



CANADIAN
MUSEUM
OF HISTORY
-
MUSÉE
CANADIEN
DE L'HISTOIRE



CANADIAN
WAR
MUSEUM
-
MUSÉE
CANADIEN
DE LA GUERRE

SUMMARY OF THE CORPORATE PLAN

FOR THE 2025-2026 TO
2029-2030 PLANNING PERIOD

OPERATING AND CAPITAL BUDGETS 2025-2026

TABLE OF CONTENTS

Executive summary	3
1. Overview.....	4
2. Operating environment	6
3. Objectives, activities, risks, expected results and performance indicators.....	12
4. Financial statements.....	28

Executive summary

The Canadian Museum of History is a federal Crown Corporation responsible for two national museums: the Canadian Museum of History (CMH) and the Canadian War Museum (CWM). In October 2022, the Board of Trustees established new strategic directions to guide the Corporation for the five-year period from 2023-24 to 2027-28:

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

The Corporation is making bold, transformative strides forward, actively shaping a future where our museums embrace change in order to be at the forefront of Canadian cultural and educational leadership. By embracing diversity and inclusion, we are committed to ensuring that communities around the nation see themselves reflected in our research, collections, exhibitions, and initiatives, and feel they can engage without barriers in impactful dialogue and experiences while contributing to our dynamic national narrative and identity. The Corporation has positioned itself as an employer of choice, encouraging a creative work culture which prioritizes well-being and growth, and provides an environment of innovative thinking that integrates digital advancements and resources, modernizing our approach to museology. The Museum will action reconciliation with First Nations, Inuit, and Métis peoples through meaningful, reciprocal relationships and co-creation. With forward-thinking strategic directions and an unwavering commitment to accountability, sustainability and responsible governance, the Museum is enhancing how it fulfills our mandate and engages with people across Canada.

The Museum is building experiences that spark interest, inspire engagement, and strengthen our reputation as a trusted national resource. Dynamic and innovative initiatives will continue to reinforce our relevance, ensuring that our visitors and stakeholders remain excited and connected.

The Corporation continues to face financial pressures due to global economic instability, inflation and workforce availability. The Corporation anticipates that 2025-26 attendance-driven revenues, such as admission, Boutique and parking revenues, will continue to be impacted, although to a lesser degree than in previous years. Facility rentals will continue to see more modest events, impacting revenues despite an

increased volume. The Corporation will also continue to be challenged by escalating non-discretionary accommodation and exhibition-related costs but especially with increase costs for the ongoing maintenance and repairs of both of its museums.

The Corporation will continue to address the 11 recommendations provided by the Office of the Auditor General (OAG) in its 2023 Special Examination Report.

The Corporation has made significant strides in improving corporate culture, with a continued focus on enhancing employee experience and fostering a positive, inclusive work environment. Building on the success of its Employee Experience Action Plan, the Corporation remains dedicated to strengthening its operational governance framework, ensuring that organizational growth and employee well-being remain top priorities as we move forward.

1. Overview

The CMH was established as an agent Crown Corporation through the *Museums Act* of July 1, 1990, amended on December 12, 2013. The CMH is a distinct legal entity – wholly owned by the Crown – that operates at arm’s length from the government in its day-to-day operations, activities, and programming.

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

The Corporation is responsible for two national museums: the Canadian Museum of History and the Canadian War Museum. Its mandate is to:

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

In 2023, the Corporation introduced its new Vision and Values, which not only support the Mandate and strategic directions, but also ensure that the Museums deliver on them in bold, impactful ways.

OUR VISION

Dare to inspire tomorrow's history.

OUR VALUES

Values are the cornerstone of any organization — they inform our behaviours, underpin how we perform our work, and provide a backdrop for aligned decision making. These four statements are intended to work hand-in-hand with our vision statement and strategic directions.

- **Act with integrity**
- **Engage with curiosity**
- **Lead through change**
- **Collaborate with purpose**

As a member of the Canadian Heritage Portfolio, the Corporation contributes to the achievement of the Government of Canada's broad cultural policy objectives. Its public policy role is set out in the preamble to the *Museums Act*, which states that each national museum (1) "plays an essential role ... in preserving and promoting the heritage of Canada and all its peoples throughout Canada and abroad and in contributing to the collective memory and sense of identity of all Canadians," and (2) "is a source of inspiration, research, learning and entertainment that belongs to all Canadians and provides, in both official languages, a service that is essential to Canadian culture and available to all." The CMH is proud to help tell the stories of Canada, both at home and abroad, thereby remembering and celebrating the country's vibrant diversity, and to contribute to the strengthening of Canada's creative industries.

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

2. Operating environment

When establishing objectives and planning its activities, the Corporation considers a range of internal and external factors that affect the Museums and present both challenges and opportunities. It monitors key trends and driving forces, recognizing the velocity of environmental change. This highlights the need for planning approaches that enhance responsiveness and adaptability to significant and swift shifts. The Corporation also considers past performance, as well as ministerial and government priorities and direction to guide its planning process.

Internal Environment

Strategic Planning

In October 2022, the Board of Trustees established strategic directions for 2023-24 to 2027-28. The Corporation aims to leverage in-house expertise and share collections in innovative ways, prioritizing community voices and perspectives in storytelling. Ensuring that projects and resource allocations are aligned with strategic goals is essential, including fostering a culture of innovation, continuously assessing technology needs, and engaging proactively with partners to meet evolving expectations.

Fiscal Planning

Current global economic uncertainty continues to impact museum attendance and operations. In response, the Museums will be adopting a zero-based budgeting approach for its budget allocation and increasing fundraising efforts, including plans to establish a foundation to support these initiatives. The Museums receive an annual base capital funding of \$2.5 million, and though an additional \$2.3 million in capital funding has been approved for 2025-26, capital funding remains insufficient for the preservation of collections and Indigenous belongings and the maintenance of two aging, iconic buildings. Long-term financial stability remains a priority.

Employee Wellbeing and Corporate Culture

In 2022-23, the Museums initiated a cultural transformation action plan, informed by staff input, to enhance the employee experience. This multiyear plan focuses on creating a workplace culture characterized by belonging, trust, and respect, while providing opportunities for growth, training, and skill development, particularly in key areas such as AI integration and digital innovation, to meet the Museums' evolving needs. Employee run working groups and senior leadership champions supported the action plan's implementation.

Corporate Structure, Leadership and Workforce Capacity

In early 2024-25, the Museum underwent a corporate-level reorganization to enhance operational efficiency and collaboration, fostering an environment conducive to innovation. Ongoing efforts include a long-term capacity building and succession planning strategy to prepare for key staff retirements and departures. The Museum is committed to aligning workforce capacities with strategic priorities and has developed a renewed leadership competency profile. A Leadership Development Program has been launched to cultivate accountability, innovation, and engagement across the organization.

A Changing Workplace

The implementation of a renewed hybrid work model has been established, accommodating on-site, hybrid, and remote employees. Investments in infrastructure and training are underway to support this model's success. The Museum also recognizes the need to ensure the adaptation of the workforce to shifting priorities, and the need to leverage digital tools and AI to find efficiencies.

Community and Stakeholder Engagement

The Museum recognizes the importance of active community and stakeholder engagement in fulfilling its mandate and enhancing its relevance. Building strong relationships with local communities, Indigenous groups, and diverse stakeholders is essential for fostering collaboration and trust. The Museum implements outreach programs and initiatives designed to connect with various audiences, gathers input through audience research, and incorporates community perspectives into its planning and programming. This commitment to engagement enriches the Museum's offerings, aligning them more closely with the expectations of the public and contributing to its long-term sustainability.

Technology and Digital Infrastructure

The Museum recognizes the importance of modernizing its technology and digital infrastructure to enhance visitor engagement and operational efficiency. Investments in digital tools and resources are crucial for improving accessibility, streamlining processes, and adapting to changing audience expectations in a digital-first environment.

Compliance and Risk Management

The Museum is committed to maintaining high standards of compliance with all relevant regulations and policies that govern its operations. A robust risk management framework has been established and renewed to identify, assess, and mitigate potential risks that could impact the Museum's operations and reputation. Regular reviews and internal audits are conducted to evaluate the effectiveness of risk management strategies. By fostering a culture of accountability and transparency, the Museum aims to protect its

assets, ensure stakeholder trust, and support its strategic objectives in a dynamic environment.

OAG Special Examination

The Museum underwent a Special Examination by the Office of the Auditor General (OAG) in 2022, which evaluates performance within Crown Corporations approximately every ten years. The published report in June 2023 recognized the Museum's effective practices and outlined 11 recommendations for improvement. 8 of these have been fully addressed, with three remaining recommendations on track for completion.

External Environment

Global Economy

Current economic uncertainties, including inflation and soft growth, will 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.

Relations with Indigenous Peoples

There is increasing global and Canadian awareness of colonial histories and practices, Museums, as public stewards of our collective history, are at the center of discussions about representation, identity, and cultural heritage. The Museum's first Framework for Indigenous Relations and its implementation plan, completed in 2023-24, are being renewed to ensure alignment with the Truth and Reconciliation Commission report and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). The establishment of Indigenous councils and networks, both locally and nationally, is crucial for integrating Indigenous perspectives into broader museum practices and policies. Through shared authority and innovative partnerships, the Museum aims to center Indigenous decision-making in cultural heritage matters, while focused repatriation efforts ensure the return of cultural belongings both nationally and internationally.

Diversity and Inclusion

The Museum recognizes the increasing importance of diversity, equity, and inclusion across all sectors, including cultural institutions, and is committed to fostering a diverse and inclusive environment that extends beyond internal policies to actively engage with the community. The 2023 Equity, Diversity, Inclusion, and Accessibility (EDIA) Strategy prioritizes representation and community engagement, ensuring that all museum activities—such as exhibitions and programming—reflect the diverse fabric of Canadian society. As public expectations evolve, the Museum must align its initiatives with these broader societal goals, enhancing its relevance and responsiveness to the communities it serves.

Responding to Demographic Shifts

Canada's demographic landscape is undergoing a profound transformation, marked by increasing diversity and including an aging population. According to projections from Statistics Canada, by 2036, immigrants and second-generation individuals will comprise 40% to 50% of the population, with racialized people making up about one-third. By 2041, the Indigenous population will reach between 2.5 and 3.2 million, and by 2050, approximately 25% of Canadians will be over the age of 65, many living with disabilities (Reconsidering Museums Report, 2023).

In response to these shifts, the Museum is proactively adapting by creating inclusive spaces and programs designed to be accessible to all. This includes flexible programming that reflects diverse perspectives, accessibility enhancements to meet the needs of an aging population, and strategic partnerships with community organizations to foster greater inclusivity and connection across all segments of society.

Tourism and Economic Trends

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.

Climate Change and Sustainability

With a commitment to preserving cultural heritage, the museum faces challenges posed by climate change. This includes protecting collections and driving climate action. The Corporation is developing an environmental sustainability policy and action plan, assessing its footprint, reporting on greenhouse gas emissions, waste, and energy this fiscal year. New initiatives should enhance infrastructure and waste management, ensuring long-term sustainable operations.

Digital Environment

To enhance online engagement, the Museum is revisioning its digital presence with new and expanded offerings, including digital-only experiences on demand virtual and hybrid events that reduce geographical barriers. In light of cybersecurity threats, prioritizing system improvements and employee training is essential. Additionally, by engaging in pilot projects, the Museum is exploring the innovative and transformative potential of AI.

Technological Advances

Beyond digital engagement, the museum must consider the rapid pace of technological change. This includes adopting new technologies for collection management, visitor engagement, programming and operations. Implementing innovative tech solutions can

streamline operations enhance visitor experiences and make Canada's human and military history accessible to more Canadians and visitors around the world.

Regulatory Environment

Aligning operations with government's new regulatory compliance and the ongoing implementation of legislative requirements is crucial for museums. Increased regulatory compliance and reporting over the past years necessitate reallocating resources from other key priorities, which can impact overall operations. Ongoing monitoring and assessment of resource needs will be essential to address these gaps and ensure alignment with government regulations.

Alignment with Government Priorities and Direction

The Corporation's plans are well aligned with the Government of Canada's priorities and directions, as well as the direction letter from the Minister of Canadian Heritage (September 20, 2024), and the objectives set out in the Chief Executive Officer's (CEO) performance agreement. Over the planning period, the CMH will continue to align its practices with UNDRIP, Bill C-15, and the UNDA Action Plan, by strengthening relationships with Indigenous Peoples through a recognition of Indigenous rights, respect, co-operation and partnership. The Museum will also support efforts to preserve, promote and revitalize Indigenous languages in Canada, by making Indigenous languages more visible across the Corporation, identifying and making available archival resources related to Indigenous languages to relevant communities, and by formalizing the approach for incorporating Indigenous languages into exhibitions dealing with Indigenous subject matter.

The Corporation will continue to play an important role in fostering a strengthened national identity through its exhibitions and programming. Its activities related to cultural diplomacy are well aligned with the Government's commitment to launch a new cultural diplomacy strategy; the Museums will work with both the Department of Canadian Heritage and Global Affairs Canada to advance this initiative. The Corporation will also work to ensure a diverse, inclusive and healthy workplace, free of all forms of discrimination and harassment. In addition, the Corporation is committed to implementing green building principles and ensuring the sustainability and resiliency of its real property portfolio.

The Corporation contributes to an open and transparent government through its operational practices in areas such as access to information, human resources, and procurement. Procurement practices are managed according to International Trade Agreements that support non-discrimination, open access to procurements and transparency. The Corporation actively promotes the Government's Policy on Official Languages through appropriate second-language training and validation testing,

meeting high standards of client services to the general public in both official languages. Please see Appendices 7 and 8 for details regarding the Corporation's compliance with legislative and policy requirements and alignment with government priorities and direction. The Corporation is also addressing 11 recommendations for the 2023 Special Examination, 6 of which have been completed. The Corporation's Risk Management Framework was updated and enhanced in November 2023.

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

Past Performance

At 975,000, on-site attendance in 2023-24 was under the annual target yet surpassed the previous year's total by 359,000. Paid attendance reached 643,000, slightly over the sales target. Strong ticket sales were driven largely by the opening of new exhibitions.

Exhibitions presented at the Museum of History in that period include **From Pépinot to PAW Patrol®: Television of Our Childhoods**, an exploration of 70 years of Canadian children's television; **Unexpected! Surprising Treasures From Library and Archives Canada**, featuring a wide variety of Library and Archives Canada's national collection items; and the opening of **Canada's Got Game! – Highlights From the Order of Sport Collection** featuring objects from the Museum's collection, as well as from the Order of Sport Collection, acquired by the Museum from Canada's Sports Hall of Fame. The War Museum saw the openings of **War Games**, exploring the impact of real-life conflict on games, and how games can help us navigate the world we live in; **Canada, Korea and the War**, marking the 70th anniversary of the end of the Korean War and **The Canadian Forces Artists Program – Group 9**, presenting the work of four civilian artists selected to deploy with the Canadian Armed Forces in 2018 and 2019.

In 2023-24, two new volumes were published in the Museum's scholarly Mercury Series, as well as two new publications in UBC's Studies in Canadian Military History series, on which the Museum collaborates extensively. The Museum of History launched the podcast series *Artifactuality* in June 2023, expanding the reach of Museum research through engaging discussions. The accompanying blog posts were among the most popular of the year. The War Museum released in the informative and entertaining new series *Iron Will – Vehicles From the Canadian War Museum*, which reached a total of 1.2 million views.

For further details on past performance, please consult the 2023-24 annual report (<https://www.historymuseum.ca/wp-content/uploads/2024/10/annual-report-2023-2024.pdf>)

Results for the first two quarters of 2024-25 show onsite attendance is continuing to recover towards pre-pandemic levels, and numbers are close to anticipated. At CMH, trend toward smaller-scale rental events, as businesses face financial pressures, contributed to lower attendance numbers for these events. However, this was balanced by extended museum hours and a strong increase in school group visitation, which positively impacted ticketed admissions. At CWM, spring attendance was positive as a result of the Outside the Lines exhibition opening, extended museum hours and an increase in group visitation. This summer's leisure and corporate tourism markets were down across the city and its impacts were felt by various tourism partners; attendance at summer events was lower than expected.

3. Objectives, activities, risks, expected results and performance indicators

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

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

The Board of Trustees' strategic directions set parameters for planning and reporting. Last year, the Museum's executive leadership established desired outcome statements for each of the strategic directions. These describe the benefits the Museum expects to create either for the Canadian public or for the Museum itself. Key initiatives that will contribute to the realization of the Strategic Directions and outcomes have been identified, as well as performance indicators that will measure the Museum's success in delivering them. This year, the desired outcomes, key initiatives and performance indicators were shaped in response to our evolving context and priorities and informed

by strategic foresight work and discussions with the Board, facilitated by a leading expert in the field of museum trends and foresight.

Senior management sets targets that will allow the Museums to meet their strategic objectives and that are measurable on a quarterly basis. It is important to note that a key initiative may be assigned to a specific strategic direction, however the initiatives respond to and support multiple strategies. In this way, there is alignment between each strategic activity and interconnectivity of initiatives, enabling support at all levels of the institution to bolster the Museums' mandate and strategic directions.

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

Outcome: People and communities across Canada contribute to and see themselves reflected in the histories and stories shared by our museums, promoting acceptance, plurality, and equity.

The CMH has identified the following key initiatives to support this strategic direction:

Implement the 2025 - 2028 Research Strategy

- Promote the research strategy, which was renewed in 2024-25, internally and with stakeholders to foster understanding and support.
- Launch key projects that align with and advance the goals of the new strategy.
- Advance the development of a comprehensive Collections Development Plan informed by the new strategy.

Advance the update and renewal of signature galleries at CMH and CWM to reflect the evolving societal context, ensuring these exhibitions remain relevant, accurate, and engaging for contemporary audiences. Advance comprehensive updates to Canadian War Museum signature galleries, including the inclusion of more Indigenous military heritage and culture in CWM.

- Create and program a dedicated space for rotating exhibitions that showcase Indigenous community stories,
- Establish a plan for the collaborative co-development renewal of the First Peoples Hall,
- Conduct ongoing enhancements that increase community voices in the Canadian History Hall to deepen engagement and understanding.

Advance the Renewal of the Canadian Children's Museum

- Develop a robust temporary programming offer during the closure period to maintain continuous audience engagement and interest.
- Accelerate the renewal project with a targeted completion date of late 2027, ensuring it meets the evolving needs of families and children.

Expand and Diversify Outreach through meaningful engagement

- Launch a rebranding initiative to establish a comprehensive brand strategy and enhance public image.
- Present a diverse lineup of special exhibitions to attract varied audiences.
- Renew the traveling exhibitions strategy to expand reach and accessibility.
- Increase the presence of the museums in communities nationwide
- Strengthen strategic partnerships to foster connections and collaboration. In 2025-26, highlights will include partnerships between CMH/CWM and:
 - The Mi'kmawey Debert Cultural Centre for the co-creation of an exhibition
 - Veterans Affairs Canada on a digital education initiative
 - The National Centre for Truth and Reconciliation on special programming for Truth and Reconciliation Week
 - The Canadian Folk Music Awards for a series of concerts as well as programming around the exhibition *Retro: Popular Music in Canada*
 - The Association of American Indian Affairs on international repatriation initiatives
- Gather critical insights that will inform the development of innovative educational and exhibitions products tailored to meet the diverse needs of learners.

Indicators and targets

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

Research & Collections

i. Percentage of acquisitions that fill identified gaps measures the proportion of acquisitions in priority collecting areas. For 2025-26, priority collecting areas will be identified in the 2025-26 Performance Management Framework.

Performance Measurement Indicator	2022-23 Actual	2023-24 Actual	2024-25 Annual Target	2025-26 Annual Target
Percentage of acquisitions that fill identified gaps				
CMH and CWM	N/A	30%	20%	20%

Attendance

Attendance is a strong measure of the Museums' ability to attract visitors through exhibitions, programs and activities that together provide opportunities for Canadians to engage in diverse histories and stories from across the country. **On-site attendance** measures the number of people who enter the buildings of the CMH and CWM. **Paid attendance** measures the number of visitors who purchase an admission ticket. **Online visits** (i.e. number of sessions) measures the number of visits to the CMH and CWM websites, including online exhibitions, blog posts and microsites such as the Teachers' Zone. **Online engagement rate** measures the percentage of engaged sessions on our websites based on duration, conversion events such as buying a ticket, or multiple pageviews.

Performance Measurement Indicator	2022-23 Actual	2023-24 Actual	2024-25 Annual Target	2025-26 Annual Target
ii. On-site attendance (in 000's)				
CMH	387	632	650	655
CWM	229	343	390	400
Total	616	975	1,040	1,055
iii. Paid attendance (in 000's)				
CMH	317	411	380	415
CWM	183	232	220	225
Total	500	643	600	640
iv. Online visits (in 000's)				
CMH	N/A	N/A	N/A	2,000
CWM	N/A	N/A	N/A	2,600
Total	N/A	N/A	N/A (non applicable - baseline year)	4,600
v. Online engagement rate				
CMH	N/A	N/A	N/A	57%
CWM	N/A	N/A	N/A	58%
Total	N/A	N/A	N/A (non applicable - baseline year)	57.5%

Reach

Reach indicators measure the Museums' ability to disseminate programs, research and exhibitions across Canada and abroad. **Travelling education kits** represent the number of education kits (Supply Line and History Box) loaned across the country.

Number of outreach products or programs in provinces and territories across Canada reports on the total number of outreach products or programs delivered outside of museum location to provinces and territories across Canada, including travelling exhibitions; collection loans; live virtual tour or school programs hosted by a museum facilitator; live virtual program or event hosted or co-hosted by a museum facilitator; and public and/or education programs delivered on-site outside of the museum's location.

Performance Measurement Indicator	2022-23 Actual	2023-24 Actual	2024-25 Annual Target	2025-26 Annual Target
vi. Number of travelling education kits loaned				
CMH and CWM	n/a	776	800	800
vii. Number of outreach products or programs in provinces and territories across Canada (TBC by PCH) CMH and CWM				
Number of openings of traveling exhibitions	14	13	13	9
Number of collection loans	20	20	n/a	30
Number of live virtual programs or events hosted or co-hosted by a museum facilitator	n/a	n/a	n/a	n/a (baseline year)
Number of public and/or education programs delivered on-site outside of museum location	n/a	n/a	n/a	n/a (baseline year)

viii. Number of Digital Museums Canada applicants counts the number of applications for a DMC investment, measuring the Museum's goal to increase awareness of this program.

Performance Measurement Indicator	2022-23 Actual	2023-24 Actual	2024-25 Annual Target	2025-26 Annual Target
Number of DMC applicants	59	113	60	80

Events and partnerships:

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

Performance Measurement Indicator	2022-23 Actual	2023-24 Actual	2024-25 Annual Target	2025-26 Annual Target
Number of events and outreach initiatives undertaken in partnership or as collaborations				
Total	45	49	40	48

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

Performance Measurement Indicator	2022-23 Actual	2023-24 Actual	2024-25 Annual Target	2025-26 Annual Target
Number of partnerships initiated for the development of museological projects				
Total	12	15	12	13

Media and engagement:

Traditional media reach refers to the total print circulation and broadcast audience reach, while **Online reach** refers to the value of readership and reach of an article or mention online (desktop, phone, tablet). Not previously tracked information appears as NA.

Performance Measurement Indicator	2022-23 Actual	2023-24 Actual	2024-25 Annual Target	2025-26 Annual Target
xi. Media relations audience reach on Museum and community-led initiatives				
CMH: Traditional media reach	42.2M	167.6M	37M	60M
CMH: Online media reach	n/a	1.84bn	1bn	1.5bn
CWM: Traditional media reach	87.1M	364M	72M	90M
CWH: Online media reach	n/a	3.6bn	1bn	1.7bn
xii. Engagement rate and overall impressions across combined social media channels (YouTube, Instagram, Facebook, X)				
CMH: Engagement rate (%)	2.30%	1.28%	2.37%	0.71%
Overall impressions (in 000's)	30,717	42,597	30,102	24,500
CWM: Engagement rate (%)	3.40%	2.44%	3.50%	0.86%
Overall impressions (in 000's)	25,323	30,290	25,102	21,000
Average engagement rate (%)	2.85%	1.86%	2.94%	0.80%
Total impressions (000's)	56,041	72,887	55,204	45,500

Social media interactions. This indicator is defined by the Department of Canadian Heritage and serves as a common indicator for all national museums. It includes the number of interactions (likes, comments, shares, replies, reposts, use of hashtags, mentions, link clicks, participation in polls or discussions) on YouTube, Instagram, Facebook, X and LinkedIn.

Performance Measurement Indicator	2022-23 Actual	2023-24 Actual	2024-25 Annual Target	2025-26 Annual Target
xiii. Number of Social media interactions				
Total	n/a	n/a	n/a	n/a (baseline year)

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 inspired, motivated and engaged.

The CMH has identified the following key initiatives to support this strategic direction:

Implement the EDIA Strategy and Accessibility Plan: Deliver on commitments outlined in the EDIA (Equity, Diversity, Inclusion, and Accessibility) Strategy's multi-year implementation plan and the Accessibility Plan.

Establish a Framework to Lead the Future Workforce of Museums that increases capacity and shapes the workforce of tomorrow.

- Strengthen relationships with post-secondary institutions to actively shape curricula that align with industry needs and trends and bridge the gap between formal education and professional practice to ensure graduates are well-prepared for real-world challenges.
- Foster a culture of learning and change management within the organization to promote continuous professional development.
- Ensure training to support the increasing integration of AI and new digital technologies to improve workplace efficiency.

Develop and Implement a Change Management Framework that provides tools and resources to effectively bring about organizational transformation, prioritizing people management integration.

Indicators and targets

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

Workforce participation in key voluntary activities

Performance Measurement Indicator	2022-23 Actual	2023-24 Actual	2024-25 Annual Target	2025-26 Annual Target
xiv. Overall workforce participation in All-staff meetings				
CMH and CWM	n/a	n/a	n/a (baseline year)	50%
xv. Overall workforce participation in voluntary initiatives				
CMH and CWM	n/a	n/a	n/a	n/a (baseline year)

Percentage of staff from employment equity (EE) groups

Performance Measurement Indicator	2022 Actual	2023 Actual	2024 Annual Target	2025 Annual Target
xvi. Percentage of staff from employment equity (EE) groups (data for this indicator is collected on a calendar year basis)				
Women	59.7%	60.4%	n/a	n/a
Indigenous peoples	5.6%	4.8%	n/a	n/a
Persons with disabilities	7.2%	6.0%	n/a	n/a
Members of visible minorities	10.1%	10.1%	n/a	n/a
Total	20.7%	20.3%	n/a	n/a

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 about Indigenous histories, the impacts of colonization and the importance of recognizing Indigenous voices, perspectives and rights.

The CMH has identified the following key initiatives to support this strategic direction:

Advance the Renewal of Framework for Indigenous Relations, informed by the national engagement exercise, to ensure it reflects the needs and perspectives of Indigenous peoples, and help re-establish the museum as a leader in this field.

- Complete the National Engagement Exercise with Indigenous Communities
- Enhance information sharing and foster cross-team collaboration on engagement and outreach activities, creating a more unified approach and stronger, lasting relationships.

Implement the renewed repatriation policy and proactively advance the repatriation of ancestral remains and belongings in our care:

- Lead the field of museology by actively influencing and supporting national and international museum practices, fostering collaboration to collectively enhance best practices and uphold our commitments to UNDRIP.
- Increase internal capacity across divisions to ensure the Corporation is fully equipped to prioritize and implement these vital initiatives effectively.

Prioritize the preservation and revitalization of Indigenous languages by implementing focused efforts to promote and celebrate these vital cultural assets.

- Increase awareness and enhance access to indigenous language resources within the CMH archives.
- Integrate Indigenous Languages in programs, exhibitions, and education, and collaborate with communities to offer engaging programs centered on Indigenous languages, fostering deeper connections and understanding.

Indicators and targets

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

Policies, procedures, and protocols that have been reviewed, updated or developed in compliance with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)

Performance Measurement Indicator	2022-23 Actual	2023-24 Actual	2024-25 Annual Target	2025-26 Annual Target
xvii. Total number of policies and procedures, and protocols that have been reviewed, updated or developed in compliance with UNDRIP				
CMH and CWM	n/a	n/a	n/a	n/a (baseline year)

Number of consultations of Indigenous cultural materials and/or archival collections

Performance Measurement Indicator	2022-23 Actual	2023-24 Actual	2024-25 Annual Target	2025-26 Annual Target
xviii. Number of consultations of Indigenous cultural materials and/or archival collections				
CMH and CWM	n/a	n/a	n/a	1,000

Strategic Direction 4: Build organizational resilience through sustainable practices.

Outcome: The Museum plans and operates with foresight and accountability.

The CMH has identified the following key initiatives to support this Strategic Direction:

Deliver and Implement an Environmental Sustainability Implementation Plan to support the newly established Sustainability Policy and address findings from the 2024-25 Sustainability Audit. This framework will guide the institution's efforts to reduce its environmental impact and promote sustainable practices.

Establish a foundation, dedicated to driving transformative capital campaigns and major gifts in support of the Museum's strategic directions and identified priorities

Indicators and targets

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

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

Performance Measurement Indicator	2022-23 Actual	2023-24 Actual	2024-25 Annual Target	2025-26 Annual Target
ixx. Dollar value of fundraising activities (in 000's)				
CMH and CWM	2,026	1,810	2,300	1,500

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

Performance Measurement Indicator	2022-23 Actual	2023-24 Actual	2024-25 Annual Target	2025-26 Annual Target
xx. Dollar value of revenue generating activities (in 000's)				
CMH and CWM	13,264	17,482	17,074	17,338

Number of policies that are renewed or developed measures the progress made on renewing and maintaining corporate policies.

Performance Measurement Indicator	2022-23 Actual	2023-24 Actual	2024-25 Annual Target	2025-26 Annual Target
xxi. Number of policies that are renewed or developed				
CMH and CWM	1	7	12	12

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.

The CMH has identified the following key initiative to support this strategic direction:

Deliver on the Digital Transformation Plan Commitments

This initiative will transform the Museum into a cutting-edge cultural innovator, reimagining our technological foundations and pioneering dynamic digital experiences, including an increased use of AI, that redefine visitor engagement and institutional operations, setting new standards for cultural institutions worldwide.

- Human Resources Information System (HRIS) review project: Streamline HR processes, improve data management, and enhance efficiency in people management
- Modernize Points of Sale and Client Interfaces: Implement automated systems to optimize operations, reporting and decision-making.
- Design and implement a digital collection inventory system for both museums.
- Increase Digital Offerings: Enhance online engagement and expand access to digital resources through the Digital Transformation Roadmap and Action Plan across web, social media, and podcasting platforms, to connect with a diversity of audiences in consideration of changing demographics.
- Initiate training, partnership development, and pilot projects that enable the Museum to experiment with and deploy innovative AI, AR, VR, and XR technologies to create more immersive experiences for visitors while democratizing access to cultural heritage
- Develop a Digital Media Data Analysis Framework: Establish a new data framework to support informed decision-making and trend analysis.
- Identify and advance policies in support of the new framework, including AI guidelines to advance and support responsible product innovation and ethical AI practices, ensuring alignment with strategic goals and regulatory standards based on insights from pilot initiatives

Indicators and targets

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

Digitization and Access to Collections and Content:

Number of digitizations of national collection items that are shared online

measures the number of images of collection items (artefacts and archival documents) that are made accessible online during the year.

Performance Measurement Indicator	2022-23 Actual	2023-24 Actual	2024-25 Annual Target	2025-26 Annual Target
xxii. Number of digitizations of national collection items that are shared online				
Total	n/a	16,694	12,000	13,000

Number of hybrid or virtual components to events and outreach initiatives

Performance Measurement Indicator	2022-23 Actual	2023-24 Actual	2024-25 Annual Target	2025-26 Annual Target
xxiii. Number of hybrid or virtual components to events and outreach initiatives				
CMH and CWM	n/a	n/a	n/a (baseline year)	12

4. Financial statements

The Corporation's total budget is \$114.20 million for 2025-26, consisting of \$80.36 million from parliamentary appropriations (includes \$2.3 million in capital budget), \$19.44 million from revenues, \$5.70 million from restricted equity and \$8.70 million from deferred appropriations. The Corporation faces continued financial pressures due to the ongoing impacts of global economic instability and increased inflation, as well as challenges in keeping two aging buildings in good condition with insufficient capital funds.

With Budget 2023 temporary funding sunseting on March 31st, 2025, this will have a significant impact on the Museum's ability to safeguard its National Collections, Indigenous belongings and two iconic buildings and ensure the safety of its employees and visitors. Existing unrestricted net assets of \$7 million could cover this reduction in funding until March 2026. With an annual capital budget of \$2.50 million supplemented by an additional \$2.3 million in 2025-26, capital funding is not sufficient to address over \$115 million of identified priority capital projects for both of its iconic buildings.

Parliamentary Appropriations

The base parliamentary appropriation for the Corporation's operating and capital budgets is expected to reach \$80.36 million (\$75.56 million in operating and \$4.80 million in capital (includes \$2.3 million in additional funding in 2025-26).

Revenues

The Corporation anticipates that 2025-26 attendance-driven revenues, such as admission, Boutique and parking revenues, will continue to be impacted by reduced international tourism. Although the number of rental events is on the rise, clients faced with their own financial pressures are opting for smaller scale events. The Corporation will attempt to mitigate these impacts through adjustments to its commercial operations and revenue models, and by strengthening its efforts to attract local and regional audiences, as well as group markets. It is also working towards the establishment of a foundation to support efforts to generate increased revenues.

Operating Budget

The Museums' operating budgets, including those for exhibitions and programming, have been adjusted to reflect high inflation and to strategically align resources to key initiatives in order to deliver on our strategic directions.

**PRO FORMA STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31**

(in thousands of dollars)	2023-24 Actual	2024-25 Forecast	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-30 Projection
ASSETS							
Current Assets							
Cash	15,211	16,478	17,109	10,539	8,234	11,274	10,824
Restricted Cash and Investments	4,328	3,751	3,956	7,614	5,500	2,700	2,100
Investments	20,089	8,611	5,400	8,525	13,280	5,580	5,400
Accounts Receivable	3,407	2,000	2,000	2,000	2,000	2,000	2,000
Inventories	665	850	1,000	1,000	1,000	1,000	1,000
Prepaid Expenses	1,128	550	550	550	550	550	550
	44,828	32,240	30,015	30,228	30,564	23,104	21,874
Other Assets							
Restricted Investments	13,890	14,496	14,691	12,933	12,233	14,933	15,433
Investments	75,311	79,556	78,156	72,631	67,351	70,771	70,951
Collection	1	1	1	1	1	1	1
Capital Assets	179,785	185,336	186,314	180,948	170,958	158,953	146,411
	313,815	311,629	309,177	296,741	281,107	267,762	254,670
LIABILITIES AND EQUITY							
Current Liabilities							
Accounts Payable and Accrued Liabilities	20,359	12,000	12,000	12,000	12,000	12,000	12,000
Deferred Contributions	24,002	23,739	24,109	25,789	22,545	21,805	20,855
Unearned revenues	597	750	750	750	750	750	750
	44,958	36,489	36,859	38,539	35,295	34,555	33,605
Other Liabilities							
Employee future benefits	16,869	18,869	20,869	22,869	24,869	26,869	28,869
Asset retirement obligation	5,164	5,164	5,164	5,164	5,164	5,164	5,164
Deferred Contributions - National Collection Fund	11,471	11,371	11,271	11,171	11,071	10,971	10,871
Deferred Contributions Related to Capital Assets	166,878	171,304	166,625	150,652	137,463	125,132	113,514
	200,382	206,708	203,929	189,856	178,567	168,136	158,418
Net Assets							
Unrestricted	7,705	7,705	7,705	7,705	7,705	7,705	7,705
Internally Restricted for Permanent Exhibit Renewal	19,664	19,621	19,578	19,535	18,434	16,260	13,836
Investment in capital assets	40,868	40,868	40,868	40,868	40,868	40,868	40,868
Accumulated remeasurement losses	238	238	238	238	238	238	238
	68,475	68,432	68,389	68,346	67,245	65,071	62,647
	313,815	311,629	309,177	296,741	281,107	267,762	254,670

Note: compiled using Public Sector Accounting Standards

PRO FORMA STATEMENT OF OPERATIONS
FOR THE YEARS ENDING MARCH 31, 2024 TO 2030

(in thousands of dollars)	2023-24 Actual	2024-25 Forecast	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-30 Projection
Government Funding							
Parliamentary Appropriation - operating	71,151	75,561	75,561	75,561	75,561	75,561	75,561
Parliamentary Appropriation - capital *	2,500	2,500	4,800	2,500	2,500	2,500	2,500
Add: Budget 2023	5,056	5,056	0	0	0	0	0
Collective Agreements	6,857	0	0	0	0	0	0
Amount deferred for specific projects	(10,700)	(2,270)	(2,200)	(2,200)	(2,200)	(2,200)	(2,200)
Deferred appropriation used in current year	4,056	21,127	10,900	2,595	2,880	2,965	3,300
Amount used to purchase depreciable assets	(2,500)	(20,963)	(13,370)	(2,575)	(2,650)	(2,525)	(2,650)
Amortization of deferred capital funding	15,332	16,537	18,049	18,548	15,839	14,856	14,268
	91,752	97,548	93,740	94,429	91,930	91,157	90,779
Revenue of the Corporation							
General Admission & Programs	6,317	6,176	7,040	5,655	6,235	8,075	8,365
Facility Rentals, Events & Concessions	3,258	3,098	3,070	3,575	3,800	4,025	4,310
Boutique Sales	1,695	1,650	1,760	1,845	2,075	2,155	2,235
Parking	1,683	1,670	1,948	1,580	1,680	2,240	2,350
Net investment income	3,920	4,000	3,000	2,500	2,000	1,500	1,500
Travelling Exhibits	75	104	50	70	100	150	215
Memberships	451	400	400	200	200	450	450
Other	83	56	70	70	70	70	70
Sub total	17,482	17,154	17,338	15,495	16,160	18,665	19,495
Use of donations - NCF	28	100	100	100	100	100	100
Use of donations - History/CCM Projects	601	19	0	0	5,214	0	0
Use of other donations/sponsorships	2,155	2,060	2,000	1,500	1,500	2,500	2,500
	20,266	19,333	19,438	17,095	22,974	21,265	22,095
Expenses							
Collect and Research	16,164	16,408	16,045	15,678	16,134	16,021	16,100
Exhibit, Educate and Communicate	27,731	32,518	31,061	30,274	30,846	30,611	31,166
Facilities	41,886	42,737	42,424	42,416	44,062	43,432	43,204
Corporate Management	25,554	25,261	23,691	23,199	24,963	24,532	24,828
	111,335	116,924	113,221	111,567	116,005	114,596	115,298
Excess (deficiency) of revenues over expenses	683	(43)	(43)	(43)	(1,101)	(2,174)	(2,424)

Note: compiled using Public Sector Accounting Standards

* The 2025-26 amount includes \$2.3M, funding which requires parliamentary approval

The deficit position forecasted is resulting from the use of restricted net assets to fund renewal of permanent galleries.

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

(in thousands of dollars)	2023-24 Actual	2024-25 Forecast	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-30 Projection
OPERATING ACTIVITIES							
Cash receipts (clients)	18,792	14,714	14,338	12,995	14,160	17,165	17,995
Cash receipts (parliamentary appropriation)	80,042	80,617	75,561	75,561	75,561	75,561	75,561
Cash paid (employees)	(42,898)	(35,594)	(37,666)	(39,028)	(39,866)	(41,249)	(41,249)
Cash paid (suppliers)	(55,566)	(52,251)	(47,043)	(51,873)	(57,049)	(54,292)	(54,407)
Restricted contributions and related investment income	1,253	1,530	2,000	3,000	3,500	2,000	2,000
Interest received	3,762	4,000	3,000	2,500	2,000	1,500	1,500
Cash flows from operating activities	5,385	13,016	10,190	3,155	(1,694)	685	1,400
INVESTING ACTIVITIES							
Increase in investments and restricted investments	(59,239)	(13,000)	(6,017)	(5,322)	(11,000)	(13,200)	(7,580)
Decrease in investments and restricted investments	55,802	20,233	10,628	7,722	13,105	17,480	7,580
Cash flows used in investing activities	(3,437)	7,233	4,611	2,400	2,105	4,280	0
CAPITAL ACTIVITIES							
Acquisition of capital assets *	(14,050)	(22,131)	(19,070)	(13,225)	(6,950)	(5,025)	(4,150)
FINANCING ACTIVITIES							
Parliamentary appropriation for the acquisition of capital assets *	5,349	2,500	4,800	2,500	2,500	2,500	2,500
Increase (decrease) in cash and restricted cash	(6,753)	618	531	(5,170)	(4,039)	2,440	(250)
Cash and restricted cash, beginning of year:							
Cash	20,648	15,211	16,478	17,109	10,539	8,234	11,274
Restricted cash	3,699	2,383	1,734	1,634	3,034	1,300	700
	24,347	17,594	18,212	18,743	13,573	9,534	11,974
Cash and restricted cash, end of year:							
Cash	15,211	16,478	17,109	10,539	8,234	11,274	10,824
Restricted cash	2,383	1,734	1,634	3,034	1,300	700	900
	17,594	18,212	18,743	13,573	9,534	11,974	11,724

Note: compiled using Public Sector Accounting Standards

* The 2025-26 amount includes \$2.3M, funding which requires parliamentary approval

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

(in thousands of dollars)	2023-24 Actual	2024-25 Forecast	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-30 Projection
Unrestricted							
Net Assets beginning of year	6,979	7,705	7,705	7,705	7,705	7,705	7,705
Excess (deficiency) of revenues over expenses	726	0	0	0	0	0	0
Transfer (to)/from Internally Restricted Net Assets	0	0	0	0	0	0	0
	7,705	7,705	7,705	7,705	7,705	7,705	7,705
Internally Restricted							
Net Assets beginning of year	19,707	19,664	19,621	19,578	19,535	18,434	16,260
Excess (deficiency) of revenues over expenses	(43)	(43)	(43)	(43)	(1,101)	(2,174)	(2,424)
Transfer from/(to) Unrestricted Net Assets	0	0	0	0	0	0	0
	19,664	19,621	19,578	19,535	18,434	16,260	13,836
Investment in capital assets							
Net Assets beginning of year	40,868	40,868	40,868	40,868	40,868	40,868	40,868
Excess (deficiency) of revenues over expenses	0	0	0	0	0	0	0
	40,868	40,868	40,868	40,868	40,868	40,868	40,868
Accumulated remeasurement losses							
Net Assets beginning of year	(357)	238	238	238	238	238	238
Excess (deficiency) of revenues over expenses	90	0	0	0	0	0	0
Net change in accumulated losses	505	0	0	0	0	0	0
	238	238	238	238	238	238	238

Note: compiled using Public Sector Accounting Standards

SUMMARY OF OPERATING AND CAPITAL BUDGETS
FOR THE YEARS ENDING MARCH 31, 2024 TO 2030

(in thousands of dollars)	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget	2028-29 Budget	2029-30 Budget
Operating	94,082	100,344	95,129	92,976	99,065	97,566	98,606
Capital	20,490	22,131	19,070	13,225	6,950	5,025	4,150
Sub-total	114,572	122,475	114,199	106,201	106,015	102,591	102,756
Less: revenues	19,565	19,333	19,438	17,095	22,974	21,265	22,095
restricted equity	1,750	1,168	5,700	10,650	4,300	2,500	1,500
deferred funding	14,950	18,857	8,700	395	680	765	1,100
Government Funding Required	78,307	83,117	80,361	78,061	78,061	78,061	78,061

Note: compiled on the cash basis of accounting

OPERATING AND CAPITAL BUDGET BY CORE RESPONSIBILITY
FOR THE YEARS ENDING MARCH 31, 2024 TO 2030

(in thousands of dollars)	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget	2028-29 Budget	2029-30 Budget
Collect and Research	16,112	16,408	16,045	15,678	16,134	16,021	16,100
Exhibit, Educate & Communicate	30,369	30,537	33,347	37,539	33,138	30,857	30,192
Facilities	45,958	50,269	41,116	29,785	31,780	31,181	31,636
Corporate Management	22,133	25,261	23,691	23,199	24,963	24,532	24,828
Sub-total	114,572	122,475	114,199	106,201	106,015	102,591	102,756
Less: revenues	19,565	19,333	19,438	17,095	22,974	21,265	22,095
restricted equity	1,750	1,168	5,700	10,650	4,300	2,500	1,500
deferred funding	14,950	18,857	8,700	395	680	765	1,100
Total budget requirement	78,307	83,117	80,361	78,061	78,061	78,061	78,061

Note: compiled on the cash basis of accounting

OPERATING AND CAPITAL BUDGET AT SUB-SUB RESPONSIBILITY LEVEL

(in thousands of dollars)	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget	2028-29 Budget	2029-30 Budget
COLLECT AND RESEARCH							
Collections							
Canadian Museum of History	5,287	3,583	3,502	3,475	3,576	3,551	3,568
Canadian War Museum	2,326	2,441	2,385	2,365	2,436	2,418	2,430
	7,613	6,024	5,887	5,840	6,012	5,969	5,998
Research							
Canadian Museum of History	4,150	5,385	5,260	5,217	5,374	5,335	5,363
Canadian War Museum	1,199	1,599	1,566	1,312	1,354	1,344	1,351
	5,349	6,984	6,826	6,529	6,728	6,679	6,714
Library & Archives							
Canadian Museum of History	2,550	2,876	2,832	2,817	2,873	2,859	2,869
Canadian War Museum	600	524	500	492	521	514	519
	3,150	3,400	3,332	3,309	3,394	3,373	3,388
	16,112	16,408	16,045	15,678	16,134	16,021	16,100
EXHIBIT, EDUCATE AND COMMUNICATE							
Exhibitions							
Canadian Museum of History	10,313	11,023	10,231	10,011	10,801	10,606	10,742
Canadian War Museum	2,497	3,060	2,681	2,478	2,802	2,722	2,777
	12,810	14,083	12,912	12,489	13,603	13,328	13,519
Programs							
Canadian Museum of History	5,907	4,944	5,002	4,979	5,066	5,044	5,059
Canadian War Museum	904	805	777	663	697	688	694
	6,811	5,749	5,779	5,642	5,763	5,732	5,753
Publications							
Canadian Museum of History	279	250	243	240	250	248	250
Canadian War Museum	49	95	88	86	94	92	93
	328	345	331	326	344	340	343
Communications							
Canadian Museum of History	6,540	7,710	7,215	7,048	7,652	7,504	7,608
Canadian War Museum	2,130	1,482	1,410	1,384	1,476	1,453	1,469
	8,670	9,192	8,625	8,432	9,128	8,957	9,077
Capital projects							
Canadian Museum of History	1,750	1,168	5,700	10,650	3,300	0	0
Canadian War Museum	0	0	0	0	1,000	2,500	1,500
	1,750	1,168	5,700	10,650	4,300	2,500	1,500
	30,369	30,537	33,347	37,539	33,138	30,857	30,192
CORPORATE MANAGEMENT							
Revenue Generating Activities							
Canadian Museum of History	5,594	6,063	5,651	5,515	6,020	5,896	5,981
Canadian War Museum	1,409	1,687	1,526	1,472	1,667	1,619	1,653
	7,003	7,750	7,177	6,987	7,687	7,515	7,634
Corporate Services							
Canadian Museum of History	9,376	10,263	9,729	9,538	10,200	10,041	10,147
Canadian War Museum	2,738	2,586	2,454	2,408	2,572	2,531	2,560
	12,114	12,849	12,183	11,946	12,772	12,572	12,707
Governance							
Canadian Museum of History	2,256	3,485	3,238	3,190	3,368	3,323	3,355
Canadian War Museum	760	1,177	1,093	1,076	1,136	1,122	1,132
	3,016	4,662	4,331	4,266	4,504	4,445	4,487
	22,133	25,261	23,691	23,199	24,963	24,532	24,828
FACILITIES							
Facilities management							
Canadian Museum of History	20,229	22,524	21,404	21,019	22,397	22,057	22,294
Canadian War Museum	6,989	6,782	6,342	6,191	6,733	6,599	6,692
	27,218	29,306	27,746	27,210	29,130	28,656	28,986
Capital projects							
Canadian Museum of History	18,515	19,083	11,870	1,650	2,650	2,525	2,650
Canadian War Museum	225	1,880	1,500	925	0	0	0
	18,740	20,963	13,370	2,575	2,650	2,525	2,650
	45,958	50,269	41,116	29,785	31,780	31,181	31,636
Total Canadian Museum of History	90,996	97,189	86,177	74,699	80,227	78,989	79,886
Total Canadian War Museum	21,826	24,118	22,322	20,852	21,488	21,102	21,370
Grand Total	114,572	122,475	114,199	106,201	106,015	102,591	102,756

Note: compiled on the cash basis of accounting