



ANNUAL REPORT 2024-2025

Canada



CANADIAN
MUSEUM
OF HISTORY
-
MUSÉE
CANADIEN
DE L'HISTOIRE



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Information and Services:

819-776-7000 / 1-800-555-5621

Teletype (TTY): 819-776-7003

Group Reservations: 819-776-7014

Facility Rentals: 819-776-7018

Membership: 819-776-7100

Volunteers: 819-776-8176 or 819-776-8532

Support the Museums: 1-800-256-6031

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War Museum: 819-776-8618

Canadian Museum of History

100 Laurier Street

Gatineau, QC K1A 0M8

historymuseum.ca

Canadian War Museum

1 Vimy Place

Ottawa, ON K1A 0M8

warmuseum.ca

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LAND ACKNOWLEDGEMENT

The Canadian Museum of History and the Canadian War Museum are located on the traditional, unceded territory of the Algonquin Anishinabeg. This land has held, and continues to hold, great historical, spiritual and sacred significance. We recognize and honour the enduring presence of the Algonquin people. We also know that you, our readers, are located in many places near and far, and we acknowledge the traditional owners and caretakers of those lands.

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MESSAGE FROM THE CHAIR



This past year has been one of renewed focus and deep reflection on questions of Canadian identity. Based on the enthusiasm of our audiences, our partners, and all those with whom we work, it is clear that people in this country are eager to delve into the rich and complex layers of our collective history, and to learn more about the diverse peoples, cultures and events that have shaped our nation. The Canadian Museum of History and the Canadian War Museum are uniquely placed in this important work, as this has always been our goal – to foster curiosity, learning and discussion around what makes Canada, Canada. We are proud to play a leading role in these conversations.

Guided by the vision “Dare to inspire tomorrow’s history,” the Museums have worked with purpose to find new and innovative ways to enhance understanding and appreciation of Canada’s unique stories and important

The Canadian Museum of History and the Canadian War Museum are uniquely placed in this important work, as this has always been our goal – to foster curiosity, learning and discussion around what makes Canada, Canada.

global contributions. Through research, exhibitions, acquisitions, and public programs, they inspire impactful dialogue and memorable experiences, while embracing new technologies and digital tools that offer audiences bold and accessible encounters with history.

A key priority in sharing our collective history is ensuring that we centre Indigenous voices throughout the work we do. This year, the Museums made significant strides in strengthening and fostering partnerships with Indigenous communities, ensuring that their perspectives are at the heart of our offerings. This commitment to respectful collaboration is not merely a duty; it reflects the very essence of our mission and the ethos that guides us as we move forward.

Much of the Museums' energy goes into the development and delivery of memorable and engaging initiatives for our audiences. But essential work is also being done behind the scenes, to ensure that we remain accountable as a public institution and as an employer. This includes addressing the remaining recommendations of the 2023 Auditor General's Special Examination, which are aimed at enhancing the efficiency, effectiveness and transparency of corporate operations, while also ensuring the highest standards of museological practice and good governance. The Museums also continued their work to enhance their corporate culture and strengthen leadership and workforce capacity. Each of these efforts lays a solid foundation for our sustained growth and commitment to all visitors and staff.

I extend my heartfelt gratitude to all our members, volunteers, donors and partners, and the Government of Canada, as well as everyone with whom we connect, both in person and online. Your support and engagement are vital to our work on behalf of Canadians. My fellow Trustees and I would also like to extend our thanks to the Museums' Chief Executive Officer, the senior leadership team, and our dedicated staff. It is their unwavering passion and hard work that made possible the exceptional achievements shared throughout this report.

As active stewards of history, the Museums embrace their role as facilitators of learning and dialogue, fostering an environment that encourages collective reflection on where we've come from and – just as importantly – how that contributes to where we are now headed. I look forward to seeing the Museums continue to explore, discuss and celebrate what makes Canada truly unique.

Carole Beaulieu



MESSAGE FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER



What makes the history of Canada so uniquely compelling? This question has been a driving force behind much of what the Museums delivered this past year as we shared the moments, communities and individuals that have shaped the country we know today. The Museums are keenly aware of the responsibility they have to serve as centres for learning and informed discussion around Canadian identity, and our work over the past year leaves no doubt as to the uniqueness of this country, its stories, and the people who call it home.

We were happy to see the Museums recover their pre-pandemic market share this year. Nothing could be more inspiring for staff than to once again find our exhibitions and public spaces buzzing with multi-generational families, new Canadians, international tourists, and school groups. There was much to see and do, with the Museums presenting five exhibitions and three special displays

This year, our team of historians and curators contributed to the ongoing development of our new Research Strategy, which will lay out the path for our Museums' efforts over the next five years.

focused on engaging topics. **Outside the Lines** explored the evolving perspectives of women on war and conflict; **In Their Own Voices**, an online oral history exhibition, looks at the post-war experiences of Canadian veterans and their loved ones; and a travelling exhibition, **The Witness Blanket**, featured a full-scale photographic replica of a powerful artwork by Indigenous master carver Carey Newman. For those unable to visit us in person, we shared 3 virtual exhibitions on our websites and presented our travelling exhibitions in 12 locations around the country, including our newest offering, **Portraits – Stories of Black Canadian Military Service**, a panel exhibition developed in partnership with the Black Cultural Centre for Nova Scotia.

This past year, the Museums also had the honour of hosting several events that were historic moments in and of themselves. One unforgettable moment was the highly emotional installation of the large-scale *Indian Residential School Memorial Monument* in a dedicated space at the Museum of History. Created by Kwagu’ł master carver Stanley C. Hunt, the monument honours the children who never returned from Canada’s Indian residential schools and stands as a focal point for reflection on the lasting harm caused by the residential school system. The monument was honoured with a ceremony led by the artist and over 40 members of his family and community. The War Museum was the venue for another historic moment, the Chief of the Defence Staff change of command ceremony, which marked a momentous milestone as General Jennie Carignan officially became the first woman to hold this esteemed and critical role in Canada. The Museums are proud of the role they played in these events, which are evidence of Canadians’ commitment to reconciliation, change, and greater inclusion.

The Museums are internationally recognized for their research excellence. This year, our team of historians

and curators contributed to the ongoing development of our new Research Strategy, which will lay out the path for our Museums’ efforts over the next five years. This strategy will aim to contribute to new evidence, reflection and ways of understanding history at the personal, community, national and international levels, while shining a light on the wide range of research expertise found in Canada’s national museums of human and military history.

Woven throughout the stories we present at the Museums are the voices and perspectives of Indigenous Peoples. This year, we held meetings of the Museum’s new National Indigenous Advisory Council, as well as the Algonquin Advisory Council, both of which are playing a key role in guiding us with their knowledge, perspectives and voices. We are deeply appreciative of these discussions and learning opportunities, which shape our work across both Museums.

Celebrating diversity is also a key priority for the Museums and extends beyond our public offerings. To foster a supportive and respectful workplace, our employees have continued their learning through specialized training, and the development of policies and frameworks to guide us. Efforts include the implementation of our Equity, Diversity, Inclusion and Accessibility (EDIA) Strategy, training on respectful collaboration and unconscious bias awareness, and informal staff-led events celebrating the diversity of our workforce.

In this annual report, we reflect on the Museums’ work to celebrate milestones in this country’s evolution, as well as on our own growth and progress. As you read on, I hope you will see how we reflect on our past, celebrate our present, and inspire discussion on how we can all create a brighter future.

Caroline Dromaguet



ABOUT THE MUSEUM

The Canadian Museum of History and the Canadian War Museum are located on the traditional, unceded territory of the Algonquin Anishinabeg, on land that has held, and continues to hold, great historical, spiritual and sacred significance. The Museums respect and honour the enduring presence of the Algonquin people and strive to ensure that this is reflected in their work.

The Canadian Museum of History is a Crown corporation with responsibility for the Canadian Museum of History and the Canadian War Museum. Through exhibitions, programs, events, online initiatives and more, these two national museums share the stories of people from all cultures, communities and walks of life, as told through the events, objects and themes that have helped shape this country over thousands of years.

The corporation also administers Digital Museums Canada, a national investment program that supports the creation of digital projects by museums and heritage, cultural and Indigenous organizations from coast to coast. In addition, the corporation maintains the Virtual Museum of New France, an extensive online resource exploring early French history in Canada.

Throughout this report, the terms “**the Museum**” and “**the corporation**” are often used interchangeably when referring to the corporate entity.



CANADIAN MUSEUM OF HISTORY

The Canadian Museum of History is located in Gatineau, Quebec, directly across the Ottawa River from Parliament Hill and Canada's national seat of government. The Museum welcomes visitors from across Canada and around the world. Its primary role is to enhance appreciation, understanding and knowledge of this country's human history and identity, while also presenting other world cultures.

The collections housed at the Museum comprise nearly 4 million cultural and archaeological objects. A large number of these are of national significance, as are many documents held by the Museum. Signature exhibition galleries include the Grand Hall, the Canadian History Hall, and the First Peoples Hall. The Museum is also home to the Canadian Children's Museum, the Canadian Stamp Collection, and the CINÉ+ theatre, which screens large-format films on topics ranging from human history to the natural world.



CANADIAN WAR MUSEUM

The Canadian War Museum is located in Ottawa, Ontario, on the city's historic LeBreton Flats. The Museum is considered one of the world's finest institutions for the study of military history, particularly Canada's military legacy in its personal, national and international dimensions.

As a national centre for remembrance, education, and historical research, the Museum facilitates informed

discussion of military affairs past, present and future.

In addition to the renowned Beaverbrook Collection of War Art, the Museum is home to important collections of objects, ranging from military vehicles and artillery to uniforms and medals, as well as valuable photographic, film and document archives.



DIGITAL MUSEUMS CANADA

Digital Museums Canada (DMC) is the largest national investment program dedicated to supporting digital projects. DMC helps build digital capacity in Canadian museums and heritage, cultural and Indigenous organizations, and gives people living in Canada unique access to diverse stories and experiences. To date, DMC has invested nearly \$22 million in more than 275 projects.

VIRTUAL MUSEUM OF NEW FRANCE

This popular online resource explores the history, culture and living legacy of North America's early French settlements, from Acadia to Louisiana. Themes addressed through exhibitions, objects, first-hand accounts, and documents include politics, migration, business and economics, as well as aspects of daily life such as food, medicine, travel, housing, education and entertainment.

MANDATE

The Canadian Museum of History was established by the *Museums Act* on July 1, 1990. On December 12, 2013, it was renamed under the *Canadian Museum of History Act*. The Museum is an autonomous Crown corporation, operating at arm's length from the federal government in its daily operations, activities and programming.

The corporation has the following mandate:

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

The corporation reports to Parliament through the Minister of Canadian Identity and Culture and Minister responsible for Official Languages, and is a member of the Canadian Heritage Portfolio. It 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. In addition, the corporation complies with 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*. The corporation's activities also align with the *Values and Ethics Code for the Public Sector* through its own Code of Conduct.

The corporation fulfills its mandate through three core responsibilities:

Exhibitions, Education and Communication Related to Canadian History

The corporation actively develops, maintains and delivers a wide range of exhibitions, programs and activities that deepen public understanding of Canada's rich history and diverse cultures. It engages audiences nationwide through travelling exhibitions, educational resources, and publications that extend beyond its physical locations, and promotes critical appreciation and respect of the experiences, people and objects that reflect and have shaped Canada's

history and identity, while also enhancing awareness of world history and cultures.

Collection and Research Related to Canadian History

The corporation acquires cultural material, both tangible and intangible, to preserve, research and document human, social, cultural, military and political history, reflecting Canada's rich heritage, history and identity.

Canadian Museum of History Facilities

The corporation manages and maintains two museum facilities, along with related security and hosting services, to showcase, preserve and safeguard objects of historical significance, while also providing a safe, welcoming and accessible environment for staff and visitors.



STRATEGIC DIRECTIONS

Throughout 2024–2025, the corporation’s activities and programs were guided by the following five strategic directions, established by the Board of Trustees in October 2022:

- 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.**

These strategic directions are woven into everything the corporation does, and they play an important role in the planning of activities, as well as in how the success of those activities is measured and reported. Within the five strategic directions, the senior leadership team determines high-level priorities in relation to core responsibilities and sets targets for key performance indicators that are measured on a quarterly basis. These targets and indicators facilitate monitoring and reporting to the Board, and they are part of the Museum’s annual corporate planning exercise.

VISION AND VALUES

The establishment of strategic directions for the Museum gave rise to a new vision and values exercise, focusing on transformative work to drive the strategies. The result was a framework presented to staff in January 2023, which included the crafting of the following vision:

Dare to inspire tomorrow’s history

The Museum has begun incorporating this vision into everything it does. The vision is a call to action, challenging the Museum’s Board, management, staff, stakeholders and external partners to more fully explore this country’s history, while also inspiring new ways of thinking, doing and being that will help shape our collective future.

Inspired by this vision, the Museum has made a commitment to redefine itself and its activities. This is being done with an eye to innovation, building relationships, taking risks, challenging assumptions, and pushing limits. In addition, the Museum is enhancing its position as a workplace of choice, both now and in the future, where employees feel empowered, take action, and grow.

To this end, the Museum has also developed a series of core values to inform personal and professional interactions. These are designed to complement the new vision statement and strategic directions for 2023–2024 through 2027–2028.

Act With Integrity

- We underpin all we do with mutual respect, honesty and accountability, to advance a thriving organizational culture.
- We ensure accuracy, objectivity and transparency, to build trust across all our interactions.
- We accept our responsibility to always do better, adapt, and improve our actions and decisions.

Engage With Curiosity

- We recognize and support the intrinsic value of every individual to create a positive and productive experience.
- We actively listen and create spaces and opportunities that give everyone a voice within an inclusive environment that promotes authenticity.
- We take pride in our work, with an unwavering passion to expand our knowledge and understanding of museology.

Lead Through Change

- We choose to apply innovative thinking, questioning and risk-taking to drive the best solutions.
- We lead and act with courage, to foster impactful innovation and excellence.
- We boldly challenge the status quo through a proactive and respectful mindset.

Collaborate With Purpose

- We recognize the power of sharing ideas, co-creating and working together to deliver on our mandate.
- We model open, transparent and respectful communication, creating a safe environment built upon different perspectives.
- We accept our responsibility for stewardship that embraces diverse knowledge to provide an accessible and inclusive understanding of our history.



THE YEAR IN REVIEW: ACHIEVEMENTS

The corporation's activities are guided by five strategic directions established by the Board of Trustees. Outcomes, key initiatives, and performance indicators have been developed for each strategic direction.

STRATEGIC DIRECTION 1: ENGAGE PEOPLE FROM ACROSS CANADA IN DIVERSE HISTORIES AND STORIES

Outcome

People and communities across Canada see themselves reflected in the histories and stories shared by the Museums.

Key Initiatives

Advance the Renewal of the Research Strategy

The corporation's last Research Strategy was developed in 2013. Given the significant evolution of scholarship, culture and Canadian society since then, a renewed Research Strategy has been an ongoing priority. A comprehensive and up-to-date Research Strategy will help inform the organization's evolving vision and mandate, as well as activities such as collection, exhibitions, programming and education.

In 2024-2025, the corporation continued to consult with employees, cultural communities, and other stakeholders across the country. Over the next months, we will consult with Indigenous organizations and scholars. This active engagement is key to the development of a Research Strategy that reflects today's Canada. These consultations will enhance a preliminary version of the new Research

Strategy, which was presented to senior leadership and the Board of Trustees towards the end of the fiscal year, to highly positive feedback.

Renew Collections Management Practices and Advance the Renewal of the Collections Plan

The quality, provenance and focus of a collection inform and support the stories a museum can tell, while also determining its ability to engage with audiences, educate, and reflect historical and cultural realities. When complete, the new Collections Plan will further identify gaps in the national collection at both Museums to ensure that the lives and stories of diverse communities in Canada are more effectively represented.

In 2024-2025, the corporation continued a comprehensive review of its Conservation Policy and its Collections Management Policy. Both policies are drafted and will be ready for approval in early 2025-2026. The new Collections Plan and the new Research Strategy are interdependent, and once the new Research Strategy has been approved, the Collections Plan will be finalized to ensure that both documents are in alignment. The Research Strategy approach was presented to the senior leadership team and the Board of Trustees. In 2025-2026, the strategy will be finalized and shared broadly. The implementation plan for the Research Strategy and the Collections Plan will be developed this year.

Develop and Implement a Digital Transformation Strategy

The transformation of the online world continues at breakneck speed, with artificial intelligence (AI) now leading the way. Work this fiscal year on the corporation's Digital Transformation Strategy is described more fully under Strategic Direction 5: Leverage Technology to Drive Innovation and Deepen Access to Museum Activities.

Another key initiative identified for 2024-2025 was the development and implementation of a Visitor Engagement Strategy. In 2024-2025, the corporation focused on analyzing the results of extensive visitor research carried out in 2023-2024, identifying gaps in current visitor engagement, and assessing existing strategies, frameworks and guidelines. A broader examination of existing strategies continues, delaying the rollout of a new Visitor Engagement Strategy this fiscal year, in order to ensure that the new strategy responds more comprehensively to identified needs.

HIGHLIGHTS

Notable Acquisitions

Each year, the corporation actively pursues the acquisition of objects and material of national significance. This work is guided by its Research Strategy and Collections Plan. Both of these documents highlight the necessity of enriching collections that bear witness to this country's history, while encouraging a better understanding of the complexity of the Canadian experience. Today, the Museums continue to evolve within the society in which they operate. That is why it is important to develop collections that reflect the world in which we live.

Notable **Canadian Museum of History** acquisitions included:

- Contemporary artworks by Saulteaux Cree visual artist Mike Holden. The artist explores the conflicting nature of the modern history of Indigenous Peoples in Canada and their relationship to patriotism, genocide and traditions. Two paintings, *Fine Day Part III* and *War of 1812*, visual representations of Indigenous warriors, preserve the legacy of Indigenous Peoples in the shaping of what we now call Canada.
- Two textile artworks by fine craft artist Louise Lemieux Bérubé, Saidye Bronfman Award winner. With their stylistic and thematic cohesion, the pieces highlight the work of the artist and link to Canadian expressive culture (contemporary dance) and place (Montréal and Labrador).
- A punch bowl dating from 1755–1763. Evoking leisure pursuits among British North Americans, the bowl also reflects the political environment and patriotic fervour that led to the conquest of New France in 1763.
- The Marcel Masse political history collection, which covers 25 years of political, cultural and economic evolution in Canada and includes 68 meaningful objects. Through the career of former cabinet minister Marcel Masse, the collection also sheds light on the Progressive Conservative Party, as well as Canada's natural resources, culture, and technology.

Notable **Canadian War Museum** acquisitions included:

- The Victoria Cross medal set awarded to Sergeant Aubrey Cosens, of the Queen's Own Rifles of Canada, who was killed in action during the Second World War. With this acquisition, the Museum now holds 44 of the 99 Victoria Cross medal sets awarded to Canadians.
- A collection of scrapbooks created by Janet Baker in honour of her son, Corporal Joshua Baker, of the Princess Patricia's Canadian Light Infantry, who was killed in Afghanistan on February 12, 2010.

- A tunic and sword belt from around 1864 that belonged to Thomas Hodgins, Jr., who wore them while serving in a volunteer company from southern Ontario's Militia District No. 8.
- A fusilier's hat from the 1800s, an officer's sword and sheath, and a Colt pistol.
- Artworks entitled *Master Corporal Jamie Gillman 2010*, *10,000 Plus* and *Corporal Percy Bedard 2010*, by Siksika artist Adrian Stimson. These works reflect Indigenous perspectives on military service in the Canadian Armed Forces in the 20th and 21st centuries.
- Combat "hot pants" made from modified combat trousers, presented to then Lieutenant Louise Siew at CFB Chilliwack in 1979, when she became the first base defence force female officer, a milestone in women's expanding roles in the military. The acquisition, which includes a photograph of Siew receiving the hot pants, reflects a period when the military grappled with accepting women in non-traditional roles, highlighting both progress and the challenges of gender integration in the Canadian Armed Forces.

Exhibitions

One of the most effective ways of connecting with museum visitors is through exhibitions. Whether on site, online, or on tour across the country and around the world, exhibitions from the Museum of History and the War Museum continue to inspire and inform audiences, while also reflecting the unique lives and stories of this country's diverse communities. Throughout the year, both Museums develop, produce and present a wide range of on-site, virtual and travelling exhibitions, while also enhancing their signature galleries with new collections and research, so that they remain relevant and current. Highlights of this year's exhibitions include:

Canadian Museum of History

First Royals of Europe (*April 2024 to January 2025 – major on-site exhibition*)

Presented in partnership with the Field Museum in Chicago, this successful exhibition covered 6,500 years of history, from the Neolithic Age to the end of the Iron Age and the dawn of empires, and drew close to 125,000 visitors to the Museum. More than 700 rare and exquisite objects from 26 institutions across southeastern Europe were brought together in an exploration of how individuals expanded power by amassing wealth and controlling trade, rituals, ceremonies and warfare.

Indian Residential School Memorial Monument (September 2024 – ongoing on-site installation)

Created by Kwagu'ł master carver Stanley C. Hunt, this monumental sculpture invites visitors to reflect on the enduring legacy of Canada's Indian residential school system. The upright painted red-cedar pole is a striking memorial to children who never returned from Canada's residential schools,

and the long-term impact on families and descendants. Accompanying text and images look at the monument's creation, and its journey across Canada to the Museum of History.

The Witness Blanket (*February to May 2025 – on-site exhibition*)

This travelling exhibition from the Canadian Museum for Human Rights featured a full-sized photographic replica of the original *Witness Blanket* by Indigenous master carver Carey Newman. The installation is a compelling narrative of loss, strength and reconciliation, incorporating hundreds of items from residential schools, churches, cultural sites, and communities, each reflecting an individual story.

Olympic Torches: Let the Games Begin! (*July 2024 – on-site display*)

This display of eight Olympic torches from the Museum's collection highlighted the role and symbolism of Olympic torches as representations of ceremony, identity and politics. Coinciding with the Paris 2024 Olympic and Paralympic Games, the display reflected broader conversations about sport and society.

Weaving Relationships, Building Community (*July to November 2024 – on-site display*)

This small display presented a beautifully beaded tea serving set, gifted to Isabella Bannerman in 1877 by the local Métis community when she joined her new husband, Angus McBeath, at the Hudson's Bay Company's fur trading post in Qu'Appelle Valley, Saskatchewan. This recent addition to the Canadian Museum of History's collection embodies the long practice of bringing groups of people together to build meaningful relationships over a cup of tea. Each piece is adorned with local flora, including saskatoon berries, prairie roses, and strawberries.

Canadian War Museum

Outside the Lines – Women Artists and War (*May 2024 to January 2025 – major on-site exhibition*)

Developed by the War Museum, this exhibition exploring the evolving perspectives of women on war and conflict drew over 91,000 visitors. The works featured included paintings, sculptures and textiles, created by 52 women artists over more than two centuries.

In Their Own Voices: Stories From Canadian Veterans and Their Loved Ones (*Launched in October 2024 – online exhibition*)

Featuring 50 compelling video and audio clips drawn from more than 200 interviews, this online exhibition explores the post-war and post-service experiences of Canadian veterans and their loved ones from the Second World War to the present day. Resources for educators are included.

Liberation! Canada and the Netherlands, 1944–1945 (*December 2024 to July 2025 – on-site panel display*)

Marking the 80th anniversaries of D-Day in 2024 and VE Day in 1945, this panel display highlighted the important role played by Canadians in the liberation of the Netherlands at the end of the Second World War. Pairing powerful photographs with personal stories, the display looked at key events from the liberation and explored the close and enduring relationship between Canada and the Netherlands.

Cyprus – A Divided Island (*September 2024 to March 2025 – on-site panel exhibition*)

Exploring the history and impact of one of Canada's longest peacekeeping missions, this panel exhibition marked the 60th anniversary of the United Nations peacekeeping mission in Cyprus and highlighted the vital contributions of more than 30,000 Canadians who served there from 1964 to 1993. It covered the numerous tasks Canadians undertook during the mission, from observing ceasefire lines to responding to combat during a crisis in 1974.

Travelling Exhibitions

Each year, around a dozen exhibitions produced by the Museum of History and the War Museum take to the road. Over the past year or so, the corporation has also responded to changing needs among borrowers. This has included developing smaller exhibitions and self-standing displays, while also streamlining installation, disassembly and packing. Exhibitions may be borrowed with or without objects, making it possible for smaller venues – which may not have museum-level climate controls – to bring Museum content to their communities.

A new travelling exhibition was launched by the War Museum this year. **Portraits – Stories of Black Canadian Military Service** was developed in partnership with the Black Cultural Centre for Nova Scotia and the Niagara Military Museum and is the newest addition to the corporation's suite of travelling exhibitions.

The Canadian Museum of History presented a series of travelling exhibitions across Canada, engaging audiences with diverse themes. **Kids Celebrate!** was hosted at the Musée Pop, in Trois-Rivières, Quebec, while **Lost Liberties** was shown at the Sidney Museum, in Sidney, British Columbia, the Peterborough Museum & Archives, in Peterborough, Ontario, and the Yarmouth Museum, in Yarmouth, Nova Scotia. **The Ones We Met** was showcased at the Swift Current Museum, in Swift Current, Saskatchewan, and the Whitchurch-Stouffville Museum & Community Centre, in Stouffville, Ontario. Finally, **Hockey** was featured at the Lambton Heritage Museum, in Lambton, Ontario, and Museum Windsor, in Windsor, Ontario.

The Canadian War Museum's travelling exhibitions highlighted significant themes in military history. **Fighting in Flanders** was shown at the Fort Nelson Heritage Museum, in Fort Nelson, British Columbia, and the Qualicum Beach Museum, in Qualicum Beach, British Columbia. **The Wounded** was presented at the Swift Current Museum, in Swift Current, Saskatchewan, offering insight into the experiences of people affected by war.

Additionally, **Portraits – Stories of Black Canadian Military Service** was showcased at the Black Cultural Centre for Nova Scotia, in Cherry Brook, Nova Scotia, honouring the contributions and stories of Black Canadian military personnel.

Renewal of the Canadian Children's Museum

In 2023–2024, the renewal of the Canadian Children's Museum advanced meaningfully, guided by visitor engagement. This included virtual focus groups with parents and educators, as well as on-site interviews with children and caregivers. The perspectives of families with a range of needs helped shape the vision for the future Museum.

By 2024–2025, a new design concept was selected through detailed evaluation and collaboration. The renewed Museum will empower young audiences by offering a vibrant, hands-on environment where all children can learn, play and grow together. It is being thoughtfully developed to ensure a welcoming and inclusive experience for every visitor.

The Museum is also strengthening connections with children's museums across Canada and around the world – sharing insights, exchanging ideas, and drawing on national and international best practices to enrich the renewal process.

Publications and Research

Two new souvenir catalogues were published in 2024–2025: *First Royals of Europe*, to accompany the special exhibition at the Museum of History, and *Outside the Lines – Women Artists and War*, in connection with the exhibition at the War Museum. A 2023–2024 Mercury Series publication, *A Church at War: MacKay Presbyterian Church, New Edinburgh, and the First World War*, by Alan Bowker, was awarded the Foreword INDIES Book of the Year Award.

The Museum supported the publication of two books in the UBC Studies in Canadian Military History series: *Canada and the Korean War: Histories and Legacies of a Cold War Conflict*, edited by Andrew Burtch and Tim Cook of the Canadian War Museum, and *Watching the Bear: Canadian Intelligence Assessments of the Soviet Threat to North America, 1946–1964*, by Alan Barnes. The War Museum also supported the publication of *War among the Clouds: New Brunswick Airmen in the Great War*, by J. Brent Wilson, which was Volume 31 in a book series by the Gregg Centre for the Study of War and Society, and two volumes of *Canadian Military History*. The latter is a peer-reviewed academic journal published by the Laurier Centre for the Study of Canada with editorial and financial support from the Canadian War Museum.

Public Programming and Educational Initiatives

The Museums continued to offer dynamic educational programs, engaging visitors through in-gallery demonstrations, interactive games, and seasonal events such as those for Remembrance Day, Canada Day, and the December holidays. On-site educational programs at both Museums provided hands-on learning experiences, deepening visitor engagement with exhibitions and fostering a greater connection to Canadian history.

Both Museums maintained a robust online educational presence, offering web modules and resources for educators across all grade levels. While bookings for staff-led online school programs declined in 2024–2025, staff consulted with educators nationwide to enhance value and engagement, ensuring that online offerings met the evolving needs of teachers and students. The Teachers' Zone on the Museum of History's website remained a highly valued resource, providing a wide range of materials to support educators.

The History Box (Museum of History) and Supply Line (War Museum) educational kits continued to see strong demand, with bookings from schools, libraries, and community venues nationwide. In 2024, the Museums piloted initiatives to expand the reach of these kits, including offering summer bookings and content tailored for post-secondary education. By year-end, 855 kits had been distributed, exceeding targets by 7 per cent and reflecting a 10 per cent increase over the previous year.

Digital Museums Canada: Supporting Canadian Museums and Heritage Organizations

Since 2014, Digital Museums Canada (DMC) has provided \$22 million in funding for over 275 online projects offered by museums and heritage, cultural and Indigenous organizations. Interest in funding and application support has grown significantly in the past two years, highlighting the program's critical role in the cultural heritage sector.

DMC helps organizations develop bilingual, user-friendly, and accessible digital products. In the past year, 6 Digital Projects and 10 Community Stories were launched across Quebec, Ontario, Manitoba, Newfoundland and Labrador, British Columbia, and Nunavut, covering topics such as history, immigration, health care, and Indigenous heritage. All projects were produced in both official languages, with one also featuring Tłıchǫ, an Indigenous language.

DMC projects engage local communities and reach audiences globally. Community Stories garnered 719,981 page views, with the most popular story receiving 24,148 views. Digital Projects had 234,000 page views across 13 websites.

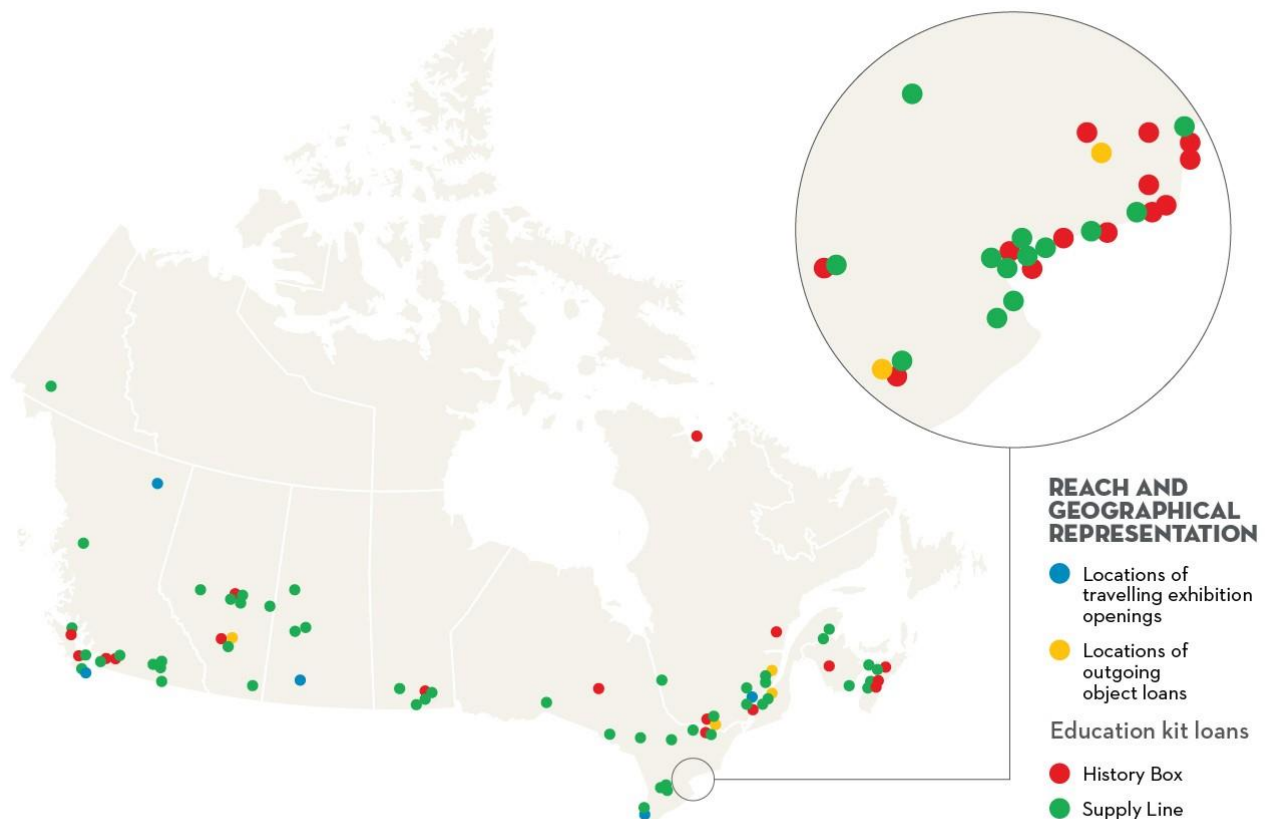
In addition to funding, DMC offers guidance on creating digital products like exhibitions, virtual tours, games, apps, and educational resources. The Application Assistance program supports first-time applicants and historically under-represented communities. In 2024-2025, 4 Information Sessions, 5 Office Hours, and 15 Mentorship Chats were held in support of the application process.

This year, 94 proposals were received for Digital Projects and 44 for Community Stories. Applications came from across Canada, with 38 per cent from organizations supporting historically marginalized groups. The program grew by 22 per cent over 2023-2024.

Reach and Geographical Representation

Through exhibitions, programs and loans, the corporation's reach extends to every corner of the country and beyond. Travelling exhibitions were presented in many communities, ranging from Fort Nelson, British Columbia, to Cherry Brook, Nova Scotia.

Objects and works of art from the collections of both the War Museum and the Museum of History were made available through the corporation's active loans program. Loans from the Museums were featured at venues in Nova Scotia, Quebec, Ontario, Alberta and British Columbia, as well as in institutions in New York City, Pennsylvania and Virginia.



Websites

In October 2024, the corporation successfully launched new and improved websites for the Museum of History and the War Museum, as well as redesigned online Boutiques. Our websites are critical tools for fulfilling our national mandate and driving attendance. New sections were added to the websites, including Digital on Demand, which centralizes access to videos, virtual tours, podcasts, and games. An expanded Indigenous Heritage section brings together information on repatriation, the Indigenous Internship Program, Indigenous language initiatives, and stories about the Museums' work with Indigenous communities.

Social Media

In 2024-2025, both Museums achieved significant success in their social media efforts. The Museum of History's social media audience grew by a combined 5.6 per cent across all platforms, while the War Museum's social media audience grew by a combined 2.6 per cent across all platforms. By the end of the fiscal year, the corporation had achieved 55,267,322 social media impressions, exceeding its target of 45,204,000 for the year.

Organic social media content performed exceptionally well, with the Museum of History achieving a 4.2 per cent engagement rate and the War Museum 5 per cent, both exceeding established targets in the latter half of the year. Notable highlights included the Museum of History's posts about **The Witness Blanket** exhibition, which garnered a 7.8 per cent engagement rate, and the War Museum's Remembrance Day content, which achieved a 6.7 per cent engagement rate, reflecting strong audience resonance with culturally and historically significant topics. Strategic shifts, such as an increased focus on storytelling, the use of videos, and a fan acquisition campaign, boosted follower growth on platforms like Facebook and Instagram, particularly for the Museum of History, which gained 3,000 new followers during the first quarter. These shifts also led to higher engagement rates on all platforms, especially in the last quarter of the fiscal year.

PERFORMANCE INDICATORS

The corporation has developed several indicators to measure its achievements in relation to Strategic Direction 1. These are detailed below, along with considerations for each one, relevant data, and a brief analysis.

Indicator: The **percentage of acquisitions that fill identified gaps in the collections** measures acquisitions in priority collecting areas. All acquisitions are guided by the Research Strategy and the Collections Plan.

Percentage of Acquisitions That Fill Identified Gaps in the Collections (average)	
2024-2025 Result	52% (86% Museum of History; 19% War Museum)
2024-2025 Target	20% (20% Museum of History; 20% War Museum)
2023-2024 Result	30%
Analysis In 2024-2025, gaps identified at the Museum of History were related to contemporary history (mid-20th century), contemporary Indigenous history, popular culture, sports history, and oral history. Gaps identified at the War Museum were related to Canada's involvement in the Korean War, the Cold War, and contemporary conflicts, as well as to telling the story of Canada's military history prior to the First World War. The percentage of acquisitions that filled identified gaps this year significantly surpassed the target in the case of the Museum of History and was slightly below target for the War Museum.	

Indicator: On-site attendance measures the number of individuals who entered the buildings at the Museum of History and the War Museum for all purposes, including facility rentals, special events, and other activities not requiring the purchase of admission tickets.

On-Site Attendance (in thousands)	
2024-2025 Result	999 (679 Museum of History; 320 War Museum)
2024-2025 Target	1,040 (650 Museum of History; 390 War Museum)
2023-2024 Result	975
2019-2020 Result (pre-pandemic baseline)	1,452
Analysis On-site attendance at both Museums combined was just under 1 million visitors, a slight increase compared to last year. Notably, attendance increased by 4% at the Museum of History and decreased slightly at the War Museum. Overall attendance continues to grow at both Museums. We experience increases in attendance during key periods: July 1 and the summer, September 30, the Remembrance period, the Christmas Market and holiday period, Winterlude, and March breaks.	

Indicator: Paid attendance measures the number of visitors who purchase admission tickets.

Paid Attendance (in thousands)	
2024-2025 Result	639 (420 Museum of History; 219 War Museum)
2024-2025 Target	600 (380 Museum of History; 220 War Museum)
2023-2024 Result	643
2019-2020 Result (pre-pandemic baseline)	638
Analysis Paid attendance continued to trend higher this year – 11% above the target at the Museum of History and right on target at the War Museum. Groups, tourists, and local visitors accounted for a significant increase in attendance. Special programming, activities and exhibitions at both Museums, as well as strong marketing campaigns, contributed to this result.	

Indicator: The **number of online visits** measures the number of sessions on the Museum of History and War Museum websites, and covers online exhibitions, blog posts, educational content, games, and microsites such as the Teachers’ Zone.

Number of Online Visits (in thousands)	
2024-2025 Result	3,901
2024-2025 Target	n/a (baseline year, new methodology)

Analysis

Overall visits to the websites during the fiscal year reached almost 4.3 million. As the Museum completed a major website redevelopment this year, we are treating 2024–2025 as a baseline year and will set targets based on these new metrics. After an approximately 6% year-over-year decrease in web visits, the launch of more streamlined and user-friendly websites on October 24, 2024 marked a significant step in enhancing the Museums’ digital presence.

Indicator: The **online engagement rate** measures how actively users engage with content on the Museums’ websites and social media by clicking on links, making a purchase, entering a contest, posting a comment, and so forth.

Online Engagement Rate (average)	
2024-2025 Result	56.5% (57% Museum of History; 56% War Museum)
2024-2025 Target	n/a (baseline year, new methodology)
Analysis In the first two quarters of the year, engagement fluctuated slightly, although it remained comparable to the same periods in the previous fiscal year. With the launch of new websites and redesigned online Boutiques towards the end of the third quarter, engagement rose. Minor fluctuations for the remainder of the fiscal year are thought to relate to technical issues such as tagging errors.	

Indicator: The **number of virtual school programs** reflects the number of programs delivered online to educational institutions across the country.

Number of Online School Programs	
2024-2025 Result	55
2024-2025 Target	70
2023-2024 Result	77
Analysis Reservations for online school programs have been declining since their peak in 2021-2022. In 2024-2025, the Museum initiated a comprehensive review of existing content, formats and technologies, incorporating feedback from a national teachers’ survey. Feedback from teachers indicates a growing preference for flexible, self-paced content over live virtual sessions, offering an opportunity to re-evaluate and adapt virtual offerings for greater impact and engagement.	

Indicator: The **number of travelling education kit loans** measures how many times the popular History Box (Museum of History) and Supply Line (War Museum) kits have been borrowed by Canadian schools, libraries, and educational associations.

Number of Travelling Education Kit Loans	
2024-2025 Result	855
2024-2025 Target	800
2023-2024 Result	776

Analysis

In 2024-2025, more travelling kits were loaned than in 2023-2024, surpassing the target by 7%. The History Box has grown in popularity and is now being loaned to public libraries, enabling circulation during summer school holidays and reaching a wider audience.

Bookings remain strong, with both kits travelling nationwide, including to remote communities. Teacher feedback is positive, and the Museum is exploring ways to enhance the program, including adding content for post-secondary studies and expanding its reach to more community settings.

Indicator: The number of travelling exhibition openings reflects travelling exhibitions developed by the two Museums that are available and touring to a variety of venues.

Number of Travelling Exhibition Openings

2024-2025 Result	12 (8 Museum of History; 4 War Museum)
2024-2025 Target	13 (9 Museum of History; 4 War Museum)
2023-2024 Result	13

Analysis

The corporation expected to meet its target of 13 travelling exhibition openings. A presentation of **Snapshots of Canada** was anticipated during the year but was not confirmed. It has also been noted that borrowing institutions are requesting longer presentation periods, due to the success of Museum of History and War Museum travelling exhibitions at the venues, and as a means of amortizing their costs over a longer period.

Indicator: The number of Digital Museums Canada applications measures the number of applications for investments across both streams: Digital Projects and Community Stories.

Number of Digital Museums Canada Applications Across Both Investment Streams	
2024-2025 Result	138
2024-2025 Target	60
2023-2024 Result	113
Analysis The number of applications for Digital Museums Canada funding continues to grow. This year’s result exceeded the target by 230%, and there was a 22% increase over the 2023-2024 fiscal year. These figures reflect the need for this type of funding within the cultural heritage sector, particularly for community groups, Indigenous Peoples, and cultural and historical associations.	

Indicator: The 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.

Number of Events and Outreach Initiatives Undertaken in Partnership or as Collaborations	
2024-2025 Result	48
2024-2025 Target	38
2023-2024 Result	49

Analysis

The number of events and outreach initiatives undertaken in partnership or as collaborations exceeded the target by more than 25%.

At the Museum of History, outreach activities undertaken as partnerships or collaborations included exhibitions such as **First Royals of Europe** and *The Witness Blanket*, as well as festivals, conferences, special events, and ceremonies. At the War Museum, initiatives included partnerships with NATO and various other military organizations, conferences, commemorations, galas, and other special events.

In addition, the corporation pursued partnerships and other initiatives with diverse cultural communities and embassies, extending its reach across Canada and around the world. The Museum of History strengthened international ties through the launch of the **First Royals of Europe** exhibition, collaborating with southeastern European countries whose treasures were featured, and the Canadian War Museum hosted the Canada-Iceland Seminar. The War Museum commemorated ANZAC Day and marked the launch of the **Cyprus – A Divided Island** exhibition with a reception attended by Cypriot community representatives. The Museums also welcomed VIP delegations from NATO and countries including South Korea, the United States, Finland, Japan and Ukraine, and held meetings with the Taipei Economic and Cultural Office, fostering global cultural and diplomatic connections.

Indicator: The number of partnerships or collaborations initiated for the development of museological projects measures the number of partnerships pursued in relation to exhibitions, research and publishing, programming, collections, and access to resources and facilities.

Number of Partnerships or Collaborations Initiated for the Development of Museological Projects

2024-2025 Result	18
2024-2025 Target	12
2023-2024 Result	15

Analysis

The target for the number of partnerships initiated for the development of museological projects was exceeded once again this year, with 18 new partnerships across departments.

Highlights of this year’s partnerships included the Museum of History’s agreement with Ingenium and the Vuntut Gwitchin First Nation government for digital scans of an archaeological item, and collaboration with the National Centre for Truth and Reconciliation on a hybrid adult education event held on the National Day for Truth and Reconciliation. The War Museum partnered with the Department of National Defence’s Directorate of History and Heritage for joint historical seminars and worked with Veterans Affairs Canada on an educational video about the painting *Dreaver*. In addition, the Museum of History formalized collaborations with the Gabriel Dumont Institute, for Métis cultural research, and the University of Ottawa, for the Black Excellence Gala. Educational initiatives with the Ottawa Public Library and the Bibliothèque de Gatineau further amplified community engagement through innovative programs like History Boxes and Storytime events.

Indicator: Media relations audience reach on Museum and community-led initiatives measures the potential audience reach in both traditional media (print, radio and television) and online media (websites, blog posts, and social media platforms).

Media Relations Audience Reach on Museum and Community-Led Initiatives (in millions)

2024-2025 Result – Traditional Media	1,200 (317.6 Museum of History; 862.2 War Museum)
2024-2025 Target – Traditional Media	109 (37 Museum of History; 72 War Museum)
2024-2025 Result – Online Media	5,700 (1,100 Museum of History; 4,600 War Museum)
2024-2025 Target – Online Media	2,500 (1,000 Museum of History; 1,500 War Museum)

Analysis

Targets were exceeded exponentially this year. Combined targets for traditional and online media reach at both Museums were surpassed by 1,100% and 228%, respectively.

The War Museum continues to outperform the Museum of History in both forms of outreach, with targets set accordingly lower for the Museum of History. The War Museum also continues to considerably exceed its targets, at 1,190% for traditional media reach and 3,306% for online media reach. By contrast, the Museum of History exceeded its traditional and online media reach targets by 858% and 150%, respectively.

The Museums garnered significant media attention through a series of high-profile events, interviews with experts, and other initiatives. For the Museum of History, key highlights included the national coverage of the *Indian Residential School Memorial Monument* inauguration in the second quarter, which achieved a traditional media reach of 85.8 million. The Canada's Sports Hall of Fame induction ceremony and the Christmas Market in the third quarter also drove substantial coverage in online and traditional media, reaching 239.5 million. For the War Museum, standout moments included extensive D-Day coverage in the second quarter, with subject matter experts featured globally, and the Chief of the Defence Staff change of command ceremony, also in the second quarter, which reached 335.1 million in traditional media. The launch of the *In Their Own Voices* online exhibition in the third quarter and the First Ministers meeting in the fourth quarter further amplified the War Museum's media presence, with online reach peaking at 1.315 billion in the last quarter.

Indicator: Engagement rate and overall impressions across combined social media channels. The engagement rate reflects the average number of interactions a piece of social media content receives. It is calculated by taking the total number of interactions, dividing it by the total number of followers, and multiplying the result by 100 per cent. Overall impressions are the number of times a piece of content appears in someone’s feed or timeline.

Engagement Rate and Overall Impressions Across Combined Social Media Channels	
2024-2025 Result – Engagement Rate	1.1% (0.73% Museum of History; 1.4% War Museum)
2024-2025 Target – Engagement Rate	2.94% (2.37% Museum of History; 3.5% War Museum)
2024-2025 Result – Overall Impressions	55,267,922 (29,910,582 Museum of History; 25,357,340 War Museum)
2024-2025 Target – Overall Impressions	55,204,000 (30,102,000 Museum of History; 25,102,000 War Museum)
Analysis Overall, engagement was below target this year. Engagement rates tend to be lower in response to marketing campaigns and higher for organic social media content. Organic social media engagement rates were well above target in the final two quarters of the year, at 4.2% for the Museum of History and 5% for the War Museum. Results for overall impressions surpassed the target at the War Museum and were slightly under target at the Museum of History.	

STRATEGIC DIRECTION 2: FOSTER AN INNOVATIVE WORKFORCE CULTURE THAT PROMOTES EQUITY, RESPECT AND A SENSE OF BELONGING

Outcome

The Museum workplace is inclusive and innovative. Staff are productive and satisfied.

Key Initiative

Continue to Implement and Measure the Employee Experience Action Plan

The Museum has continued to implement its action plan to transform its corporate culture and improve the employee experience. Informed by employee feedback, the Employee Experience Action Plan focuses on four pillars: shaping our culture, strengthening employee engagement, strengthening well-being and mental health, and strengthening diversity and inclusion.

The action plan is an evolving document and will continue to be updated over the next several years. It includes initiatives such as implementing recommendations from employee working groups, assessing and improving the new organizational governance structure, launching a Leadership Development Program and a new people-management strategy, ongoing implementation of a new vision and new values, a measurement framework to monitor employee satisfaction, an assessment of the hybrid work model, and implementation of an updated Human Resources Information System.

A five-year EDIA Action Plan was also completed this year, providing a framework for both employee engagement and public-facing activities. The EDIA Strategy has been shared publicly, and there has been a notable increase in employee participation in non-mandatory activities, suggesting growing engagement with the corporation and colleagues.

A comprehensive review of existing policies and procedures has also been conducted. Recruitment policies have been revised to enhance inclusion, and the Staffing Policy has been reviewed through an EDIA lens. The first phase of the EDIA Strategy implementation plan has been successfully completed, and a corporate EDIA Policy has been developed and approved. A progress report on EDIA initiatives and actions will be shared with staff and stakeholders in early 2025–2026.

HIGHLIGHTS

Building Leadership Capacity

A new Leadership Development Program created in partnership with the University of Ottawa’s Telfer School of Management was launched in 2024–2025. This initiative is designed to enhance leadership capabilities across the organization, while driving corporate transformation.

This fiscal year, 70 per cent of the Leadership Development Program was completed by two cohorts, with an impressive participation rate of 91.72 per cent. This initiative is giving employees the skills and knowledge they need to grow as leaders within the organization, ensuring a strong foundation for the corporation’s future leadership.

Employee Engagement Survey

An Employee Engagement Survey was successfully developed and launched this year, with a participation rate of more than 81 per cent, to assess the progress made in the implementation of the Employee Experience Action Plan over the past two years. The results were shared with staff, fostering transparency and continuous improvement.

The Museum’s employee engagement index stands at 75 per cent, surpassing the benchmarking average of 72 per cent. While this strong engagement result reflects employees’ commitment and dedication to the organization, the survey also identified key areas for improvement, and action plans are currently being developed to address these findings.

Leveraging the survey results and further development of action plans will be key priorities in the first quarter of 2025–2026, ensuring that insights are translated into tangible improvements in the employee experience.

PERFORMANCE INDICATORS

The corporation has developed several indicators to measure its achievements in relation to Strategic Direction 2. These are detailed below, along with considerations for each one, relevant data, and a brief analysis.

Indicator: Overall workforce participation in all-staff meetings reflects employee engagement with respect to the priorities, policies and activities of the corporation.

Overall Workforce Participation in All-Staff Meetings	
2024-2025 Result	60%
2024-2025 Target	n/a (baseline year)
Analysis In 2024-2025, the Museum held a number of staff meetings and engagement events, including all-staff meetings, a staff barbecue, and a holiday party. On average, approximately 60% of staff participated in those events.	

Indicator: Overall workforce participation in voluntary EDIA Strategy initiatives and meetings reflects employee support for equity, diversity, inclusion and accessibility in the workplace.

Overall Workforce Participation in Voluntary EDIA Strategy Initiatives and Meetings	
2024-2025 Result	62%
2024-2025 Target	n/a (baseline year)

Analysis

This is the first year of the corporation’s new EDIA Strategy. The staff participation rate is high for an initiative of this sort, reflecting acceptance of the embedding of EDIA principles in the workplace.

Approximately 62% of employees took part in activities and training offered by the corporation to foster an inclusive workplace culture. Initiatives included the Positive Spaces training and the KAIROS Blanket Exercise, as well as training on trauma-aware museum practices and unconscious bias. The Museums celebrated diversity through a Pride event, distributing approximately 300 LGBTQ+ pins, and also distributed 300 commemorative pins to mark the National Day for Truth and Reconciliation. Black History Month featured engaging activities such as a bracelet-making workshop, a conference on Black excellence, a potluck lunch celebrating cultural diversity, and a Black history trivia game.

Indicator: Overall workforce participation in employee-led steering groups reflects employee interest in guiding corporate actions that affect them and their work directly.

Overall Workforce Participation in Employee-Led Steering Groups	
2024-2025 Result	63.5%
2024-2025 Target	n/a (baseline year)
Analysis A participation rate of 63.5% is high, reflecting employee engagement with the corporation, as well as an interest in guiding policies, practices and processes that affect their well-being in the workplace.	

Indicator: Overall workforce participation in the Employee Engagement Survey reflects employees’ interest in sharing their opinions on the workplace, as well as their level of confidence and trust in senior management.

Overall Workforce Participation in the Employee Engagement Survey	
2024-2025 Result	81%
2024-2025 Target	n/a (baseline year)
Analysis A participation rate of 81% is extremely high, suggesting that employees have a significant interest in sharing their opinions, while also indicating a high level of confidence and trust in senior management. The survey was administered to 481 employees and was completed by 388 people.	

STRATEGIC DIRECTION 3: ADVANCE RECONCILIATION AND STRENGTHEN OUR COMMITMENT TO RECOGNIZING THE RIGHTS OF INDIGENOUS PEOPLES

Outcomes

First Nations, Inuit and Métis perspectives and rights are incorporated into all aspects of the Museum's work.

People in Canada engage with the Museum to increase their understanding of Indigenous histories, the impact of colonization, and the importance of recognizing Indigenous voices, perspectives and rights.

Key Initiatives

Proactive Repatriation of Indigenous Cultural Material, Prioritizing Ancestral Remains and Sacred Materials

The corporation's repatriation practices continue to evolve, with an increased focus on proactive engagement with Indigenous communities for the respectful return of cultural materials within Canada and internationally.

Efforts were advanced through ongoing consultations and outreach, fostering stronger partnerships with Indigenous communities to ensure the repatriation of cultural materials. The Museum also worked on enhancing its internal processes, including updating repatriation records, digitizing relevant materials, and increasing efforts for culturally appropriate care and access. These efforts are supported by the development of dedicated spaces for repatriation ceremonies, further strengthening the Museum's commitment to Indigenous cultural practices.

Advance the Renewal of the Museum's Framework for Indigenous Relations to Strengthen Its Commitment to First Nations, Inuit and Métis

As part of its ongoing commitment to Indigenous Peoples, the corporation is implementing national engagement initiatives to support organizational change and reconciliation. These initiatives include a reconciliation study and the establishment of Indigenous advisory councils.

In 2024–2025, reconciliation efforts advanced through strategic initiatives and Indigenous engagement. A draft reconciliation study was completed, featuring a survey of existing initiatives and a final report. Archipel Consulting was hired to develop a national engagement plan focused on incorporating feedback from Indigenous communities to inform the new Research Strategy, support reconciliation, and advance repatriation. These engagements will help in the renewal of the Framework for Indigenous Relations and identify key areas for focused effort in the coming years. Guidance received through the Museum's National Indigenous Council and Algonquin Council will be integral to this work.

HIGHLIGHTS

Increasing Collections Access

For decades, the Museum of History has hosted representatives of Indigenous communities and has facilitated access to cultural and archival material for traditional care and important discussions. This fiscal year, the Museum engaged in person and virtually with representatives of over 100 Indigenous communities and organizations to provide access to their cultural belongings and facilitate consulting the archives and listening to oral history material.

Reconciliation and Evolving Practices

As part of its ongoing commitment to reconciliation, the corporation continues to adjust the ways in which it engages with Indigenous communities. Throughout the year, collections were made available upon request, delegations were welcomed, and research on Indigenous collections was shared with the communities.

PERFORMANCE INDICATORS

The corporation has developed several indicators to measure its achievements in relation to Strategic Direction 3. These are detailed below, along with considerations for each one, relevant data, and a brief analysis.

Indicator: The total number of policies and procedures that have been updated or developed in compliance with UNDRIP reflects the ways in which the corporation continues to align and adapt its protocols, policies and practices in response to the United Nations Declaration on the Rights of Indigenous Peoples.

Total Number of Policies and Procedures That Have Been Updated or Developed in Compliance With UNDRIP	
2024-2025 Result	2
2024-2025 Target	n/a (baseline year)
Analysis Internal and external consultations were completed this year for the Repatriation Policy and the Human Remains Policy. Work on these key policies reflects the corporation's commitment to ongoing reconciliation, and to respectful engagement with Indigenous communities and governments.	

Indicator: The number of projects/initiatives led by Indigenous Internship Program participants reflects the interns' engagement in the training process.

Number of Projects/Initiatives Led by Indigenous Internship Program Participants	
2024-2025 Result	2
2024-2025 Target	n/a (baseline year)

Analysis

Although the Indigenous Internship Program has been training Indigenous individuals in museological practices for more than 30 years, this is the first year the corporation has tracked the number of projects or initiatives led by interns.

Two interns worked on projects towards the end of the fiscal year: one on Haida art and photography, and one on Métis genealogy. This practical application of their training at the Museums is one of the most important outcomes of the program.

Indicator: The number of consultations of Indigenous cultural material and/or archival collections reflects the corporation’s efforts to expand public engagement with Indigenous cultural material.

Number of Consultations of Indigenous Cultural Material and/or Archival Collections	
2024-2025 Result	5,890
2024-2025 Target	n/a (baseline year)
Analysis In 2024-2025, 5,890 items related to Indigenous cultural heritage from communities across the country were viewed. During three of the year’s four quarters, Indigenous cultural material and archival collections accounted for 98% of all viewings.	

STRATEGIC DIRECTION 4: BUILD ORGANIZATIONAL RESILIENCE THROUGH SUSTAINABLE PRACTICES

Outcome

The Museum plans and operates with foresight and accountability.

Key Initiatives

Advance the Development of a Corporate Sustainability Framework

In 2024-2025, a new Environmental Sustainability Policy was drafted, underwent multiple consultations with various levels of government, and was approved by the President and Chief Executive Officer of the Canadian Museum of History. It was sent to all employees by the end of the fiscal year. An intranet page was also launched about sustainability, and a sustainability webpage is under development for each Museum. This is scheduled for public release in 2025-2026. An Environmental Baseline Assessment was conducted in Q3, informing an action plan expected to be completed in the first quarter of 2025-2026.

In addition, recent changes to the federal Competition Act related to greenwashing were summarized and communicated to the corporation's senior management and other relevant internal stakeholders. Towards the end of the year, the corporation's People and Culture Division began identifying sustainability training resources for employees.

Measurement and Risk Analysis

An internal working group was established to coordinate the measurement of the corporation's environmental footprint and prepare required environmental disclosures. This includes reporting on greenhouse gas emissions and other environmental measures. An Employee Commute Survey was also successfully administered to estimate emissions from employees who commute to work.

In addition, a comprehensive assessment of the corporation's environmental risks and opportunities was conducted with three focus groups in Facilities, Collections, and Senior Leadership/Finance. The results will be incorporated into an environmental assessment carried out by the Museum's internal auditors.

As part of the measurement process, a number of actions were identified and carried out in 2024–2025. These included incorporating waste tracking in general terms of service for external contractors, asking visitors about their modes of transportation and points of origin, and upgrading water meters for the Museum of History while also requesting access to water-consumption data.

Outreach

The Museum of History participated in the meeting of the Crown Corporations Greening Community of Practice, led by the Treasury Board Secretariat. The Museum also coordinated the inaugural meeting of the Canadian Heritage Eco Hub, a consultation space for sustainability officers of Crown corporations within the Department of Canadian Heritage.

In addition, working connections were established with Ottawa Tourism to enhance mutual understanding of the environmental footprint of tourism and visitor travel, and the corporation participated in the Sustainable Finance Forum, organized by the Institute for Sustainable Finance.

Accessibility

The corporation has long been committed to welcoming people with disabilities and including them in everything from exhibitions and programming to online content and hiring practices. Enhancing accessibility is a continuous process, and the corporation regularly engages with advocacy groups and individuals with disabilities to ensure that it remains aware of developments and concerns related to accessibility.

The corporation's three-year Accessibility Plan reflects its dedication to an ongoing examination of its policies, practices and operations, in order to identify and address barriers to accessibility. The plan can be found here: historymuseum.ca/about/accessibility-plan.

The Accessibility Plan outlines a comprehensive commitment to enhancing accessibility across the corporation's operations. This includes providing staff training on accessibility and disability; improving programs, tours, exhibitions and websites to better support individuals with disabilities; and adding detailed accessibility information to both Museums' websites. The plan emphasizes the use of inclusive, respectful and clear language; clarifies that people with disabilities may bring someone with them at no cost; and ensures clear points of contact for accessing Museum programs and exhibitions in accessible formats. The corporation is also focused on fostering an inclusive workplace by clearly communicating that employees can request accommodations, reviewing hiring processes and job postings to eliminate barriers for people with disabilities, and ensuring that internal websites are accessible. Additionally, the plan includes an audit of all Museum buildings to identify specific accessibility improvements; enhanced emergency assistance for people with disabilities; the provision of quiet spaces at both Museums; and a commitment to prioritizing accessibility in all corporate purchases.

Modernize Organizational Models and Processes

In 2024-2025, there were three key activities related to the modernization of models and processes: an efficiency audit, an action plan related to the Special Examination by the Office of the Auditor General, and a review of policies and directives.

Efficiency Audit

The efficiency audit was launched in the third quarter. Its purpose was to review all internal contracting processes, look for inefficiencies, and build capacity. Recommendations have been

implemented, eliminating some bottlenecks from the process and improving timelines. Further recommendations will be implemented within the next fiscal year.

Action Plan Related to the Special Examination by the Office of the Auditor General

The corporation continues to monitor and report on progress towards meeting outstanding deliverables from the Special Examination by the Office of the Auditor General (OAG). The corporation is on track to complete outstanding deliverables as communicated in its detailed action plan, submitted to the Public Accounts Committee of the Government of Canada.

By the end of the fiscal year, three recommendations were still in progress. With regard to acquisitions and de-accessions, the corporation's Research Strategy has undergone internal review, and a new Collections Plan will follow finalization of the strategy. With regard to access permissions, the installation and programming of new access controls at both Museums are underway. With regard to the development of exhibitions and public programs, the renewal of templates, guidelines and materials related to the Experience Development Process is ongoing.

Review of Policies and Directives

A number of policies and directives were revised this year, including those related to EDIA, staffing, occupational health and safety, official languages, and repatriation. For a detailed list, please see Number of Policies Reviewed or Developed below.

A New Advancement Structure for Fundraising

In 2024–2025, the Museum began developing a framework for the creation of the Canadian Museum of History Foundation. In the final quarter of the year, three founding directors were officially appointed to the Foundation's Board. Work has advanced towards an application for charitable status and for government approval of the new Foundation.

A new organizational structure has also been implemented, grouping all forms of revenue generation under the umbrella of Advancement, in order to strengthen outreach, engagement and fundraising, along with market and brand positioning.

PERFORMANCE INDICATORS

The corporation has developed several indicators to measure its achievements in relation to Strategic Direction 4. These are detailed below, along with considerations for each one, relevant data, and a brief analysis.

Indicator: The **dollar value of fundraising activities** measures all amounts raised through annual giving and major gifts, in support of the corporation’s core priorities.

Dollar Value of Fundraising Activities (in thousands of dollars)	
2024-2025 Result	\$1,400 (annual giving, \$828; major gifts, \$572)
2024-2025 Target	\$2,300 (annual giving, \$800; major gifts, \$1,500)
2023-2024 Result	\$1,810
Analysis In the 2024-2025 fiscal year, fundraising efforts at the Museums fell short of targets due to several challenges, including incremental shortfalls in direct response revenue, a four-week postal strike in the third quarter that impacted donor appeals, and delays in launching the Canadian Children’s Museum Renewal (CCMR) campaign, which was included in the initial projections. Major gifts and planned giving also faced setbacks from delayed pledge payments and a redirected focus on establishing the Canadian Museum of History Foundation, which reduced resources for sponsor and donor events. Despite these hurdles, the fourth quarter saw a strong recovery, with direct response revenue reaching 152% of its \$119,000 goal and mid-level fundraising achieving 268% of its \$30,000 target, driven by a realized bequest and significant individual gifts, demonstrating resilience in donor engagement.	

Indicator: The **dollar value of revenue-generating activities** measures all amounts raised through Museum activities. This includes admission fees, Gift Shop revenues (on site and online), memberships, and revenues from facility rentals, food concessions, and parking.

Dollar Value of Revenue-Generating Activities (in thousands of dollars)	
2024-2025 Result	\$18,863
2024-2025 Target	\$17,074
2023-2024 Result	\$17,482
2019-2020 Result (pre-pandemic baseline)	\$17,016
Analysis The dollar value of revenue-generating activities continues to surpass yearly targets. This is due, in part, to an increase in the number of paid admissions (despite increased admission prices), increased participation in optional paid activities (programs, guided tours, and events), and strong sales in boutiques, facility rentals, and food services. In addition, high investment returns have contributed to this year’s performance in revenue-generating activities. Memberships were a particular success this year. By the end of the fiscal year, there were 5,959 members – up from 5,198 in 2023-2024, for a 14.6% annual increase – resulting in total revenues of \$549,074.	

Indicator: The number of policies reviewed or developed measures progress made on renewing and maintaining corporate policies.

Number of Policies Reviewed or Developed	
2024-2025 Result	12
2024-2025 Target	12
2023-2024 Result	7
Analysis In the 2024-2025 fiscal year, the Museum of History and the War Museum surpassed their target for policy development and review, making significant strides in strengthening institutional governance. Key policies reviewed and approved included the Staffing Policy, the Occupational Health and Safety Policy, the EDIA Policy, the Environmental Sustainability Policy, alongside directives on financial and people-management authorities, travel expenditures, materials management, and scent-free workplaces. The Learning and Organizational Development Policy, encompassing guidelines on tuition reimbursement and educational leave, was also approved, while the Official Languages Policy review was completed with approval pending, reflecting a robust commitment to operational excellence and inclusion.	

STRATEGIC DIRECTION 5: LEVERAGE TECHNOLOGY TO DRIVE INNOVATION AND DEEPEN ACCESS TO MUSEUM ACTIVITIES

Outcome

Digital thinking and technology transform all areas of our operations, enhancing how we fulfill our mandate and serve people in Canada.

Key Initiatives

Develop and Implement a Digital Transformation Strategy

In today's world, it has become increasingly important for museums to use digital technologies to provide innovative experiences online, on site and in communities. In 2024-2025, the corporation made great strides towards developing a comprehensive and responsive Digital Transformation Strategy that can evolve as digital technologies continue to change.

With input from internal stakeholders and support from Nordicity consultants, the corporation crafted a comprehensive draft Digital Transformation Roadmap and Implementation Plan, set for an official rollout in 2025-2026. Anchored by two strategic pillars – building a digital-first organization through the optimization of work, tools and processes, and enhancing the visitor experience – the roadmap outlines a vision for integrating technology across operations and public offerings. The Museums ensured a consultative approach, positioning themselves to deliver more accessible, engaging and innovative experiences for visitors and staff alike.

As part of the development of the new Digital Transformation Strategy, several innovative initiatives are already underway, as described in the Highlights section below.

Build Partnerships in Technological Advancement

Partnerships are an essential part of the evolving digital landscape, and the corporation continues to reach out to organizations locally, regionally, and around the world, in order to enhance its ability to deliver a comprehensive and meaningful visitor experience.

Invest in Technology to Improve Efficiency in the Workplace

The Museum is actively investing in technology to enhance workplace efficiency across its departments. Key initiatives include the adoption of artificial intelligence (AI) programming to enable efficient transcription and translation of oral histories, making them readily accessible to the public, and the use of 3-D printing technology, which allows the Museum to create precise replicas and fabricate object mounts, significantly reducing production time while maintaining quality.

Further advancements include the Conservation Division's training and licensing on the handheld X-Ray Fluorescence (XRF) scanner, which provides detailed information on object materials, improving our understanding of the CMH collection and preservation strategies. The Museum has also invested in laser cutters to fabricate better-fitting storage mounts more quickly. New digitization equipment has boosted the Museum's capacity to digitize objects from the national collection, increasing annual output. Additionally, innovative sound technologies are being explored to enhance exhibition audio experiences, ensuring that the Museum continues to excel in delivering engaging and efficient public offerings. The Museum is also investigating policy management software to streamline operations, as well as processing software to further optimize administrative efficiency for access to information and privacy (ATIP).

HIGHLIGHTS

New Digital Platforms and Digital Content

In 2024–2025, the Museums embraced digital transformation, launching dynamic new websites for both institutions and redesigned online Boutiques to enhance the user experience. The introduction of three engaging web modules – **Shaping Canada**, **Invasion! Canadians and the Battle of Normandy, 1944**, and **In Their Own Voices** – alongside 18 blog posts on subjects such as Olympic torches and former prime minister Joe Clark, enriched the Museums’ digital storytelling.

Season 2 of the *Artifactuality* podcast – featuring 10 episodes on subjects such as the Toronto Raptors superfan, collecting objects related to COVID-19, Stanley C. Hunt’s *Indian Residential School Memorial Monument*, and the experiences of Olympian Donovan Bailey – was amplified by a robust marketing campaign. The **Shaping Canada** oral history website consistently drew around 800 monthly visitors, each engaging for an average of five minutes. Staff training on website features and an accessibility audit, with minor edits planned for 2025–2026, ensured inclusion and functionality, reinforcing the Museums’ commitment to accessible, immersive digital content.

Further enhancing their digital footprint, the Museums introduced innovative exhibition features, such as a 360-degree view of a Métis tea cozy, interactive kiosks for the **Outside the Lines** exhibition, and AI-driven tools for media editing in the main projection of the **Cyprus – A Divided Island** exhibition, alongside AI-enhanced audioguides. The *Spotlight on Research* video series, showcasing 10 curator profiles, debuted on the new websites, and there are plans for broader social media distribution. Internally, the corporation’s intranet was accessed 6,000 times a week, with staff generating 70 posts in the fourth quarter alone, surpassing the previous year’s total. Modifications to the Galaxy ticketing platform aligned it with the style of the new websites, creating a seamless digital ecosystem that deepened visitor engagement and positioned the Museums as leaders in cultural innovation.

An innovative pilot project has been initiated with Ask Mona, a company specializing in AI-driven solutions to enrich visitor experiences, for the development of two AI-powered chatbots: an informational chatbot, which has undergone internal testing, to help website users plan on-site visits; and a cultural mediation chatbot enabling in-gallery visitors to interact with objects in exhibitions via smartphones. This project not only advanced digital engagement but also gave staff valuable insight into structuring content for AI applications and navigating the ethical considerations of AI use, fostering a forward-thinking approach to technological integration.

PERFORMANCE INDICATORS

The corporation has developed several indicators to measure its achievements in relation to Strategic Direction 5. These are detailed below, along with considerations for each one, relevant data, and a brief analysis.

Indicator: The **number of digitized collection items that are shared online** reflects the number of objects and archival documents that have been photographed or scanned, then made publicly available through the Museums’ websites. Digitization contributes to the preservation of collections, while also helping both Museums broaden public access to their collections.

Number of Digitized Collection Items That Are Shared Online	
2024-2025 Result	25,820 (11,499 Museum of History; 14,321 War Museum)
2024-2025 Target	12,000 (10,000 Museum of History; 2,000 War Museum)
2023-2024 Result	16,694
Analysis The yearly target for the number of digitized collection items that are shared online was vastly surpassed this year, due in large part to workflow improvements and investment in new technologies and equipment, such as a new copy stand at the War Museum. Digitization efforts at the Museum of History encompassed a wide array of objects, including kayaks that were photographed during preservation treatments, and a large selection of objects from the Order of Sport Collection, such as sports pins, stuffed toys, oversized frames, and unframed art and photography. A significant number of negatives from the Museum’s photographic archives were digitized, as well as textiles and cultural items from the Beijing Olympics. Many iconic items were digitized for the upcoming exhibition, Retro – Popular Music in Canada From the ’60s, ’70s and ’80s, including stage outfits worn by Anne Murray, Ra McGuire of Trooper, and Denis L’Espérance of César et les Romains; a manuscript of Joni Mitchell’s “Big	

Yellow Taxi”; and guitars used by Rush, enriching the digital archive with vibrant pieces of Canadian cultural history.

The War Museum advanced its digitization initiatives in 2024–2025 by focusing on significant historical objects that shed light on Canada’s military past. The Museum digitized pre-First World War photographs, photo albums, and maps related to the Northwest Resistance and the South African War, as well as works of art by renowned artists such as Alex Colville, A. Y. Jackson and Molly Lamb Bobak. Notable additions also included an Edmonton Oilers shirt belonging to Canadian medic Private Colin Wilmot; two Juno Beach collections, including that of Lieutenant-Commander B. C. Lambert, Royal Naval Volunteer Reserve, who was a commanding officer on Juno Beach; and a UN flag donated by Roméo Dallaire. The Museum also digitized a multi-faceted collection from the Japanese Canadian Shinobu and Yatabe families, spanning both world wars, as well as albums documenting the activities of the Royal Canadian Air Force in England during the Second World War, and a rare Canadian-manufactured Polish Army uniform cap from a training camp in Owen Sound, Ontario, preserving these poignant stories for future generations.

Indicator: The **number of hybrid or virtual components of events and outreach initiatives to increase participation from across the country** reflects digital and similar enhancements to exhibitions and other forms of outreach.

Number of Hybrid or Virtual Components of Events and Outreach Initiatives to Increase Participation From Across the Country	
2024-2025 Result	11
2024-2025 Target	n/a (baseline year)
Analysis In 2024-2025, in an effort to expand the reach of events and outreach initiatives across Canada through hybrid and virtual components, the Museums offered livestreams of major events, such as the Chief of the Defence Staff change of command ceremony, the inauguration of the <i>Indian Residential School Memorial Monument</i>, and the Remembrance Day ceremony. There was also a CPAC livestream of a panel discussion for NATO’s 75th anniversary and a webcast of the Royal Canadian Air Force Centennial Symposium. The Museums also produced promotional videos for the openings of the First Royals of Europe and Outside the Lines exhibitions,	

which were shared on the Museums' websites and social media, and launched the **In Their Own Voices** online exhibition. Collaborative efforts, such as livestreaming the National Claims Research Workshop with the Algonquin Nation Secretariat to support remote Indigenous communities; hosting a film screening of *Ukrainian Artists United* with guest speakers that included a Ukrainian artist participating via Zoom; and a recording of the event *An Evening With Bruny Surin* that was shared on YouTube, underscored the Museums' commitment to accessible, inclusive engagement.

GREENHOUSE GAS EMISSIONS REPORTING

ENVIRONMENTAL PERFORMANCE

In 2024-2025, the corporation began measuring its greenhouse gas (GHG) emissions and publishing an annual environmental report. This new disclosure fulfills the requirement for Crown corporations to adopt the Task Force on Climate-Related Financial Disclosures framework as part of their corporate reporting.

The following is a summary of the corporation’s Scope 1 and Scope 2 GHG emissions in 2024-2025:

Emissions Category	tCO ₂ eq
Scope 1	2,483.1
Scope 2	222.8

For comprehensive emissions data and detailed information on the corporation’s environmental performance and risks, refer to the 2024-2025 environmental report (available online as of fall 2025): historymuseum.ca/about/sustainability.

GOVERNANCE

The Canadian Museum of History is a Crown corporation, defined and established by the Museums Act. Functioning at arm's length from the Government of Canada in its daily operations, as a Crown corporation within the Canadian Heritage Portfolio, the Museum contributes to the achievement of federal socio-cultural objectives.

BOARD OF TRUSTEES

The corporation is governed by an 11-member Board of Trustees, consisting of a Chair, a Vice-Chair, and up to nine other Trustees. Members of the Board are appointed by the Minister of Canadian Identity and Culture and Minister responsible for Official Languages, with the approval of the Governor in Council. Members are selected from across the country through an open, transparent and merit-based process, and are representative of Canada's regions, official linguistic duality, and cultural diversity.

The Trustees are nominated for a period not exceeding four years, and each is eligible to serve three consecutive terms (or two, in the case of the Chair and Vice-Chair). If a Trustee has not been appointed by the time the term of an incumbent expires, the incumbent remains in office until a successor is appointed. As of March 31, 2025, there were no vacancies on the Board.

The Board is accountable to Parliament through the Minister of Canadian Identity and Culture and Minister responsible for Official Languages. It functions independently of the corporation's management and is responsible for setting broad strategic direction, oversight, and evaluating the performance of the President and Chief Executive Officer on an annual basis.

In 2024-2025, the Board held four in-person meetings in the National Capital Region and met virtually on multiple occasions, in addition to participating in committee meetings and ad hoc sessions as needed. Reflecting its ongoing commitment to national engagement and accessibility, the Board also held its Annual Public Meeting in a virtual format. This approach allows people from across Canada to learn about the activities of both Museums, share their perspectives, and connect with the institution, along with its partners, sponsors and stakeholders. This year's Annual Public Meeting took place on April 15, 2025. The President and Chief Executive Officer, joined by the Chair of the Board of Trustees, presented highlights from the past year and upcoming initiatives. This was followed by a live Q & A session streamed from the Museum of History.

Members of the Board of Trustees

(as of March 31, 2025)

Trustee	Term(s)	Biographical Highlights
Carole Beaulieu Chair Toronto, Ont.	May 2021 to May 2025 (first term)	Innovative leader with significant expertise in corporate governance, strategic management, marketing, design thinking, and public affairs. Former Vice-President of Advancement at OCAD University and Chair of the Board of Directors of Groupe Média TFO.
Narmin Ismail-Teja Vice-Chair Calgary, Alta.	January 2019 to July 2028 (currently on third term)	Consultant, facilitator and trainer with expertise in diversity, equity and inclusion, strategic leadership, strategic planning, and board governance. Active community volunteer with substantial board, entrepreneurial and executive leadership experience in the business and charitable sectors, including at the Calgary Foundation, the University of Calgary, and the YMCA.
Manmeet Bhatia Trustee Vancouver, B.C.	February 2025 to February 2029 (first term)	Executive leader with nearly 30 years' experience in financial services, including as President and CEO of Fiduciary Trust Canada and Senior Vice-President at Aviso Wealth. Holds CFA, CLU and CFP designations, and a CFA Sustainable Investing Certificate. Board experience includes Decoda Literacy Solutions and OceanRock Investments. Brings expertise in strategic development, innovation and governance.

Richard Boudreault Trustee Montréal, Que.	June 2024 to June 2028 (first term)	An expert in governance, sustainability and innovation with a background in engineering, entrepreneurship and military service. Founder of 19 companies with experience serving on over 30 boards. Has held leadership roles at Atomic Energy of Canada Limited and the Canadian High Arctic Research Station. Chair of the Board of Governors of the First Nations University of Canada, and a Fellow of the Royal Society of Canada and the Canadian Academy of Engineering.
Alex MacBeath Trustee Murray Harbour, P.E.I.	May 2019 to May 2025 (currently on second term)	Founder and managing partner of Island Capital Partners, a venture capital fund, following a 35-year career with Grant Thornton L.L.P., including eight years as CEO. Extensive experience in business strategy, risk management, national and international markets, and in managing change in complex organizations.
Kendra MacDonald Trustee St. John's, N.L.	May 2024 to May 2028 (first term)	CEO of Canada's Ocean Supercluster, driving innovation and collaboration to grow Canada's ocean economy in digital, sustainable and inclusive ways. Recognized among Atlantic Canada's Top 50 CEOs and as a sustainability leader by Clean50. Previously a partner at Deloitte and Chief Audit Executive of Deloitte Global. Brings deep expertise in leadership, risk and transformation across sectors and borders.
Nicolas Marcotte Trustee Montréal, Que.	December 2022 to December 2026 (first term)	Royal Canadian Navy officer, engineer and entrepreneur of Nipissing Métis ancestry. Extensive experience in strategy, governance, finance, stakeholder management, and promoting

		diversity and inclusion. Supports education, opera, and veterans' causes with organizations such as the Last Post Fund and the National Field of Honour.
Rodney Nelson Trustee Ottawa, Ont.	March 2018 to June 2026 (currently on second term)	Professor at the Sprott School of Business, Carleton University. More than 20 years of experience in both the public and private sectors, specializing in governance and economic development.
Jennifer Pereira Trustee Saskatoon, Sask.	March 2018 to September 2025 (currently on second term)	Partner at Robertson Stromberg L.L.P., with a focus on insurance coverage and defence. Extensive governance experience in the arts. Has served on the boards of many organizations.
Laurier Turgeon Trustee Québec City, Que.	September 2018 to February 2025 (second term)	Professor of Ethnology and History at Laval University. Holds numerous prestigious chairs and directorships, including a Canada Research Chair. Guest professor at universities including Harvard, Yale and the Sorbonne. Author of almost 100 books, articles and book chapters. Member of the Royal Society of Canada.
Mahalia Verna Trustee Westmount, Que.	June 2022 to June 2026 (first term)	A growth and impact strategist and versatile producer with more than 20 years of experience at organizations including the NFB and the CBC. Expertise in marketing, communications, fundraising and development, and extensive board experience. Passionate about equity, inclusion, next-generation talent, and digital literacy.

William Young Trustee Ottawa, Ont.	June 2018 to August 2028 (currently on third term)	Former Parliamentary Librarian of Canada, with considerable experience providing strategic and innovative leadership to build institutional excellence. Prolific Canadian historian, author and university educator. Experience with numerous boards and professional associations, and a founding board member of Samara Canada.
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Board of Trustees – Committees

The Board receives advice from two committees and one advisory group. The Trustees are required to participate in at least one of these three bodies.

Members	Description
Alex MacBeath (Chair) Carole Beaulieu Narmin Ismail-Teja Kendra MacDonald Nicolas Marcotte Jennifer Pereira	The Finance, Audit and Risk Management Committee advises the Board on audit-related matters; ensures the maintenance of sound internal controls; and reviews internal audit plans, financial statements, risks and risk mitigation strategies, and observations made by the Auditor General of Canada in relation to the corporation. It also advises the Board on accountability and planning in relation to financial matters.
Rodney Nelson (Chair) Laurier Turgeon (Vice-Chair) Carole Beaulieu Richard Boudreault Narmin Ismail-Teja Mahalia Verna William Young	The Governance and Human Resources Committee advises the Board and ensures that the Museum is upholding the highest standards in relation to governance, ethics, and human resources management. The committee helps the Board enhance its performance by assessing its effectiveness and making recommendations to facilitate the continuous improvement of its governance framework.
All members of the Board	The Canadian War Museum Advisory Group provides advice on matters related to the War Museum. It includes representatives from the military and from veterans' organizations.

CORPORATE MANAGEMENT

The President and Chief Executive Officer, supported by a senior leadership team, is accountable for the day-to-day administration of the corporation, its long-term viability, and the achievement of its objectives.

Senior Leadership Team (as of March 31, 2025)

Caroline Dromaguet, President and Chief Executive Officer

Daniel Archambault, Vice-President, People and Culture

Éric Doiron, Chief Financial Officer and Vice-President, Finance, Infrastructure and Visitor Services

Heather Paszkowski, Chief Strategy Officer and Vice-President, Reconciliation, Engagement and Government Affairs

Lisa Walli, Chief Experience Officer and Vice-President, Public Affairs, Advancement and Digital

James Whitham, Vice-President, Research, Collections and Exhibitions, and Director General, Canadian War Museum

DONORS AND SPONSORS

The corporation is profoundly grateful to its donors and sponsors for their generous contributions. Their support is essential in helping the Museum of History and the War Museum achieve their goals in relation to exhibitions, programming and collections development.

2024–2025 Donors and Sponsors

\$100,000+

Friends of the Canadian War Museum	Power Corporation of Canada
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\$10,000 to \$99,999

John Anderson	Ajon Moriyama
Canadian Corps of Commissionaires	Mark Michi Moriyama
The Colwell Family	Murina Moriyama
Commissionaires Ottawa	Heather Petit
Dr. John Scott Cowan	RBC Foundation
The Douglas Utting Foundation	John and Donna Schwartzburg
Arthur B. C. Drache, C.M., K.C., and Judy Young Drache	Loubert and Midori Suddaby
The Estate of Ivan Elkan	TD Bank Group
Keith and Betty Beedie Foundation	

\$1,000 to \$9,999

Ricki Anglin	Lower Canada College
Linda and Mitch Banks	Patricia Lynch and Marc Richard
The BC Regiment (DCO) Association Charitable Trust	Alex MacBeath
Carole Beaulieu	James Mackie
	Bruce MacLellan

Adam Belyea	Tony Manson
Bradley and Tricia Betts	Russel and Bonnie Marcoux
Jason Brazeau and Heather MacLeod	Richard Maxfield
Priscilla Brooks-Hill	Michael and Sheryle McAfee
Wayne Brownrigg	Anson R. McKim
P. E. Bryden	Virginia McLaughlin
CFN Consultants	Patrick Merritt
Dr. Gretchen Conrad, in memory of Walter L. Conrad	Bruce J. Morrison
Barbara Currie	The Naval Association of Canada
Dawne Deeley	Constance O'Donnell
Nadia Descollines and Hayden Moher	Brodhead Fund – Ottawa Community Foundation
The D.P. Martin Family Foundation	Brigadier-General Jack Partington
Caroline Dromaguet	Kenneth D. Percy
Maurice Dupasquier	Jennifer Pereira, K.C., and Kurt Soucy
Helen Edwards	Jacqueline Plumb
Russell C. Finch	Sherry Richardson
Richard French	D. C. Rowland
Eleanor Palmer Friesen	Royal Canadian Legion Branch 239
Paul Gibbons	Anthony Rubin
Ian and Jan Gibson	Don and Jean Rutherford
Elinor Gill Ratcliffe, C.M., O.N.L., LL.D. (h.c.)	William and Alma Rutledge
Walter Gorecki	Roger Sarty
R. Allan Gould	Marinus Scheffer
J. L. Granatstein	The Scott Griffin Foundation
Diane Grant	Mark and Pat Shields
Elaine Harrington	Eddy Smet
The Hay Foundation	Robert W. Smith
General (Ret'd) Raymond R. Henault, C.M.M., M.S.C., C.D.	Murray Snyder and Jennifer Post
	The Stephen and Barbara Allatt Foundation

Norman Hillmer and Susan Whitney
Darren Hines
Rhonda Hofman
Vanda Incretolli
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Audrey Kenny
Linda Kincaid
Karen Kitz
Bruce Lazenby and Diane Aubé
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Litens Automotive Group

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Joanne R. Sutherland and Robert C. Douglas
Allan R. Taylor
The Tenaquip Foundation
Jean Teron
Laurier Turgeon
Lisa Walli
Richard Warrell
Marianne and John Worton
Jack and Donna Lee Zaleski
Anonymous (28)

Legacy Circle

J. L. Granatstein
Geoffrey P. Joyner
Paul Kavanagh
The Honourable René J. Marin, C.M., O.M.M.,
Kt.St., C.D. (K.C.), J.D., LL.D. (Hon.) and Mrs.
Thérèse B. Marin, R.N., O.St.J.

Ann R. Mooney
John and Donna Schwartzburg
Murray Snyder and Jennifer Post
Second Lieutenant Richard Iorweth Thorman,
R.C.A.
Anonymous (25)

FINANCIAL STATEMENTS

Year ended March 31, 2025

NARRATIVE DISCUSSION

OVERVIEW

The Corporation is committed to sustaining a strong financial and operational foundation for the delivery of quality museum programs and services. Responding to the Strategic Directions of its Board of Trustees, the Corporation builds accountability into its operational planning and reporting. The Corporation has at its core a management culture that fosters excellence and adaptation of best practices for continued improvement. It is accountable to Parliament and Canadians in implementing its mandate.

The Canadian tourism market showed signs of stabilizing in 2024, with increased attendance from U.S., Mexican, and European visitors, supported by new direct flights from London and Paris. However, recovery in Asia-Pacific markets remains slow. The Museum continues to develop targeted marketing strategies to attract international visitors while enhancing domestic engagement to ensure sustained attendance.

STRATEGIC DIRECTIONS

In 2022, the Corporation's Board of Trustees unveiled five Strategic Directions, building on the previous ones, and maintaining their overall intent. A detailed set of goals and objectives addresses each direction. The Corporation's five Strategic Directions are as follows:

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.

STATEMENT OF OPERATIONS

The Corporation's net results of operations for the year ended March 31, 2025, reflect a surplus of \$1 million, compared to \$0.7 million for the prior fiscal year.

Parliamentary Appropriations

The Corporation recognized \$96.6 million of parliamentary appropriations in 2024–2025, an increase of \$4.8 million when compared to the 2023–2024 fiscal year.

Investment Income

Investment income represents \$4.5 million in 2024–2025, \$3.9 million for the comparative year. This increase of \$0.6 million is primarily due to more favorable investment interest rates in the current year.

Operating Revenues

Operating revenues in 2024–2025 totaled \$14.4 million, compared to \$13.6 million for the previous fiscal year. This is an increase of \$0.8 million compared to the prior fiscal year, however, it remains lower than pre-pandemic levels.

Expenses

The Corporation's operating expenses were \$117.5 million in 2024–25, in comparison to \$111.3 million in 2023–2024. The \$6.2 million increase is partly explained by an increase in exhibit fabrication and rental as well as repair and maintenance. The Museum also experienced an increase in personal costs and in building operations due to extended opening hours and a greater number of events hosted this year compared to the previous year.

STATEMENT OF FINANCIAL POSITION

The Museum's unrestricted net assets as of March 31, 2025, represent \$8.7 million, they were \$7.7 million as of March 31, 2024.

To date, the Museum restricted net assets totaling \$20 million, for the renewal of permanent exhibition galleries, including the transformation of the Canadian Children's Museum. In 2017–2018, an upgrade to a permanent gallery was completed at the Canadian War Museum. The decrease of restricted net assets for permanent exhibit renewal is equivalent to the amortization of this upgrade.

OUTLOOK

Current economic uncertainties, including inflation and soft growth, impact museum operations and attendance. Wage pressures and labor shortages present further challenges, while rising living costs affect discretionary spending on arts and culture. The Museum continues to explore new revenue and funding models and partnerships to navigate these economic pressures and uncertainties effectively.

The Museum receives an annual base capital funding of \$2.5 million in 2024–2025. This base funding remains below the level necessary to keep two aging buildings in good condition and to address the requirements associated with the IT and security infrastructure. Budget 2023 has provided an additional \$5.1 million for 2023–2024 and 2024–2025. The Corporation will continue to work with the Department of Canadian Heritage on a long-term solution to address operating challenges such as escalating non-discretionary costs and the need to address critical capital projects.

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

The financial statements contained in this Annual Report have been prepared by Management in accordance with Canadian public sector accounting standards for government not-for-profit organizations, and the integrity and objectivity of the data in these financial statements is Management's responsibility. Financial information presented throughout the Annual Report is consistent with the financial statements.

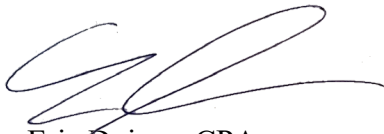
In support of its responsibility, Management has developed and maintains books of account, records, financial and management controls, information systems and management practices. These are designed to provide reasonable assurance as to the reliability of financial information, that assets are safeguarded and controlled, and that transactions are in accordance with the *Financial Administration Act* and regulations as well as the *Museums Act*, the by-laws of the Corporation and the directive issued pursuant to section 89 of the *Financial Administration Act*.

The Board of Trustees is responsible for ensuring that Management fulfills its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Finance, Audit and Risk Management (FARM) Committee, which includes a majority of members who are not officers of the Corporation. The Committee meets with Management and the independent external auditor to review the manner in which these groups are performing their responsibilities, and to discuss auditing, internal controls and other relevant financial matters. The FARM Committee has reviewed the financial statements with the external auditor and has submitted its report to the Board of Trustees. The Board of Trustees has reviewed and approved the financial statements.

The Corporation's external auditor, the Auditor General of Canada, examines the financial statements and reports to the Minister of Canadian Identity and Culture, who is responsible for the Canadian Museum of History.



Caroline Dromaguet
President and Chief Executive Officer



Eric Doiron, CPA
Chief Financial Officer and Vice-President of Finance, Infrastructure and Visitor Services

June 18, 2025



Office of the
Auditor General
of Canada

Bureau du
vérificateur général
du Canada

INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Identity and Culture

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the Canadian Museum of History (the Corporation), which comprise the statement of financial position as at 31 March 2025, and the statement of operations, statement of remeasurement gains and losses, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at 31 March 2025, and the results of its operations, its remeasurement gains and losses, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the

financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Compliance with Specified Authorities

Opinion

In conjunction with the audit of the financial statements, we have audited transactions of the Canadian Museum of History coming to our notice for compliance with specified authorities. The specified authorities against which compliance was audited are Part X of the *Financial Administration Act* and regulations, the *Museums Act* and regulations, the by-laws of the Canadian Museum of History, and the directive issued pursuant to section 89 of the *Financial Administration Act*.

In our opinion, the transactions of the Canadian Museum of History that came to our notice during the audit of the financial statements have complied, in all material respects, with the specified authorities referred to above. Further, as required by the *Financial Administration Act*, we report that, in our opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Responsibilities of Management for Compliance with Specified Authorities

Management is responsible for the Canadian Museum of History's compliance with the specified authorities named above, and for such internal control as management determines is necessary to enable the Canadian Museum of History to comply with the specified authorities.

Auditor's Responsibilities for the Audit of Compliance with Specified Authorities

Our audit responsibilities include planning and performing procedures to provide an audit opinion and reporting on whether the transactions coming to our notice during the audit of the financial statements are in compliance with the specified authorities referred to above.

A handwritten signature in black ink, appearing to read 'D. Duvnjak', with a stylized flourish at the end.

Dusan Duvnjak, CPA, CMA
Principal
for the Auditor General of Canada

Ottawa, Canada
18 June 2025

CANADIAN MUSEUM OF HISTORY

Year ended March 31, 2025

CANADIAN MUSEUM OF HISTORY

Statement of Financial Position

As at March 31

(In thousands of dollars)

	2025	2024
Assets		
Current assets		
Cash	\$ 7,067	\$ 15,211
Restricted cash and investments (note 3)	3,393	4,328
Investments (note 4)	8,118	20,089
Accounts receivable	3,184	3,407
Inventories	662	665
Prepaid expenses	1,372	1,128
	23,796	44,828
Restricted investments (note 3)	14,409	13,890
Investments (note 4)	86,018	75,311
Collections (note 5)	1	1
Capital assets, net (note 6)	178,258	179,785
	\$ 302,482	\$ 313,815
Liabilities and net assets		
Current liabilities		
Accounts payable and accrued liabilities (note 7)	\$ 20,655	\$ 20,359
Deferred contributions (note 8)	23,164	24,002
Unearned revenues	732	597
	44,551	44,958
Deferred contributions - National Collection Fund (note 9)	11,893	11,471
Deferred contributions related to capital assets (note 10)	153,464	166,878
Employee future benefits (note 11)	18,107	16,869
Asset retirement obligations (note 12)	4,385	5,164
	232,400	245,340
Net assets		
Unrestricted	8,707	7,705
Restricted for permanent exhibit renewal (note 13)	19,621	19,664
Investment in capital assets	40,868	40,868
Accumulated remeasurement gains	886	238
	70,082	68,475
	\$ 302,482	\$ 313,815

Contingencies and contractual rights and obligations (notes 17 and 18)

The accompanying notes and schedules form an integral part of the financial statements.

Approved by the Board of Trustees



Chairperson



Trustee

CANADIAN MUSEUM OF HISTORY

Statement of Operations

For the year ended March 31

(In thousands of dollars)

	2025	2024
Revenues		
Donations and sponsorships (note 14)	\$ 2,980	\$ 2,784
Interest income	4,506	3,920
Operating (schedule 1)	14,357	13,562
	21,843	20,266
Expenses (schedule 2)		
Collect and research	16,376	16,164
Exhibit, educate and communicate	31,373	27,731
Accommodation	43,392	41,886
Corporate management	26,322	25,554
	117,463	111,335
Net result of operations before parliamentary appropriations	(95,620)	(91,069)
Parliamentary appropriations (note 15)	96,579	91,752
Net result of operations	\$ 959	\$ 683

The accompanying notes and schedules form an integral part of the financial statements.

CANADIAN MUSEUM OF HISTORY

Statement of Remeasurement Gains and Losses

For the year ended March 31

(In thousands of dollars)

	2025	2024
Accumulated remeasurement gains (losses), beginning of year	\$ 238	\$ (357)
Unrealized gains attributed to investments	876	505
Amounts reclassified to the Statement of Operations – investments	(228)	90
Net change in accumulated remeasurement gains for the year	648	595
Accumulated remeasurement gains, end of year	\$ 886	\$ 238

The accompanying notes and schedules form an integral part of the financial statements.

CANADIAN MUSEUM OF HISTORY

Statement of Changes in Net Assets

For the year ended March 31

(In thousands of dollars)

	Unrestricted	Restricted for permanent exhibit renewal	Investment in capital assets	Accumulated remeasurement gains	2025	2024
Net assets, beginning of period	\$ 7,705	\$ 19,664	\$ 40,868	\$ 238	\$ 68,475	\$ 67,197
Net results of operations	1,002	(43)	-	-	959	683
Net change in accumulated gains	-	-	-	648	648	595
Net assets, end of period	\$ 8,707	\$ 19,621	\$ 40,868	\$ 886	\$ 70,082	\$ 68,475

The accompanying notes and schedules form an integral part of the financial statements.

CANADIAN MUSEUM OF HISTORY

Statement of Cash Flows

For the year ended March 31

(In thousands of dollars)

	2025	2024
Operating activities		
Cash receipts from clients and other receivables	\$ 18,993	\$ 18,792
Cash receipts from parliamentary appropriations	73,835	80,042
Cash paid to and on behalf of employees	(51,173)	(42,898)
Cash paid to suppliers	(48,547)	(55,566)
Restricted contributions and related investment income	1,921	1,253
Interest received	3,780	3,762
Total cash flow provided through operating activities	(1,191)	5,385
Investing activities		
Increase in investments and restricted investments	(28,831)	(59,239)
Decrease in investments and restricted investments	31,957	55,802
Net cash through investing activities	3,126	(3,437)
Capital activities		
Acquisition of capital assets	(20,524)	(14,050)
Financing activities		
Parliamentary appropriations for the acquisition of capital assets	9,454	5,349
Increase (decrease) in cash and restricted cash	(9,135)	(6,753)
Cash and restricted cash, beginning of year		
Cash	15,211	20,648
Restricted cash	2,383	3,699
	17,594	24,347
Cash and restricted cash, end of year		
Cash	7,067	15,211
Restricted cash	1,392	2,383
	\$ 8,459	\$ 17,594

The accompanying notes and schedules form an integral part of the financial statements.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

1. Mission and mandate

The Canadian Museum of History (the "Corporation"), formerly named the Canadian Museum of Civilization, was established on December 12, 2013 through an amendment to the *Museums Act*. The Canadian Museum of History is an agent Crown corporation named in Part I of Schedule III to the *Financial Administration Act* and is not subject to income tax under the provisions of the *Income Tax Act (Canada)*. The Corporation also operates the Canadian War Museum.

The mission, as stated in the *Museums Act*, is as follows:

"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 Canadian Museum of History's operations are divided into four mutually supportive activities, which work together to meet all aspects of its mandate. These activities are:

Collect and research

Manages, develops, conserves and undertakes research on the collections to enhance program delivery and augment the scientific knowledge base.

Exhibit, educate and communicate

Develops, maintains and communicates exhibits, programs and activities to further knowledge, critical understanding, appreciation and respect for human cultural achievements and human behaviour.

Accommodation

Managing and maintaining all facilities and related security and hosting services.

Corporate management

Governance, corporate management, audit and evaluation, fundraising, commercial activities, finance and administration, human resources and information systems.

Travel, hospitality, conference and event expenditures

In July 2015, the Corporation, along with other federal Crown corporations, was issued a directive (P.C. 2015-1105) pursuant to section 89 of the *Financial Administration Act* to align its travel, hospitality, conference and event expenditure policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that is consistent with its legal obligations, and to report on the implementation of this directive in the Corporation's corporate plan.

The Corporation has complied with this directive, including implementing subsequent amendments to Treasury Board's directive on travel, hospitality, conference and event expenditures.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian public sector accounting standards. The Corporation has elected to apply the Section 4200 series for government-not-for-profit organizations, and the deferral method of accounting for contributions.

Significant accounting policies are as follows:

(a) Financial assets and financial liabilities

Upon initial recognition, restricted and non-restricted cash, investments in corporate and government bonds as well as guaranteed investment certificates that are held to maturity are measured at fair value and are subsequently measured at amortized cost using the effective interest rate method through the Statement of Operations. Transaction costs related to the acquisition of investments are added to the amortized cost.

Upon initial recognition, investments in corporate and government bonds that have an active trading element are recorded at fair value. Subsequent to initial recognition, these bonds will be remeasured quarterly as at each financial statement date and can be reliably measured using quoted prices in active markets for similar investments. The unrealized gains or losses arising from changes in the fair value of these investments are recognized through the Statement of Remeasurement Gains and Losses.

Short-term investments have maturity dates within the next fiscal year.

Financial instruments are tested annually for impairment as at the financial statement date, and any permanent impairment is reflected in the Statement of Operations.

Cash is composed of deposits with financial institutions that can be withdrawn without prior notice or penalty.

Accounts receivable, accounts payable and accrued liabilities: After their initial fair value measurement, they are measured at amortized cost using the effective interest rate method through the Statement of Operations.

(b) Inventories

Inventories, which consist of materials for the boutiques and publications, are valued at the lower of cost and net realizable value.

(c) Collections

The artifact collections form the largest part of the assets of the Corporation and are presented in the Statement of Financial Position at a nominal value of \$1, due to the practical difficulties of determining a meaningful value for these assets.

Objects purchased for the collections of the Corporation are recorded as an expense in the year of acquisition.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

2. Significant accounting policies (continued)

(d) Capital assets

Capital assets owned by the Corporation are recorded at cost, net of accumulated amortization. Buildings owned by the Government of Canada, which are under the administrative control of the Corporation, are recorded at their estimated historical cost, less accumulated amortization. Lands owned by the Government of Canada, which are under the administrative control of the Corporation, are recorded at their estimated historical cost with a corresponding amount credited directly to the net assets of the Corporation.

Permanent exhibits represent costs that are directly attributable to the exhibit and meet the definition of a capital asset. They may include employee salaries and benefits, professional service fees, permanent exhibit and building structures as well as images and copyright.

Work-in-progress represents the costs incurred to date on a capital project that is incomplete and not in use, or for system implementations, when the system is not in production at the end of an accounting period. Incomplete capital projects are not amortized.

Amortization is calculated using the straight-line method, over the estimated useful lives of assets as follows:

Asset	Useful life
Buildings	40 years
Building improvements	10 years
Technical and informatics equipment	5 and 8 years
Office furniture and equipment	8 years
Motor vehicles	5 years
Permanent exhibits	10 years

(e) Foreign currency translation

Transactions involving foreign currencies are translated into Canadian dollar equivalents using rates in effect at the time of those transactions. Monetary assets and liabilities denominated in foreign currencies are translated using rates as at March 31. Realized gains and losses resulting from foreign currency translation are reported on the Statement of Operations.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

2. Significant accounting policies (continued)

(f) Employee future benefits

(i) Pension benefits

Eligible employees of the Corporation are covered by the public service pension plan (the "Plan"), a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the Corporation to cover current service cost. Pursuant to legislation currently in place, the Corporation has no legal or constructive obligation to pay further contributions with respect to any past service or funding deficiencies of the Plan. Consequently, contributions are recognized as an expense in the year when employees have rendered service and represent the total pension obligation of the Corporation.

(ii) Sick leave, severance and post-retirement benefits

The Corporation provides sick leave benefits for employees that accumulate but do not vest. The Corporation recognizes a liability and an expense for sick leave in the period in which employees render services in return for the benefits.

Eligible employees were entitled to severance benefits, as provided for under labour contracts and conditions of employment. The cost of these benefits was accrued as the employees rendered the services necessary to earn them. Since April 1, 2013 employees no longer accumulate severance benefits upon resignation or retirement. Consequently, eligible employees were given the choice to receive their severance benefit payment immediately, defer the payment until retirement or a combination of the two options, based on their continuous years of service with the Corporation as of March 31, 2013. The severance benefit liability represents the portion that employees chose to defer.

The Corporation provides unfunded defined benefit health and dental care plans for eligible retirees and employees.

The cost of the accrued benefit obligations earned by employees is actuarially determined using the projected benefit method prorated on service and management's best estimates of future costs and events. Actuarial gains (losses) on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. Actuarial gains (losses) are amortized on a linear basis over the expected average remaining service life ("EARS") of active members expected to receive benefits under the plan. Each fiscal year gives rise to a separate schedule of unamortized gains or losses.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

2. Significant accounting policies (continued)

(g) Asset retirement obligations

Asset retirement obligations are costs expected to be incurred as a result of the retirement or disposal of a tangible capital asset. The Corporation recognizes a liability on the Statement of Financial Position when i) there is a legal obligation to incur retirement costs in the future; ii) the past transactions or events giving rise to the liability has occurred; iii) it is expected that future economic benefits will be given up; and iv) a reasonable estimate of the amount of the liability can be made.

(h) Revenue recognition

(i) Museum operations

Revenues from Museum operations include the sale of general admissions and programs, facility rentals, events and concessions, boutique sales, parking, and other revenues. These are recognized at the point the performance obligation is completed. Travelling exhibits and membership revenues are recognized over the period the performance obligations are provided.

(ii) Interest on cash and investments

Interest on cash and investments is recognized in the year it is earned.

(iii) Cash donations, sponsorships and contributions

Unrestricted donations, sponsorships and contributions are recognized as revenue on the Statement of Operations when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted donations, sponsorships and contributions are deferred on the Statement of Financial Position and recognized as revenue on the Statement of Operations in the year in which the related obligations are fulfilled and the related expenses are recognized. Restricted investment income is recognized as revenue in the year that the related expenses are recognized.

Contributions which are externally restricted for the purchase of depreciable capital assets are deferred and recognized as revenue on the same basis and over the same periods as the related capital assets acquired.

(iv) In-kind sponsorships and artifact donations

Revenues and offsetting expenses from goods and services received in-kind are recorded at fair value upon receipt. Artifact donations are recorded as revenue at fair value in the period when the last of three specific criteria are met: i) the artifact donation has been approved by the Corporation's Collections Acquisition Committee; ii) legal transfer has taken place between the donor and the Corporation; and iii) a fair value has been assigned to the artifact donation. The recording of artifact donations results in an offsetting expense to collection acquisitions.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

2. Significant accounting policies (continued)

(h) Revenue recognition (continued)

(v) Volunteer services

Volunteers contribute a significant number of hours of service per year. Because of the difficulty in determining their fair value, contributed services are not recognized in these financial statements.

(vi) Parliamentary appropriations

The Government of Canada provides contribution funding to the Corporation through Parliamentary appropriations.

Parliamentary appropriations, which are externally restricted for the purchase of capital assets subject to amortization, are deferred and recognized as revenue on the same basis and over the same periods as the related capital assets acquired.

Parliamentary appropriations restricted for specific projects are deferred on the Statement of Financial Position and recognized as revenue on the Statement of Operations in the period that those expenses are incurred. Parliamentary appropriations that are not restricted to a specific purpose are recognized as revenue in the Statement of Operations in the period for which the appropriation is authorized.

(i) Contingencies

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the Corporation's financial statements.

(j) Measurement uncertainty

The preparation of financial statements in accordance with Canadian public sector accounting standards applicable for government not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities as at the date of the financial statements and the reported amounts of revenues and expenses for the year. Employee future benefits, artifact donations and the estimated useful lives of capital assets are the most significant items where estimates are used. Actual results could differ significantly from those estimated.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

2. Significant accounting policies (continued)

(k) Related party transactions

(i) Inter-entity transactions

Inter-entity transactions are transactions between commonly controlled entities. Inter-entity transactions, other than restructuring transactions, are recorded on a gross basis and are measured at the carrying amount, except for the following:

- Inter-entity transactions are measured at the exchange amount when undertaken on similar terms and conditions to those adopted if the entities were dealing at arm's length, or where costs provided are recovered.
- Goods or services received without charge between commonly controlled entities, when used in the normal course of the Corporation's operations and would otherwise have been purchased, are recorded as revenues and expenses at their estimated fair value.

(ii) Other related party transactions

Related party transactions, other than inter-entity transactions, are recorded at the exchange amount.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

3. Restricted cash and investments

Restricted assets reflect the Corporation's practice to designate assets required for future obligations, as follows:

	2025	2024
Deferred contributions from non-government sources	\$ 6,069	\$ 6,903
Deferred contributions - National Collection Fund (note 9)	11,893	11,471
	\$ 17,962	\$ 18,374

Restricted cash and investments consist of the following:

	2025	2024
Restricted cash	\$ 1,392	\$ 2,383
Guaranteed investment certificates	6,165	5,780
Corporate and government bonds	10,245	10,055
	17,802	18,218
Short-term restricted cash	(1,392)	(2,383)
Short-term restricted investments	(2,001)	(1,945)
	(3,393)	(4,328)
Long-term portion	\$ 14,409	\$ 13,890

As at March 31, 2025, the Corporation held guaranteed investment certificates and long-term bonds with a face value of \$16,754 (2024 – \$16,113), annual yield percentages ranging from 1.40% to 5.07% (2024 – 1.90% to 5.07%), and maturity dates ranging from June 2, 2025 to June 2, 2034 (2024 – June 15, 2024 to June 2, 2034). The fair value of restricted investments is \$16,729 (2024 – \$15,788).

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

4. Investments

	2025	2024
Corporate and government bonds	\$ 82,148	\$ 78,602
Guaranteed investment certificates	11,988	16,798
	94,136	95,400
Portion maturing in the next fiscal year	(8,118)	(20,089)
	(8,118)	(20,089)
Long-term portion	\$ 86,018	\$ 75,311

Bonds and guaranteed investment certificates

As at March 31, 2025, the Corporation held corporate and government bonds and guaranteed investment certificates with a face value of \$95,711 (2024 – \$96,779), annual yield percentages ranging from 1.25% to 5.47% (2024 – 0.95% to 5.47%), and maturity dates ranging from May 26, 2025 to May 13, 2035 (2024 – April 2, 2024 to June 2, 2034). The fair value of investments is \$96,075 (2024 – \$95,068).

Additional assets, included in cash and investments, totalling \$35,548 (2024 – \$45,622) are related to deferred parliamentary appropriations (notes 8 and 10).

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

5. Collections

The Corporation maintains the material culture collections of artifacts, objects, specimens and their related information. These collections are developed by various research areas within the Corporation. The collections are divided into the following seven discipline-related groups:

Ethnology – ethnographic and fine art collections principally related to North American First Peoples in post-European contact

Folk Culture – folk culture and fine craft collections illustrating the diversity of cultural influences on Canadian culture

History – collections that illustrate the experience of the common person as well as famous Canadians

Canadian Children's Museum – collections that emphasize intercultural understanding and experience, as well as supporting a rich animation program

Living History – collection of properties, costumes and didactic resources that are used by animators, educators and other staff to promote and enliven the Museum's programming

Canadian War Museum – collections of weapons and technological artifacts illustrating the development of military technologies, dress and insignia collections of uniforms, medals, accoutrements and regalia of the Canadian Armed Forces and its allies, and war art collections of paintings, drawings, prints and sculptures from the Canadian War Artist programs and modern art works illustrating Canadian peacekeeping efforts

Archaeology – archaeological collections of material culture, physical anthropology, flora and fauna recovered from dig sites and principally illustrating indigenous North American culture prior to European contact

During the fiscal year ended March 31, 2025, the Corporation purchased \$899 (2024 – \$1,080) and acquired through donation \$557 (2024 – \$645) of items for these collections.

The Corporation did not record any revenues for the fiscal years ended March 31, 2025 or 2024 related to the sales of collection items.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

6. Capital assets

Cost				
	Opening balance	Acquisitions and adjustments	Disposals	Closing balance
Land	\$ 40,868	\$ -	\$ -	\$ 40,868
Buildings	356,909	-	-	356,909
Building improvements	88,084	3,395	-	91,479
Technical and informatics equipment	13,217	2,109	-	15,326
Office furniture and equipment	1,938	39	-	1,977
Motor vehicles	344	45	(32)	357
Permanent exhibits	32,835	-	-	32,835
Work-in-progress	20,949	8,859	-	29,808
	\$ 555,144	\$ 14,447	\$ (32)	\$ 569,559

Accumulated amortization				
	Opening balance	Acquisitions and adjustments	Disposals	Closing balance
Land	\$ -	\$ -	\$ -	\$ -
Buildings	264,895	8,922	-	273,817
Building improvements	77,509	2,399	-	79,908
Technical and informatics equipment	8,992	1,228	-	10,220
Office furniture and equipment	1,324	176	-	1,500
Motor vehicles	338	10	(32)	316
Permanent exhibits	22,300	3,240	-	25,540
Work-in-progress	-	-	-	-
	\$ 375,358	\$ 15,975	\$ (32)	\$ 391,301

Net book value	2025	2024
Land	\$ 40,868	\$ 40,868
Buildings	83,092	92,014
Building improvements	11,571	10,575
Technical and informatics equipment	5,106	4,225
Office furniture and equipment	477	614
Motor vehicles	41	5
Permanent exhibits	7,295	10,535
Work-in-progress	29,808	20,949
	\$ 178,258	\$ 179,785

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

7. Accounts payable and accrued liabilities

Accounts payable and accrued liabilities are as follows:

	2025	2024
Trade accounts payable	\$ 9,521	\$ 11,185
Government departments, agencies and crown corporations	7,591	2,834
Accrued salaries and benefits	3,529	6,339
Current portion of employee future benefits (note 11)	14	1
	\$ 20,655	\$ 20,359

8. Deferred contributions

Deferred contributions represent contributions from non-government sources and Parliamentary appropriations received by the Corporation that are restricted for specific purposes and are deferred until spent on intended purpose.

Changes in the deferred contributions balance during the fiscal year were as follows:

	Non-government sources	Parliamentary appropriations	2025	2024
Balance, beginning of year	\$ 6,903	\$ 17,099	\$ 24,002	\$ 26,026
Additions				
Amounts received during the year	554	2,200	2,754	3,141
Deferred investment income	296	-	296	261
	850	2,200	3,050	3,402
Deductions				
Amounts recognized as revenue	(1,684)	(2,204)	(3,888)	(5,426)
Balance, end of year	\$ 6,069	\$ 17,095	\$ 23,164	\$ 24,002

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

9. Deferred contributions – National Collection Fund

The National Collection Fund represents funds for the acquisition of artifacts by the Canadian Museum of History and the Canadian War Museum. Funds are removed from the National Collection Fund upon acquisition of selected artifacts.

Changes in the National Collection Fund balance during the fiscal year were as follows:

	Parliamentary appropriations		Non-government entities		2025	2024
Balance, beginning of year	\$	10,337	\$	1,134	\$ 11,471	\$ 11,142
Additions						
Amounts received during the year		-		55	55	1
Deferred investment income		454		50	504	391
		454		105	559	392
Deductions						
Amounts recognized as revenue		(27)		(110)	(137)	(63)
Balance, end of year	\$	10,764	\$	1,129	\$ 11,893	\$ 11,471

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

10. Deferred contributions related to capital assets

Changes in the deferred contributions related to capital assets balance during the fiscal year were as follows:

	<u>Used for acquisitions</u>		<u>To be used for capital asset acquisitions</u>			
	Non-government sources	Parliamentary appropriations	Parliamentary appropriations	2025	2024	
Balance, beginning of year	\$ 1,379	\$ 135,976	\$ 29,523	\$ 166,878	\$ 171,276	
Additions						
Capital asset acquisitions	-	13,588	-	13,588	11,200	
Parliamentary appropriations deferred for capital asset acquisitions in future periods	-	-	-	-	8,500	
	-	13,588	-	13,588	19,700	
Deductions						
Amounts used during the period	(66)	(15,866)	(11,070)	(27,002)	(24,098)	
Balance, end of year	\$ 1,313	\$ 133,698	\$ 18,453	\$ 153,464	\$ 166,878	

Deferred capital contributions from non-government sources represent the unamortized portion of donations from non-government sources restricted and used to acquire depreciable capital assets.

Deferred capital funding through Parliamentary appropriations represents the unamortized portion of Parliamentary appropriations restricted and used to acquire depreciable capital assets or restricted to be used for future acquisitions of depreciable capital assets.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

11. Employee future benefits

Information, measured as at the Statement of Financial Position date, is as follows:

	Other post- retirement benefits	Accumulated sick leave benefit liability	Severance benefits	2025	2024
Balance, beginning of year	\$ 16,143	\$ 554	\$ 172	\$ 16,869	\$ 15,503
Expense for the year	1,620	186	28	1,834	2,035
Benefit usage and benefit payments	(354)	(227)	(1)	(582)	(668)
Balance, end of year	17,409	513	199	18,121	16,870
Less: current portion	-	-	(14)	(14)	(1)
Long-term portion	\$ 17,409	\$ 513	\$ 185	\$ 18,107	\$ 16,869

(a) Other post-retirement benefits

On July 1, 2006, the Corporation introduced defined benefit post-retirement health care and dental benefit plans for eligible employees. The cost of this plan is charged to income as benefits are earned by employees on the basis of service rendered. The plans are unfunded resulting in a plan deficit equal to the accrued benefit obligation. Actuarial gains (losses) are amortized on a linear basis over the EARSL of active employees covered by these post-retirement benefits, which is 13.1 years.

(b) Accumulated sick leave benefit liability

The cost of the accrued benefit obligations related to sick leave entitlement earned by employees is actuarially determined using the projected benefit method. Actuarial gains (losses) are amortized on a linear basis over the EARSL of active employees covered by these sick leave benefits, which is 13.2 years.

(c) Severance benefits

This benefit is unfunded and thus has no assets, resulting in a deficit equal to the accrued benefit obligation. Actuarial gains (losses) are amortized on a linear basis over the EARSL of active employees covered by these severance benefits, which is 12.3 years.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

11. Employee future benefits (continued)

(d) Accrued benefit obligation

The most recent extrapolated actuarial valuation for other post-retirement benefits, sick leave and severance benefits was completed by an independent actuary as at March 31, 2025. Based on a three-year cycle, the next full actuarial valuation will be in 2027–28. The Corporation measures its accrued benefit obligation for accounting purposes as at March 31 of each year.

A reconciliation of the accrued benefit obligation and liability is as follows:

	2025	2024
Accrued benefit obligation, beginning of year	\$ 17,964	\$ 18,895
Current service cost	1,003	1,085
Interest costs	607	580
Actuarial gain (loss)	1,233	(1,927)
Benefits paid	(582)	(669)
Accrued benefit obligation, end of year	20,225	17,964
Unamortized actuarial losses	(2,104)	(1,094)
Accrued benefit obligation, end of year	18,121	16,870
Less: current portion of employee future benefits (note 7)	(14)	(1)
	\$ 18,107	\$ 16,869

The significant actuarial assumptions used are as follows:

	2025	2024
Discount rate used to determine accrued benefit obligation:		
Post-retirement benefits	3.20%	3.34%
Severance and sick leave benefits	3.09%	3.42%
Rate of increase in dental benefit costs	4% per year	4% per year
Rate of increase in health care benefit costs	4.70% weighted average	4.70% weighted average
Real wage increase	maximum 0.75% per year	maximum 0.75% per year

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

11. Employee future benefits (continued)

(e) Pension benefits

All eligible employees of the Corporation are covered by the Plan, a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the Corporation. The Government of Canada sets the required employer contributions based on a multiple of the employees' required contribution. The required employer contribution rate is dependent on when the employee joined the Plan. For plan start dates before January 1, 2013, the Corporation's contribution rate effective at year-end was 1.01 times the employee's contribution (2024 – 1.02); and for plan start dates after December 31, 2012, the Corporation's contribution rate effective at year end was 1.00 times the employee's contribution (2024 – 1.00).

The Museum's and employees' contributions to the Plan for the year were as follows:

		2025		2024
Corporation's contributions	\$	3,761	\$	3,746
Employees' contributions	\$	3,823	\$	3,362

The Government of Canada holds a statutory obligation for the payment of benefits relating to the Plan. Pension benefits generally accrue up to a maximum period of 35 years at an annual rate of 2% of pensionable service times the average of the best five consecutive years of earnings. The benefits are coordinated with Canada / Québec Pension Plan benefits and they are indexed to inflation.

12. Asset retirement obligations

The changes in asset retirement obligations during the year are as follows:

		2025		2024
Balance, beginning of year	\$	5,164	\$	5,164
Liabilities settled		(438)		-
Revision in estimate		(341)		-
Accretion expense		-		-
Balance, end of year	\$	4,385	\$	5,164

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

13. Restricted for permanent exhibit renewal

In the year, the Corporation did not restrict net assets (2024 - \$0) for the purpose of permanent exhibit renewal.

14. Donations and sponsorships

Donations and sponsorships revenue is composed of:

	2025	2024
Cash donations and sponsorships	\$ 2,423	\$ 2,139
In-kind sponsorships and artifact donations	557	645
	<u>\$ 2,980</u>	<u>\$ 2,784</u>

15. Parliamentary appropriations

Parliamentary appropriations recognized as revenue:

	2025	2024
Main estimates amount provided for operating and capital expenses	\$ 83,117	\$ 73,251
Supplementary estimates and transfers	110	12,313
	<u>83,227</u>	<u>85,564</u>
Less: current year Parliamentary appropriations not recognized as revenue:		
Used for capital asset acquisitions	(2,518)	(2,500)
Deferred for future capital asset acquisitions	-	(8,500)
Restricted for specific purposes	(2,200)	(2,200)
Add: prior year Parliamentary appropriations recognized as revenue in current year:		
Amortization of deferred capital funding	15,866	15,332
Restricted amounts used in current year	2,204	4,056
Parliamentary appropriations recognized as revenue	<u>\$ 96,579</u>	<u>\$ 91,752</u>

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

16. Related party transactions

The Corporation is related to all Government of Canada departments, agencies and Crown corporations, as well as key management personnel having authority and responsibility for planning, directing and controlling the activities of the Corporation. This includes senior management, all members of the Board of Trustees and immediate family members thereof. The Corporation enters into transactions with these parties in the normal course of business. These transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties. During the year, the Corporation incurred expenses totalling \$18,671 (2024 – \$19,510) primarily related to payments in lieu of property taxes and employer contributions to employee benefits. The Museum recorded operating revenue of \$375 (2024 – \$261) with related parties.

As at March 31, the Corporation had the following balances on the Statement of Financial Position related to transactions with related parties:

	2025	2024
Appropriations receivable	\$ 110	\$ 173
Refundable taxes	807	824
Other receivables	88	15
Accounts payable and accrued liabilities	7,591	2,834
Unearned revenues	81	81

17. Contingencies

As at March 31, 2025, the Corporation did not recognize any contingent liabilities in its Statement of Financial Position.

18. Contractual rights and obligations

Contractual rights are rights to economic resources arising from contracts or agreements that will result in revenues and assets in the future. Contractual obligations are obligations that will become liabilities in the future when the terms of those contracts or agreements are met.

As at March 31, 2025, the Corporation's contractual rights arise due to revenue contracts entered into which include donations and sponsorships, facility rentals, events and food concessions and travelling exhibits.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

18. Contractual rights and obligations (continued)

The Corporation's contractual obligations arise due to supplier agreements entered into which include information technology, building operations and maintenance, security and point-of-sale outsource services.

The future minimum annual payments are as follows:

	Contractual rights	Contractual Obligations
2025-26	\$ 1,418	\$ 17,766
2026-27	243	7,730
2027-28	133	3,034
2028-29	127	8
	\$ 1,921	\$ 28,538

19. Financial risk management

The Corporation has exposure to the following risks from its use of financial instruments: credit risk, market risk and liquidity risk.

The Board of Trustees ensures that the Corporation has identified its major risks and developed responses to mitigate their impact. The FARM Committee oversees the Corporation's systems and practices of internal control, and ensures that these controls contribute to the assessment and mitigation of risk. The FARM Committee reports regularly to the Board of Trustees on its activities.

(a) Credit risk

Credit risk is the risk of financial loss to the Corporation if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise principally from certain financial assets held by the Corporation consisting of accounts receivable, cash, restricted cash and investments and long-term investments.

The maximum exposure to credit risk of the Corporation as at March 31, 2025 is the carrying value of these assets.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

19. Financial risk management (continued)

(a) Credit risk (continued)

(i) Accounts receivable

The Corporation's exposure to credit risk associated with accounts receivable is assessed as being low mainly due to the demographics of the Corporation's debtors, including the type of debtor and the country in which the debtor operates.

The maximum exposure to credit risk for accounts receivable by type of customer as at March 31 is as follows:

	2025	2024
Government of Canada	\$ 1,017	\$ 808
Other governments	770	880
Consumers	392	674
	2,179	2,362
Financial institutions	1,005	1,045
	\$ 3,184	\$ 3,407

The Corporation seeks to reduce its credit exposure by performing credit checks on customers in advance of providing credit and obtaining deposits or prepayments where deemed appropriate.

The Corporation establishes an allowance for doubtful accounts that reflects the estimated impairment of accounts receivable and is based on specific accounts considering the Corporation's knowledge of the financial condition of its customers, the aging of accounts receivable, and other applicable factors. Accounts receivable from governments comprise more than 82% (2024 – 71%) of the Corporation's accounts receivable, excluding interest, and no allowance has been provided for related to these amounts.

An aging of accounts receivable is as follows:

	2025	2024
Less than 30 days past billing date	\$ 1,584	\$ 1,617
30 to 60 days past billing date	413	382
61 to 90 days past billing date	3	188
Greater than 90 days past billing date	179	175
	2,179	2,362
Interest receivable	1,005	1,045
	\$ 3,184	\$ 3,407

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

19. Financial risk management (continued)

(a) Credit risk (continued)

(ii) Cash, investments and restricted cash and investments

The Corporation manages its credit risk surrounding cash, restricted cash and investments and long-term investments by dealing solely with reputable banks and financial institutions, and utilizing an investment policy to guide their investment decisions. The Corporation invests surplus funds to earn investment income with the objective of maintaining safety of principal and providing adequate liquidity to meet cash flow requirements.

Credit risk is minimized substantially by ensuring that assets are invested in instruments that are securities of or guaranteed by the Canadian federal and provincial governments and Canadian banks on schedule I.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The Corporation is not subject to significant price risk.

(i) Currency risk

The Corporation operates primarily within Canada, but in the normal course of operations is party to exchange of exhibits and collections on an international basis, as well as holding cash and investments denominated in foreign currencies. Foreign exchange risk arises from exhibit and collection related transactions denominated in a currency other than the Canadian dollar, which is the functional currency of the Corporation. The currencies in which these transactions primarily are denominated are the Canadian dollar, the US dollar and the euro.

The Corporation believes that it is not subject to significant foreign exchange risk from its financial instruments due to relatively low frequency and dollar value of foreign currency denominated transactions.

(ii) Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in the market interest rates.

Financial assets and financial liabilities with variable interest rates expose the Corporation to cash flow interest rate risk. The Corporation's investments include both fixed rate bonds and floating rate notes.

Although management monitors exposure to interest rate fluctuations, it does not employ any interest rate management policies to counteract interest rate fluctuations.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

19. Financial risk management (continued)

(b) Market risk (continued)

(ii) Interest rate risk (continued)

As at March 31, 2025, had prevailing interest rates increased or decreased by 1%, assuming a parallel shift in the yield curve, with all other variables held constant, the Corporation's financial instruments would have decreased or increased by a net amount of approximately \$3,886 (2024 – \$3,053), approximately 3.41% of the fair value of investments (2024 – 2.73%).

(c) Liquidity risk

Liquidity risk is the risk that the Corporation will not be able to meet its financial obligations as they become due.

The Corporation manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing, capital and financing activities.

As of March 31, 2025, all of the Corporation's financial liabilities have contractual maturities of less than 365 days (2024 – 365 days).

(d) Fair value of financial instruments

The following tables summarize information on the fair value hierarchy of the Corporation's assets as of March 31. The fair value hierarchy prioritizes the valuation techniques used to determine the fair value of a financial instrument based on whether the inputs to those techniques are observable or unobservable:

- Level 1 – Financial instruments are considered Level 1 when valuation can be based on quoted prices in active markets for identical assets and liabilities.
- Level 2 – Financial instruments are considered Level 2 when they are valued using quoted prices for similar assets and liabilities, quoted prices in markets that are not active, or models using inputs that are observable.
- Level 3 – Financial instruments are considered Level 3 when their values are determined using pricing models, discounted cash flow methodologies or similar techniques and at least one significant model assumption or input is unobservable.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2025

(In thousands of dollars)

19. Financial risk management (continued)

(d) Fair value of financial instruments (continued)

Transfers are made between the various fair value hierarchy levels due to changes in the availability of quoted market prices or observable market inputs due to changing market conditions.

	Quoted prices in active markets (Level 1)	Significant other observable inputs (Level 2)	Significant unobservable inputs (Level 3)	2025
Investments				
Bonds	\$ 92,393	\$ -	\$ -	\$ 92,393
Guaranteed investment certificates	18,153	-	-	18,153
	\$ 110,546	\$ -	\$ -	\$ 110,546

	Quoted prices in active markets (Level 1)	Significant other observable inputs (Level 2)	Significant unobservable inputs (Level 3)	2024
Investments				
Bonds	\$ 88,657	\$ -	\$ -	\$ 88,657
Guaranteed investment certificates	22,578	-	-	22,578
	\$ 111,235	\$ -	\$ -	\$ 111,235

CANADIAN MUSEUM OF HISTORY

Schedule 1 – Operating Revenues

Year ended March 31, 2025

(In thousands of dollars)

	2025	2024
General admission and programs	\$ 6,723	\$ 6,317
Facility rentals, events and concessions	3,161	3,258
Parking	1,923	1,683
Boutique sales	1,847	1,695
Memberships	499	451
Travelling exhibits	60	75
Other	144	83
	\$ 14,357	\$ 13,562

Schedule 2 – Expenses

Year ended March 31, 2025

(In thousands of dollars)

	2025	2024
Personnel costs	\$ 51,687	\$ 50,429
Amortization of capital assets	15,975	15,441
Payments in lieu of property taxes	9,935	11,508
Building operations	8,157	6,791
Professional and special services	5,178	4,522
Repairs and maintenance	4,645	3,825
Online programs assistance	4,115	3,926
Exhibit fabrication and rental	3,718	1,705
Utilities	3,105	2,758
IT infrastructure and systems	2,396	2,233
Marketing and advertising	1,915	1,921
Materials and supplies	1,911	1,676
Collection acquisitions (note 5)	1,456	1,725
Travel and hospitality	1,038	789
Cost of goods sold	1,008	914
Rentals and leases	266	292
Royalties	114	98
Impairment - Capital assets	-	-
Other	844	782
	\$ 117,463	\$ 111,335

Appendix - Professional and special services

in dollars	Total amount spent in 2024-2025	Aggregate Payments
Business Services	1,835,963	
Cartier Communication Marketing Inc, Montreal, Quebec		375,323
Obox.Studio Inc, Montreal, Quebec		120,772
BDO Canada LLP, Ottawa, Ontario		115,146
Service payments under \$100,000 (115 payees)		1,224,723
Engineering and Architectural Services	145,458	
Service payments under \$100,000 (13 payees)		145,458
Interpretation and Translation Services	234,590	
Service payments under \$100,000 (31 payees)		234,590
Legal Services	155,280	
Service payments under \$100,000 (8 payees)		155,280
Management Consulting	403,374	
Service payments under \$100,000 (20 payees)		403,374
Scientific and Research Services	625,197	
Service payments under \$100,000 (135 payees)		625,197
Temporary Help Services	824,644	
Randstad Interim Inc, Saint-Laurent, Quebec		302,544
Robert Half Canada Inc, Toronto, Ontario		140,585
Altis Recruitment & Technology Inc, Ottawa, Ontario		109,920
Sodexo Quebec Ltd, Gatineau, Quebec		100,150
Service payments under \$100,000 (10 payees)		171,445
Training and Educational Services	170,200	
Telfer School of Management, Ottawa, Ontario		170,200
Other Services	782,892	
Service payments under \$100,000 (139 payees)		782,892
Total	5,177,598	5,177,598

PHOTO CREDITS

Cover	IMG2018-0032-0054-Dm
Cover	CWM2012-0064-0109-Dm
p. 2	IMG2018-0032-0029-Dm
p. 2	CWM2019-0032-0020-Dm
p. 3	IMG2018-0032-0029-Dm
p. 3	CWM2019-0032-0020-Dm
p. 4	IMG2018-0032-0117-Dm
p. 4	CWM2024-0018-0004-Dm
p. 5	Martin Iskländer
p. 7	Mark Holleron
p. 9	IMG2018-0032-0013-Dm
p. 9	CWM2019-0032-0014-Dm
p. 10	IMG2022-0022-0067-Dm
p. 10	CWM2015-0055-0001-Dp1
p. 11	IMG2018-0032-0037-Dm
p. 12	CWM2024-0028-0016-Dm
p. 14	IMG2018-0032-0202-Dm
p. 14	CWM2015-0057-0004-Dm
p. 17	IMG2022-0022-0078-Dm
p. 17	CWM2011-0052-0014-Dm