



CANADIAN
MUSEUM
OF HISTORY
-
MUSÉE
CANADIEN
DE L'HISTOIRE



CANADIAN
WAR
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MUSÉE
CANADIEN
DE LA GUERRE

SUMMARY OF THE CORPORATE PLAN

FOR THE 2023-2024 TO
2027-2028 PLANNING PERIOD

OPERATING AND CAPITAL BUDGETS 2023-24

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Executive Summary

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). In October 2022, the Board of Trustees established new strategic directions to guide the Corporation for the five-year period from 2023-24 to 2027-28:

- 1. Engage people from across Canada in diverse histories and stories.**
- 2. Foster an innovative workforce culture that promotes equity, respect, and a sense of belonging.**
- 3. Advance reconciliation and strengthen our commitment to recognizing the rights of Indigenous Peoples.**
- 4. Build organizational resilience through sustainable practices.**
- 5. Leverage technology to drive innovation and deepen access to Museum activities.**

The Corporation will deliver on these strategic directions by aiming to serve as a relevant and trusted source of research and knowledge, broadening engagement with diverse, multi-generational audiences and stakeholders across the country, and seeking dynamic collaborations and partnerships to support innovation and engagement. It will take meaningful action to build a healthy and inclusive workplace. It will continue to advance the repatriation of Indigenous cultural material and to build partnerships with Indigenous communities, based on shared authority and transparency. It will advance organizational resilience and environmental stewardship and rebuild and diversify revenue streams. Finally, it will work to deliver transformative and data-driven organizational change through digital innovation, and leverage technology to broaden reach and deepen access to collections and research.

The Corporation continues to face financial pressures as a result of the pandemic and due to inflation. It is anticipated that the Museum's attendance and operating revenues will not return to 2019-20 levels until 2024-25. The Corporation will also continue to be challenged by escalating non-discretionary accommodation and exhibition-related costs.

1. Overview

The CMH was established as an agent Crown corporation through the *Museums Act* of July 1, 1990, 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 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 Corporation 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 Corporation 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 Corporation 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.

In addition, the Corporation’s activities align with the definition of “museum” adopted by the International Council of Museums (ICOM) on August 24, 2022:

A museum is a not-for-profit, permanent institution in the service of society that researches, collects, conserves, interprets and exhibits tangible and intangible heritage. Open to the public, accessible and inclusive, museums foster diversity and sustainability. They operate and communicate ethically, professionally and with the participation of communities, offering varied experiences for education, enjoyment, reflection and knowledge sharing.

As a member of the 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.

The Museums Act provides for a Board of Trustees with not more than 11 members, appointed by the Minister of Canadian Heritage with the approval of the Governor in Council. The Board of Trustees, whose members are selected from across the country, is accountable to Parliament through the Minister. The Board provides broad strategic direction and financial and audit oversight to the Corporation, and meets on a regular basis throughout the year.

2. Operating Environment

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

Internal Environment

Employee Wellbeing and Corporate Culture

The Museum is prioritizing and investing in ensuring an innovative workforce culture that fosters equity, respect and a sense of belonging. The *Action Plan to Enhance the Employee Experience* is addressing the findings of the 2021-22 workforce assessment and Audit of Human Resources Management, with the goal of rebuilding trust and empowering the workforce. The establishment of corporate values has strengthened the Corporation's commitment to and accountability towards an improved culture. In addition, efforts have been made to support staff through these challenging times, including the provision of resources to support mental health.

Leadership and Workforce Capacity

An open, transparent and merit-based selection process for a new Director/CEO was launched in October 2020 and was completed in December 2022. The Corporation continues its efforts to stabilize its team of executives and senior management, build leadership capacity and ensure business continuity through succession planning. New leadership roles and a new organizational structure announced in October 2021 aim to respond to corporate priorities and build an empowering culture. A strong and effective corporate governance framework and processes will help ensure collaboration, stability and continuity.

A Changing Workplace

The Museum is committed to developing a new post-pandemic hybrid work model, which will support on-site, hybrid and remote employees. Investments in infrastructure, security and training will be required to support the success of the new model.

The Corporation and the Professional Institute of the Public Service of Canada (PIPSC) began collective bargaining in May 2022 to renew the collective agreement for the Research group. The terms and conditions outlined in the current agreement, which expired on September 30, 2019, remain in force until a new contract is negotiated and ratified. The agreement with the Public Service Alliance of Canada (PSAC) will expire on March 31, 2023.

Fiscal Planning

The Corporation continues to face financial pressures as a result of the pandemic and due to inflation. The Corporation will also continue to be challenged by escalating non-discretionary accommodation and exhibition-related costs.

The decision of the federal government to allocate temporary funding in 2022-23 to support the national museums in facing the impacts of the pandemic, with CMH receiving \$4.1 million, alleviated some financial pressures.

The base capital funding of \$2.5 million is insufficient to address the demand for lifecycle maintenance and repairs associated with the corporation's two iconic national sites, combined with the requirements to invest in IT, security and digital infrastructure. Capital resources will be prioritized to ensure the most pressing projects are completed.

Strategic Planning

In October 2022, the Board of Trustees established new strategic directions to guide the Corporation for the five-year period from 2023-24 to 2027-28. The post-COVID landscape requires new ways of thinking and operating. Major projects undertaken before the pandemic, such as the renewal of the Canadian Children's Museum, are being re-imagined. The Corporation will continue to leverage in-house expertise and share its collections in new and focused ways. The Corporation will need to ensure that projects and resource allocations are strategic and focused on the delivery of the Board's strategic directions.

External Environment

COVID-19 and its Impacts

The global pandemic triggered one of the most significant disruptions in recent history, altering how individuals behave, how society interacts, and how businesses operate. There is optimism for an emerging 'end' to the pandemic, but the likely future is that the virus and resulting health risks will remain for many years to come. Business decisions regarding the future are being made with a mindset oriented toward 'reinvention' rather than 'returning to normal.' Museum visitors are returning but hesitancy remains. It continues to be important to adapt our practices to provide safe options for visitors, including continuing to present digital offers.

Tourism and Economic Trends

Destination Canada projects that travel will not return to pre-pandemic levels before at least 2025. Although travel restrictions have been lifted in Canada and international tourism is slowly recovering, many large tourism markets, particularly from Asia-Pacific countries, have not started to return to Canada. Given that 70% of CMH's annual paid visitors before the pandemic were from outside of the National Capital Region, including 20% from outside of Canada, these trends have significantly impacted visitation and therefore, commercial revenues.

Responding to Demographic Shifts

The Canadian population is undergoing significant shifts. Baby Boomers are aging, and within this generation, people are living longer and healthier lives and are seeking places of engagement and belonging. To respond to this trend, museums need to create welcoming, adaptive spaces and design activities and services that can be used by multi-generational audiences. On the other end of the age spectrum, Gen Z is the largest generation globally and is the most racially diverse generation in North America. Diversity is their norm and they are 'digital natives,' drawn to sustainable products and brands and purpose-driven work. To ensure relevancy, the Museum can amplify interactive technologies, promote sustainable business practices, and modernize its workplace.

Diversity and Inclusion

Museums around the world are striving to be welcoming and accessible spaces for all, proactively addressing exclusion, fostering mutual respect and harmonious coexistence. The CMH 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 Museum to be truly diverse and inclusive, all activities, including its exhibitions, collections, programming and visitor services, need to be planned and delivered with diversity and inclusion goals and considerations in mind.

Relations with Indigenous Peoples

There is increased global and Canadian awareness and activism regarding colonial histories and cultural appropriation. Museums, as public stewards of our collective history, find themselves enmeshed in the struggle over representation, identity, and material culture. The CMH embarked on a process of institutional change with the launch of its first *Framework for Indigenous Relations*. 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 the spirit of the Truth and Reconciliation Commission report and the United Nations Declaration on the Right of Indigenous Peoples (UN Dec), CMH continues to work to make connections between communities and collections, with repatriation as one element of a broad spectrum.

Credible Research and Critical Thinking

In a polarized world, in which misinformation and disinformation are rampant, museums have an increasingly important role as centres of research. Recent surveys show that museums remain among the most trusted sources of information. Museum exhibitions and programs, underpinned by credible research, can foster critical thinking by encouraging visitors to explore primary evidence and draw, share and debate their own conclusions. Museums can also serve as safe spaces for difficult conversations.

Digital Environment

Digital platforms provide important opportunities to enhance Museum programming and strengthen preservation of and access to collections. Online activities are also critical to the Museum in that they reduce geographical barriers and help us deliver on our national mandate. Rapid advances in technology and data have the potential to unlock the value of the Museum's assets and transform the museum experience, which will meet the changing expectations audiences and stakeholders have of cultural institutions. Yet as digital technologies are increasingly embedded into our models and workplaces, a heightened need for digital security arises. Data privacy risks need to be understood and investments made in appropriate risk mitigation strategies.

Climate Change and Sustainability

While both Museums feature sustainable design, new green initiatives will need to be funded and integrated into the Museum's infrastructure, energy usage and waste management, to reduce climate change impacts and ensure that buildings and collections are preserved and operated in a sustainable manner. Museums can also play an important role in raising awareness of climate change through exhibitions and programming.

Past Performance

The CMH and the CWM continued to be affected by the COVID-19 pandemic over the course of 2021-22. Both Museums were closed at the beginning of the fiscal year, with the CMH reopening on June 2 with limited capacity and the CWM reopening on July 17. A new COVID-19 wave in December led to the closure of both museums again on December 23, right before the busy holiday period, and they remained closed until February 26.

The Museums nonetheless presented outstanding exhibitions in 2021-22: at CMH, *Queens of Egypt* explored the status and roles of royal women in the New Kingdom era of ancient Egyptian civilization and *Lost Liberties – The War Measures Act* delved into the importance and fragility of civil liberties in Canada during both world wars and the 1970 October Crisis; at CWM, *Forever Changed – Stories of the Second World War* brought to life the impact of the Second World War on the lives of Canadians. The Museums continued to produce new virtual programming and adapt existing programming to support adults, families, students and educators during ongoing lockdowns, and to reach broader, national audiences. While 2021-22 attendance results surpassed the targets set for the year, a comparison with previous years shows the continued impact of the pandemic: despite the beginnings of recovery, overall attendance at both Museums was only slightly more than one-tenth of attendance in 2019-20, and paid attendance was only slightly more than one-quarter of paid attendance in 2019-20. Fundraising and revenue generation targets were also exceeded. Activities in areas such as research, collections and partnerships went forward despite the pandemic, and results in these areas were strong. For further details on past performance, please consult the 2021-22 annual report (<https://www.historymuseum.ca/wp-content/uploads/2022/10/annual-report-2021-2022.pdf>).

Results for the first two quarters of 2022-23 demonstrate ongoing recovery from the pandemic. The reopening of the Children's Museum in May and the return of tourists over the summer contributed to stronger than forecast attendance results. Ticket sales continued to be strong into the fall, driven by the opening of *From P  pinot to PAW Patrol  : Television of Our Childhoods*, which explores 70 years of Canadian children's television, from the 1950s to the present day, and features original costumes, puppets and more.

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 (dated December 16, 2021). Over the planning period, the CMH will continue to align its practices with the United Nations Declaration on the Rights of Indigenous Peoples and commit to relationships with Indigenous Peoples that are based on a recognition of Indigenous rights, respect, co-operation and partnership. 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 a strengthened national identity through its exhibitions and programming. Its activities related to cultural diplomacy are well aligned with the Government's commitment to launch a new cultural diplomacy strategy; the Museums will work with both the Department of Canadian Heritage and Global Affairs Canada to advance this initiative. The Corporation will also work to ensure a diverse, inclusive and healthy workplace, free of all forms of discrimination and harassment. 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. Please see Appendices 7 and 8 for details regarding the Corporation's compliance with legislative and policy requirements and alignment with government priorities and direction.

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.

In June 2023, the Office of the Auditor General (OAG) delivered its Special Examination Report following their audit of the Museum in 2022. The auditors looked at Museum systems and practices in the areas of corporate governance, strategic planning, risk management, operational planning and performance measurement, collections management, research, and exhibitions and programs. The Report recognizes that except for the significant deficiency on collections conservation, the corporation has reasonably maintained the systems and practices that were examined to carry out its mandate and that a holistic cultural transformation is currently underway at the Museum. To address the deficiency, the Museum is putting in place specific mechanisms for heightened Museum reporting through its Audit and Finance Committee.

The Report provided 11 recommendations that the Museum has agreed to address. These recommendations aim to enhance the efficiency, effectiveness and transparency of Museum operations while ensuring the highest standards of museological practice and good governance. The work is already advancing on eight of the 11 recommendations, with the remaining three to be addressed in 2024–2025. The auditors' findings will inform the development of the Museum's new collections and research strategies, expected in 2024–2025. The corporation's new operational governance structure, which will launch in the fall, will support this work and all future planning.

3. Objectives, Activities, Expected Results, Performance Indicators and Risks

In October 2022, the Board of Trustees established the following strategic directions to guide the Corporation's activities and programs in the five-year period from 2023-24 to 2027-28:

1. **Engage people from across Canada in diverse histories and stories.**
2. **Foster an innovative workforce culture that promotes equity, respect, and a sense of belonging.**
3. **Advance reconciliation and strengthen our commitment to recognizing the rights of Indigenous Peoples.**
4. **Build organizational resilience through sustainable practices.**
5. **Leverage technology to drive innovation and deepen access to Museum activities.**

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. Please see detailed targets and target highlights in the Planned Results Appendix (Appendix 3).

Strategic Direction 1: Engage people from across Canada in diverse histories and stories.

Priorities and Activities

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

1. Serve as a relevant and trusted source of research and knowledge

Key activities for 2023-24

- a) Renew the Research Strategy
- b) Actively pursue acquisitions of national significance, tangible and intangible, in accordance with the Collections Development Plan
- c) Pursue outcome-based research to support upcoming exhibitions, including *Popular Music* (CMH), *Outside the Lines – Women War Artists* (CWM), *Battle for the Arctic* (CWM) and *Canada and the American Civil War* (CWM)
- d) Expand collaboration and inclusion of diverse voices and knowledge, including advancing major oral history projects (at CMH, Shaping Canada and at CWM, In Their Own Voices)
- e) Publish or disseminate research results by a variety of means, including exhibition catalogues, books, blogs, podcasts, social media, talks and opinion pieces

2. Broaden engagement with diverse, multi-generational audiences and stakeholders across the country and internationally through inclusive experiences, storytelling and co-creation

Key activities for 2023-24

- a) Expand and deepen engagement with audiences through the sharing of stories and events onsite and online, and by advancing the development of a Visitor Engagement Strategy
- b) Present long-term and temporary exhibitions on diverse topics, including *From Pépinot to PAW Patrol®: Television of Our Childhoods* (CMH) and *War Games* (CWM)
- c) Advance the renewal of the Canadian Children's Museum (CCM), while keeping the existing CCM open throughout 2023-24
- d) Build national networks of advisors needed to inform the renewal of the First Peoples Hall and the CWM permanent galleries.
- e) Pursue co-creation opportunities in the development of public and education programs
- f) Renew the strategy and model for travelling exhibitions

3. Through Digital Museums Canada, expand digital literacy and support Canadian museums and heritage organizations in sharing their stories

Key activities for 2023-24

- a) Expand the reach, visibility and awareness of the program and develop new resources to drive innovation within the museum community, including at CMH
- b) Provide mentorship and build the digital capacity of Canadian museums and heritage organizations of various sizes and scales

4. Seek dynamic collaborations and partnerships to support innovation and broaden engagement

Key activities for 2023-24

- a) As first steps to developing a corporate partnerships strategy, establish a register of existing partnerships and analyze gaps and strategies to build and leverage sustainable partnerships and create innovative opportunities for collaboration
- b) Develop and implement events, partnerships and outreach opportunities that engage new and diverse audiences with the Museums on a local, national, and international scale

Indicators and targets

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

- i. **The Research Strategy is renewed.**
- ii. **Percentage of acquisitions that fill identified gaps** measures the proportion of acquisitions in priority collecting areas. Acquisitions are guided by the Research Strategy and the Collections Plan. For 2023-24, identified gaps at CMH are acquisitions related to contemporary history (since c. 1960), contemporary Indigenous history, popular culture and oral history. 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 19th-century and pre-First World War military history.

Performance Measurement Indicator	2019-20 Actual	2021-22 Actual	2022-23 Annual Target	2023-24 Annual Target
Percentage of acquisitions that fill identified gaps				
CMH and CWM	n/a	38%	30%	30%

iii. **The public research component of the Visitor Engagement Strategy is completed.**

iv. Attendance is a tangible measure of the Museums' ability to attract visitors through exhibitions, programs and activities that together provide opportunities for Canadians to engage in diverse histories and stories from across the country. **On-site attendance** measures the number of people who enter the buildings of the CMH and CWM. **Paid attendance** measures the number of visitors who purchase an admission ticket. **Online visits** measures the number of visits to the CMH and CWM websites, including online exhibitions, blog posts and microsites such as the Teachers' Zone. Finally, **virtual school programs** and **travelling education kits** represent the number of virtual school programs delivered and the number of education kits (*Supply Line* and *History Box*) loaned.

Performance Measurement Indicator	2019-20 Actual	2021-22 Actual	2022-23 Annual Target	2023-24 Annual Target
On-site attendance (in 000's)				
CMH	961	106	180	870
CWM	491	83	170	390
Total	1,452	189	350	1,260
Paid attendance (in 000's)				
CMH	413	99	150	390
CWM	225	80	150	240
Total	638	179	300	630
Online visits (in 000's)				
CMH	3,028	3,594	3,500	3,200
CWM	2,126	2,552	2,200	2,000
Total	5,154	6,146	5,700	5,200
Number of online school programs delivered				
CMH and CWM	n/a	n/a	260 (projected)	260
Number of travelling education kits loaned				
CMH and CWM	n/a	n/a	925 (projected)	1,000

On-site and paid attendance targets have been increased for 2023-24 to reflect the continuation of pandemic recovery. The target for online visits was decreased in anticipation of an initial drop in website traffic following the launch of new websites next year. Targets for virtual school programs are being maintained at current levels due to operational capacity, including staff and studio space. The target for travelling education kits has been increased slightly to reflect an expected increase in the number of kits available.

v. **Number of openings of travelling exhibitions** measures travelling exhibitions developed by CMH and CWM that open in venues across the country. Travelling exhibitions are a key vehicle for the Museums to engage with Canadians outside of the National Capital Region.

Performance Measurement Indicator	2019-20 Actual	2021-22 Actual	2022-23 Annual Target	2023-24 Annual Target
Number of openings of travelling exhibitions				
CMH	12	7	8	9
CWM	8	5	6	5
Total	20	12	14	14

- vi. **Number of Digital Museums Canada applicants and provincial/territorial representation** measures the number of applications for a DMC investment as well as the number of provinces and territories that have at least one applicant.

Performance Measurement Indicator	2019-20 Actual	2021-22 Actual	2022-23 Annual Target	2023-24 Annual Target
Number of DMC applicants	77	59	n/a	60
Number of provinces/territories represented	10	9	n/a	11

- vii. **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 Actual	2021-22 Actual	2022-23 Annual Target	2023-24 Annual Target
Number of events and outreach initiatives undertaken in partnership or as collaborations				
CMH	21	19	20	20
CWM	19	10	20	20
Total	40	29	40	40

- viii. **Number of partnerships or collaborations initiated for museological projects** measures partnerships to foster projects in areas including exhibitions, research and publishing, programming, collections, and access to resources and facilities.

Performance Measurement Indicator	2019-20 Actual	2021-22 Actual	2022-23 Annual Target	2023-24 Annual Target
Number of partnerships initiated for the development of museological projects				
CMH	10	10	6	6
CWM	4	3	6	6
Total	14	13	12	12

Strategic Direction 2: Foster an innovative workforce culture that promotes equity, respect, and a sense of belonging.

Priorities and Activities

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

1. Take meaningful action to build a healthy workplace by enhancing the employee experience

Key activities for 2023-24

- a) Implement the activities that respond to the four pillars of the *Action Plan to Enhance the Employee Experience* (Wellbeing and Mental Health; Diversity and Inclusion; Employee Engagement; and Culture), including:
 - the Reward and Recognition Program
 - the Diversity, Equity and Inclusion Strategy
 - the Action Plan to respond to the *Accessibility Act*
 - the hybrid work model, co-developed with staff and unions

2. Be a workforce that is agile, innovative and collaborative

Key activities for 2023-24

- a) Deploy the Leadership Development Program
- b) Deliver corporate-wide training initiatives to build capacity

Indicators and targets

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

- i. **The Diversity, Equity and Inclusion Strategy is completed.**
- ii. **The Corporation will conduct an employee survey in 2023-24.** Building on the results of the 2021-22 workforce assessment, the survey will assess employees' perceptions of improvements in CMH's organizational culture and the effectiveness of the *Action Plan to Enhance the Employee Experience*.
- iii. **The Corporation will develop indicators to measure employee satisfaction** once the *Action Plan to Enhance the Employee Experience* is completed, and using the 2023-24 results as a baseline.

Strategic Direction 3: Advance reconciliation and strengthen our commitment to recognizing the rights of Indigenous Peoples.

Priorities and Activities

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

1. Strengthen internal capacity, grow our cultural competency, and increase Indigenous representation

Key activities for 2023-24

- a) Evolve the Framework for Indigenous Relations and evaluate the outcomes of its implementation plan against goals
- b) Align and adapt Museum protocols, policies and practices with the United Nations Declaration on the Rights of Indigenous Peoples
- c) Increase the visibility of Indigenous languages across the Museum, strengthen access to Indigenous language archival resources, and prioritize preservation (digitization) of Indigenous languages collections

2. Continue to advance the repatriation of Indigenous cultural material, prioritizing ancestral remains

Key activities for 2023-24

- a) Develop and implement a new Repatriation Policy and develop a process for competing repatriation claims
- b) Work proactively in collaboration with Indigenous communities to repatriate cultural material both within Canada and internationally

3. Build partnerships based on shared authority and transparency

Key activities for 2023-24

- a) Develop a policy and procedures for consultations with Indigenous communities
- b) Pursue shared authority agreements/MOUs related to the collections, exhibitions and programs
- c) Build networks and opportunities for increased collaboration around Museum activities
- d) Increase access to Indigenous cultural material locally, in communities of origin, and digitally

Indicators and targets

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

- i. **Completion and renewal of the Indigenous Relations Framework Implementation Plan** measures the progress of the implementation plan associated with the CMH's Indigenous Relations Framework.

Performance Measurement Indicator	2019-20 Actual	2021-22 Actual	2022-23 Annual Target	2023-24 Annual Target
Percentage of activities identified in the Indigenous Relations Framework Implementation Plan that are completed				
CMH and CWM	n/a	55%	100%	100%
The Indigenous Relations Implementation Plan is renewed				
CMH and CWM	n/a	n/a	n/a	Completed

Almost all of the items in the Implementation Plan are on track to be completed by the end of 2022-23, but additional items were added over the course of the three-year period. The target for 2023-24 is to complete the activities currently identified in the Plan. In addition, the Plan will be renewed in 2023-24, with new activities identified for the next three-year period.

Strategic Direction 4: Build organizational resilience through sustainable practices

Priorities and Activities

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

1. Advance initiatives to improve organizational effectiveness

Key activities for 2023-24

- a) Implement, monitor and evaluate the effectiveness of the Corporate Organizational Governance Framework
- b) Advance the Corporate Policy Framework and renew priority policies
- c) Create a plan to address the results of the OAG Special Examination
- d) Develop a capital prioritization framework to address aging infrastructure and modernize key operating systems
- e) Update the Business Continuity Plan
- f) Update the Experience Development Process (EDP) to achieve a more collaborative and agile model for the development of exhibitions and other experiences

2. Rebuild and diversify revenue streams

Key activities for 2023-24

- a) Grow philanthropic support and strategically assess and align capital fundraising campaigns to support key priorities
- b) Rebuild and strengthen revenue generation from admissions, memberships and commercial operations, including the development of a new Retail Strategy and a review of food services and facility rental operations
- c) Develop engaging onsite offerings for visitors and members including programming, events, tours, and offers for groups, to grow attendance and rebuild revenue streams
- d) Grow and strengthen local, regional and national partnerships in government, tourism, travel trade, and with portfolio organizations, to regain market

3. Advance environmental stewardship

Key activities for 2023-24

- a) Advance the development of an Environmental, Social and Governance (ESG) framework

Indicators and targets

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

- i. **Number of policies that are renewed or developed** measures the progress made on renewing and maintaining corporate policies. The Corporation undertook a full review of its suite and instruments in 2021-22. The policy suite consists of 50 policies, of which 38 need to be renewed and 12 need to be developed.

Performance Measurement Indicator	2019-20 Actual	2021-22 Actual	2022-23 Annual Target	2023-24 Annual Target
Number of policies that are renewed or developed				
CMH and CWM	2	0	6	18

Of the 50 policies that need to be renewed or developed, 6 will be addressed in 2022-23 and 18 will be addressed in 2023-24. The remaining 26 will be addressed in 2024-25 and 2025-26.

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

Performance Measurement Indicator	2019-20 Actual	2021-22 Actual	2022-23 Annual Target	2023-24 Annual Target
Dollar value of fundraising activities (in 000's)				
CMH and CWM	2,553	3,113	2,700	2,500

The target for fundraising has been slightly decreased for 2023-24 to reflect the current economic downturn and the serious impact it has already had on our fundraising efforts.

- iii. **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 Actual	2021-22 Actual	2022-23 Annual Target	2023-24 Annual Target
Dollar value of revenue generating activities (in 000's)				
CMH and CWM	17,016	5,871	7,809	17,165

- iv. **The requirements for an Environmental, Social and Governance (ESG) framework are clarified and specified.**

Strategic Direction 5: Leverage technology to drive innovation and deepen access to Museum activities

Priorities and Activities

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

1. Deliver transformative and data-driven organizational change through digital innovation

Key activities for 2023-24

- Define a vision for digital transformation
- Increase digital competency and pursue innovative initiatives
- Implement analytics on websites and develop new dashboards to inform decision making and business development
- Refine and expand customer relationship management (CRM) customization
- Imbed data strategies into the Performance Measurement Framework

2. Enhance the digital experience so that more visitors engage with Museum collections, research, exhibitions and programs

Key activities for 2023-24

- Launch a new corporate website for CMH and CWM, as well as a new corporate Intranet
- Through the development of a sustainable digitization plan, advance the digitization of prioritized collections
- Implement and refine an online content strategy to improve engagement

- d) Pilot and evaluate innovative digital experiences for storytelling

Indicators and targets

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

- i. **A vision for digital transformation is defined.**
- ii. **Fourteen dashboards are developed for the CMH, CWM and DMC websites.**
- iii. **Ten new templates in the customer relationship management (CRM) system are developed.**
- iv. **Number of digitizations of national collection items that are shared online** measures the number of images of collection items (artefacts and archival documents) that are made accessible online during the year.

Performance Measurement Indicator	2019-20 Actual	2021-22 Actual	2022-23 Annual Target	2023-24 Annual Target
Number of digitizations of national collection items that are shared online				
CMH				3,000
CWM				2,000
Total	n/a	n/a	n/a	5,000

- v. In 2023-24, the Corporation will develop a performance indicator to measure **digital innovation** and will establish a baseline, against which performance will begin to be reported in 2024-25.

4. Financial Statements, 2023-24 to 2026-27

PRO FORMA STATEMENT OF FINANCIAL POSITION AS AT MARCH 31

(in thousands of dollars)	2021-22 Actual	2022-23 Forecast	2023-24 Projection	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection
ASSETS							
Current Assets							
Cash	25,073	20,480	18,260	16,870	15,320	14,307	15,887
Restricted Cash and Investments	5,913	12,850	5,336	4,607	4,007	3,907	3,807
Investments	20,407	19,946	37,390	16,390	8,000	8,000	5,000
Accounts Receivable	1,668	2,000	2,000	2,000	2,000	2,000	2,000
Inventories	625	850	1,000	1,000	1,000	1,000	1,000
Prepaid Expenses	495	550	550	550	550	550	550
	54,181	56,676	64,536	41,417	30,877	29,764	28,244
Other Assets							
Restricted Investments	12,056	5,276	12,390	12,834	13,334	13,334	13,334
Investments	67,672	70,187	55,353	75,963	81,353	81,353	84,353
Collection	1	1	1	1	1	1	1
Capital Assets	190,991	193,375	195,467	186,440	177,416	163,703	148,764
	324,901	325,515	327,747	316,655	302,981	288,155	274,696
LIABILITIES AND EQUITY							
Current Liabilities							
Accounts Payable and Accrued Liabilities	17,933	12,000	11,000	10,500	10,000	10,000	10,000
Deferred Contributions	26,740	27,781	28,721	29,606	30,506	31,226	31,756
Deferred Revenue	594	750	750	750	750	750	750
	45,267	40,531	40,471	40,856	41,256	41,976	42,506
Other Liabilities							
Employee future benefits	13,714	15,714	17,714	19,714	21,714	23,714	25,714
Deferred Contributions - National Collection Fund	10,973	10,924	10,874	10,824	10,774	10,724	10,674
Deferred Contributions Related to Capital Assets	183,019	186,450	186,792	173,365	157,341	140,645	126,556
	207,706	213,088	215,380	203,903	189,829	175,083	162,944
Net Assets							
Unrestricted	16,536	11,536	11,536	11,536	11,536	11,536	11,536
Internally Restricted for Permanent Exhibit Renewal	14,750	19,718	19,718	19,718	19,718	18,918	17,068
Investment in capital assets	40,868	40,868	40,868	40,868	40,868	40,868	40,868
Accumulated remeasurement losses	(226)	(226)	(226)	(226)	(226)	(226)	(226)
	71,928	71,896	71,896	71,896	71,896	71,096	69,246
	324,901	325,515	327,747	316,655	302,981	288,155	274,696

Note: compiled using Public Sector Accounting Standards

PRO FORMA STATEMENT OF OPERATIONS
FOR THE YEARS ENDING MARCH 31, 2022 TO 2028

(in thousands of dollars)	2021-22 Actual	2022-23 Forecast	2023-24 Projection	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection
Government Funding							
Parliamentary Appropriation	73,542	73,223	73,251	73,251	73,251	73,251	73,251
Add: Budget 2023	0	0	5,056	5,056	0	0	0
Add: Budget 2021 Sports Hall of Fame	6,900	0	0	0	0	0	0
Forecast Funding Request for:							
Collective Agreements	0	106	0	0	0	0	0
Amount deferred for specific projects	(15,605)	(4,815)	(3,490)	(3,320)	(3,150)	(2,970)	(2,780)
Deferred appropriation used in current year	1,588	21,214	18,440	5,565	3,075	2,325	2,225
Amount used to purchase depreciable assets	(963)	(19,043)	(18,740)	(5,865)	(3,375)	(2,625)	(2,525)
Amortization of deferred capital funding	16,150	16,777	18,398	19,292	19,399	19,321	16,614
	81,612	87,462	92,915	93,979	89,200	89,302	86,785
Revenue of the Corporation							
General Admission & Programs	2,012	4,356	7,470	8,080	8,870	9,880	10,410
Facility Rentals, Events & Concessions	429	1,816	3,630	3,945	4,265	4,595	4,910
Boutique Sales	735	1,128	1,710	1,990	2,300	2,700	3,000
Parking	592	1,049	1,600	1,770	2,060	2,310	2,420
Net investment income	1,618	2,200	2,200	2,000	2,000	1,900	1,800
Travelling Exhibits	90	70	100	70	100	150	215
Memberships	301	225	400	600	700	750	750
Other	93	53	55	70	105	105	105
Sub total	5,870	10,897	17,165	18,525	20,400	22,390	23,610
Use of donations - NCF	140	100	100	100	100	100	100
Use of donations - History/CCM Projects	839	755	300	185	3,000	0	0
Use of other donations/sponsorships	1,735	1,019	2,000	2,000	2,000	2,000	2,000
	8,584	12,771	19,565	20,810	25,500	24,490	25,710
Expenses							
Collect and Research	15,419	15,191	16,112	16,204	16,144	16,101	15,996
Exhibit, Educate and Communicate	24,779	29,344	32,111	32,428	32,264	32,265	32,083
Facilities	34,999	38,906	42,124	43,804	44,084	44,116	44,237
Corporate Management	18,524	20,880	22,133	22,353	22,208	22,110	22,029
	93,721	104,321	112,480	114,789	114,700	114,592	114,345
Excess (deficiency) before Relief Funding / Reductions	(3,525)	(4,088)	0	0	0	(800)	(1,850)
Covid-19 Relief Funding	4,257	4,056	0	0	0	0	0
Excess (deficiency) of revenues over expenses	732	(32)	0	0	0	(800)	(1,850)

Note: compiled using Public Sector Accounting Standards

The deficit position forecasted for fiscal years 2022-23 and beyond is resulting from the use of restricted net assets to fund renewal of permanent galleries.

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

(in thousands of dollars)	2021-22 Actual	2022-23 Forecast	2023-24 Projection	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection
OPERATING ACTIVITIES							
Cash receipts (clients)	7,753	8,521	14,965	16,525	18,400	20,490	21,810
Cash receipts (parliamentary appropriation)	76,990	74,885	75,807	75,807	70,751	70,751	70,751
Cash paid (employees)	(36,717)	(41,584)	(42,307)	(43,512)	(44,941)	(45,131)	(45,651)
Cash paid (suppliers)	(37,234)	(31,742)	(34,685)	(47,120)	(47,985)	(47,215)	(48,205)
Restricted contributions and related investment income	2,810	2,000	2,000	2,000	5,000	2,000	2,000
Interest received	1,584	2,200	2,200	2,000	2,000	1,900	1,800
Cash flows from operating activities	15,186	14,280	17,980	5,700	3,225	2,795	2,505
INVESTING ACTIVITIES							
Increase in investments and restricted investments	(61,266)	(24,246)	(49,058)	(18,444)	(7,500)	(10,000)	(7,000)
Decrease in investments and restricted investments	17,440	22,192	46,448	18,334	10,000	10,000	7,000
Cash flows used in investing activities	(43,826)	(2,054)	(2,610)	(110)	2,500	0	0
CAPITAL ACTIVITIES							
Acquisition of capital assets	(3,504)	(19,193)	(20,490)	(10,265)	(10,375)	(6,408)	(3,525)
FINANCING ACTIVITIES							
Parliamentary appropriation for the acquisition of capital assets	7,590	2,500	2,500	2,500	2,500	2,500	2,500
Increase (decrease) in cash and restricted cash	(24,554)	(4,467)	(2,620)	(2,175)	(2,150)	(1,113)	1,480
Cash and restricted cash, beginning of year:							
Cash	46,000	25,073	20,480	18,260	16,870	15,320	14,307
Restricted cash	7,293	3,666	3,792	3,392	2,607	2,007	1,907
	53,293	28,739	24,272	21,652	19,477	17,327	16,214
Cash and restricted cash, end of year:							
Cash	25,073	20,480	18,260	16,870	15,320	14,307	15,887
Restricted cash	3,666	3,792	3,392	2,607	2,007	1,907	1,807
	28,739	24,272	21,652	19,477	17,327	16,214	17,694

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)	2021-22 Actual	2022-23 Forecast	2023-24 Projection	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection
Unrestricted							
Net Assets beginning of year	15,761	16,536	11,536	11,536	11,536	11,536	11,536
Excess (deficiency) of revenues over expenses	775	0	0	0	0	0	0
Transfer (to)/from Internally Restricted Net Assets	0	(5,000)	0	0	0	0	0
	16,536	11,536	11,536	11,536	11,536	11,536	11,536
Internally Restricted							
Net Assets beginning of year	14,793	14,750	19,718	19,718	19,718	19,718	18,918
Excess (deficiency) of revenues over expenses	(43)	(32)	0	0	0	(800)	(1,850)
Transfer from/(to) Unrestricted Net Assets	0	5,000	0	0	0	0	0
	14,750	19,718	19,718	19,718	19,718	18,918	17,068
Investment in capital assets							
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
	40,868	40,868	40,868	40,868	40,868	40,868	40,868
Accumulated remeasurement losses							
Net Assets beginning of year	0	(226)	(226)	(226)	(226)	(226)	(226)
Excess (deficiency) of revenues over expenses	(226)	0	0	0	0	0	0
Net change in accumulated losses	0	0	0	0	0	0	0
	(226)	(226)	(226)	(226)	(226)	(226)	(226)

Note: compiled using Public Sector Accounting Standards

SUMMARY OF OPERATING AND CAPITAL BUDGETS
FOR THE YEARS ENDING MARCH 31, 2022 TO 2028

(in thousands of dollars)	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget
Operating	85,486	87,512	94,082	95,497	95,301	94,471	95,881
Capital	9,007	19,193	20,490	10,265	10,375	6,408	3,525
Sub-total	94,493	106,705	114,572	105,762	105,676	100,879	99,406
Less: revenues	7,862	12,771	19,565	20,810	25,500	24,490	25,710
restricted equity	171	150	1,750	4,400	7,000	3,783	1,000
deferred funding	1,880	16,399	14,950	2,245	(75)	(645)	(555)
Government Funding Required	84,580	77,385	78,307	78,307	73,251	73,251	73,251

Note: compiled on the cash basis of accounting

OPERATING AND CAPITAL BUDGET BY CORE RESPONSIBILITY
FOR THE YEARS ENDING MARCH 31, 2022 TO 2028

(in thousands of dollars)	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget
Collect and Research	19,147	15,191	16,112	16,204	16,144	16,101	15,996
Exhibit, Educate & Communicate	25,733	26,119	30,369	33,352	35,835	31,870	30,322
Facilities	32,024	44,515	45,958	33,853	31,489	30,798	31,059
Corporate Management	17,589	20,880	22,133	22,353	22,208	22,110	22,029
Sub-total	94,493	106,705	114,572	105,762	105,676	100,879	99,406
Less: revenues	7,862	12,771	19,565	20,810	25,500	24,490	25,710
restricted equity	171	150	1,750	4,400	7,000	3,783	1,000
deferred funding	1,880	16,399	14,950	2,245	(75)	(645)	(555)
Total budget requirement	84,580	77,385	78,307	78,307	73,251	73,251	73,251

Note: compiled on the cash basis of accounting

OPERATING AND CAPITAL BUDGET AT SUB-SUB RESPONSIBILITY LEVEL

(in thousands of dollars)	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
	Budget	Budget	Budget	Budget	Budget	Budget	Budget
COLLECT AND RESEARCH							
Collections							
Canadian Museum of History	9,063	4,669	5,287	5,339	5,306	5,282	5,234
Canadian War Museum	2,233	1,874	2,326	2,341	2,331	2,325	2,239
	11,296	6,543	7,613	7,680	7,637	7,607	7,473
Research							
Canadian Museum of History	4,236	4,225	4,150	4,162	4,154	4,148	4,161
Canadian War Museum	905	1,221	1,199	1,202	1,200	1,198	1,202
	5,141	5,446	5,349	5,364	5,354	5,346	5,363
Library & Archives							
Canadian Museum of History	2,296	2,592	2,550	2,558	2,553	2,549	2,558
Canadian War Museum	414	610	600	602	600	599	602
	2,710	3,202	3,150	3,160	3,153	3,148	3,160
	19,147	15,191	16,112	16,204	16,144	16,101	15,996
EXHIBIT, EDUCATE AND COMMUNICATE							
Exhibitions							
Canadian Museum of History	10,625	9,515	10,313	10,459	10,464	10,399	10,745
Canadian War Museum	2,330	2,448	2,497	2,528	2,508	2,494	2,525
	12,955	11,963	12,810	12,987	12,972	12,893	13,270
Programs							
Canadian Museum of History	5,272	5,386	5,907	5,980	5,933	5,501	5,973
Canadian War Museum	756	706	904	908	906	704	908
	6,028	6,092	6,811	6,888	6,839	6,205	6,881
Publications							
Canadian Museum of History	316	267	279	283	280	278	283
Canadian War Museum	75	49	49	50	49	49	49
	391	316	328	333	329	327	332
Communications							
Canadian Museum of History	4,428	5,618	6,540	6,597	6,559	6,533	6,663
Canadian War Museum	1,760	1,980	2,130	2,147	2,136	2,129	2,176
	6,188	7,598	8,670	8,744	8,695	8,662	8,839
Capital projects							
Canadian Museum of History	171	150	1,750	4,400	5,500	1,283	0
Canadian War Museum	0	0	0	0	1,500	2,500	1,000
	171	150	1,750	4,400	7,000	3,783	1,000
	25,733	26,119	30,369	33,352	35,835	31,870	30,322
CORPORATE MANAGEMENT							
Revenue Generating Activities							
Canadian Museum of History	3,773	5,168	5,594	5,651	5,611	5,586	5,568
Canadian War Museum	801	1,217	1,409	1,429	1,417	1,407	1,403
	4,574	6,385	7,003	7,080	7,028	6,993	6,971
Corporate Services							
Canadian Museum of History	8,319	8,864	9,376	9,469	9,410	9,368	9,301
Canadian War Museum	2,436	2,632	2,738	2,762	2,747	2,736	2,719
	10,755	11,496	12,114	12,231	12,157	12,104	12,020
Governance							
Canadian Museum of History	1,691	2,240	2,256	2,279	2,265	2,256	2,276
Canadian War Museum	569	759	760	763	758	757	762
	2,260	2,999	3,016	3,042	3,023	3,013	3,038
	17,589	20,880	22,133	22,353	22,208	22,110	22,029
FACILITIES							
Facilities management							
Canadian Museum of History	17,333	19,025	20,229	20,802	20,919	20,975	21,261
Canadian War Museum	5,855	6,447	6,989	7,186	7,195	7,198	7,273
	23,188	25,472	27,218	27,988	28,114	28,173	28,534
Capital projects							
Canadian Museum of History	8,461	18,668	18,515	5,640	2,700	2,430	2,250
Canadian War Museum	375	375	225	225	675	195	275
	8,836	19,043	18,740	5,865	3,375	2,625	2,525
	32,024	44,515	45,958	33,853	31,489	30,798	31,059
Total Canadian Museum of History	75,813	86,237	90,996	79,219	76,154	75,305	76,273
Total Canadian War Museum	18,509	20,318	21,826	22,143	22,522	21,791	22,133
Grand Total	94,493	106,705	114,572	105,762	105,676	100,879	99,406

Note: compiled on the cash basis of accounting