,830)	(47,365)	(51,206)	(47,500)	(43,908)
Restricted contributions and related investment income	2,621	2,200	3,245	4,370	2,120	1,800	1,800
Interest received	1,568	1,700	1,700	1,700	1,700	1,700	1,700
<b>Cash flows from operating activities</b>	<b>(343)</b>	<b>(1,660)</b>	<b>135</b>	<b>3,325</b>	<b>(3,326)</b>	<b>1,042</b>	<b>5,017</b>
<b>INVESTING ACTIVITIES</b>							
Principal repayments of investments	231	0	0	0	0	0	0
Increase in investments and restricted investments	(4,897)	(9,658)	(9,196)	(9,447)	(8,240)	(3,584)	(16,392)
Decrease in investments and restricted investments	4,795	5,558	12,572	13,352	11,340	5,043	15,392
<b>Cash flows used in investing activities</b>	<b>129</b>	<b>(4,100)</b>	<b>3,376</b>	<b>3,905</b>	<b>3,100</b>	<b>1,459</b>	<b>(1,000)</b>
<b>CAPITAL ACTIVITIES</b>							
Acquisition of capital assets	(8,160)	(5,359)	(10,046)	(7,879)	(5,500)	(5,500)	(4,667)
<b>FINANCING ACTIVITIES</b>							
Parliamentary appropriation for the acquisition of capital assets	10,123	7,875	7,546	4,104	2,500	2,500	2,500
<b>Increase (decrease) in cash and restricted cash</b>	<b>1,749</b>	<b>(3,244)</b>	<b>1,011</b>	<b>2,355</b>	<b>(3,226)</b>	<b>(449)</b>	<b>2,900</b>
<b>Cash and restricted cash, beginning of year:</b>							
<b>Cash</b>	<b>4,449</b>	<b>9,376</b>	<b>7,489</b>	<b>7,435</b>	<b>7,210</b>	<b>6,684</b>	<b>5,935</b>
<b>Restricted cash</b>	<b>4,999</b>	<b>1,821</b>	<b>464</b>	<b>1,529</b>	<b>4,109</b>	<b>1,409</b>	<b>1,709</b>
	<b>9,448</b>	<b>11,197</b>	<b>7,953</b>	<b>8,964</b>	<b>11,319</b>	<b>8,093</b>	<b>7,644</b>
<b>Cash and restricted cash, end of year:</b>							
<b>Cash</b>	<b>9,376</b>	<b>7,489</b>	<b>7,435</b>	<b>7,210</b>	<b>6,684</b>	<b>5,935</b>	<b>8,535</b>
<b>Restricted cash</b>	<b>1,821</b>	<b>464</b>	<b>1,529</b>	<b>4,109</b>	<b>1,409</b>	<b>1,709</b>	<b>2,009</b>
	<b>11,197</b>	<b>7,953</b>	<b>8,964</b>	<b>11,319</b>	<b>8,093</b>	<b>7,644</b>	<b>10,544</b>

Note: compiled using Public Sector Accounting Standards

**PRO FORMA STATEMENT OF CHANGES IN NET ASSETS**

*For the Period Ending March 31*

<b>(in thousands of dollars)</b>	<b>2017-18 Actual</b>	<b>2018-19 Forecast</b>	<b>2019-20 Projection</b>	<b>2020-21 Projection</b>	<b>2021-22 Projection</b>	<b>2022-23 Projection</b>	<b>2023-24 Projection</b>
<b>Unrestricted</b>							
Net Assets beginning of year	9,940	10,813	10,813	10,813	10,813	10,813	10,813
Excess (deficiency) of revenues over expenses	873	0	0	0	0	0	0
Transfer (to)/from Internally Restricted Net Assets	0	0	0	0	0	0	0
Net change in investment in capital assets	0	0	0	0	0	0	0
	<b>10,813</b>	<b>10,813</b>	<b>10,813</b>	<b>10,813</b>	<b>10,813</b>	<b>10,813</b>	<b>10,813</b>
<b>Internally Restricted</b>							
Net Assets beginning of year	15,000	14,958	14,916	14,874	14,832	14,190	12,948
Excess (deficiency) of revenues over expenses	(42)	(42)	(42)	(42)	(642)	(1,242)	(1,242)
Transfer from/(to) Unrestricted Net Assets	0	0	0	0	0	0	0
Net change in investment in capital assets	0	0	0	0	0	0	0
	<b>14,958</b>	<b>14,916</b>	<b>14,874</b>	<b>14,832</b>	<b>14,190</b>	<b>12,948</b>	<b>11,706</b>
<b>Investment in capital assets</b>							
Net Assets beginning of year	40,868	40,868	40,868	40,868	40,868	40,868	40,868
Excess (deficiency) of revenues over expenses	0	0	0	0	0	0	0
Net change in investment in capital assets	0	0	0	0	0	0	0
	<b>40,868</b>	<b>40,868</b>	<b>40,868</b>	<b>40,868</b>	<b>40,868</b>	<b>40,868</b>	<b>40,868</b>

**Note:** compiled using Public Sector Accounting Standards



## OPERATING AND CAPITAL BUDGET BY ACTIVITY

For the Years Ending March 31, 2018 to 2024

(in thousands of dollars)	2017-18 Budget	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget
Collect and Research	14,738	14,241	12,583	12,780	13,219	13,182	13,322
Exhibit, Educate & Communicate	31,544	30,080	32,365	33,207	33,426	28,780	29,081
Facilities	32,354	31,848	36,738	35,920	33,530	32,755	30,959
Corporate Management	18,720	19,575	19,532	19,697	20,746	20,066	20,030
<b>Sub-total</b>	<b>97,356</b>	<b>95,744</b>	<b>101,218</b>	<b>101,604</b>	<b>100,921</b>	<b>94,783</b>	<b>93,392</b>
<b>Less: revenues</b>	<b>28,617</b>	<b>20,619</b>	<b>18,410</b>	<b>18,450</b>	<b>21,050</b>	<b>17,730</b>	<b>17,730</b>
<b>restricted equity</b>	<b>701</b>	<b>928</b>	<b>3,500</b>	<b>4,000</b>	<b>3,296</b>	<b>0</b>	<b>0</b>
<b>deferred funding</b>	<b>(5,759)</b>	<b>(2,205)</b>	<b>2,530</b>	<b>5,105</b>	<b>3,430</b>	<b>3,208</b>	<b>1,117</b>
<b>Total budget requirement</b>	<b>73,797</b>	<b>76,402</b>	<b>76,778</b>	<b>74,049</b>	<b>73,145</b>	<b>73,845</b>	<b>74,545</b>

Note: compiled on the cash basis of accounting

## SUMMARY OF OPERATING AND CAPITAL BUDGETS

For the Years Ending March 31, 2018 to 2024

(in thousands of dollars)	2017-18 Budget	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget
Operating	89,734	89,456	87,672	88,625	92,125	89,333	89,775
Capital	7,622	6,288	13,546	12,979	8,796	5,450	3,617
<b>Sub-total</b>	<b>97,356</b>	<b>95,744</b>	<b>101,218</b>	<b>101,604</b>	<b>100,921</b>	<b>94,783</b>	<b>93,392</b>
<b>Less: revenues</b>	<b>28,617</b>	<b>20,619</b>	<b>18,410</b>	<b>18,450</b>	<b>21,050</b>	<b>17,730</b>	<b>17,730</b>
<b>restricted equity</b>	<b>701</b>	<b>928</b>	<b>3,500</b>	<b>4,000</b>	<b>3,296</b>	<b>0</b>	<b>0</b>
<b>deferred funding</b>	<b>(5,759)</b>	<b>(2,205)</b>	<b>2,530</b>	<b>5,105</b>	<b>3,430</b>	<b>3,208</b>	<b>1,117</b>
<b>Government Funding Required</b>	<b>73,797</b>	<b>76,402</b>	<b>76,778</b>	<b>74,049</b>	<b>73,145</b>	<b>73,845</b>	<b>74,545</b>

Note: compiled on the cash basis of accounting

**OPERATING AND CAPITAL BUDGET AT SUB-SUB PROGRAM ACITIVITY LEVEL**

<b>(in thousands of dollars)</b>	<b>2017-18 Budget</b>	<b>2018-19 Budget</b>	<b>2019-20 Budget</b>	<b>2020-21 Budget</b>	<b>2021-22 Budget</b>	<b>2022-23 Budget</b>	<b>2023-24 Budget</b>
<b>COLLECT AND RESEARCH</b>							
<b>Collections</b>							
Canadian Museum of History	4,165	2,258	2,329	2,366	2,435	2,441	2,471
Canadian War Museum	2,479	3,772	1,806	1,829	1,891	1,877	1,889
	6,644	6,030	4,135	4,195	4,326	4,318	4,360
<b>Research</b>							
Canadian Museum of History	4,434	4,494	4,595	4,664	4,846	4,803	4,843
Canadian War Museum	996	960	997	1,016	1,047	1,053	1,069
	5,430	5,454	5,592	5,680	5,893	5,856	5,912
<b>Library &amp; Archives</b>							
Canadian Museum of History	2,317	2,388	2,474	2,518	2,599	2,607	2,644
Canadian War Museum	347	369	382	387	401	401	406
	2,664	2,757	2,856	2,905	3,000	3,008	3,050
	<b>14,738</b>	<b>14,241</b>	<b>12,583</b>	<b>12,780</b>	<b>13,219</b>	<b>13,182</b>	<b>13,322</b>
<b>EXHIBIT, EDUCATE AND COMMUNICATE</b>							
<b>Exhibitions</b>							
Canadian Museum of History	13,018	12,360	12,052	12,293	12,609	11,954	12,085
Canadian War Museum	3,313	3,303	3,575	3,579	3,447	3,257	3,468
	16,331	15,663	15,627	15,872	16,056	15,211	15,553
<b>Programs</b>							
Canadian Museum of History	3,869	5,237	5,156	5,180	5,499	5,244	5,203
Canadian War Museum	751	974	977	986	1,035	1,006	1,008
	4,620	6,211	6,133	6,166	6,534	6,250	6,211
<b>Publications</b>							
Canadian Museum of History	329	278	270	269	289	271	266
Canadian War Museum	62	129	123	123	133	122	120
	391	407	393	392	422	393	386
<b>Communications</b>							
Canadian Museum of History	6,528	4,811	4,673	4,718	4,952	4,825	4,831
Canadian War Museum	1,987	1,876	2,039	2,059	2,166	2,101	2,100
	8,515	6,687	6,712	6,777	7,118	6,926	6,931
<b>Capital projects</b>							
Canadian Museum of History	1,687	1,112	3,500	4,000	3,296	0	0
Canadian War Museum	0	0	0	0	0	0	0
	1,687	1,112	3,500	4,000	3,296	0	0
	<b>31,544</b>	<b>30,080</b>	<b>32,365</b>	<b>33,207</b>	<b>33,426</b>	<b>28,780</b>	<b>29,081</b>
<b>CORPORATE MANAGEMENT</b>							
<b>Revenue Generating Activities</b>							
Canadian Museum of History	5,584	5,525	5,333	5,357	5,688	5,429	5,381
Canadian War Museum	1,315	1,473	1,529	1,529	1,639	1,536	1,513
	6,899	6,998	6,862	6,886	7,327	6,965	6,894
<b>Corporate Services</b>							
Canadian Museum of History	7,212	7,734	7,750	7,828	8,222	7,987	7,994
Canadian War Museum	2,143	2,292	2,311	2,337	2,446	2,389	2,396
	9,355	10,026	10,061	10,165	10,668	10,376	10,390
<b>Governance</b>							
Canadian Museum of History	1,847	1,910	1,955	1,982	2,059	2,040	2,056
Canadian War Museum	619	641	654	664	692	685	690
	2,466	2,551	2,609	2,646	2,751	2,725	2,746
	<b>18,720</b>	<b>19,575</b>	<b>19,532</b>	<b>19,697</b>	<b>20,746</b>	<b>20,066</b>	<b>20,030</b>
<b>FACILITIES</b>							
<b>Facilities management</b>							
Canadian Museum of History	20,781	20,582	20,613	20,855	21,748	21,282	21,372
Canadian War Museum	5,638	6,090	6,079	6,086	6,282	6,023	5,970
	26,419	26,672	26,692	26,941	28,030	27,305	27,342
<b>Capital projects</b>							
Canadian Museum of History	5,723	4,540	9,546	8,479	5,000	4,950	3,117
Canadian War Museum	212	636	500	500	500	500	500
	5,935	5,176	10,046	8,979	5,500	5,450	3,617
	<b>32,354</b>	<b>31,848</b>	<b>36,738</b>	<b>35,920</b>	<b>33,530</b>	<b>32,755</b>	<b>30,959</b>
<b>Total Canadian Museum of History</b>	<b>75,807</b>	<b>72,117</b>	<b>76,746</b>	<b>76,509</b>	<b>75,946</b>	<b>73,833</b>	<b>72,263</b>
<b>Total Canadian War Museum</b>	<b>19,862</b>	<b>22,515</b>	<b>20,972</b>	<b>21,095</b>	<b>21,679</b>	<b>20,950</b>	<b>21,129</b>
<b>Grand Total</b>	<b>97,356</b>	<b>95,744</b>	<b>101,218</b>	<b>101,604</b>	<b>100,921</b>	<b>94,783</b>	<b>93,392</b>

Note: compiled on the cash basis of accounting

