



CANADIAN  
MUSEUM  
OF HISTORY  
-  
MUSÉE  
CANADIEN  
DE L'HISTOIRE



CANADIAN  
WAR  
MUSEUM  
-  
MUSÉE  
CANADIEN  
DE LA GUERRE

# SUMMARY OF THE CORPORATE PLAN

FOR THE 2018-2019 TO 2022-2023 PLANNING PERIOD  
AND OPERATING AND CAPITAL BUDGETS FOR 2018-2019



# TABLE OF CONTENTS

<b>1. EXECUTIVE SUMMARY</b>	<b>3</b>
<b>2. OVERVIEW</b>	<b>5</b>
<b>3. OPERATING ENVIRONMENT</b>	<b>8</b>
<b>4. OBJECTIVES, STRATEGIES AND PERFORMANCE MEASURES</b>	<b>13</b>
<b>5. FINANCIAL STATEMENTS, 2018-2019 TO 2022-2023</b>	<b>28</b>



# 1 EXECUTIVE SUMMARY



# EXECUTIVE SUMMARY

---

Following the exceptional successes of 2017-2018, highlighted by the opening of the Canadian History Hall, the Canadian Museum of History (CMH) is facing its next five years with confidence and optimism.

---

The Corporation's activities and programs will continue to be guided by the following five strategic directions established by the Board of Trustees in 2014:

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

In order to deliver on these strategic directions, the Corporation will conduct research on key topics in Canadian history, pursue the acquisition of objects of national significance, and present exhibitions on themes of relevance to Museum visitors. Leveraging the opening of the Canadian History Hall, the Corporation will strengthen related educational offerings, outreach activities, and digital tools. It will also continue to work with others – collaborating with Indigenous communities, bringing exhibitions that add community perspectives to the National Capital Region from other Canadian museums, and forging partnerships with likeminded institutions, nationally and internationally. Finally, it will continue to develop innovative and responsible strategies to diversify revenue streams and to cultivate, solicit and steward donors and Museum supporters.

The Corporation will undertake a major initiative during the planning period to renew the Canadian Children's Museum. The Corporation will need to determine the scope, interpretive approach and design for the project, undertake consultation and engagement activities, and develop a dynamic temporary offer to offset the period of closure. This renewal will take place over a three-year period and presents a unique opportunity to implement new and creative ways of engaging with young visitors and their families.

The Corporation will continue to face capital and maintenance funding pressures in 2018-2019. While its funding has remained stable, the Corporation's non-discretionary costs (utilities, maintenance, payments in lieu of taxes, security, etc.) have been increasing. During the planning period, attendance-driven revenues are expected to decrease from 2017-2018, when the Museums experienced exceptional attendance levels due to Canada 150 activities and the opening of the Canadian History Hall. In addition, personnel costs will be higher due to salary increases resulting from new collective agreements and Ontario's minimum wage increase.



# 2 OVERVIEW



# OVERVIEW

---

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

---

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 Bylaw 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 and Multiculturalism.

The mandate of the CMH is to:

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

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

---

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

---

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

---

- **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 to showcase, preserve and safeguard artifacts of historical significance for Canadians.

---

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



and (2) “is a source of inspiration, research, learning and entertainment that belongs to all Canadians and provides, in both official languages, a service that is essential to Canadian culture and available to all.”

In addition, the Corporation is a key partner in achieving the vision articulated in the Department of Canadian Heritage’s Creative Canada Policy Framework. The CMH is proud to help tell the stories of Canada, both at home and abroad, and to contribute to the strengthening of Canada’s creative industries.

Through its core responsibilities, it plays an important role in preserving, interpreting and promoting Canada’s culture, and in strengthening its democracy. It also engages with Canadians and international audiences in civic dialogue, and connects audiences to content about Canada. In addition, it contributes to Canada’s creative industries, whether creating digital content to enhance the visitor experience, purchasing services or products from the digital creative sector, or investing, through the Virtual Museum of Canada, in digital projects undertaken by museums from across the country.





# 3

# OPERATING ENVIRONMENT





# OPERATING ENVIRONMENT

---

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

---

## Internal Environment

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

The Corporation is embarking upon a major renewal of the Canadian Children's Museum (CCM). Since its opening in 1989, the CCM has been immensely popular, offering directed and self-directed role-playing, hands-on handling of objects in cultural settings, and exploration of cultural similarities and differences through its guiding concept, *The Great Adventure*: a trip around the world to 19 destinations.

After almost 30 years, however, the CCM is due for renewal. Drivers for change include important developments within the field of play and family learning over the past few decades, new standards for inclusivity and accessibility, and ongoing challenges with the CCM's existing footprint and layout. Currently in the planning stages, this renewal presents an important opportunity to find and implement new and creative ways of engaging with young visitors and their families. In the short term, a planned temporary closure of the CCM, beginning in 2019-2020, represents a threat to attendance levels. To mitigate this risk, the CMH will ensure a robust line-up of temporary exhibitions and programming with family appeal during the renewal period. In addition, the 2018-2019 *Audit of Project Management Governance* will assess lessons learned and best practices from the Canadian History Hall Project, in order to incorporate them within the Children's Museum Renewal Project.

### *Workforce Capacity and Talent Management*

The Corporation has benefitted from a relatively stable team of executives and senior managers in recent years; however, professional staff in some of the Museums' core subject areas,

as well as key executives, are nearing retirement. It will be essential to ensure that qualified and experienced employees are available to fill key positions as required. The Corporation implemented a Human Resources Strategic Plan in 2017, and has updated its core competencies. A corporate succession plan that will identify critical positions, competencies, and key talent within the Museums is under development. The Corporation is also working to develop tools to improve corporate memory, coaching and mentoring, as well as to encourage diversity – in particular, Indigenous representation – through more targeted recruitment.

### *Fiscal Planning*

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

## Governance

The Corporation was very pleased in December 2017 to welcome a new Vice-Chair to its Board of Trustees, and to have its Chair renewed. This was followed in March 2018 by the announcement of four new appointments and the renewal of two existing members. Having three continuing members is a significant benefit in terms of ensuring continuity; in addition, terms have been staggered so that, in future, the Board of Trustees can evolve while maintaining corporate memory, experience and stability. The new Board appointments address gaps that the Board of Trustees had identified in its skills matrix, bringing a welcome diversity of age, skill sets and perspectives.

## External Environment

### *Relations with Indigenous Peoples*

Adopted by the federal government in December 2015, the Report of the Truth and Reconciliation Commission identified national museums as having a “key role to play in national reconciliation.” Specific calls to action include implementation of the *United Nations Declaration on the Rights of Indigenous People* (UNDRIP) and a national review of museum policies to determine their level of compliance with UNDRIP. The CMH is committed to building upon decades of ground-breaking work with Indigenous communities and individuals towards national reconciliation. While the repatriation of Indigenous objects involves significant human-resource requirements and has an impact on the CMH collection, it also presents an opportunity to build relationships across the country. An *Indigenous Strategy* is currently under development to consider and make recommendations on CMH policies, practices and programs related to Indigenous collections and communities.

### *Urban Development*

Given their central locations, the CMH and CWM cannot avoid being affected by adjacent urban development. Two major projects are in the planning stages: the development of LeBreton Flats, and the Zibi project aimed at developing industrial lands on Chaudière and Albert Islands, and along the Gatineau waterfront. In addition, in April 2018, the National Capital Commission presented its *Ottawa River North Shore Parklands Plan*, which aims to improve access and develop shorelines and federal waterfront parklands (including that of

the CMH) along the seven-kilometre perimeter surrounding Hull Island and Brewery Creek.

### *Tourism and Economic Trends*

The CMH and the CWM are the most-visited museums in the National Capital Region, together holding 55% of the market share in 2017-2018. The National Capital Region museum landscape is particularly competitive, following a major renovation of the Canada Museum of Science and Technology and its reopening in November 2017, renewal of the Canadian and Indigenous Galleries at the National Gallery of Canada, and the opening of the new Canada Goose Arctic Gallery at the Canadian Museum of Nature.

The Corporation is highly dependent upon attendance to meet its mandate and generate revenue. Museum attendance is influenced not only by the quality, diversity and appeal of its visitor offerings, but also the domestic and international economies and tourism markets. More locally, closure of the Parliament Buildings for at least ten years could have an unintended and unpredictable impact.

Canadian tourism enjoyed a record-setting year in 2017. International arrivals reached a new all-time high of 20.8 million, increasing by 4% over 2016, and surpassing a previous record of 20 million set in 2002. Commemoration of Canada's 150th anniversary, a low Canadian dollar, and increased global concerns about safety and security were key drivers of the increase in 2017. Despite this impressive growth, the Tourism Industry Association of Canada notes that, while Canada still ranks in the top 20 internationally for overall visitation, the country has dropped significantly in the past few years since its eighth-place ranking in 2000.

Given these trends, and in keeping with Canada's New Tourism Vision, which aims to increase the number of international tourists to Canada by 30% by 2021, the Corporation is intensifying efforts to foster key international tourist markets. The Corporation is working closely with Ottawa Tourism and participating in its international market efforts, including an incentive program for tour operators.



### *Digital Environment*

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

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

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

### **Corporate Results, 2016-2017**

The Museums enjoyed an exceptional year in 2016-17. Despite closure of the Canada Hall to make way for the Canadian History Hall, onsite and paid attendance at both Museums was significantly higher than expected. This was due to a strong line-up of temporary exhibitions, including **Thomas and Friends, Deadly Skies: Air War, 1914-1918** and **Napoleon and Paris**, as well as strong group sales and continued interest in museum facilities for events.

The year also saw exceptionally strong performance in the areas of revenue generation and fundraising. Revenues from activities such as travelling exhibitions, memberships, facility rentals, special events and food services exceeded the annual target by more than 20%. Fundraising also significantly surpassed the annual target, with a total of \$5.5 million raised, against a target of \$4 million. The Corporation will continue to build upon these successes during the planning period.

The year's targets for research, temporary exhibitions, acquisitions, and partnerships were met or exceeded. Research projects were particularly focused on the Canadian History Hall and upgrades to Galleries 2 and 4 at the CWM. With the completion of these major projects, research activities will be realigned, based on the corporate *Research Strategy*. Lessons learned from having strong temporary exhibitions throughout the closure of the Canada Hall will be applied to the planned closure period for the Canadian Children's Museum.

During 2016-17, there were 25 openings of travelling exhibitions, compared to the target of 28. This was due to the cancellation of two bookings and the deferral of another. The Corporation will continue to promote its travelling exhibitions at national and international museums conferences, and through its networks.

The CMH did not reach its target for the number of projects initiated through the History Museums Network, with two projects initiated in 2016-2017, compared to the target of 10. The CMH will continue to increase membership in the History Museums Network and host biennial meetings that bring members together and foster opportunities for partnerships in areas of mutual interest, including exhibitions, research, programming, resources and installations, and collections.

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

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

fostering diversity and a strengthened national identity through its exhibitions and programming. In addition, the Corporation is committed to implementing green building principles, and ensuring the sustainability and resiliency of its real property portfolio.

The Corporation contributes to an open and transparent government through its operational practices in areas such

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





# 4

## OBJECTIVES, STRATEGIES AND PERFORMANCE INDICATORS





# OBJECTIVES, STRATEGIES AND PERFORMANCE INDICATORS

In 2014 the Board of Trustees established the following strategic directions to guide the Corporation’s activities and programs from 2015-2016 through 2019-2020:

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

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

## High-Level Priorities, Activities and Performance Indicators

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





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

### Indicators and Targets

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

1. Onsite attendance measures the number of people who enter the buildings at the CMH and CWM.

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

Onsite and paid attendance are tangible measures of the Museums' ability to attract visitors through the exhibitions, programs and activities that together make them a dynamic hub for Canadian history.

Performance measurement indicators	2017-2018 Annual Target	2018-2019 Annual Target	2019-2020 Annual Target	2020-2021 Annual Target	2021-2022 Annual Target	2022-2023 Annual Target
On-site attendance (in 000's)						
<b>CMH</b>	1,250	1,175	1,225	1,225	1,225	1,225
<b>CWM</b>	450	525	525	525	525	525
<b>Total:</b>	<b>1,700</b>	<b>1,700</b>	<b>1,750</b>	<b>1,750</b>	<b>1,750</b>	<b>1,750</b>
Paid attendance (in 000's)						
<b>CMH</b>	500	447	465	465	465	465
<b>CWM</b>	220	250	250	250	250	250
<b>Total:</b>	<b>720</b>	<b>697</b>	<b>715</b>	<b>715</b>	<b>715</b>	<b>715</b>

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

Research is critical to the Corporation's reputation, impact and influence, and is thus a key indicator of its success in serving as a hub of Canadian history for Canada and the world.

Performance measurement indicators	2017-2018 Annual Target	2018-2019 Annual Target	2019-2020 Annual Target	2020-2021 Annual Target	2021-2022 Annual Target	2022-2023 Annual Target
Number of key research projects that are progressing as planned or completed						
<b>CMH</b>	23	23	23	23	23	23
<b>CWM</b>	11	9	11	11	11	11
<b>Total:</b>	<b>34</b>	<b>32</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>34</b>



## Key Activities and Priorities

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

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

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

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

#### Highlight Activities for 2018-2019

- Continue to deliver school programs launched in 2017-2018 (*Women and Men of the Fur Trade and Traditions of the Anishinabe*), interactive experiences for the general public in the CHH, and The Grand Tour, focusing on the Grand Hall and the CHH.
- Launch two new school programs (*Mark Your History!* and *Every Object has Its History*).
- Pilot a school visit planning tool.
- Pilot a storytelling program.
- Offer special events such as *A Toast to the Founding Fathers*, a dinner and wine-tasting evening inspired by the 1864 Charlottetown Conference.

#### Highlight Activities for 2019-20 to 2022-23

- Develop a school program on Residential Schools.
- Develop a school program on women's history.
- Develop and launch online resources for teachers (artifacts, guides, videos, online modules).
- Develop and launch traveling resources (educational kits).

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

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

#### Highlight Activities for 2018-2019

- Developmental research for major upcoming exhibitions.
- Research on, and more than 40 interviews with, Syrian refugees in Canada.
- Work with the City of Ottawa on Barrack Hill Cemetery re-interments.
- International round table on North American standards and practices for Indigenous repatriation, in cooperation with the U.S. Embassy.
- Research and exhibition development on topics related to the First and Second World Wars (within the context of the 100<sup>th</sup> and 75<sup>th</sup> anniversaries, respectively).
- Developmental research on Canadian fatalities and remembrance in relation to the Korean War.
- Research for an exhibition on painter Mary Riter Hamilton and the 100th anniversary of The War Amps.



- Work with the Université de Moncton on a research project about Canadian nurses who provided humanitarian assistance to orphans, refugees, and displaced persons in Greece, Turkey and Armenia during the 1920s and 1930s.
- Ongoing work on the Canadian War Museum Oral History Program.

#### **Highlight Activities for 2019-2020 to 2022-2023**

- Development of a national archaeological project on coastal erosion, in association with the Canadian Archaeological Association and partners, stemming from a May 2018 workshop.
- A national Oral History project on extraordinary contemporary Canadians.
- Research on food and popular culture in Canada.
- Collaborative work on the material culture of the Peskotomuhkati Nation of New Brunswick and Maine.
- Field-work on the ancient history of Southern Alberta, in association with local partners.
- Developmental research on the experience of living along the Canadian-American border.
- Ongoing work on the Canadian War Museum Oral History Program.
- Research and exhibition development on Explaining Canada in the 21<sup>st</sup>-Century World, Women and War, and War and Technology.
- Developmental research for publications/exhibition upgrades related to Cold War Peacekeeping.

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

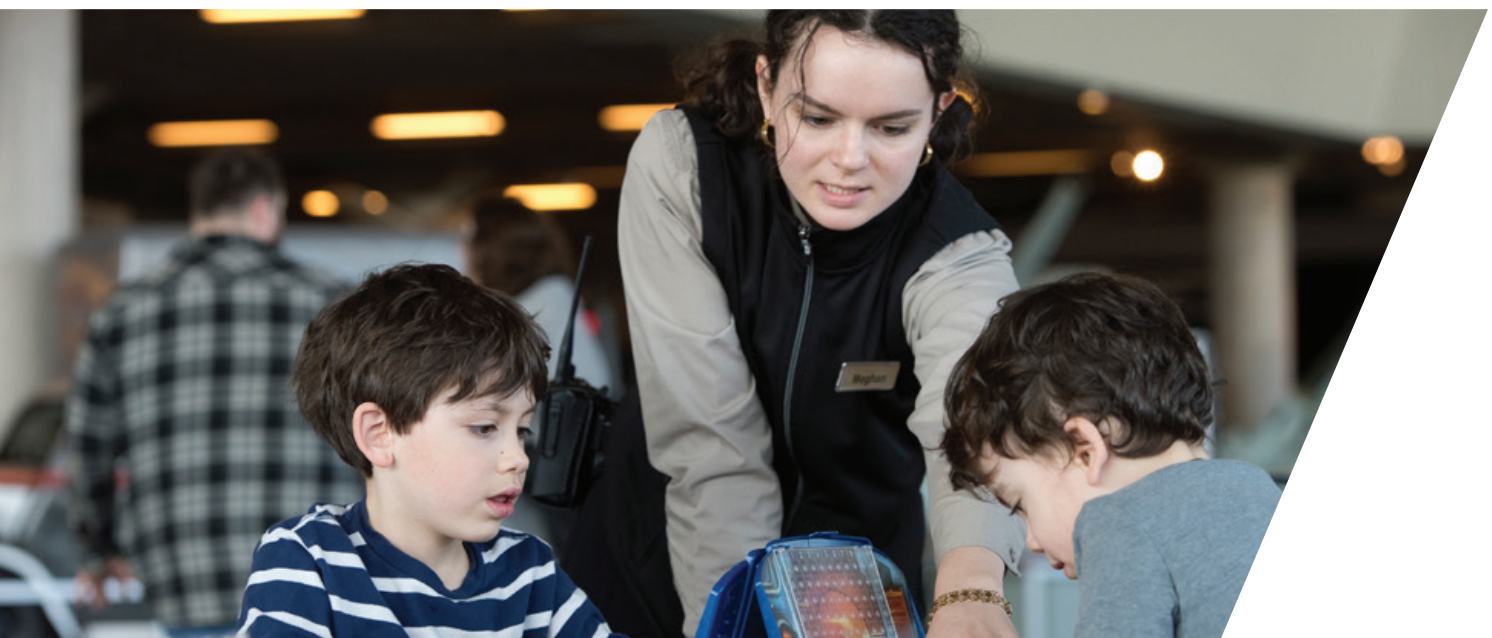
Renewal of the Canadian Children’s Museum (CCM) will take place over a three-year period, within the current CCM footprint (approximately 14,000 square feet). A dynamic temporary offer is planned to offset the period of closure. Consultation and engagement activities with the public and experts will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

#### **Highlight Activities for 2018-2019**

- Consultation, research and engagement activities.
- Development of the interpretive approach and design.
- Finalizing of budget and project timelines.

#### **Highlight Activities for 2019-2020 to 2020-2021**

- Implementation and completion of the renewal project.



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

**Indicators and Targets**

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

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

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

Performance measurement indicators	2017-2018 Annual Target	2018-2019 Annual Target	2019-2020 Annual Target	2020-2021 Annual Target	2021-2022 Annual Target	2022-2023 Annual Target
Number of temporary exhibitions that add community perspective to the national narrative						
<b>CMH</b>	5	1	2	1	1	1
<b>CWM</b>	3	0	1	1	1	1
<b>Total:</b>	<b>8</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>

The reduced target beginning in 2018-2019 is due to a review of the indicator, and the fact that results will no longer include in-house temporary exhibitions that add community perspective.

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

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

Performance measurement indicators	2017-2018 Annual Target	2018-2019 Annual Target	2019-2020 Annual Target	2020-2021 Annual Target	2021-2022 Annual Target	2022-2023 Annual Target
Number of new openings for travelling exhibitions that connect Canadians to their history						
<b>CMH</b>	21	22	20	20	20	20
<b>CWM</b>	18	15	15	15	15	15
<b>Total:</b>	<b>39</b>	<b>37</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>





## Key Activities and Priorities

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

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

---

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

#### Highlight Activities for 2018-2019

- **The Last 100 Days:** The concluding exhibition to the First World War Centenary, exploring the role played by the Canadian Corps in the Allied victory on the Western Front during the decisive last hundred days of the war.
- **The Wounded:** An exhibition of photographic portraits of Canadian veterans and their families by photo-journalist Stephen J. Thorne, shedding light on the cost of modern warfare.
- **Medieval Europe: Power and Splendour:** To make this exhibition of rare and beautiful artifacts from the British Museum even more relevant to Canadian audiences, the CMH is developing a customized section that explores the medieval legacy in Canada.

#### Highlight Activities for 2019-20 to 2022-23

- **Canadian Archival Treasures:** The fourth and fifth presentations in a signature exhibition series dedicated to showcasing Canada's documentary heritage, developed in partnership with Library and Archives Canada.
- **Canada and the Second World War:** An exhibition marking the end of the Second World War and Canada's involvement in the conflict both at home and overseas.
- **Civil Liberties in Canada:** An exhibition exploring the importance and fragility of civil liberties in Canada through the prism of the *War Measures Act*, invoked by the federal government in both world wars and during the 1970 October Crisis.
- **Indigenous Stories Beyond Borders:** An exploration of the 400-year history of Indigenous people who travelled overseas as diplomats, performers, artists, scholars and soldiers.

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

---

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

#### Highlight Activities for 2018-2019

- **Notman: A Modern Vision:** A special exhibition developed by the McCord Museum exploring the work and legacy of William Notman, a pioneer in Canadian photography.

#### Highlight Activities for 2018-2019

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

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

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

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

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

#### Highlight Activities for 2018-2019

- Complete the business transformation analysis and begin the streamlining process for the VMC renewal project.
- Rebrand the VMC and begin to design its new website.
- Invest \$2.2 million in digital cultural projects undertaken by museums across the country.
- Refresh the CMH and CWM online presence to better adapt to the changing expectations and habits of online audiences, creating an inclusive online space and adopting emerging best practices in the user experience and learning.
- Develop a mobile application in Mandarin, offering translated content of the major permanent Museum exhibitions, including the Canadian History Hall.

#### Highlight Activities for 2019-20 to 2022-23

- Launch the new VMC website.
- Continue to streamline VMC processes, systems and tools.
- Invest \$2.2 million annually in digital cultural projects undertaken by museums across the country.
- Continue to transform how the Museums engage with Canadians, by continuing to build deep engagements on emerging digital touch points, providing innovative learning opportunities, and leading in digital visitor experiences, whether online or onsite.
- Explore the possibility of developing mobile applications in other languages.



### STRATEGIC DIRECTION 3: Develop a collection that better reflects Canada's history and distinctiveness.

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

#### Key Activities and Priorities

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

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

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

#### Highlight Activities for 2018-2019

- Acquisition of artifacts to support exhibitions in development.
- Acquisition of Victoria Cross medal sets awarded to Canadians in the First and Second World Wars

#### Highlight Activities for 2019-20 to 2022-23

- Develop collections reflecting contemporary politics, justice, social causes, and mass movements.
- Develop collections reflecting Canadian-American relations, the border, and Canadian influence or activities abroad in all realms.
- Develop collections reflecting Indigenous peoples in contemporary affairs, including politics and public affairs, sovereignty, and heritage.
- Develop collections reflecting Canadians, either engaged in, or preparing for, war or war-related activity.
- Develop collections reflecting Canada's military history in contemporary conflicts to better interpret Canada's position in the 21st century.
- Develop collections reflecting how Canadians have responded to or are shaped by conflict.

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

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

#### Highlight Activities for 2018-2019

- Collections analysis of Indigenous art holdings to identify gaps or opportunities.
- Collections analysis of children's collections and related holdings in support of the renewal of the Canadian Children's Museum.
- Regular auction monitoring for priority items, including sports, contemporary events, military heritage, and contemporary Indigenous material.
- Collections partnership between the Canadian War Museum and the Department of National Defence to help document material culture from recent military experiences.



### Highlight Activities for 2019-2020 to 2022-2023

- Completion of the Collections Development Implementation Plan.
- Collecting from extraordinary Canadians, as per the CWM Oral History project.
- Collecting artifacts that document the Canadian experience during the Second World War.
- Targeted collections analyses in popular culture, politics, and other priorities, as per the Collections Development Plan.

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

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

### Highlight Activities for 2018-2019

- A Collections Risk Assessment will seek to better understand the needs of the collection, including storage and display conditions.
- Display of selected objects from the Ultimate Leafs Fan collection in the CMH Resource Centre.
- Collections partnership between the CWM, Defence Research and Development Canada, and the Canada Museum of Science and Technology to preserve more than 75 years of defence-development history in Canada.
- Participation in the Cultures of Sound Network, a CMH initiative in partnership with the University of Alberta, Memorial University and the Smithsonian Center for Folklife and Cultural Heritage, which will foster cross-sector dialogue and collaboration in order to make historical recordings accessible to the public and facilitate new research in cultural expression and sound.

### Highlight Activities for 2019-2020 to 2022-2023

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



**STRATEGIC DIRECTION 4: Engage dynamic partnerships and networks across Canada and internationally for mutual benefit.**

**Indicators and Targets**

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

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

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

Performance measurement indicators	2017-2018 Annual Target	2018-2019 Annual Target	2019-2020 Annual Target	2020-2021 Annual Target	2021-2022 Annual Target	2022-2023 Annual Target
Number of partnerships and/or collaborations initiated						
<b>CMH</b>	15	30	27	27	27	27
<b>CWM</b>	7	14	12	12	12	12
<b>Total:</b>	<b>22</b>	<b>44</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>

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

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

Performance measurement indicators	2017-2018 Annual Target	2018-2019 Annual Target	2019-2020 Annual Target	2020-2021 Annual Target	2021-2022 Annual Target	2022-2023 Annual Target
Number of new openings for travelling exhibitions that connect Canadians to their history	10	10	10	10	10	10



## Key Activities and Priorities

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

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

While CMH has a long history of Indigenous consultation, the CHH was unprecedented in its scope and inclusion of Indigenous perspectives. The consultative process put in place for the CHH included nation-wide information gathering, the guidance of an Indigenous advisory committee, and consultation at the community level to tell individual stories within the exhibition, and provides a tested model for future collaborations.

#### Highlight Activities for 2018-2019

- With the advice of a consultation group, the CMH is acknowledging its location on the traditional territory of the Algonquin Anishinabeg through the installation of a permanent plaque.
- In partnership with the Peskotomuhkati Nation, the CMH has recently purchased a private collection of Wakanaki artifacts housed in New Brunswick. In 2018-2019, the collection will be transported to the CMH for conservation, and will be held in trust until the Peskotomuhkati Nation is prepared to house the collection in their territory.
- Negotiation of a Custodial Arrangement Agreement (shared possession of a portion of the National Collection) with the Nisga'a Nation.
- In preparation for an upcoming exhibition about the international experiences of Indigenous peoples, the CMH will crowd-source stories from across the country, develop an advisory committee, and consult with Indigenous communities.
- In collaboration with the Acadia First Nation, a project has been developed to explore the archaeology of the southern shore of Nova Scotia and identify coastal sites threatened by erosion.

#### Highlight Activities for 2019-20 to 2022-23

- Together, the CMH and the Peskotomuhkati Nation will collaborate to research the Wabenaki collection and develop a possible exhibition and publication.
- Five expected Custodial Arrangement Agreements with various Nuu-chah-nulth First Nations.
- Consulting and working with an advisory committee, CMH will develop an exhibition about the international experiences of Indigenous peoples
- Continued identification and excavation of endangered coastal sites in Nova Scotia, working with the Acadia First Nation.

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

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

#### Highlight Activities for 2018-2019

- New partnership with the Canadian Centre for Sexual and Gender Diversity.
- New partnership with the United Nations High Commission for Refugees.
- New partnership with the North American Textile Conservation Conference.
- Building upon existing partnerships with organizations that include Canada's History, Historica Canada, the Royal Canadian Geographical Society, the Department of Crown Indigenous Relations Canada, the Department of Canadian Heritage, the Department of National Defence, the BBC, the Macdonald-Laurier Institute, and Carleton University, for various events and activities.
- New partnerships between the CWM and the National Film Board and Library and Archives Canada.



### Highlight Activities for 2019-2020 to 2022-2023

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

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

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

### Highlight Activities for 2018-2019

- **Medieval Europe: Power and Splendour:** In partnership with the British Museum, this exhibition of the treasures and material culture of the ruling elites as well as the less affluent opens a window onto the world of the Middle Ages.
- **Armour:** Developed by Contemporanea Progetti in collaboration with the Museo Stibbert (Florence, Italy) and the CWM, this exhibition highlights the many facets of armour across time and cultures – on the battlefield, and as sports equipment, status symbol and pop-culture fantasy.

### Highlight Activities for 2019-2020 to 2022-2023

- **Neanderthal:** In partnership with the Musée de l'Homme in Paris, this exhibition will present the latest scientific knowledge related to Neanderthals, and trace evolving perceptions of these early humans.
- **Highland Warrior:** Created by Nomad Exhibitions (U.K.) Ltd. in collaboration with Glasgow Museums, the Highlanders Museum and the CWM, this exhibition will explore the military traditions, history and symbolism of Highland soldiers, and their presence in the culture of modern Europe and North America.
- **Queens of Egypt:** In partnership with Pointe-à-Callière: Montréal History and Archaeology Complex, the CMH will present an adaptation of an exhibition from the Museo Egizio in Turin.



**STRATEGIC DIRECTION 5: Ensure that the Museum has the financial resources to carry out its mandate.**

**Indicators and Targets**

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

**1. Dollar value of fundraising activities**

measures all amounts raised to support core priorities of the Corporation. In 2018-2019 the Corporation will continue to report on the Canadian History Hall Campaign and the First World War Campaign. Fundraising for both campaigns has concluded, although stewardship obligations and pledge commitments keep the campaigns active. Fundraising activities for 2018-2019 will be focused on core priorities identified by the Corporation. Three fundraising streams – major gifts, annual giving and sponsorships – will be utilized to reach corporate targets.

Performance measurement indicators	2017-2018 Annual Target	2018-2019 Annual Target	2019-2020 Annual Target	2020-2021 Annual Target	2021-2022 Annual Target	2022-2023 Annual Target
Dollar value of fundraising activities (000's)						
<b>CMH and CWM</b>	1,500	2,000	2,000	2,000	2,000	2,000

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

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

Performance measurement indicators	2017-2018 Annual Target	2018-2019 Annual Target	2019-2020 Annual Target	2020-2021 Annual Target	2021-2022 Annual Target	2022-2023 Annual Target
Dollar value of revenue generating activities (000's)						
<b>CMH and CWM</b>	16,357	17,137	17,045	17,045	17,045	17,045



## **Key Activities and Priorities**

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

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

---

Approximately 80% of the Museums' funding comes from an annual appropriation from the Government of Canada; the remaining 20% comes from non-governmental revenues. Commercial revenues – which include admissions, parking, facilities rental, food concessions, gift shop sales and memberships -- are critical to support operational priorities and the Museums' viability. The Corporation is always looking for innovative ways to increase revenues in these areas.

#### **Highlight Activities for 2018-2019**

- Develop strategies to make the Museums more attractive to the rapidly growing tourism market.
- Continue working with tour operators and participating in joint opportunities with Ottawa Tourism, Destination Ontario and Destination Canada.

#### **Highlight Activities for 2019-20 to 2022-23**

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

### **b) Continue to implement funding strategies**

---

The Corporation will continue to implement its Fundraising Strategy and follow industry best practices to cultivate, solicit and steward donors to meet established revenue targets.

#### **Highlight Activities for 2018-2019**

- Develop a new three-year fundraising plan that will establish measurable fundraising metrics, identify opportunities for support, and create new fundraising programs to increase capacity.
- Achieve fundraising targets through the engagement of individual, corporate and foundation donors in support of Museum priorities.
- Establish a new “loyalty” stewardship strategy for mid-level individual donors and monthly donors.

#### **Highlight Activities for 2019-2020 to 2022-2023**

- Achieve fundraising targets through the engagement of individual, corporate and foundation donors in support of Museum priorities.
- Develop a Case for Support for the Canadian Children's Museum renewal project and cultivate qualified potential donors through a series of targeted cultivation events.
- Launch a new Donor Loyalty Program for monthly and mid-level donors.
- Renew the CWM Donor Wall.
- Update the three-year fundraising plan.

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

---

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

#### **Highlight Activities for 2018-2019 to 2022-2023**

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



# 5

## FINANCIAL STATEMENTS, 2018-2019 TO 2022-2023

# FINANCIAL STATEMENTS, 2018-2019 TO 2022-2023

## PRO FORMA STATEMENT OF FINANCIAL POSITION

As at March 31

(in thousands of dollars)	2016-17 Actual	2017-18 Actual	2018-19 Projection	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection
<b>ASSETS</b>							
<b>Current Assets</b>							
Cash	4,449	9,376	7,037	5,740	5,665	6,022	6,574
Restricted Cash	5,078	1,821	1,276	1,016	841	941	1,041
Restricted Investments	1,002	1,808	1,696	3,647	2,190	584	1,316
Investments	3,719	3,755	10,000	7,800	4,000	4,500	8,000
Accounts Receivable	2,847	2,914	2,000	2,000	2,000	2,000	2,000
Inventories	843	806	1,000	1,000	1,000	1,000	1,000
Prepaid Expenses	720	592	500	500	500	500	500
	<b>18,658</b>	<b>21,072</b>	<b>23,509</b>	<b>21,703</b>	<b>16,196</b>	<b>15,547</b>	<b>20,431</b>
<b>Other Assets</b>							
Restricted Cash and Investments	11,488	10,610	10,814	8,863	10,320	11,926	11,194
Investments	53,232	53,013	47,318	47,415	47,390	44,140	40,688
Collection	1	1	1	1	1	1	1
Capital Assets	247,181	238,727	231,440	226,081	219,737	207,994	193,509
	<b>311,902</b>	<b>302,351</b>	<b>289,573</b>	<b>282,360</b>	<b>277,448</b>	<b>264,061</b>	<b>245,392</b>
	<b>330,560</b>	<b>323,423</b>	<b>313,082</b>	<b>304,063</b>	<b>293,644</b>	<b>279,608</b>	<b>265,823</b>
<b>LIABILITIES AND EQUITY</b>							
<b>Current Liabilities</b>							
Accounts Payable and Accrued Liabilities	15,252	16,201	15,201	14,701	14,201	14,201	14,201
Deferred Contributions	12,371	10,157	9,762	9,652	9,627	9,877	10,127
Deferred Revenue	1,557	1,597	750	750	750	750	750
	<b>29,180</b>	<b>27,955</b>	<b>25,713</b>	<b>25,103</b>	<b>24,578</b>	<b>24,828</b>	<b>25,078</b>
<b>Other Liabilities</b>							
Employee future benefits	8,976	9,571	10,171	10,771	11,371	11,971	12,571
Deferred Contributions - National Collection Fund	10,489	10,295	10,145	9,995	9,845	9,695	9,545
Deferred Contributions Related to Capital Assets	216,107	208,963	200,491	191,674	181,372	167,278	154,035
	<b>235,572</b>	<b>228,829</b>	<b>220,807</b>	<b>212,440</b>	<b>202,588</b>	<b>188,944</b>	<b>176,151</b>
<b>Net Assets</b>							
Unrestricted	9,940	10,813	10,778	10,778	10,778	10,778	10,778
Restricted for Permanent Exhibit Renewal	15,000	14,958	14,916	14,874	14,832	14,190	12,948
Investment in capital assets	40,868	40,868	40,868	40,868	40,868	40,868	40,868
	65,808	66,639	66,562	66,520	66,478	65,836	64,594
	<b>68,660</b>	<b>66,180</b>	<b>66,180</b>	<b>66,180</b>	<b>66,180</b>	<b>65,780</b>	<b>64,980</b>
	<b>330,560</b>	<b>323,423</b>	<b>313,082</b>	<b>304,063</b>	<b>293,644</b>	<b>279,608</b>	<b>265,823</b>

Note: compiled using Public Sector Accounting Standards

**PRO FORMA STATEMENT OF OPERATIONS**
*For the years ending March 31, 2017 to 2023*

<b>(in thousands of dollars)</b>	<b>2016-17 Actual</b>	<b>2017-18 Actual</b>	<b>2018-19 Projection</b>	<b>2019-20 Projection</b>	<b>2020-21 Projection</b>	<b>2021-22 Projection</b>	<b>2022-23 Projection</b>
<b>Government Funding</b>							
Parliamentary Appropriation	66,369	66,538	70,577	70,572	70,572	70,572	70,572
Add: Budget 2016							
Capital funding	1,107	2,331	5,375	5,046	1,604	0	0
PILT funding	7,200	0	0	0	0	0	0
Operational funding	3,070	3,070	0	0	0	0	0
Forecast Funding Request for:							
Comprehensive Land Claims	0	464	0	0	0	0	0
Transfers from Other Govt Dept	0	348	0	0	0	0	0
Collective Agreements	0	1,263	450	1,148	1,861	2,561	3,261
Amount deferred for specific projects	(9,597)	(7,389)	(2,200)	(2,200)	(2,200)	(2,200)	(2,200)
Deferred appropriation used in current year	1,909	1,630	3,110	3,540	5,910	2,750	2,715
Amount used to purchase depreciable assets	(6,296)	(4,403)	(8,785)	(8,596)	(7,304)	(3,050)	(3,015)
Amortization of deferred capital funding	14,126	16,404	17,257	17,413	17,606	17,144	16,258
	<b>77,888</b>	<b>80,256</b>	<b>85,784</b>	<b>86,923</b>	<b>88,049</b>	<b>77,888</b>	<b>87,591</b>
<b>Revenue of the Corporation</b>							
General Admission & Programs	6,665	8,864	7,723	7,880	7,880	7,880	7,880
Facility Rentals, Events & Concessions	3,059	3,387	2,620	2,620	2,620	2,620	2,620
Boutique Sales	2,089	2,570	2,075	2,135	2,135	2,135	2,135
Parking	1,979	2,168	1,934	1,995	1,995	1,995	1,995
Net investment income	4,155	1,720	1,500	1,500	1,500	1,500	1,500
Travelling Exhibits	318	443	700	350	350	350	350
Memberships	389	522	385	400	400	400	400
Other	434	326	200	165	165	165	165
<b>Sub total</b>	<b>19,088</b>	<b>20,000</b>	<b>17,137</b>	<b>17,045</b>	<b>17,045</b>	<b>17,045</b>	<b>17,045</b>
Use of donations - NCF	93	692	200	200	200	200	200
Use of donations - History Project	0	3,901	1,345	980	695	620	620
Use of other donations/sponsorships	1,955	4,024	1,000	1,000	1,000	1,000	1,000
	<b>21,136</b>	<b>28,617</b>	<b>19,682</b>	<b>19,225</b>	<b>18,940</b>	<b>18,865</b>	<b>18,865</b>
<b>Expenses</b>							
Collect and Research	13,435	17,993	14,033	14,575	14,768	14,936	14,962
Exhibit, Educate and Communicate	27,359	30,527	30,636	30,523	30,630	31,056	31,801
Facilities	38,894	40,224	40,602	40,791	41,277	40,974	40,522
Corporate Management	18,221	19,298	20,237	20,301	20,356	20,318	20,413
	<b>97,909</b>	<b>108,042</b>	<b>105,508</b>	<b>106,190</b>	<b>107,031</b>	<b>107,284</b>	<b>107,698</b>
<b>Excess (deficiency) of revenues over expenses</b>	<b>1,115</b>	<b>831</b>	<b>(42)</b>	<b>(42)</b>	<b>(42)</b>	<b>(642)</b>	<b>(1,242)</b>

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

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



**PRO FORMA STATEMENT OF CASH FLOWS**
*For the Period Ending March 31*

(in thousands of dollars)	2016-17 Actual	2017-18 Actual	2018-19 Projection	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection
<b>OPERATING ACTIVITIES</b>							
Cash receipts (clients)	20,387	24,550	15,704	15,545	15,545	15,545	15,545
Cash receipts (parliamentary appropriation)	62,534	63,648	68,527	69,220	69,933	70,633	71,333
Cash paid (employees)	(34,905)	(36,690)	(37,161)	(38,333)	(38,849)	(39,591)	(40,121)
Cash paid (suppliers)	(54,630)	(56,040)	(51,293)	(51,235)	(47,224)	(47,750)	(45,969)
Restricted contributions and related investment income	4,968	2,542	2,000	1,920	1,720	1,920	1,920
Interest received	1,557	1,568	1,500	1,500	1,500	1,500	1,500
<b>Cash flows from operating activities</b>	<b>(89)</b>	<b>(422)</b>	<b>(723)</b>	<b>(1,383)</b>	<b>2,625</b>	<b>2,257</b>	<b>4,208</b>
<b>INVESTING ACTIVITIES</b>							
Principal repayments of investments	9,964	231	0	0	0	0	0
Increase in investments and restricted investments	(21,522)	(4,897)	(6,809)	(11,696)	(11,147)	(7,440)	(8,084)
Decrease in investments and restricted investments	4,718	4,795	5,558	12,572	11,472	6,190	5,043
<b>Cash flows used in investing activities</b>	<b>(6,840)</b>	<b>129</b>	<b>(1,251)</b>	<b>876</b>	<b>325</b>	<b>(1,250)</b>	<b>(3,041)</b>
<b>CAPITAL ACTIVITIES</b>							
Acquisition of capital assets	(21,298)	(8,160)	(8,785)	(8,596)	(7,304)	(3,050)	(3,015)
<b>FINANCING ACTIVITIES</b>							
Parliamentary appropriation for the acquisition of capital assets	15,431	10,123	7,875	7,546	4,104	2,500	2,500
<b>Increase (decrease) in cash and restricted cash</b>	<b>(12,796)</b>	<b>1,670</b>	<b>(2,884)</b>	<b>(1,557)</b>	<b>(250)</b>	<b>457</b>	<b>652</b>
<b>Cash and restricted cash, beginning of year:</b>							
<b>Cash</b>	<b>20,481</b>	<b>4,449</b>	<b>9,376</b>	<b>7,037</b>	<b>5,740</b>	<b>5,665</b>	<b>6,022</b>
<b>Restricted cash</b>	<b>1,842</b>	<b>5,078</b>	<b>1,821</b>	<b>1,276</b>	<b>1,016</b>	<b>841</b>	<b>941</b>
	<b>22,323</b>	<b>9,527</b>	<b>11,197</b>	<b>8,313</b>	<b>6,756</b>	<b>6,506</b>	<b>6,963</b>
<b>Cash and restricted cash, end of year:</b>							
<b>Cash</b>	<b>4,449</b>	<b>9,376</b>	<b>7,037</b>	<b>5,740</b>	<b>5,665</b>	<b>6,022</b>	<b>6,574</b>
<b>Restricted cash</b>	<b>5,078</b>	<b>1,821</b>	<b>1,276</b>	<b>1,016</b>	<b>841</b>	<b>941</b>	<b>1,041</b>
	<b>9,527</b>	<b>11,197</b>	<b>8,313</b>	<b>6,756</b>	<b>6,506</b>	<b>6,963</b>	<b>7,615</b>

Note: compiled using Public Sector Accounting Standards

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

*For the Period Ending March 31*

<b>(in thousands of dollars)</b>	<b>2016-17 Actual</b>	<b>2017-18 Actual</b>	<b>2018-19 Projection</b>	<b>2019-20 Projection</b>	<b>2020-21 Projection</b>	<b>2021-22 Projection</b>	<b>2022-23 Projection</b>
<b>Unrestricted</b>							
Net Assets beginning of year	23,825	9,940	10,813	10,813	10,813	10,813	10,813
Excess (deficiency) of revenues over expenses	1,115	873	0	0	0	0	0
Transfer (to)/from Internally Restricted Net Assets	(15,000)	0	0	0	0	0	0
Net change in investment in capital assets	0	0	0	0	0	0	0
	<b>9,940</b>	<b>10,813</b>	<b>10,813</b>	<b>10,813</b>	<b>10,813</b>	<b>10,813</b>	<b>10,813</b>
<b>Internally Restricted</b>							
Net Assets beginning of year	0	15,000	14,958	14,916	14,874	14,832	14,190
Excess (deficiency) of revenues over expenses	0	(42)	(42)	(42)	(42)	(642)	(1,242)
Transfer from/(to) Unrestricted Net Assets	15,000	0	0	0	0	0	0
Net change in investment in capital assets	0	0	0	0	0	0	0
	<b>15,000</b>	<b>14,958</b>	<b>14,916</b>	<b>14,874</b>	<b>14,832</b>	<b>14,190</b>	<b>12,948</b>
<b>Investment in capital assets</b>							
Net Assets beginning of year	40,868	40,868	40,868	40,868	40,868	40,868	40,868
Excess (deficiency) of revenues over expenses	0	0	0	0	0	0	0
Net change in investment in capital assets	0	0	0	0	0	0	0
	<b>40,868</b>	<b>40,868</b>	<b>40,868</b>	<b>40,868</b>	<b>40,868</b>	<b>40,868</b>	<b>40,868</b>

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

## OPERATING AND CAPITAL BUDGET BY ACTIVITY

For the Years Ending March 31, 2018 to 2023

(in thousands of dollars)	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Collect and Research	14,523	14,738	14,033	14,575	14,768	14,936	14,962
Exhibit, Educate & Communicate	40,990	31,544	28,296	30,517	31,174	30,002	27,159
Facilities	33,963	32,354	35,655	35,438	34,389	30,285	30,679
Corporate Management	18,133	18,720	20,237	20,301	20,356	20,318	20,413
<b>Sub-total</b>	<b>107,609</b>	<b>97,356</b>	<b>98,221</b>	<b>100,831</b>	<b>100,687</b>	<b>95,541</b>	<b>93,213</b>
<b>Less: revenues</b>	<b>19,528</b>	<b>28,617</b>	<b>19,682</b>	<b>19,225</b>	<b>18,940</b>	<b>18,865</b>	<b>18,865</b>
<b>restricted equity</b>	<b>0</b>	<b>701</b>	<b>1,227</b>	<b>3,500</b>	<b>4,000</b>	<b>2,993</b>	<b>0</b>
<b>deferred funding</b>	<b>10,757</b>	<b>(5,759)</b>	<b>910</b>	<b>1,340</b>	<b>3,710</b>	<b>550</b>	<b>515</b>
<b>Total budget requirement</b>	<b>77,324</b>	<b>73,797</b>	<b>76,402</b>	<b>76,766</b>	<b>74,037</b>	<b>73,133</b>	<b>73,833</b>

Note: compiled on the cash basis of accounting

## SUMMARY OF OPERATING AND CAPITAL BUDGETS

For the Years Ending March 31, 2018 to 2023

(in thousands of dollars)	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	2022-23 Budget
Operating	84,402	89,734	88,209	88,735	89,383	89,498	90,198
Capital	23,207	7,622	10,012	12,096	11,304	6,043	3,015
<b>Sub-total</b>	<b>107,609</b>	<b>97,356</b>	<b>98,221</b>	<b>100,831</b>	<b>100,687</b>	<b>95,541</b>	<b>93,213</b>
<b>Less: revenues</b>	<b>19,528</b>	<b>28,617</b>	<b>19,682</b>	<b>19,225</b>	<b>18,940</b>	<b>18,865</b>	<b>18,865</b>
<b>restricted equity</b>	<b>0</b>	<b>701</b>	<b>1,227</b>	<b>3,500</b>	<b>4,000</b>	<b>2,993</b>	<b>0</b>
<b>deferred funding</b>	<b>10,757</b>	<b>(5,759)</b>	<b>910</b>	<b>1,340</b>	<b>3,710</b>	<b>550</b>	<b>515</b>
<b>Government Funding Required</b>	<b>77,324</b>	<b>73,797</b>	<b>76,402</b>	<b>76,766</b>	<b>74,037</b>	<b>73,133</b>	<b>73,833</b>

Note: compiled on the cash basis of accounting



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

<b>(in thousands of dollars)</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>	<b>2018-19 Budget</b>	<b>2019-20 Budget</b>	<b>2020-21 Budget</b>	<b>2021-22 Budget</b>	<b>2022-23 Budget</b>
<b>COLLECT AND RESEARCH</b>							
<b>Collections</b>							
Canadian Museum of History	3,483	4,165	2,287	2,411	2,451	2,489	2,491
Canadian War Museum	2,228	2,479	1,440	1,499	1,518	1,535	1,537
	5,711	6,644	3,727	3,910	3,969	4,024	4,028
<b>Research</b>							
Canadian Museum of History	4,031	4,434	5,265	5,467	5,542	5,608	5,616
Canadian War Museum	1,192	996	1,000	1,041	1,059	1,076	1,077
	5,223	5,430	6,265	6,508	6,601	6,684	6,693
<b>Library &amp; Archives</b>							
Canadian Museum of History	2,801	2,317	3,153	3,229	3,256	3,274	3,285
Canadian War Museum	788	347	888	928	942	954	956
	3,589	2,664	4,041	4,157	4,198	4,228	4,241
	<b>14,523</b>	<b>14,738</b>	<b>14,033</b>	<b>14,575</b>	<b>14,768</b>	<b>14,936</b>	<b>14,962</b>
<b>EXHIBIT, EDUCATE AND COMMUNICATE</b>							
<b>Exhibitions</b>							
Canadian Museum of History	11,024	13,018	11,473	11,374	11,390	11,290	11,360
Canadian War Museum	2,570	3,313	2,700	2,642	2,731	2,703	2,721
	13,594	16,331	14,173	14,016	14,121	13,993	14,081
<b>Programs</b>							
Canadian Museum of History	5,005	3,869	4,893	4,828	4,819	4,782	4,810
Canadian War Museum	955	751	741	752	757	758	761
	5,960	4,620	5,634	5,580	5,576	5,540	5,571
<b>Publications</b>							
Canadian Museum of History	229	329	381	373	371	368	370
Canadian War Museum	88	62	84	83	83	82	82
	317	391	465	456	454	450	452
<b>Communications</b>							
Canadian Museum of History	5,870	6,528	5,228	5,366	5,414	5,421	5,442
Canadian War Museum	1,649	1,987	1,569	1,599	1,609	1,605	1,613
	7,519	8,515	6,797	6,965	7,023	7,026	7,055
<b>Capital projects</b>							
Canadian Museum of History	13,600	1,687	1,227	3,500	4,000	2,993	0
Canadian War Museum	0	0	0	0	0	0	0
	13,600	1,687	1,227	3,500	4,000	2,993	0
	<b>40,990</b>	<b>31,544</b>	<b>28,296</b>	<b>30,517</b>	<b>31,174</b>	<b>30,002</b>	<b>27,159</b>
<b>CORPORATE MANAGEMENT</b>							
<b>Revenue Generating Activities</b>							
Canadian Museum of History	5,389	5,584	6,740	6,659	6,648	6,603	6,640
Canadian War Museum	1,310	1,315	1,389	1,347	1,337	1,320	1,329
	6,699	6,899	8,129	8,006	7,985	7,923	7,969
<b>Corporate Services</b>							
Canadian Museum of History	6,996	7,212	7,553	7,626	7,660	7,660	7,694
Canadian War Museum	2,210	2,143	2,236	2,274	2,288	2,294	2,302
	9,206	9,355	9,789	9,900	9,948	9,954	9,996
<b>Governance</b>							
Canadian Museum of History	1,658	1,847	1,738	1,793	1,815	1,828	1,833
Canadian War Museum	570	619	581	602	608	613	615
	2,228	2,466	2,319	2,395	2,423	2,441	2,448
	<b>18,133</b>	<b>18,720</b>	<b>20,237</b>	<b>20,301</b>	<b>20,356</b>	<b>20,318</b>	<b>20,413</b>
<b>FACILITIES</b>							
<b>Facilities management</b>							
Canadian Museum of History	19,184	20,781	20,936	20,956	21,170	21,315	21,716
Canadian War Museum	5,172	5,638	5,934	5,886	5,915	5,920	5,948
	24,356	26,419	26,870	26,842	27,085	27,235	27,664
<b>Capital projects</b>							
Canadian Museum of History	9,332	5,723	7,303	8,096	6,804	2,550	2,515
Canadian War Museum	275	212	1,482	500	500	500	500
	9,607	5,935	8,785	8,596	7,304	3,050	3,015
	<b>33,963</b>	<b>32,354</b>	<b>35,655</b>	<b>35,438</b>	<b>34,389</b>	<b>30,285</b>	<b>30,679</b>
<b>Total Canadian Museum of History</b>	<b>75,002</b>	<b>75,807</b>	<b>76,950</b>	<b>78,178</b>	<b>77,340</b>	<b>73,188</b>	<b>73,772</b>
<b>Total Canadian War Museum</b>	<b>19,007</b>	<b>19,862</b>	<b>20,044</b>	<b>19,153</b>	<b>19,347</b>	<b>19,360</b>	<b>19,441</b>
<b>Grand Total</b>	<b>107,609</b>	<b>97,356</b>	<b>98,221</b>	<b>100,831</b>	<b>100,687</b>	<b>95,541</b>	<b>93,213</b>

Note: compiled on the cash basis of accounting

