



CANADIAN  
MUSEUM  
OF HISTORY  
-  
MUSÉE  
CANADIEN  
DE L'HISTOIRE



CANADIAN  
WAR  
MUSEUM  
-  
MUSÉE  
CANADIEN  
DE LA GUERRE

# SUMMARY OF THE CORPORATE PLAN

FOR THE 2021-2022 TO  
2025-26 PLANNING PERIOD

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OPERATING AND CAPITAL BUDGETS 2021-22

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## Executive Summary

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The Canadian Museum of History is a federal Crown Corporation responsible for two national museums: the Canadian Museum of History (CMH) and the Canadian War Museum (CWM). Together, the Museums showcase Canada's national treasures and present exhibitions that preserve the memories and experiences of Canadians by exploring the events, people, stories and special objects that have helped shape the country, from earliest times to the present day. The Museums also present exhibitions on world history and culture.

During the planning period, the activities and programs of the Corporation will be guided by the following six strategic directions established by the Board of Trustees in September 2019:

- 1. Inspire Canadians across the country to engage in a greater understanding of their shared history.**
- 2. Position the Museum as a trusted source of research and knowledge about Canadian history.**
- 3. Strengthen relationships with Indigenous peoples through respectful collaboration and shared stewardship of Indigenous collections and intangible heritage.**
- 4. Build and share a collection that best reflects Canada's history and distinctiveness.**
- 5. Pursue cultural diplomacy to exchange ideas and values and advance mutually beneficial projects, both nationally and internationally.**
- 6. Ensure sustainability, capacity and museological excellence by continuing to develop an empowering corporate culture.**

To deliver on these strategic directions, the Corporation will conduct outcome-based research, pursue acquisitions of objects of national significance, and present exhibitions on key topics reflecting the diversity of Canadian history. It will offer learning and programming activities, both onsite and online, and will work to enhance the Museums' presence across the country. It will undertake institutional change to further strengthen relationships between the Museums and Indigenous peoples. And it will continue to work with others, collaborating with Indigenous communities, building national and international partnerships, and advancing cultural and museological relationships with likeminded institutions. Finally, it will develop innovative and responsible revenue strategies and modernize practices, systems and buildings to remain current and competitive.

Like organizations throughout the world, the Canadian Museum of History has been heavily impacted by the COVID-19 pandemic. Because of the significant uncertainties ahead, projects and performance targets put forward for the planning period are necessarily conservative. Some activities have been postponed, while others have been modified to adjust to new realities.

# 1. Overview

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The CMH was established as an agent Crown corporation through the *Museums Act* of July 1, 1990, as amended on December 12, 2013. 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 Corporation is responsible for two national museums: the Canadian Museum of History and the Canadian War Museum. Its mandate 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:

- **Exhibition, Education and Communication of Canada’s history**  
The Canadian Museum of History develops, maintains and communicates exhibits, 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.
- **Collection and Research related to Canadian history**  
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.
- **Canadian Museum of History Facilities**  
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 showcase, preserve and safeguard artifacts of historical significance for Canadians.

As a member of the Department of Canadian Heritage Portfolio, the Corporation contributes to the 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.

## 2. Operating Environment

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

### External Environment

#### *COVID-19*

On March 11, 2020, the World Health Organization declared the new coronavirus (COVID-19) a global pandemic. Based on public health recommendations, and along with the other national museums, the Corporation made the decision to close its two sites to visitors on March 14. Beginning March 18, staff access to the buildings was restricted to essential staff responsible for critical building operations, and all other staff began to telework. Following a limited summer offer, both Museums reopened on September 2, with a significantly reduced capacity, a modified visitor experience that met public health guidelines, and modified services and amenities. Further closures and reopenings were required over the following months.

The pandemic challenged the Corporation's ability to deliver on its mandate and strategic directions and required fundamental re-alignments. Every aspect of museum operations has been impacted, from attendance and revenues to exhibition planning and design and thinking about how to connect and engage with various audiences. The Corporation expects that impacts of the pandemic will extend well into 2021-22 and beyond.

#### *Tourism and Economic Trends*

The Corporation is dependent on attendance, facility rentals and associated hospitality and commercial revenues to fulfill its mandate and generate revenue, and these activities are highly influenced by the health of domestic and international economies and tourism markets. At the end of the second quarter of 2020, with restrictions on non-essential travel into Canada still in place, travel to Canada from both the United States and from overseas countries was down 95%, compared with the previous year. Forecasts prepared by Destination Canada suggest that a recovery to 2019 levels should not be expected until 2024. The Museums have historically relied heavily on tourism-related visitation: on average, before the pandemic, approximately 70% of visitors were visiting from other parts of Canada or were international tourists (the proportion of international tourists is higher at CMH than at CWM).

#### *Digital Environment*

Digital technology has been part of the museum language for some time, as a tool for outreach, accessibility, engagement, and preservation of collections. In recent years, the Corporation has been making extensive use of technology to fulfill its mandate, and technology has become increasingly embedded in the exhibitions themselves, with many now featuring interactive content that promotes visitor connection and participation.

Digital engagement has become even more important in the context of the pandemic, with digital platforms providing opportunities to enhance Museum offers, engage with audiences unable to visit in person, and maintain core business activities such as research consultations and access to the collections. In mid-April, the Museums launched *Museum at Home*, a portal located on the CMH and CWM websites, leading visitors directly to a selection of virtual exhibitions, games and learning resources, and a number of exhibitions and programming activities originally planned to be offered onsite were instead presented virtually, sometimes in partnership with other cultural organizations. The Museums are also undertaking or exploring various digital research initiatives in partnership with universities, and continue to look for opportunities to work with like-minded organizations on digital projects.

#### *Relations with Indigenous Peoples*

The CMH has launched its first *Framework for Indigenous Relations*. The Museum has a long history of engagement and collaboration with Indigenous communities in Canada; the framework marks a time of reflection on past practices and redefines the Museum's commitment to Indigenous peoples. Its purpose

is to create institutional change that will strengthen relationships between the Museum and Indigenous peoples and provide a respectful and mutually beneficial path forward. The framework identifies initiatives to increase the Museum's cultural competency while fulfilling its mandate, having a robust research agenda and being a site of museological excellence. It takes into account evolving legislation and the unique role of the Museum as a treaty partner with Indigenous Nations. Incorporating feedback from extensive internal and external consultations, the framework outlines a multi-year approach to Indigenous relations at the CMH that focuses on activities related to access, engagement and knowledge, and is based on principles of transparency, accountability and shared authority. In implementing the framework, the Museum will need to ensure that activities that require access and consultation can be undertaken safely in the COVID context.

#### *Diversity and Inclusion*

Issues relating to diversity and inclusion came dramatically to the forefront in 2020-21, both domestically and abroad. The Corporation is committed to ensuring a diverse, inclusive and healthy workplace, free of all forms of discrimination and harassment. Diversity and inclusion are not only human resource issues: for the Museums to be truly diverse and inclusive, all activities, including exhibitions, collections and programming, need to be planned and delivered with diversity and inclusion goals and considerations in mind. During the planning period, the Corporation will implement its Strategic Plan for Diversity and Inclusion, deliver training and awareness programs, and launch a review to identify ways and means to enhance our performance in this area.

#### *Climate Change and Sustainability*

Weather patterns and temperature variations, including higher temperatures and potential weather-related incidents such as flooding or tornadoes, affect the long-term management of the Museums. The Corporation continues to review options to harden its sites and shorelines to mitigate risk to buildings and infrastructure. Green initiatives will need to be funded and integrated into the Museums' infrastructure, energy usage, waste management, etc., to reduce climate change impacts and ensure that the museum buildings and collections are preserved in a sustainable manner.

As a result of climate change, much of Canada's history is in danger of being washed away on coastal shorelines before it can be documented. The CMH is continuing to explore the feasibility of a project aimed at mitigating the impact of the erosion of archeological sites along Canada's coastlines by salvaging, documenting and analyzing coastal archaeological sites. The project would leverage CMH's research capacity, its experience working with communities, and its existing relationships with Indigenous communities. As erosion severely affects Indigenous communities and their histories, local Indigenous groups would be full partners in the project.

#### *Local Urban Development*

The Corporation continues to monitor local development projects that may have impacts on the Museums, including the development of LeBreton Flats, the Zibi project to develop the industrial lands on Chaudière and Albert Islands and along the Gatineau waterfront, and the National Capital Commission's *Ottawa River North Shore Parklands Plan*, which aims to develop shorelines and federal waterfront parklands (including that of the CMH) along the seven-kilometer perimeter surrounding Hull Island and Brewery Creek. More recently, the National Capital Commission has announced a plan to replace the historic Alexandra Bridge, an important access route for the CMH. While these initiatives may have positive impacts, such as enhancing the vibrancy of the areas adjacent to the CMH and CWM and enhancing vehicular, cyclist and pedestrian access to the Museums, the Corporation needs to guard against any negative impacts and will continue to actively assert its interests.

### **Internal Environment**

#### *Leadership and Workforce Capacity*

In addition to dealing with the impacts of the COVID-19 pandemic, the Corporation was disrupted by workplace allegations that were widely publicized in the media in September 2020. An independent investigation was launched by the Board of Trustees to address the allegations and interim leadership roles were assigned. The Government of Canada launched an open, transparent and merit-based

selection process for a new Director/CEO in October 2020. In addition, an open, transparent and merit-based selection process to replace the Chair of the Board, whose term ended in December 2019, is underway; a new Chair was appointed in September 2020 for a term of six months or until a Chair is appointed. The planning period will therefore see significant transitions of leadership; it will be critical to find ways to reinforce the resilience of the workforce to respond to these changes.

The Corporation aims to stabilize its team of executives and senior managers in the coming years. It continues its efforts to build leadership capacity and ensure business continuity through succession planning.

#### *A Changing Workplace*

The Museum workforce has also been challenged by significant changes in the workplace – an abrupt transition to teleworking in March 2020 and a transition through the summer and fall to a hybrid model, in which approximately 30% of the workforce have returned to the workplace. Staff reintegration was undertaken carefully, based on health and safety considerations, physical distancing guidelines and operational needs. A number of tools and resources were developed to support employees, whether working from home or onsite; new procedures were developed, and workplace protocols were adapted to the new realities. In addition, efforts have been made to support staff through these challenging times, including by providing resources to support mental health.

#### *Fiscal Planning*

Relief funding to support the national museums in facing the impacts of the COVID-19 pandemic was confirmed through Federal Budget 2021, with CMH receiving \$4.9 million in 2021-22. This funding will alleviate some of the financial pressures the Corporation is currently experiencing. In addition, the Museum received funding (\$8.7 million over five years) to support the acquisition of the Canadian Sports Hall of Fame collection. This acquisition will complement the Museum's current strategic focus on contemporary Canada, sports and leisure, and nationally significant stories, while also supporting the Museum's efforts in priority areas of Indigenous experience, diversity, youth, and accessible, multi-disciplinary programs.

The Corporation is facing significant financial pressures as a result of the pandemic, with 2021-22 commercial revenues anticipated to decrease by approximately 75% in comparison to revenues generated in 2019-20. In addition, it will need to allocate financial resources to ensure a strong digital presence that allows access to collections, exhibitions, programs and research. The Corporation will also continue 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 more than thirty years of age, and therefore a number of its components have reached or will soon be reaching the end of their expected life cycle. The base capital funding of \$2.5 million is insufficient to address the capital requirements associated with aging building infrastructure, health and safety regulations and building code compliance.

#### *Strategic Planning*

The post-COVID landscape will require new ways of thinking and operating. Major projects undertaken before the pandemic, such as the renewal of the CCM, will need to be reconsidered. At least in the short term, the Museums will be offering fewer special exhibitions and will leverage in-house expertise and collections. More generally, many of the basic assumptions of museology in the last generation, in particular the emphasis on interactivity, are in question: many exhibition interactives, where the experience relies heavily on high-touch elements, have been temporarily closed, while others have been adapted to ensure a safe experience. Especially in the context of reduced attendance and revenues, the Corporation will need to ensure that projects and resource allocations are strategic and allow the Museums to deliver on the Board's strategic directions.

### **Corporate Results, 2019-20**

2019-20 was a solidly successful year for both the CMH and the CWM. The CMH presented outstanding exhibitions on topics ranging from Neanderthals to contemporary Indigenous architecture. The CWM

began its commemoration of the 75<sup>th</sup> anniversary of the end of the Second World War, looked at the traditions of Scottish Highland warriors and explored the ongoing relationship between war and art. In addition, both Museums continued to offer thought-provoking activities and educational programming, while also engaging with patrons, foundations and cultural organizations across Canada and around the world. Attendance and revenue results were slightly lower than in 2018-19, impacted by spring flooding in the first quarter, a general decrease in tourism to the National Capital Region during the second quarter, and the beginning of the COVID-19 pandemic in the fourth quarter. For further details on past performance, please consult the 2019-20 annual report (<https://www.historymuseum.ca/a1/annual-report-2019-2020/>).

Results for the first two quarters of 2020-21 clearly demonstrate the devastating impacts of the pandemic. With both Museums closed for the entirety of the first quarter, on-site and paid attendance were nil, and revenue-generating activities were negligible; in the second quarter, even with a limited summer offer and a broader reopening in the fall, onsite attendance at both Museums was 97% below target, paid attendance was 93% below target, and revenue-generating activities were 90% below target. The Museums nonetheless posted more solid results in areas such as research, online engagement and fundraising.

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

The Corporation's plans are well aligned with the Government of Canada's priorities and directions, as well as the mandate letter of the Minister of Canadian Heritage. Over the planning period, the CMH will contribute to renewing the nation-to-nation relationship with Indigenous Peoples, based on recognition of rights, respect, co-operation and partnership. The CMH has much experience to offer to the development of a framework for repatriating Indigenous cultural property and ancestral remains. It will also support efforts to preserve, promote and revitalize Indigenous languages in Canada, by identifying and making available to relevant communities archival resources related to Indigenous languages, and by formalizing the approach for incorporating Indigenous languages into exhibitions dealing with Indigenous subject matter.

The Corporation will continue to play an important role in fostering diversity and a strengthened national identity through its exhibitions and programming; it will also work to ensure a diverse, inclusive and healthy workplace, free of all forms of discrimination and harassment. The Museums are well positioned to contribute to a review of the national museums policy to ensure that Canadian history can be accessed across the country, a goal that reflects one of the Corporation's strategic directions: to this end, the Corporation will explore opportunities to make collections more available to Canadians through digitization. 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 managed according to International Trade Agreements that support non-discrimination, open access to procurements and transparency. The Corporation actively promotes the Government's official languages policy through appropriate second-language training and validation testing, meeting high standards of client services to the general public in both official languages.

The Corporation demonstrates its commitment to a strong financial and operational foundation for the delivery of quality museum services by building accountability into operational planning and reporting, fostering excellence and incorporating best practices.



### 3. Objectives, Strategies and Performance Indicators

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#### Strategic Directions

In September 2019 the Board of Trustees established the following strategic directions to guide the Corporation's activities and programs in the five-year period from 2020-21 to 2024-25:

1. **Inspire Canadians across the country to engage in a greater understanding of their shared history.**
2. **Position the Museum as a trusted source of research and knowledge about Canadian history.**
3. **Strengthen relationships with Indigenous peoples through respectful collaboration and shared stewardship of Indigenous collections and intangible heritage.**
4. **Build and share a collection that best reflects Canada's history and distinctiveness.**
5. **Pursue cultural diplomacy to exchange ideas and values and advance mutually beneficial projects, both nationally and internationally.**
6. **Ensure sustainability, capacity and museological excellence by continuing to develop an empowering corporate culture.**

The Corporation's Performance Measurement Framework was renewed in order to ensure alignment with the new strategic directions.

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

The Board of Trustees' strategic directions align with the Corporation's three core responsibilities and set parameters for planning and reporting. Senior management implements a Performance Measurement Framework to deliver on the strategic directions. The framework contains 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: inspire Canadians across the country to engage in a greater understanding of their shared history

##### Indicators and targets

The Corporation will measure achievement of strategic direction 1 through the following three indicators:

1. **On-site attendance** measures the number of people who enter the buildings of the CMH and CWM.

| Performance Measurement Indicator    | 2019-20<br>Actual | 2020-21<br>Annual Target | 2021-22<br>Annual Target |
|--------------------------------------|-------------------|--------------------------|--------------------------|
| <b>On-site attendance (in 000's)</b> |                   |                          |                          |
| <b>CMH</b>                           | 961               | 1,100                    | 85                       |
| <b>CWM</b>                           | 491               | 525                      | 55                       |
| <b>Total</b>                         | 1,452             | 1,625                    | 140                      |

2. **Paid attendance** measures the number of visitors who purchase an admission ticket.

| Performance Measurement Indicator | 2019-20<br>Actual | 2020-21<br>Annual Target | 2021-22<br>Annual Target |
|-----------------------------------|-------------------|--------------------------|--------------------------|
| <b>Paid attendance (in 000's)</b> |                   |                          |                          |
| <b>CMH</b>                        | 413               | 450                      | 70                       |
| <b>CWM</b>                        | 225               | 230                      | 50                       |
| <b>Total</b>                      | 638               | 680                      | 120                      |

*Attendance targets have been significantly decreased for 2021-22 to reflect expected ongoing impacts of the pandemic on visitor behaviour.*

3. **Number of new openings for travelling exhibitions** measures travelling exhibitions developed by CMH and CWM that include Canadian content and are on a national tour. Travelling exhibitions are a key vehicle for the Museums to engage with Canadians outside of the National Capital Region.

| Performance Measurement Indicator                        | 2019-20<br>Actual | 2020-21<br>Annual Target | 2021-22<br>Annual Target |
|--|-------------------|--------------------------|--------------------------|
| <b>Number of new openings for travelling exhibitions</b> |                   |                          |                          |
| <b>CMH</b>   | 12                | 12                       | 6                        |
| <b>CWM</b>   | 8                 | 8                        | 5                        |
| <b>Total</b>   | 20                | 20                       | 11                       |

*The target for new openings for travelling exhibitions has been decreased for 2021-22 to reflect expected ongoing impacts of the pandemic on exhibition schedules of museums across the country.*

## **Key Activities and Priorities**

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

### **a) Sustain learning and programming activities**

The Canadian History Hall (CHH), the largest and most comprehensive exhibition to date on the history of Canada, opened in 2017 to popular and critical acclaim. The *Canadian Museum of History Learning Agenda*, generously supported by the Rossy Family, is a five-year initiative to develop inquiry-based school encounters (onsite and online) on a range of themes found in the CHH. The CWM continues to offer learning and programming activities to engage visitors of all ages.

#### **Highlight activities for 2021-22**

- Continue the development of learning activities and programming on themes presented in the Canadian History Hall and in the permanent galleries of the CWM
- Develop programming activities that reflect Canadian identity and diversity and respond to key commemorative opportunities
- Adapt existing programming and resources, for various audiences and formats, both onsite and virtually, to meet the needs of teachers, students and visitors in the COVID context

### **b) Reconsider the Canadian Children's Museum (CCM) and its renewal in light of COVID-19**

A major renewal of the CCM was launched in 2018-19, thirty years after the establishment of this much-loved destination. A robust temporary offer was planned to offset the anticipated period of closure from October 2020 to December 2021. Given the highly interactive, hands-on nature of the children's museum, the renewal project was postponed following the outbreak of the pandemic.

#### **Highlight activities for 2021-22**

- Modify and reopen the existing CCM, ensuring a safe and enjoyable family experience
- Learn from the adapted space and visitor responses to inform future upgrades to the CCM

#### **c) Enhance the Museums' presence across the country**

As national museums, the CMH and the CWM are committed to connecting with audiences across the country. Travelling exhibitions and digital engagement are two key ways to broaden the Museums' reach.

#### **Highlight activities for 2021-22**

- Continue to present travelling exhibitions across the country and develop a strategy for new traveling exhibitions, including 2D exhibitions appropriate for smaller venues
- Enhance the visibility and reputation of the Museums across the country through the Museum at Home online portals of unique content for visitors online, as well as through partnerships, virtual speaking engagements and events, media relations and enhanced social media initiatives
- Develop a digital strategy that will provide a road map for the enhancement of online platforms and onsite digital experiences

#### **d) Through Digital Museums Canada, support Canadian museums and heritage organizations in sharing their stories**

Since 2014, the CMH has managed the Virtual Museum of Canada (VMC), a federally funded investment program that helps museums and heritage organizations from across the country share their stories and collections online through two investment streams: *Virtual Exhibits* and *Community Stories*. VMC projects help build digital capacity in Canadian museums and heritage organizations and give Canadians unique access to diverse stories and experiences. The VMC is being relaunched in 2020-21 as Digital Museums Canada.

#### **Highlight activities for 2021-22**

- Present the renewed investment program at museum association conferences, in-person or virtually, as the pandemic allows
- Invest \$2.2 million in digital projects undertaken by museums and heritage organizations across the country
- Begin development of a new online storytelling platform for Community Stories projects
- As resources permit, develop resources and/or initiatives to support the Canadian museum community in creating online products, thereby increasing their digital capacity

## **Strategic Direction 2: Position the Museum as a trusted source of research and knowledge about Canadian history**

### **Indicators and targets**

The Corporation will measure achievement of strategic direction 2 through the following two indicators:

- 1. Number of projects or activities that foster or demonstrate public trust in Museum research** measures the progress and impact of research projects aligned with the *Research Strategy*. Research is critical to the Corporation's reputation and influence as a trusted source of knowledge about Canadian history.

| Performance Measurement Indicator  | 2019-20<br>Actual | 2020-21 Annual<br>Target | 2021-22<br>Annual Target |
|--|-------------------|--------------------------|--------------------------|
| <b>Number of projects or activities that foster or demonstrate public trust in Museum research</b> |                   |                          |                          |
| <b>CMH</b>   | 42                | 35                       | 277                      |
| <b>CWM</b>   | 12                | 11                       | 104                      |
| <b>Total</b>   | 54                | 46                       | 381                      |

*The scope of this indicator was broadened to include activities that foster or demonstrate public trust in Museum research, such as publications, conference presentations, public talks, community engagement efforts and media engagements, which explains the significantly higher target for 2021-22.*

2. **Number of special exhibitions on topics in Canadian history** measures openings of exhibitions developed internally or in collaboration, or borrowed from other museums, that are presented either on-site or online. Special exhibitions complement the permanent exhibitions by bringing new stories and perspectives.

| Performance Measurement Indicator                                  | 2019-2020<br>Actual | 2020-21<br>Annual Target | 2021-22<br>Annual Target |
|--|---------------------|--------------------------|--------------------------|
| <b>Number of special exhibitions on topics in Canadian history</b> |                     |                          |                          |
| <b>CMH</b>   | 4                   | 1                        | 2                        |
| <b>CWM</b>   | 2                   | 1                        | 6                        |
| <b>Total</b>   | 6                   | 2                        | 8                        |

*The scope of this indicator was broadened to include in-house exhibitions rather than borrowed exhibitions only. Online exhibitions will also be included. These changes explain the higher target for 2021-22.*

### **Key Activities and Priorities**

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

- a) **Conduct strategic and outcome-based research on key topics reflecting the diversity of Canadian history, including its controversial elements**

Research is a core activity of the two Museums, providing the essential basis for collecting and preserving the national collections and fostering the Corporation's role in helping Canadians engage with their history. 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 recurrent research activities relating to acquisitions and collections review as well as to treaty negotiation and repatriation.

#### **Highlight activities for 2021-22**

- Continue research for upcoming exhibitions
- Undertake directed research on contemporary Canada
- Continue structured research projects, including *Shaping Canada* (oral history project) and a coastal archaeology salvage project focused on Nova Scotia
- Publish research results in exhibition catalogues or Mercury Series volumes

- b) **Present exhibitions on key topics in Canadian history**

Exhibitions are the primary output used to disseminate the knowledge and perspectives generated by research.

### Highlight activities for 2021-22

- *Lost Liberties*: 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 October Crisis
- *Munnings – The War Years*: an exhibition showcasing the activities of the Canadian Cavalry Brigade and the Canadian Forestry Corps during the First World War, through the artwork of Alfred Munnings
- Explore possibilities for online exhibitions, whether adaptations of onsite exhibitions or on new topics

### c) Ensure the content of the CWM permanent galleries is up to date

By the end of the planning period, the permanent galleries of the CWM will be 20 years old. The Museum has begun to plan the renewal of both the content of the galleries and the overall visitor experience.

### Highlight activities for 2021-22

- Develop a new intellectual framework for the renewal of the CWM permanent galleries
- Upgrade the 100 Days section of Gallery 2 (The South African and First World Wars) to integrate new research, artifacts and audio-visual elements
- Continue research to provide a voice to under-represented groups, including women, people of diversity, and Indigenous Canadians

## Strategic Direction 3: Strengthen relationships with indigenous peoples through respectful collaboration and shared stewardship of Indigenous collections and intangible heritage

### Indicators and targets

The Corporation will measure achievement of strategic direction 3 through the following indicator:

1. **Percentage of activities identified in the Indigenous Relations Framework Implementation Plan that are completed** measures the progress of the three-year implementation plan associated with the CMH's new Indigenous Relations Framework. The plan consists of over 50 projects that include the development of policies, procedures, protocols, strategies and plans for a wide range of activities related to Indigenous collections, communities, and issues.

| Performance Measurement Indicator   | 2019-20<br>Actual | 2020-21 Annual<br>Target | 2021-22<br>Annual Target |
|---|-------------------|--------------------------|--------------------------|
| <b>Percentage of activities identified in the Indigenous Relations Framework Implementation Plan that are completed</b> |                   |                          |                          |
| <b>CMH and CWM</b>  | n/a               | n/a                      | 60%                      |

*Because this is a new indicator for 2021-22, there are no results or targets from previous years.*

### Key Activities and Priorities

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

**a) Continue to implement the *Framework for Indigenous Relations***

Over the past several decades, efforts have been made at the CMH to share authority and share collections, in a variety of ways, with Indigenous communities. The *Framework for Indigenous Relations* aims to formalize and expand these evolving institutional practices.

**Highlight activities for 2021-22**

- Formalize policies and procedures related to Indigenous sacred material held in CMH collections
- Develop a policy and procedures for consultations with Indigenous communities
- Update the CMH Repatriation Policy and develop a process for competing repatriation claims

**b) Build or strengthen collaborative partnerships with Indigenous communities**

Telling the stories and increasing understanding of Indigenous people, places and events, cannot be undertaken without engagement with the people from whom the cultural material, stories and histories originated. Recognizing the right of Indigenous people to control and protect their cultural heritage, the CMH continues to build relationships with Indigenous communities both locally and across Canada.

**Highlight activities for 2021-22**

- Strengthen relations with Indigenous cultural centres and museums
- Continue efforts on coastal archaeology, in cooperation with key Indigenous and local partners
- Continue to collaborate with Indigenous communities on *Indigenous Stories beyond Borders*, an exhibition that explores the 400-year history of Indigenous people who travelled overseas as diplomats, performers, artists, scholars and soldiers
- As part of the renewal of the CWM permanent galleries, initiate consultations with Indigenous communities to enhance Indigenous content in research initiatives, exhibitions, collections activities and programs
- Enhance awareness of Indigenous history and culture through programming and community engagement (e.g. Indigenous Veterans Day, Indigenous Heritage Month)

**c) Develop innovative training opportunities, to share expertise and build capacity within Indigenous communities**

Since 1993, the Indigenous Internship Program has offered First Nations, Métis and Inuit participants professional and technical training in various aspects of museum work. Graduates have gone on to a range of positions in museum and cultural sectors. Opportunities exist to further build capacity and build networks. A redefinition of the program will focus on increasing opportunities and support for youth, Northern communities and cultural centres.

**Highlight activities for 2021-22**

- Re-develop the Indigenous Internship Program for accreditation or association with post-secondary institutions
- Develop and deliver training opportunities aimed at audiences including Northern communities, urban Indigenous youth and staff at Indigenous cultural centres

## Strategic Direction 4: Build and share a collection that best reflects Canada’s history and distinctiveness

### Indicators and targets

The Corporation will measure achievement of strategic direction 4 through the following two indicators:

- 1. Percentage of acquisitions that fill identified gaps** measures the proportion of acquisitions in priority collecting areas. For 2021-22, identified gaps at CMH are acquisitions related to contemporary history (since c. 1960), sports, contemporary Indigenous history, popular culture, oral history, and COVID-19. Identified gaps at CWM are acquisitions relating to Canada’s involvement in the Korean War, the Cold War and in contemporary conflicts, as well as artefacts that help tell the story of Canada’s 19<sup>th</sup>-century and pre-First World War military history.

| Performance Measurement Indicator                           | 2019-20<br>Actual | 2020-21 Annual<br>Target | 2021-22<br>Annual Target |
|---|-------------------|--------------------------|--------------------------|
| <b>Percentage of acquisitions that fill identified gaps</b> |                   |                          |                          |
| <b>CMH and CWM</b>  | n/a               | n/a                      | 30%                      |

*Because this is a new indicator for 2021-22, there are no results or targets from previous years.*

- 2. Number of collections items that are digitized** measures the number of artefacts or archival documents that have been digitized. Digitization is an important tool that contributes to the preservation of collections and helps the Museums to share collections with more people.

| Performance Measurement Indicator                     | 2019-2020<br>Actual | 2020-21<br>Annual Target | 2021-22<br>Annual Target |
|---|---------------------|--------------------------|--------------------------|
| <b>Number of collections items that are digitized</b> |                     |                          |                          |
| <b>CMH</b>  |                     |                          | 9,000                    |
| <b>CWM</b>  |                     |                          | 5,000                    |
| <b>Total</b>  | n/a                 | n/a                      | 14,000                   |

*Because this is a new indicator for 2021-22, there are no results or targets from previous years.*

### Key Activities and Priorities

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

#### a) Actively pursue acquisitions 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 the current collection and strengthening the national mandate of the two museums. 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.

Funding allocated in Budget 2021 will allow the CMH to purchase the historical sports collection of the Canadian Sports Hall of Fame (CSHOF), currently located in Calgary. This purchase will permanently preserve the collection, intact and entire, in Canada; guarantee its long-term care and maintenance; and facilitate national access to its content. The CSHOF collection of some 100,000 artefacts and

60,000 archival items is of inestimable and unparalleled national importance and will be incorporated fully into the National Collection of the CMH. The Budget 2021 funds will be used to purchase the collection as well as to cover transportation, integration, storage and maintenance costs for the collection at the Museum.

**Highlight activities for 2021-22**

- Assess and evaluate the Sports Hall of Fame collection, in preparation for its acquisition
- Continue efforts to fill identified gaps in the collection, in order to broaden and diversify its scope
- Prioritize acquisitions critical to upcoming exhibitions
- Prioritize collections related to the Museum's *Framework for Indigenous Relations* and associated initiatives

**b) Enhance the post-1867 collection, including documenting recent events**

**Highlight activities for 2021-22**

- Seek to acquire artefacts related to COVID-19, in particular objects associated with public policy responses, Indigenous experiences, national impact, and intersections with military history
- In the context of *Shaping Canada* (oral history project), continue to collect interviews and accompanying objects related to influential Canadians

**c) Share the collection with more Canadians, through loans and ongoing digitization**

The Museums' collections are an invaluable source of information for researchers, school groups, media and the general public, fostering a 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 website blogs or in museum displays.

**Highlight activities for 2021-22**

- Continue efforts to digitize new acquisition, archival and oral history collections
- Enhance online collection access by providing deeper research, interpretation and connections to educational objectives
- Continue to make collection items available to museums and organizations across the country through loans

**Strategic Direction 5: Pursue cultural diplomacy to exchange ideas and values and advance mutually beneficial projects, both nationally and internationally**

**Indicators and targets**

The Corporation will measure achievement of strategic direction 5 through the following two indicators:

1. **Number of events and outreach initiatives undertaken in partnership or as collaborations** measures the number of events and outreach initiatives (on-site, off-site, virtual or hybrid) held in partnership or in collaboration with another organization.



| Performance Measurement Indicator   | 2019-20<br>Actual | 2020-21<br>Annual Target | 2021-22<br>Annual Target |
|---|-------------------|--------------------------|--------------------------|
| <b>Number of events and outreach initiatives undertaken in partnership or as collaborations</b> |                   |                          |                          |
| <b>CMH</b>  | 21                | 20                       | 20                       |
| <b>CWM</b>  | 19                | 12                       | 20                       |
| <b>Total</b>  | 40                | 32                       | 40                       |

2. **Number of partnerships initiated for the development of museological projects** measures the number of projects for which there is at least a verbal agreement and an idea draft or proposal. Partnerships can include projects in areas including exhibitions, research and publishing, programming, collections, and access to resources and facilities.

| Performance Measurement Indicator  | 2019-20<br>Actual | 2020-21<br>Annual Target | 2021-22<br>Annual Target |
|--|-------------------|--------------------------|--------------------------|
| <b>Number of partnerships initiated for the development of museological projects</b> |                   |                          |                          |
| <b>CMH</b>   | 10                | 15                       | 6                        |
| <b>CWM</b>   | 4                 | 4                        | 7                        |
| <b>Total</b>   | 14                | 19                       | 13                       |

## **Key Activities and Priorities**

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

### **a) Build international partnerships that project Canadian history to the world and bring world history to Canadians**

The Museums 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. Conversely, international partnerships can offer opportunities to showcase Canadian history and Museum expertise abroad, while supporting the Government of Canada's efforts on the world stage.

#### **Highlight activities for 2021-22**

- *Queens of Egypt*: in partnership with Pointe-à-Callière: Montréal History and Archaeology Complex, and the Museo Egizio of Turin, Italy, the exhibition explores the status and roles of royal women in the New Kingdom era of ancient Egyptian civilization, focusing on some of the most well-known queens such as Nefertari, Nefertiti and Hatshepsut
- Advance partnerships with the City of Ortona and the Canadian Embassy in Italy to contribute to the redevelopment of the local museum dedicated to the Canadians' involvement in the Italian Campaign during the Second World War
- If possible, participate in the Frankfurt Book Fair

### **b) Advance partnerships with likeminded institutions nationally and internationally in view of future collaborative projects**

The Museums regularly seek out and establish partnerships with like-minded institutions and organizations for events at the Museums and externally. These partnerships increase the Museums' visibility and are opportunities to bring 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, collections, and access to resources and facilities.

#### Highlight activities for 2021-22

- Build on existing partnerships with organizations including the Department of Canadian Heritage, Canada's History, Historica Canada, the Pearson Centre for Progressive Policy, the Macdonald-Laurier Institute, the Walrus Talks, Global Affairs Canada, the Canadian Armed Forces, the Department of National Defence, and Veterans Affairs Canada, working closely and collaboratively in this COVID-19 context to achieve mutually beneficial outcomes
- Explore opportunities to work with organizations such as Global Affairs Canada to share Museum content abroad
- Host key events – whether on site, virtual or hybrid– and support organizations looking to deliver events virtually

#### c) Respond to opportunities to work with the diplomatic community

The Museums have developed expertise in cultural diplomacy which is sought out by numerous partners. Both Museums serve as key instruments of Canadian diplomacy, providing exceptional venues for a range of official or diplomatic functions.

#### Highlight activities for 2021-22

- Through VIP visits, protocol events, special events and partnerships, develop and enhance relationships with the diplomatic community and embassies in Canada through virtual and hybrid events, in addition to evolving on-site event formats

### Strategic Direction 6: Ensure sustainability, capacity and museological excellence by continuing to develop an empowering corporate culture

#### Indicators and targets

The Corporation will measure achievement of strategic direction 6 through the following two indicators:

1. **Dollar value of fundraising activities** measures all amounts raised, through annual giving and major gifts, to support core priorities of the Corporation.

| Performance Measurement Indicator                        | 2019-20<br>Actual | 2020-21<br>Annual Target | 2021-22<br>Annual Target |
|--|-------------------|--------------------------|--------------------------|
| <b>Dollar value of fundraising activities (in 000's)</b> |                   |                          |                          |
| <b>CMH and CWM</b>                                       | 2,553             | 3,020                    | 2,000                    |

*Fundraising targets have been decreased for 2021-22 to reflect the postponement of the CCM renewal project, which, when resumed, will be an exceptional fundraising opportunity.*

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 Indicator                               | 2019-20<br>Actual | 2020-21 Annual<br>Target | 2021-22<br>Annual Target |
|---|-------------------|--------------------------|--------------------------|
| <b>Dollar value of revenue generating activities (in 000's)</b> |                   |                          |                          |
| <b>CMH and CWM</b>  | 17,016            | 18,025                   | 3,799                    |

*Revenue targets have been significantly decreased for 2021-22 to reflect expected ongoing impacts of the pandemic on visitor behaviour.*

## **Key Activities and Priorities**

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

### **a) Implement strategies to ensure a healthy, respectful and inclusive workplace**

Like many organizations, the Museum has been forced to adapt its workforce into one that balances teleworking staff with those required onsite as essential services to maintain and protect collections. Prioritizing a healthy, respectful and inclusive workplace has never been more important to the Corporation.

#### **Highlight activities for 2021-22**

- Following the workforce assessment being undertaken in 2020-21, identify key actions to be implemented in 2021-22
- Continue to identify, mentor, challenge and offer opportunities to employees with high potential, to grow our talent in a strategic manner, address succession planning and support employee engagement, motivation and development
- Continue efforts to increase the diversity of the workforce and foster the inclusion of a broad range of voices and views in governance, planning and decision-making

### **b) Continue to develop innovative and responsible revenue strategies, including fundraising**

Approximately 75% of the Museums' funding is through an annual appropriation from the Government of Canada; the remaining 25% is through non-governmental revenues. With commercial revenues, which include admissions, parking, facility rentals, food concessions, gift shop sales and memberships, projected to be significantly lower in 2021-22 compared to previous years, fundraising is a critical source of revenues to support operational priorities and the Museums' viability. The Corporation is also exploring new ways to generate revenue, including the monetization of digital products.

#### **Highlight activities for 2021-22**

- Adapt commercial operations to a more local audience, focusing on memberships, facility rentals and "Buy Local" strategies, as well as to a broader audience via online revenue initiatives such as the expansion and promotion of the Cyberboutique and CINÉ+ on demand
- Explore ways to monetize digital products
- Build the major gifts program with a focus on securing funds for core program priorities and grow unrestricted giving from all giving levels, investing more in the acquisition program to build the donor base
- Engage more actively with all Museum stakeholder groups to build long-term relationships in order to grow financial or in-kind support, including through partnerships or other endeavours
- Continue to work with the Department of Canadian Heritage on a long-term solution to address escalating non-discretionary costs and critical capital requirements

### **c) Modernize our practices, systems and buildings to remain current and competitive**

As the CMH and CWM facilities age, repair costs are becoming critical and the possibility of system failures increases. In addition, many of the systems put into place are ready for replacement.

#### **Highlight activities for 2021-22**

- Deliver on planned capital projects to modernize key facility operating systems and address aging infrastructure, prioritizing health and safety needs
- Update or implement key operating IT infrastructure, systems and applications while improving the Corporation's cybersecurity posture and prioritizing risk management and privacy in all IT projects

- Enhance the collection of organizational performance data, including key performance indicators (KPIs), to better understand the organization and inform future decisions
- In response to the pandemic and modified visitor expectations, create frameworks and approaches to permanently adapt interactive elements and content delivery systems using touchpoints

## 4. Financial Statements, 2021-22 to 2025-26

**CANADIAN MUSEUM OF HISTORY  
2021-22 CORPORATE PLAN  
PRO FORMA STATEMENT OF FINANCIAL POSITION  
AS AT MARCH 31**

| (in thousands of dollars)                           | 2019-20<br>Actual | 2020-21<br>Forecast | 2021-22<br>Projection | 2022-23<br>Projection | 2023-24<br>Projection | 2024-25<br>Projection | 2025-26<br>Projection |
|---|-------------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>ASSETS</b>                                       |                   |                     |                       |                       |                       |                       |                       |
| <b>Current Assets</b>                               |                   |                     |                       |                       |                       |                       |                       |
| Cash  | 19,869            | 14,002              | 11,932                | 10,526                | 9,744                 | 11,216                | 11,186                |
| Restricted Cash and Investments                     | 6,182             | 6,333               | 3,153                 | 3,058                 | 3,786                 | 3,942                 | 4,742                 |
| Investments   | 14,139            | 14,145              | 8,900                 | 8,584                 | 14,076                | 11,755                | 4,000                 |
| Accounts Receivable                                 | 2,469             | 2,000               | 2,000                 | 2,000                 | 2,000                 | 2,000                 | 2,000                 |
| Inventories   | 832               | 850                 | 1,000                 | 1,000                 | 1,000                 | 1,000                 | 1,000                 |
| Prepaid Expenses                                    | 580               | 550                 | 550                   | 550                   | 550                   | 550                   | 550                   |
|   | <b>44,071</b>     | <b>37,880</b>       | <b>27,535</b>         | <b>25,718</b>         | <b>31,156</b>         | <b>30,463</b>         | <b>23,478</b>         |
| <b>Other Assets</b>                                 |                   |                     |                       |                       |                       |                       |                       |
| Restricted Investments                              | 8,737             | 7,956               | 10,566                | 10,634                | 10,506                | 10,950                | 10,950                |
| Investments   | 46,018            | 55,867              | 62,212                | 55,944                | 42,376                | 42,442                | 51,197                |
| Collection  | 1                 | 1                   | 1                     | 1                     | 1                     | 1                     | 1                     |
| Capital Assets                                      | 216,506           | 205,247             | 198,515               | 198,169               | 196,187               | 184,619               | 169,408               |
|   | <b>315,333</b>    | <b>306,951</b>      | <b>298,829</b>        | <b>290,466</b>        | <b>280,226</b>        | <b>268,475</b>        | <b>255,034</b>        |
| <b>LIABILITIES AND EQUITY</b>                       |                   |                     |                       |                       |                       |                       |                       |
| <b>Current Liabilities</b>                          |                   |                     |                       |                       |                       |                       |                       |
| Accounts Payable and Accrued Liabilities            | 13,782            | 12,000              | 11,000                | 10,500                | 10,000                | 10,000                | 10,000                |
| Deferred Contributions                              | 14,508            | 14,491              | 15,851                | 16,684                | 17,964                | 19,064                | 20,184                |
| Deferred Revenue                                    | 825               | 750                 | 750                   | 750                   | 750                   | 750                   | 750                   |
|   | <b>29,115</b>     | <b>27,241</b>       | <b>27,601</b>         | <b>27,934</b>         | <b>28,714</b>         | <b>29,814</b>         | <b>30,934</b>         |
| <b>Other Liabilities</b>                            |                   |                     |                       |                       |                       |                       |                       |
| Employee future benefits                            | 10,983            | 11,683              | 12,383                | 13,083                | 13,783                | 14,483                | 15,183                |
| Deferred Contributions - National Collection Fund   | 10,714            | 10,265              | 9,315                 | 9,265                 | 9,215                 | 9,165                 | 9,115                 |
| Deferred Contributions Related to Capital Assets    | 195,335           | 188,618             | 180,428               | 175,124               | 166,434               | 155,421               | 141,952               |
|   | <b>217,032</b>    | <b>210,566</b>      | <b>202,126</b>        | <b>197,472</b>        | <b>189,432</b>        | <b>179,069</b>        | <b>166,250</b>        |
| <b>Net Assets</b>                                   |                   |                     |                       |                       |                       |                       |                       |
| Unrestricted  | 13,482            | 13,482              | 8,482                 | 4,482                 | 1,794                 | 448                   | 448                   |
| Internally Restricted for Permanent Exhibit Renewal | 14,836            | 14,794              | 19,752                | 19,710                | 19,418                | 18,276                | 16,534                |
| Investment in capital assets                        | 40,868            | 40,868              | 40,868                | 40,868                | 40,868                | 40,868                | 40,868                |
|   | <b>69,186</b>     | <b>69,144</b>       | <b>69,102</b>         | <b>65,060</b>         | <b>62,080</b>         | <b>59,592</b>         | <b>57,850</b>         |
|   | <b>315,333</b>    | <b>306,951</b>      | <b>298,829</b>        | <b>290,466</b>        | <b>280,226</b>        | <b>268,475</b>        | <b>255,034</b>        |

*Note: compiled using Public Sector Accounting Standards*

**PRO FORMA STATEMENT OF OPERATIONS  
FOR THE YEARS ENDING MARCH 31, 2020 TO 2026**

| (in thousands of dollars)                            | 2019-20       | 2020-21       | 2021-22        | 2022-23        | 2023-24        | 2024-25        | 2025-26        |
|--|---------------|---------------|----------------|----------------|----------------|----------------|----------------|
|  | Actual        | Forecast      | Projection     | Projection     | Projection     | Projection     | Projection     |
| <b>Government Funding</b>                            |               |               |                |                |                |                |                |
| Parliamentary Appropriation                          | 70,683        | 75,297        | 72,768         | 72,768         | 72,768         | 72,768         | 72,768         |
| Add: Budget Approvals - Parl. Approp.                |               |               |                |                |                |                |                |
| Capital funding (Budget 2016)                        | 5,046         | 1,604         | 0              | 0              | 0              | 0              | 0              |
| Sports Hall of Fame (Budget 2021)                    | 0             | 0             | 6,900          | 455            | 455            | 455            | 455            |
| Forecast Funding Request for:                        |               |               |                |                |                |                |                |
| Collective Agreements                                | 0             | 0             | 700            | 1,385          | 2,035          | 2,665          | 3,275          |
| Amount deferred for specific projects                | (9,779)       | (8,063)       | (3,180)        | (3,010)        | (2,830)        | (2,650)        | (2,470)        |
| Deferred appropriation used in current year          | 1,272         | 4,629         | 8,770          | 11,965         | 8,825          | 3,450          | 3,885          |
| Amount used to purchase depreciable assets           | (3,876)       | (5,570)       | (9,070)        | (12,265)       | (9,125)        | (6,750)        | (4,185)        |
| Amortization of deferred capital funding             | 17,004        | 17,000        | 17,260         | 17,569         | 17,815         | 17,763         | 17,654         |
|  | <b>80,350</b> | <b>84,897</b> | <b>94,148</b>  | <b>88,867</b>  | <b>89,943</b>  | <b>87,701</b>  | <b>91,382</b>  |
| <b>Revenue of the Corporation</b>                    |               |               |                |                |                |                |                |
| General Admission & Programs                         | 6,926         | 325           | 1,095          | 1,890          | 3,740          | 5,620          | 7,490          |
| Facility Rentals, Events & Concessions               | 2,973         | 109           | 445            | 760            | 1,445          | 2,130          | 2,810          |
| Boutique Sales                                       | 1,998         | 85            | 370            | 560            | 1,090          | 1,620          | 2,140          |
| Parking  | 1,892         | 204           | 210            | 470            | 950            | 1,420          | 1,910          |
| Net investment income                                | 2,023         | 1,500         | 1,500          | 1,500          | 1,600          | 1,700          | 1,800          |
| Travelling Exhibits                                  | 526           | 38            | 50             | 70             | 100            | 150            | 215            |
| Memberships  | 525           | 40            | 50             | 120            | 240            | 360            | 480            |
| Other  | 153           | 66            | 79             | 83             | 140            | 140            | 140            |
| <b>Sub total</b>                                     | <b>17,016</b> | <b>2,367</b>  | <b>3,799</b>   | <b>5,453</b>   | <b>9,305</b>   | <b>13,140</b>  | <b>16,985</b>  |
| Use of donations - NCF                               | 52            | 500           | 1,000          | 100            | 100            | 100            | 100            |
| Use of donations - History/CCM Projects              | 1,192         | 1,070         | 920            | 927            | 300            | 3,300          | 100            |
| Use of other donations/sponsorships                  | 1,534         | 652           | 627            | 1,000          | 1,000          | 1,000          | 1,000          |
|  | <b>19,794</b> | <b>4,589</b>  | <b>6,346</b>   | <b>7,480</b>   | <b>10,705</b>  | <b>17,540</b>  | <b>18,185</b>  |
| <b>Expenses</b>                                      |               |               |                |                |                |                |                |
| Collect and Research                                 | 12,524        | 11,218        | 19,579         | 12,514         | 12,797         | 13,101         | 13,399         |
| Exhibit, Educate and Communicate                     | 29,334        | 27,963        | 28,590         | 29,076         | 30,111         | 32,055         | 33,717         |
| Facilities   | 37,970        | 37,575        | 39,198         | 40,350         | 41,749         | 42,989         | 44,014         |
| Corporate Management                                 | 19,689        | 17,029        | 18,081         | 18,449         | 18,971         | 19,584         | 20,179         |
|  | <b>99,517</b> | <b>93,785</b> | <b>105,448</b> | <b>100,389</b> | <b>103,628</b> | <b>107,729</b> | <b>111,309</b> |
| Excess (deficiency) before Relief Funding            | 627           | (4,299)       | (4,954)        | (4,042)        | (2,980)        | (2,488)        | (1,742)        |
| Covid-19 Relief Funding                              | 0             | 4,257         | 4,912          | 0              | 0              | 0              | 0              |
| <b>Excess (deficiency) of revenues over expenses</b> | <b>627</b>    | <b>(42)</b>   | <b>(42)</b>    | <b>(4,042)</b> | <b>(2,980)</b> | <b>(2,488)</b> | <b>(1,742)</b> |

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

The deficit position forecast for fiscal years 2020-21 and 2021-22 is the result of using restricted net asset to fund renewal of permanent galleries. The other fiscal year deficits are mainly the result of lower revenues resulting from the COVID-19 pandemic.

**PRO FORMA STATEMENT OF CASH FLOWS  
FOR THE PERIOD ENDING MARCH 31**

| (in thousands of dollars)   | 2019-20<br>Actual | 2020-21<br>Forecast | 2021-22<br>Projection | 2022-23<br>Projection | 2023-24<br>Projection | 2024-25<br>Projection | 2025-26<br>Projection |
|---|-------------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>OPERATING ACTIVITIES</b>                                       |                   |                     |                       |                       |                       |                       |                       |
| Cash receipts (clients)   | 19,599            | 1,261               | 2,299                 | 3,953                 | 7,705                 | 11,440                | 15,185                |
| Cash receipts (parliamentary appropriation)                       | 64,109            | 81,767              | 82,780                | 76,108                | 75,446                | 74,734                | 73,998                |
| Cash paid (employees)   | (39,370)          | (36,894)            | (38,966)              | (40,328)              | (41,166)              | (42,549)              | (42,549)              |
| Cash paid (suppliers)   | (46,077)          | (44,166)            | (43,060)              | (32,485)              | (37,530)              | (44,325)              | (46,979)              |
| Restricted contributions and related investment income            | 2,382             | 2,000               | 2,000                 | 2,000                 | 2,000                 | 5,000                 | 2,000                 |
| Interest received   | 2,006             | 1,500               | 1,500                 | 1,500                 | 1,600                 | 1,700                 | 1,800                 |
| <b>Cash flows from operating activities</b>                       | <b>2,649</b>      | <b>5,468</b>        | <b>6,553</b>          | <b>10,748</b>         | <b>8,055</b>          | <b>6,000</b>          | <b>3,455</b>          |
| <b>INVESTING ACTIVITIES</b>                                       |                   |                     |                       |                       |                       |                       |                       |
| Increase in investments and restricted investments                | (8,254)           | (27,647)            | (14,040)              | (3,384)               | (7,816)               | (11,944)              | (7,000)               |
| Decrease in investments and restricted investments                | 8,972             | 17,792              | 12,940                | 9,968                 | 15,392                | 13,699                | 6,000                 |
| <b>Cash flows used in investing activities</b>                    | <b>718</b>        | <b>(9,855)</b>      | <b>(1,100)</b>        | <b>6,584</b>          | <b>7,576</b>          | <b>1,755</b>          | <b>(1,000)</b>        |
| <b>CAPITAL ACTIVITIES</b>   |                   |                     |                       |                       |                       |                       |                       |
| Acquisition of capital assets                                     | (7,287)           | (5,783)             | (10,570)              | (17,265)              | (16,125)              | (7,337)               | (4,185)               |
| <b>FINANCING ACTIVITIES</b>                                       |                   |                     |                       |                       |                       |                       |                       |
| Parliamentary appropriation for the acquisition of capital assets | 11,716            | 4,104               | 2,500                 | 2,500                 | 2,500                 | 2,500                 | 2,500                 |
| <b>Increase (decrease) in cash and restricted cash</b>            | <b>7,796</b>      | <b>(6,066)</b>      | <b>(2,617)</b>        | <b>(1,433)</b>        | <b>(682)</b>          | <b>1,572</b>          | <b>770</b>            |
| <b>Cash and restricted cash, beginning of year:</b>               |                   |                     |                       |                       |                       |                       |                       |
| Cash  | 12,277            | 19,869              | 14,002                | 11,932                | 10,526                | 9,744                 | 11,216                |
| Restricted cash   | 2,311             | 2,515               | 2,316                 | 1,769                 | 1,742                 | 1,842                 | 1,942                 |
|   | <b>14,588</b>     | <b>22,384</b>       | <b>16,318</b>         | <b>13,701</b>         | <b>12,268</b>         | <b>11,586</b>         | <b>13,158</b>         |
| <b>Cash and restricted cash, end of year:</b>                     |                   |                     |                       |                       |                       |                       |                       |
| Cash  | 19,869            | 14,002              | 11,932                | 10,526                | 9,744                 | 11,216                | 11,186                |
| Restricted cash   | 2,515             | 2,316               | 1,769                 | 1,742                 | 1,842                 | 1,942                 | 2,742                 |
|   | <b>22,384</b>     | <b>16,318</b>       | <b>13,701</b>         | <b>12,268</b>         | <b>11,586</b>         | <b>13,158</b>         | <b>13,928</b>         |

*Note: compiled using Public Sector Accounting Standards*

**PRO FORMA STATEMENT OF CHANGES IN NET ASSETS  
FOR THE PERIOD ENDING MARCH 31**

| (in thousands of dollars)                           | 2019-20<br>Actual | 2020-21<br>Forecast | 2021-22<br>Projection | 2022-23<br>Projection | 2023-24<br>Projection | 2024-25<br>Projection | 2025-26<br>Projection |
|---|-------------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>Unrestricted</b>                                 |                   |                     |                       |                       |                       |                       |                       |
| Net Assets beginning of year                        | 12,800            | 13,482              | 13,482                | 8,482                 | 4,482                 | 1,794                 | 448                   |
| Excess (deficiency) of revenues over expenses       | 682               | 0                   | 0                     | (4,000)               | (2,688)               | (1,346)               | 0                     |
| Transfer (to)/from Internally Restricted Net Assets | 0                 | 0                   | (5,000)               | 0                     | 0                     | 0                     | 0                     |
|   | <b>13,482</b>     | <b>13,482</b>       | <b>8,482</b>          | <b>4,482</b>          | <b>1,794</b>          | <b>448</b>            | <b>448</b>            |
| <b>Internally Restricted</b>                        |                   |                     |                       |                       |                       |                       |                       |
| Net Assets beginning of year                        | 14,891            | 14,836              | 14,794                | 19,752                | 19,710                | 19,418                | 18,276                |
| Excess (deficiency) of revenues over expenses       | (55)              | (42)                | (42)                  | (42)                  | (292)                 | (1,142)               | (1,742)               |
| Transfer from/(to) Unrestricted Net Assets          | 0                 | 0                   | 5,000                 | 0                     | 0                     | 0                     | 0                     |
|   | <b>14,836</b>     | <b>14,794</b>       | <b>19,752</b>         | <b>19,710</b>         | <b>19,418</b>         | <b>18,276</b>         | <b>16,534</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                     |
|   | <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 CORE RESPONSIBILITY  
FOR THE YEARS ENDING MARCH 31, 2020 TO 2026**

| (in thousands of dollars)       | 2019-20<br>Budget | 2020-21<br>Budget | 2021-22<br>Budget | 2022-23<br>Budget | 2023-24<br>Budget | 2024-25<br>Budget | 2025-26<br>Budget |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Collect and Research            | 12,477            | 11,218            | 19,579            | 12,514            | 12,797            | 13,101            | 13,399            |
| Exhibit, Educate & Communicate  | 30,090            | 24,687            | 26,607            | 30,603            | 33,404            | 30,983            | 28,355            |
| Facilities                      | 32,137            | 29,592            | 34,449            | 38,477            | 36,474            | 32,493            | 34,165            |
| Corporate Management            | 20,125            | 17,029            | 18,081            | 18,449            | 18,971            | 19,584            | 20,179            |
| <b>Sub-total</b>                | <b>94,829</b>     | <b>82,526</b>     | <b>98,716</b>     | <b>100,043</b>    | <b>101,646</b>    | <b>96,161</b>     | <b>96,098</b>     |
| <b>Less: revenues</b>           | <b>19,609</b>     | <b>4,589</b>      | <b>6,346</b>      | <b>7,480</b>      | <b>10,705</b>     | <b>17,540</b>     | <b>18,185</b>     |
| restricted equity               | 1,611             | 213               | 1,500             | 5,000             | 7,000             | 587               | 0                 |
| deferred funding                | (2,021)           | (3,434)           | 5,590             | 8,955             | 5,995             | 800               | 1,415             |
| <b>Total budget requirement</b> | <b>75,630</b>     | <b>81,158</b>     | <b>85,280</b>     | <b>78,608</b>     | <b>77,946</b>     | <b>77,234</b>     | <b>76,498</b>     |

*Note: compiled on the cash basis of accounting*

**SUMMARY OF OPERATING AND CAPITAL BUDGETS  
FOR THE YEARS ENDING MARCH 31, 2020 TO 2026**

| (in thousands of dollars)          | 2019-20<br>Budget | 2020-21<br>Budget | 2021-22<br>Budget | 2022-23<br>Budget | 2023-24<br>Budget | 2024-25<br>Budget | 2025-26<br>Budget |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Operating                          | 86,358            | 76,743            | 88,146            | 82,778            | 85,521            | 88,824            | 91,913            |
| Capital                            | 8,471             | 5,783             | 10,570            | 17,265            | 16,125            | 7,337             | 4,185             |
| <b>Sub-total</b>                   | <b>94,829</b>     | <b>82,526</b>     | <b>98,716</b>     | <b>100,043</b>    | <b>101,646</b>    | <b>96,161</b>     | <b>96,098</b>     |
| <b>Less: revenues</b>              | <b>19,609</b>     | <b>4,589</b>      | <b>6,346</b>      | <b>7,480</b>      | <b>10,705</b>     | <b>17,540</b>     | <b>18,185</b>     |
| restricted equity                  | 1,611             | 213               | 1,500             | 5,000             | 7,000             | 587               | 0                 |
| deferred funding                   | (2,021)           | (3,434)           | 5,590             | 8,955             | 5,995             | 800               | 1,415             |
| <b>Government Funding Required</b> | <b>75,630</b>     | <b>81,158</b>     | <b>85,280</b>     | <b>78,608</b>     | <b>77,946</b>     | <b>77,234</b>     | <b>76,498</b>     |

*Note: compiled on the cash basis of accounting*

**OPERATING AND CAPITAL BUDGET AT SUB-SUB RESPONSIBILITY LEVEL**

| (in thousands of dollars)               | 2019-20       | 2020-21       | 2021-22       | 2022-23        | 2023-24        | 2024-25       | 2025-26       |
|---|---------------|---------------|---------------|----------------|----------------|---------------|---------------|
| Budget                                  | Budget        | Budget        | Budget        | Budget         | Budget         | Budget        | Budget        |
| <b>COLLECT AND RESEARCH</b>             |               |               |               |                |                |               |               |
| <b>Collections</b>                      |               |               |               |                |                |               |               |
| Canadian Museum of History              | 2,639         | 2,245         | 9,897         | 2,899          | 2,962          | 3,034         | 3,103         |
| Canadian War Museum                     | 1,957         | 1,918         | 2,004         | 2,043          | 2,086          | 2,134         | 2,178         |
|   | 4,596         | 4,163         | 11,901        | 4,942          | 5,048          | 5,168         | 5,281         |
| <b>Research</b>                         |               |               |               |                |                |               |               |
| Canadian Museum of History              | 4,421         | 3,855         | 4,048         | 4,136          | 4,232          | 4,332         | 4,431         |
| Canadian War Museum                     | 672           | 609           | 638           | 651            | 667            | 680           | 695           |
|   | 5,093         | 4,464         | 4,686         | 4,787          | 4,899          | 5,012         | 5,126         |
| <b>Library &amp; Archives</b>           |               |               |               |                |                |               |               |
| Canadian Museum of History              | 2,502         | 2,312         | 2,696         | 2,482          | 2,540          | 2,601         | 2,662         |
| Canadian War Museum                     | 286           | 279           | 296           | 303            | 310            | 320           | 330           |
|   | 2,788         | 2,591         | 2,992         | 2,785          | 2,850          | 2,921         | 2,992         |
|   | 12,477        | 11,218        | 19,579        | 12,514         | 12,797         | 13,101        | 13,399        |
| <b>EXHIBIT, EDUCATE AND COMMUNICATE</b> |               |               |               |                |                |               |               |
| <b>Exhibitions</b>                      |               |               |               |                |                |               |               |
| Canadian Museum of History              | 11,597        | 10,085        | 9,745         | 9,934          | 10,266         | 10,690        | 11,097        |
| Canadian War Museum                     | 3,289         | 2,069         | 2,239         | 2,282          | 2,350          | 2,434         | 2,514         |
|   | 14,886        | 12,154        | 11,984        | 12,216         | 12,616         | 13,124        | 13,611        |
| <b>Programs</b>                         |               |               |               |                |                |               |               |
| Canadian Museum of History              | 5,408         | 5,051         | 5,413         | 5,518          | 5,697          | 5,920         | 6,138         |
| Canadian War Museum                     | 943           | 839           | 889           | 907            | 932            | 962           | 992           |
|   | 6,351         | 5,890         | 6,302         | 6,425          | 6,629          | 6,882         | 7,130         |
| <b>Publications</b>                     |               |               |               |                |                |               |               |
| Canadian Museum of History              | 263           | 168           | 178           | 182            | 187            | 195           | 202           |
| Canadian War Museum                     | 143           | 72            | 78            | 79             | 82             | 85            | 88            |
|   | 406           | 240           | 256           | 261            | 269            | 280           | 290           |
| <b>Communications</b>                   |               |               |               |                |                |               |               |
| Canadian Museum of History              | 4,784         | 4,232         | 4,493         | 4,587          | 4,717          | 4,869         | 5,019         |
| Canadian War Museum                     | 2,052         | 1,958         | 2,072         | 2,114          | 2,173          | 2,241         | 2,305         |
|   | 6,836         | 6,190         | 6,565         | 6,701          | 6,890          | 7,110         | 7,324         |
| <b>Capital projects</b>                 |               |               |               |                |                |               |               |
| Canadian Museum of History              | 1,611         | 213           | 0             | 2,500          | 6,000          | 3,587         | 0             |
| Canadian War Museum                     | 0             | 0             | 1,500         | 2,500          | 1,000          | 0             | 0             |
|   | 1,611         | 213           | 1,500         | 5,000          | 7,000          | 3,587         | 0             |
|   | 30,090        | 24,687        | 26,607        | 30,603         | 33,404         | 30,983        | 28,355        |
| <b>CORPORATE MANAGEMENT</b>             |               |               |               |                |                |               |               |
| <b>Revenue Generating Activities</b>    |               |               |               |                |                |               |               |
| Canadian Museum of History              | 5,709         | 3,495         | 3,693         | 3,771          | 3,872          | 3,986         | 4,097         |
| Canadian War Museum                     | 1,419         | 722           | 771           | 785            | 807            | 837           | 862           |
|   | 7,128         | 4,217         | 4,464         | 4,556          | 4,679          | 4,823         | 4,959         |
| <b>Corporate Services</b>               |               |               |               |                |                |               |               |
| Canadian Museum of History              | 8,065         | 7,902         | 8,406         | 8,575          | 8,825          | 9,115         | 9,404         |
| Canadian War Museum                     | 2,374         | 2,301         | 2,442         | 2,493          | 2,561          | 2,643         | 2,721         |
|   | 10,439        | 10,203        | 10,848        | 11,068         | 11,386         | 11,758        | 12,125        |
| <b>Governance</b>                       |               |               |               |                |                |               |               |
| Canadian Museum of History              | 1,915         | 1,953         | 2,073         | 2,115          | 2,176          | 2,248         | 2,319         |
| Canadian War Museum                     | 643           | 656           | 696           | 710            | 730            | 755           | 776           |
|   | 2,558         | 2,609         | 2,769         | 2,825          | 2,906          | 3,003         | 3,095         |
|   | 20,125        | 17,029        | 18,081        | 18,449         | 18,971         | 19,584        | 20,179        |
| <b>FACILITIES</b>                       |               |               |               |                |                |               |               |
| <b>Facilities management</b>            |               |               |               |                |                |               |               |
| Canadian Museum of History              | 19,195        | 18,289        | 19,293        | 19,926         | 20,779         | 21,821        | 22,747        |
| Canadian War Museum                     | 6,082         | 5,733         | 6,086         | 6,286          | 6,570          | 6,922         | 7,233         |
|   | 25,277        | 24,022        | 25,379        | 26,212         | 27,349         | 28,743        | 29,980        |
| <b>Capital projects</b>                 |               |               |               |                |                |               |               |
| Canadian Museum of History              | 6,137         | 5,113         | 8,665         | 12,090         | 8,950          | 3,575         | 4,010         |
| Canadian War Museum                     | 723           | 457           | 405           | 175            | 175            | 175           | 175           |
|   | 6,860         | 5,570         | 9,070         | 12,265         | 9,125          | 3,750         | 4,185         |
|   | 32,137        | 29,592        | 34,449        | 38,477         | 36,474         | 32,493        | 34,165        |
| <b>Total Canadian Museum of History</b> | <b>72,635</b> | <b>64,700</b> | <b>78,600</b> | <b>76,215</b>  | <b>75,203</b>  | <b>72,386</b> | <b>75,229</b> |
| <b>Total Canadian War Museum</b>        | <b>20,583</b> | <b>17,613</b> | <b>18,616</b> | <b>18,828</b>  | <b>19,443</b>  | <b>20,188</b> | <b>20,869</b> |
| <b>Grand Total</b>                      | <b>94,829</b> | <b>82,526</b> | <b>98,716</b> | <b>100,043</b> | <b>101,646</b> | <b>96,161</b> | <b>96,098</b> |

*Note: compiled on the cash basis of accounting*