



CANADIAN
MUSEUM
OF HISTORY
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DE L'HISTOIRE



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DE LA GUERRE

**SUMMARY OF THE CORPORATE PLAN OF THE CANADIAN MUSEUM OF HISTORY
for the planning period 2026-27 to 2030-31**

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Executive summary

This Corporate Plan Summary for 2026–27 is being developed at a time of significant transition. During 2025–26, the Museum undertook major organizational and operational changes in response to the Government of Canada’s Comprehensive Expenditure Review (CER) and the Corporation’s structural deficit, including workforce reductions. These changes are shaping our future, as the Museum moves beyond a business-as-usual model and advances new ways of working that support long-term sustainability and the continued delivery of its mandate.

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 five new strategic directions to guide the Corporation for the five-year period from 2023–24 to 2027–28. In September 2025, after assessing multi-year progress and considering the current context, the Board and Museum Management made a forward-looking decision to focus on three strategic directions for 2026–27 and 2027–28, providing a strong and focused direction for the Corporation. The remaining two Directions will become a foundation of the Museum’s first Management Agenda, a coordinated effort to align and optimize workplace, workforce, business processes, and technology. For the remaining period of the strategic cycle, the museum will centre the following Strategic Directions planning and Key Initiatives delivery, concentrating institutional transformation efforts where public impact will be greatest.

- 1. Engage people from across Canada in diverse histories and stories.**
- 2. Advance reconciliation and strengthen our commitment to recognizing the rights of Indigenous Peoples.**
- 3. Leverage technology to drive innovation and deepen access to Museum activities.**

The Strategies, Outcomes, and Key Initiatives for 2026–27 are grounded in the strength of the museum’s research, the depth of the National Collection, and the expertise of a talented workforce. Leveraging the full capacity of the corporation, from curatorial excellence to technological innovation, the Museum aims to renew signature exhibitions, expand access to collections, and enhance how audiences experience history. With a continued commitment to collaboration and public value, this strategy positions the Museums as national leaders in cultural stewardship, public engagement, and innovation; ensuring the work remains relevant, trusted, and impactful for all Canadians.

The Museum is committed to ensuring that communities around the nation see themselves reflected in research, collections, exhibitions, and initiatives, and feel they can engage without barriers in impactful dialogue and experiences while contributing to a dynamic national narrative. The Museum is actioning 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 its mandate and engages with people across Canada.

The Government of Canada announced in Budget 2025 the results of its Comprehensive Expenditure Review (CER) to ensure responsible, cost-effective spending across public institutions. The impact for the Museum is a reduction in its operating budget of \$2.4 million in 2026-27, \$4.3 million in 2027-28, \$5.9 million in 2028-29 and ongoing. The Government of Canada also approved the Canadian Museum of History's reintegration of their Employees Benefit Plan to the Federal Public Service Plans as part of CER.

The current annual base capital funding of \$2.5 million remains insufficient to address requirements for the preservation of collections and Indigenous belongings, lifecycle maintenance and repairs associated with the Corporation's two iconic national sites, combined with the requirements to invest in IT, security, and digital infrastructure. The Corporation estimates that it would require at least a total of \$12.5 million in annual capital funding to maintain both its sites, IT and security infrastructure. The limited capital resources will be prioritized to ensure the most pressing projects are completed, but the magnitude of these investments impacts the Museums' ability to innovate and ensure sustainability. The government has renewed an additional \$2.3 million in capital funding for the 2026-27 fiscal year, , to help alleviate these pressures.

To help address ongoing financial challenges, an independent Foundation is being established to provide a platform for fundraising, donor relations, and partnerships in support of the Museums. Its objectives include advancing education, supporting conservation efforts, funding capital improvements, enhancing public visibility, and enabling research initiatives aligned with the Museum's mandate.

The Corporation will continue to implement the recommendations outlined by the Office of the Auditor General (OAG) in its 2023 Special Examination Report, as well as the recommendations arising from the 2024 internal audit of environmental performance and the 2025 internal audit of cyber and data security.

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 Identity and Culture and Minister responsible for Official Languages 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 increasing 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.

The environmental factors outlined below are presented in no particular order of priority; rather, they reflect a high-level scan of the internal and external context informing this Corporate Plan.

Internal Environment

Financial Outlook

While addressing the CER reductions and its operational structural deficit, the Museum continues to face challenges from global economic uncertainty affecting attendance and operations. Long-term financial stability remains a priority, supported by enhanced reporting, aligned planning processes, and the creation of a new Foundation. The Foundation will help fund collection preservation, capital investments, programming, digital innovation, education, and the growth of the national collection.

Strategic Planning

In October 2022, the Board of Trustees approved the Museum’s Strategic Directions for 2023–24 to 2027–28. Over the past three years, the Museum has made significant progress toward these goals, ensuring that projects and resource allocations align with strategic priorities, fostering a culture of innovation, continuously assessing

technological needs, and engaging proactively with partners to meet evolving expectations.

To further support the implementation of these directions, the Museum has developed its first Management Agenda, an internally focused strategic plan emphasizing workplace and workforce development, as well as innovation and modernization in business processes and technology. In fall 2025, the strategic directions were streamlined and realigned to reflect a more focused strategic outlook.

Technology and Digital Infrastructure

The Museum is committed to investing in innovative initiatives that drive meaningful change across its operations and programming while also advancing modernization efforts. These two priorities work in tandem to strengthen institutional capacity and ensure long-term relevance. The Museum recognizes the importance of leveraging technology and modernizing its digital infrastructure to enhance visitor engagement and improve operational efficiencies. Its Digital Transformation Roadmap, along with targeted investments in digital tools, resources and experiences will improve access and automation and better meet evolving audience expectations in a digital-first environment.

Employee Wellbeing and Workforce Capacity

The Museums have implemented a comprehensive cultural transformation action plan, to create a workplace culture founded on belonging, trust, and respect while providing opportunities for professional growth and skill development. The Museums are addressing evolving workforce needs through long-term capacity building and succession planning strategies, including a Leadership Development Program designed to cultivate accountability, innovation, and engagement. Ongoing priorities focus on staff training, particularly in key areas such as AI integration and digital innovation, to meet the Museums' evolving needs. These commitments to culture and capacity building are taking place during a period of workforce reductions and fiscal constraint. As staffing levels decrease, the Museum is placing additional emphasis on supporting employee well-being, managing workload impacts, and prioritizing targeted skill development to ensure that remaining staff are equipped to meet evolving operational needs.

An Evolving Workplace

The Museum is committed to improving business processes and operational efficiency through innovation and modernization. In 2025, the Museum renewed its hybrid work model, increasing in-office days to strengthen collaboration, interaction, and staff integration. A new Human Resources Information System (HRIS) is being implemented to enhance efficiency, supported by infrastructure investments and training to ensure the model's long-term success. In parallel, the Museum is streamlining workflows and leveraging digital tools and artificial intelligence to optimize operations and adapt its workforce to evolving priorities. These efforts collectively aim to build a more agile, connected, and future-ready organization. The Museum's modernization efforts are also shaped by reduced operating budgets and a leaner workforce, underscoring the need to streamline processes, accelerate digital adoption, and strengthen operational efficiency.

These measures are essential to sustaining service delivery and maintaining organizational agility within tightened financial and human resource parameters.

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 diverse 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.

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. 10 of these have been fully addressed, with one remaining recommendation on track for completion by the end of fiscal year 2025-26.

External Environment

Global Economy

Current global and domestic economic conditions continue to pose significant challenges for the Museum. Inflation, soft economic growth, and a global shift in travel contribute to uncertainty around visitation trends. Global trade disruptions and shifting supply chains continue to affect the cost and availability of materials and services essential to museum operations, exhibitions, and infrastructure projects. Government spending reductions, wage pressures, and ongoing labour shortages compound these challenges, while rising living costs affect discretionary spending on arts and culture. The same economic pressures are reflected in the fundraising and sponsorship landscape, where competition for limited philanthropic and corporate resources has intensified.

Geopolitics, polarization and Canadian Identity

Growing polarization, social divisions and decreasing trust in governments and institutions are becoming more pronounced across the country, with heightened focus on questions of Canadian unity and national identity amid various internal and external pressures. At the same time, shifting global dynamics, geopolitical tensions, and evolving international relations are reshaping Canada's position and influence on the world stage. These intersecting societal and geopolitical shifts are intensifying expectations for museums to play a more active role in fostering dialogue, building bridges across communities, and helping to shape narratives around Canadian identity, shared values, and Canada's place in the world.

Relations with Indigenous Peoples

With the continuing increase in 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 continued alignment with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). Fostering good relations within our 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

In fall 2023, the Museum launched its Equity, Diversity, Inclusion and Accessibility (EDIA) Strategy, structured around four pillars: inclusive organizational culture, diverse workforce, representative collections and exhibitions, and accessible public engagement. Implementation has focused on building foundational elements, including reviewing internal policies, developing the Museum's first EDIA policy, and taking initial steps to diversify collections and exhibitions. The Museum remains committed to embedding these principles across all aspects of its work, ensuring it reflects and serves the diverse communities it engages with while enhancing its relevance as a national cultural institution.

Tourism and Economic Trends

The Canadian tourism market showed a mixed recovery in 2025, with domestic growth partially offsetting modest international gains, which remain below 2019-2020 levels. While U.S. visitor arrivals declined and Asia-Pacific markets continue to lag, some European markets, particularly the National Capital Region, experienced modest increases due to the resumption of key flights. National museums benefited from overall attendance growth, supported in part by federal programs such as the Canada Strong Pass, which increased access for youth and boosted domestic visitation. The Museum continues to focus on targeted marketing strategies to attract international visitors while strengthening domestic engagement, ensuring sustained attendance and relevance in a competitive cultural landscape.

Climate Change and Sustainability

With a commitment to preserving cultural heritage, the Corporation faces growing challenges posed by climate change. This includes protecting collections and advancing climate action. The Corporation has identified flooding risks resulting from heavy rainfall, rising river water levels, and infrastructure constraints, as well as the risks of severe weather events such as tornadoes, extreme heat, and high humidity, as the most significant physical risks to its facilities and collections related to climate change. Transition risks include regulatory changes aimed at reducing greenhouse (GHG) emissions and shifts in market preferences toward more sustainable practices and products. In response, the Corporation has developed the Environmental Sustainability Policy and started reporting on its GHG emissions, waste, and other environmental metrics. The Corporation will also work on implementing the recommendations of the 2024 internal audit, which emphasize integrating environmental sustainability into operations.

AI, Technological Advances, and Digital Transformation

The Museum recognizes that AI offers significant opportunities to support innovation in operations and audience engagement, but that it must be leveraged responsibly, ethically, and in ways that mitigate associated risks. By advancing pilot projects and pursuing staff training and upskilling, the Museum is exploring the transformative potential and power of AI. To enhance online engagement, the Museum is augmenting its digital presence with new and expanded offerings, including digital-first products, as well as on demand virtual and hybrid events that enable access across geographical boundaries. Furthermore, the Museum is investing in its digital infrastructure, strengthening cyber defenses, and conducting ongoing audits to protect systems and data in an environment where AI advancements are rapidly increasing both opportunities and risks. The Museum is 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 audiences around the world.

Regulatory Environment

Aligning operations with the government's regulatory requirements and legislative obligations remains a critical priority for the Museum. Increased compliance and reporting requirements over recent years have placed additional demands on resources, potentially diverting attention from other strategic priorities. Ongoing monitoring and assessment of resource needs will be essential to address these pressures and maintain alignment with government expectations. In light of government funding reductions, the Museum will need to rethink and reprioritize how it meets its fiduciary responsibilities while continuing to deliver on its mandate.

Alignment with Government Priorities and Direction

The Corporation's plans for 2026–27 are firmly grounded in the Government of Canada's mission priorities and the direction set out in the Prime Minister's mandate letter (May 21, 2025), as well as the expectations reflected in the CEO's performance

agreement. The Museum's strategy places particular emphasis on supporting the Government's commitment to delivering results for Canadians and executing the Comprehensive Expenditure Review.

Central to this alignment is the Museum's role in strengthening national identity. Through exhibitions, research, and public programming, the Corporation will continue to showcase the diversity of Canada's past and present while advancing the Government's values-based priorities. This includes supporting reconciliation by implementing commitments under UNDRIP, Bill C-15, and the UNDA Action Plan; building respectful, rights-affirming partnerships with Indigenous Peoples; and increasing the visibility and revitalization of Indigenous languages across the Museum's content and platforms. These actions reinforce broader public service-wide commitments to accessibility, anti-racism, equity, diversity, and inclusion.

The Museum also contributes to government objectives internationally through cultural diplomacy initiatives that highlight Canadian stories and expertise on the global stage. Internally, the Corporation is dedicated to cultivating a healthy, diverse, and inclusive workforce, while embedding sustainability and resilience across its real property portfolio and operations.

To support the Government's focus on effectiveness, simplification, and accountability, the Museum is undertaking targeted modernization efforts across its business practices. This includes streamlining workflows, reducing duplication, and adopting digital tools, AI-enabled solutions, and updated technology infrastructure to enhance productivity, accessibility, and service delivery. Clear organizational accountabilities and strengthened performance management frameworks will ensure responsible stewardship of resources and improved outcomes for Canadians.

Finally, the Museum continues to uphold the highest standards of transparency and good governance. This includes meeting obligations related to access to information, human resources policy, procurement requirements under international trade agreements, and the Policy on Official Languages. These practices ensure the consistent delivery of high-quality, bilingual public services and reinforce the Corporation's accountability to Canadians.

Past Performance

On-site attendance in 2024–25 reached 999,000, coming close to the annual target and exceeding the previous year's total by 24,000. Paid attendance reached 639,000, slightly above the sales target, with strong ticket sales driven largely by the opening of new exhibitions, dynamic programming and increase in events and activities.

Exhibitions presented at the Museum of History in that period include **First Royals of Europe**, presented in partnership with the Field Museum in Chicago, a successful exhibition covering 6,500 years of history, from the Neolithic Age to the end of the Iron Age and the dawn of empires; **Indian Residential School Memorial Monument**, a monumental sculpture created by Kwagu'ł master carver Stanley C. Hunt that invites visitors to reflect on the enduring legacy of Canada's Indian residential school system,

the travelling exhibition **Witness Blanket**, and the **Olympic Torches: Let the Games Begin!** and **Weaving Relationships, Building Community** displays.

The War Museum saw the openings of **Outside the Lines – Women Artists and War**, an exhibition exploring the evolving perspectives of women on war and conflict featuring paintings, sculptures and textiles, created by 52 women artists over more than two centuries, the online exhibition **In Their Own Voices: Stories From Canadian Veterans and Their Loved Ones**, featuring 50 video and audio clips drawn from more than 200 interviews, and exploring the post-war and post-service experiences of Canadian veterans and their loved ones from the Second World War to the present day. Panel displays and exhibitions included **Liberation! Canada and the Netherlands, 1944–1945** and **Cyprus – A Divided Island**.

In 2024-25, two new souvenir catalogues were published for special exhibitions at both museums. 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 also supported publication of two volumes in UBC's Studies in Canadian Military History series and the latest volumes of the peer-reviewed journal *Canadian Military History*.

For further details on past performance, please consult the 2024-25 annual report (<https://www.historymuseum.ca/wp-content/uploads/2025/10/annual-report-2024-2025.pdf>).

Results for the first two quarters of 2025-26 show onsite and paid attendance above target and recovering steadily. The Canada Strong Pass program had a positive effect on attendance for both museums and is expected to impact positively on visitation over the 2025 holiday period and again in summer 2026. CMH visitation numbers also benefitted from additional events, programming and ticketed attendance. At both Museums, summer attendance was positively impacted as a result of steady group visitation, increased tourism in the region and summer festivals attendance.

3. Objectives, activities, expected results and performance indicators

In September 2025, the Board of Trustees and museum leadership reviewed the existing strategic directions to guide the Corporation's activities and programs in the five-year period from 2023-24 to 2027-28. As the museum reaches the mid-point of the five-year strategic cycle, this review focused on progress and impact within evolving financial pressures and operational realities. A decision was made to focus on the following three strategic directions:

- 1. Engage people from across Canada in diverse histories and stories.**
- 2. Advance reconciliation and strengthen our commitment to recognizing the rights of Indigenous Peoples.**
- 3. Leverage technology to drive innovation and deepen access to Museum activities.**

Former strategic directions 2 and 4, focusing on people and culture and sustainability respectively, will then become a foundation of the Museum's first Management Agenda, a coordinated effort to align and optimize workplace, workforce, business processes, and technology. This approach ensures continued delivery on all five directions while providing clear accountability structures. Strategic transformation efforts focus on mandate delivery, while foundational organizational health receives dedicated management stewardship and regular Board reporting.

Outcome statements for each Strategic Direction are formulated by Museum Senior Leadership and 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 evolving context and priorities and informed by strategic foresight work and discussions with the Board.

Senior management sets targets that will allow the Museums to meet their strategic objectives and that are measurable on a quarterly basis. In addition to the performance indicators supporting each strategic directions, we will also be reporting on financial indicators and those identified by PCH as common National Museum Indicators.

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, with an emphasis on unity and nation building through culture.

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

Initiative: Advance the renewal of the Canadian Museum of History and Canadian War Museum signature galleries to reflect evolving historical research and cutting-edge museology, contemporary social contexts, and the richness of the national collection.

This multi-year initiative will ensure that signature exhibitions remain relevant, inclusive, and engaging for today's audiences, while deepening public understanding of Canada's past and its connection to present-day.

Grounded in original research, vast collections, and strengthened by community collaboration, the renewed galleries will expand representation, particularly of

Indigenous histories and perspectives, and integrate new themes, voices and narratives that reflect the diversity of experiences across Canada.

Initiative: Lead the renewal of the Canadian Children’s Museum to create a vibrant, inclusive, and nationally significant cultural space that authentically reflects the diversity of Canadian experiences through a playful and imaginative environment.

This initiative will create a dynamic new museum experience designed for children aged 0–12, using Canada’s people, places, and cultures as inspiration for exploration, learning and growth.

Throughout the closure (planned for April 2027 – Oct 2028) and beyond, the Museum will deliver innovative, accessible, and participatory programming both onsite and virtually to ensure continued engagement with children and families across the country. These experiences will foster curiosity, creativity, and connection, while promoting values of unity, identity, and belonging.

Initiative: Present a dynamic roster of special exhibitions that engage diverse audiences, reflect a broad spectrum of histories and offer a range of experiences, thereby increasing the Museum’s national relevance and reach.

Through formats that leverage innovative technologies, the artist-led exploration of identity in *Meryl McMaster: Bloodline*, the social history narrative *Costume Balls: Dressing Up History, 1870–1927*, and the examination of underexplored international connections in *Canada and the American Civil War*, these exhibitions will invite people and communities across Canada to see themselves reflected in the stories we share and why they matter today, and bring world histories to Canadians.

Complementary digital storytelling, travelling exhibitions behind-the-scenes content, and participatory programs will extend engagement and access beyond the walls of the museum.

Initiative: Deliver a multi-year brand awareness initiative to strengthen the identity and national visibility of the Canadian Museum of History, the Canadian War Museum, and the Canadian Children’s Museum Renewal.

Beginning with a brand audit and strategy development, this initiative will result in voice guidelines and communication tools that reflect the Museums’ missions and resonate with diverse audiences.

The new brand strategy will be implemented to ensure consistency and accessibility. Sustained awareness campaigns will focus on long-term positioning, storytelling, and emotional connection, building recognition of CMH and CWM as trusted, dynamic, inclusive, and must-visit cultural institutions.

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	2023-24 Actual	2024-25 Actual	2025-26 Annual Target	2026-27 Annual Target
Percentage of acquisitions that fill identified gaps				
CMH and CWM	30%	52%	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. **Number of onsite visitors** (also reported on as **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. **Number of website visits** (i.e. number of sessions, also reported on as **Online visits**) measures the number of visits to the CMH and CWM websites, including online exhibitions, blog posts and microsites such as the Teachers' Zone. **Online engagement rate** measures the percentage of engaged sessions on the museum's websites based on duration, conversion events such as buying a ticket, or multiple pageviews.

Performance Measurement Indicator	2023-24 Actual	2024-25 Actual	2025-26 Annual Target	2026-27 Annual Target
ii Number of onsite visitors (in 000's)				
CMH	632	679	655	765
CWM	343	320	400	400
Total	975	999	1,055	1,165
iii. Paid attendance (in 000's)				
CMH	411	420	415	430
CWM	232	219	225	230
Total	643	639	640	660

iv. Number of website visits (in 000's)				
CMH	n/a*	n/a	1,869	1,550
CWM	n/a	n/a	2,420	1,900
Total	n/a	n/a	4,289	3,450
v. Online engagement rate				
CMH	n/a	n/a	57%	47%
CWM	n/a	n/a	56%	53%
Total	n/a	n/a	56.5%	50%

* n/a values in results columns indicate that this data was not measured or reported on in that year.

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, a National Museums common indicator, 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	2023-24 Actual	2024-25 Actual	2025-26 Annual Target	2026-27 Annual Target
vi. Number of travelling education kits loaned				
CMH and CWM	776	800	855	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	13	13	12	8
Number of collection loans	20	20	30	26
Number of live virtual programs or events hosted or co-hosted by a museum facilitator	n/a	n/a	n/a (baseline year)	10
Number of public and/or education programs delivered on-site outside of museum location	n/a	n/a	n/a (baseline year)	2

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	2023-24 Actual	2024-25 Actual	2025-26 Annual Target	2026-27 Annual Target
Number of DMC applicants	113	138	80	100

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	2023-24 Actual	2024-25 Actual	2025-26 Annual Target	2026-27 Annual Target
Number of events and outreach initiatives undertaken in partnership or as collaborations				
Total	49	48	48	35

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	2023-24 Actual	2024-25 Actual	2025-26 Annual Target	2026-27 Annual Target
Number of partnerships initiated for the development of museological projects				
Total	15	18	13	10

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).

Performance Measurement Indicator	2023-24 Actual	2024-25 Actual	2025-26 Annual Target	2026-26 Annual Target
xi. Media audience reach on Museum and community-led initiatives				
CMH: Traditional media reach	167.6M	317.6M	60M	70M
CMH: Online media reach	1.84bn	1.1bn	1.5bn	1.5bn
CWM: Traditional media reach	364M	862.2M	90M	90M
CWH: Online media reach	3.6bn	4.6bn	1.7bn	1.7bn
xii. Engagement rate and overall impressions across combined social media channels (YouTube, Instagram, Facebook, X)				
CMH: Engagement rate (%)	1.28%	0.73%	0.71%	0.77%
Overall impressions (in 000's)	42,597	29,910	24,500	25,000
CWM: Engagement rate (%)	2.44%	1.4%	0.86%	1.14%
Overall impressions (in 000's)	30,290	25,357	21,000	25,250
Average engagement rate (%)	1.86%	1.1%	0.80%	0.95%
Total impressions (000's)	72,887	55,268	45,500	50,250

Social media interactions. This indicator is defined by the Department of Canadian Heritage and is one of the National Museums common indicators. 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	2023-24 Actual	2024-25 Actual	2025-26 Annual Target	2026-27 Annual Target
xiii. Number of Social media interactions				
Total	n/a	n/a	n/a (baseline year)	972,000

Strategic Direction 2: 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.

Public engagement increases understanding of Indigenous histories and rights.

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

Initiative: Prioritize the Respectful Return of Ancestral Remains and Cultural Belongings Transparently and in Collaboration with Indigenous Peoples.

This initiative advances the timely and respectful repatriation of ancestral remains and cultural belongings through sustained, trust-based collaboration with Indigenous Peoples. Grounded in recognition of Indigenous rights, it responds to priorities identified through national engagement, builds on Museum past practice, and charts a renewed, community informed path forward.

Indicators and targets

The Corporation will measure achievement of strategic direction 2 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	2023-24 Actual	2024-25 Actual	2025-26 Annual Target	2026-27 Annual Target
xiv. Total number of policies, procedures, and protocols that have been reviewed, updated or developed in compliance with UNDRIP				
CMH and CWM	n/a	n/a	n/a (baseline year)	4

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

Performance Measurement Indicator	2023-24 Actual	2024-25 Actual	2025-26 Annual Target	2026-27 Annual Target
xv. Number of consultations of Indigenous cultural materials and/or archival collections				
CMH and CWM	n/a	5,890	1,000	7,000

Strategic Direction 3: Leverage technology to drive innovation and deepen access to Museum activities.

Outcome: Digital-first thinking and technology transform all areas of our operations to position the Museums as cutting-edge cultural innovators.

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

Initiative: Accelerate AI Innovation in Museums: Enhancing Engagement and Infrastructure

The Museums will deploy AI technologies to improve visitor experiences, streamline operations, and build partnerships with creative tech leaders. In 2026–27, AI-powered chatbots will be further deployed to offer real-time cultural mediation online and in-gallery. In 2026–27, AI-powered chatbots will be further deployed to support visit planning online and in-gallery cultural mediation. Personalized, AI-driven tours will follow, informed by visitor journey mapping.

Initiative: Harness Digital to Amplify Research and Collections

This initiative builds on foundational work to modernize collection management systems and enhance the research value of the national collection. It expands digital storytelling through podcasts, multimedia, and a digital-first publishing model. Highlights include a podcast from the Canadian War Museum on the war in Afghanistan as part of an upcoming series on contemporary conflict, and continued development of the *Artifactuality* podcast at the Canadian Museum of History. The Museums will also pursue online and print-on-demand publications, supported by strategic co-publishing partnerships.

Initiative: Position the Museums as a strategic cultural sector partner and collaborator in exploring and applying emerging technologies.

This initiative will foster strategic partnerships with technology innovators, educational and cultural institutions to pilot and implement cutting-edge tools and solutions. By leading collaborative efforts, the Museums will drive innovation both in how we engage

audiences with our research and collections, and in how we operate internally, enhancing visitor experiences and improving business processes across the institution.

Indicators and targets

The Corporation will measure achievement of strategic direction 3 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	2023-24 Actual	2024-25 Actual	2025-26 Annual Target	2026-27 Annual Target
xvi. Number of digitizations of national collection items that are shared online				
CMH and CWM	16,694	25,820	13,000	9,000

Number of hybrid or virtual components to events and outreach initiatives

Performance Measurement Indicator	2023-24 Actual	2024-25 Actual	2025-26 Annual Target	2026-27 Annual Target
xviii. Number of hybrid or virtual components to events and outreach initiatives				
CMH and CWM	n/a	n/a (baseline year)	12	8

Financial 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	2023-24 Actual	2024-25 Actual	2025-26 Annual Target	2026-27 Annual Target
xix. Dollar value of fundraising activities (in 000's)				
CMH and CWM	1,810	1,400	1,500	1,055

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	2023-24 Actual	2024-25 Actual	2025-26 Annual Target	2026-27 Annual Target
xx. Dollar value of revenue generating activities (in 000's) CMH and CWM	17,482	18,863	17,338	18,380

National Museums Common Indicators:

Percentage of staff from employment equity (EE) groups. The Museum has a five-year EDIA strategy which includes plans for the development of more contextualized and measurable targets, along with tailored approaches to achieve them. This work is currently underway, and the targets will be identified for future years once it is completed.

Performance Measurement Indicator	2023-24 Actual	2024-25 Actual	2025-26 Annual Target	2026-27 Annual Target
xxi. Percentage of staff from employment equity (EE) groups (data for this indicator is collected on a calendar year basis)				
Women	60.4%	60%	n/a	n/a**
Indigenous peoples	4.8%	4.6%	n/a	n/a
Persons with disabilities	6.0%	8.4%	n/a	n/a
Members of visible minorities	10.1%	12.1%	n/a	n/a
Total	20.3%	21.2%	n/a	n/a

** n/a values for EE indicator targets reflect that these are still in development.

4. Financial Statements

The Corporation's total budget is \$110.169 million for 2026-27, consisting of \$79.155 million from parliamentary appropriations, \$22.921 million from revenues, \$3.278 million from restricted equity and \$4.815 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.

The base annual capital appropriation of \$2.500 million (\$4.8M in 2026-27 as the government has renewed an additional \$2.300 million in capital funding for the 2026-27 fiscal year) is not sufficient to address over \$179.061 million of identified priority capital

projects for both of its iconic buildings. The Corporation estimates that it would require at least a total of \$12.563 million in annual capital funding to maintain both its sites, IT and security infrastructure.

Parliamentary Appropriations

The base parliamentary appropriation for the Corporation's operating and capital budgets is expected to reach \$79.155 million (\$74.355 million in operating and \$4.800 million in capital).

Revenues

The Corporation anticipates that 2026-27 attendance-driven revenues, such as admission, Boutique and parking revenues, will continue to be impacted by reduced international and domestic tourism, unstable economic factors affecting rising living costs affect discretionary spending on arts and culture. Recently announced renewal of the Canada Strong Pass could mitigate attendance risks.

Although the number of rental events are 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. These economic and attendance pressures are also expected to affect fundraising and sponsorship opportunities, as potential donors and partners navigate constrained budgets and reprioritize their philanthropic and marketing investments. The establishment of an independent foundation should also help support efforts and increase philanthropic support.

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 the Museum's strategic directions.

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

(in thousands of dollars)	2024-25 Actual	2025-26 Forecast	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-30 Projection	2030-31 Projection
ASSETS							
Current Assets							
Cash	7,067	5,335	4,996	3,143	8,598	9,091	9,085
Restricted Cash and Investments	3,393	2,664	1,644	4,744	5,529	7,129	7,529
Investments	8,118	5,400	8,525	13,280	5,580	5,400	11,500
Accounts Receivable	3,184	2,500	2,500	2,400	2,300	2,200	2,100
Inventories	662	700	700	700	700	700	700
Prepaid Expenses	1,372	550	550	550	550	550	550
	23,796	17,149	18,915	24,817	23,257	25,070	31,464
Other Assets							
Restricted Investments	14,409	9,004	7,924	4,224	3,113	1,413	913
Investments	86,018	84,973	56,233	42,953	39,373	35,973	28,473
Collection	1	1	1	1	1	1	1
Capital Assets	178,258	181,286	174,413	175,279	166,656	161,044	155,968
	302,482	292,413	257,486	247,274	232,400	223,501	216,819
LIABILITIES AND EQUITY							
Current Liabilities							
Accounts Payable and Accrued Liabilities	20,655	15,000	15,000	18,000	18,000	18,000	18,000
Deferred Contributions	23,164	24,341	19,824	16,347	13,345	12,458	12,252
Unearned revenues	732	750	750	750	750	750	750
	44,551	40,091	35,574	35,097	32,095	31,208	31,002
Other Liabilities							
Employee future benefits	18,107	20,107	834	1,034	1,234	1,434	1,634
Asset retirement obligation	4,385	4,385	4,385	4,385	4,385	4,385	4,385
Deferred Contributions - National Collection Fund	11,893	6,793	6,693	6,593	6,493	6,393	6,293
Deferred Contributions Related to Capital Assets	153,464	154,948	144,840	135,016	124,045	117,933	113,607
	187,849	186,233	156,752	147,028	136,157	130,145	125,919
Net Assets							
Unrestricted	8,707	4,757	4,757	4,757	4,757	4,757	4,757
Internally Restricted for Permanent Exhibit Renewal	19,621	19,578	19,535	19,524	18,523	16,523	14,273
Investment in capital assets	40,868	40,868	40,868	40,868	40,868	40,868	40,868
Accumulated remeasurement losses	886	886	0	0	0	0	0
	70,082	66,089	65,160	65,149	64,148	62,148	59,898
	302,482	292,413	257,486	247,274	232,400	223,501	216,819

Note: compiled using Public Sector Accounting Standards

PRO FORMA STATEMENT OF OPERATIONS
FOR THE YEARS ENDING MARCH 31, 2025 TO 2031

(in thousands of dollars)	2024-25 Actual	2025-26 Forecast	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-30 Projection	2030-31 Projection
Government Funding							
Parliamentary Appropriation - operating	75,671	75,479	73,152	71,263	69,686	69,686	69,686
Parliamentary Appropriation - capital	2,500	4,800	4,800	2,500	2,500	2,500	2,500
Add: Budget 2023	5,056	0	0	0	0	0	0
Add: Canada Strong Pass	0	1,684	1,203	0	0	0	0
Amount deferred for specific projects	(2,200)	(2,200)	(2,200)	(2,200)	(2,200)	(2,200)	(2,200)
Deferred appropriation used in current year	2,204	18,164	7,015	7,540	5,114	3,310	2,519
Amount used to purchase depreciable assets	(2,518)	(18,641)	(6,985)	(4,750)	(2,525)	(2,610)	(2,500)
Amortization of deferred capital funding	15,866	17,157	17,093	14,574	13,496	8,722	6,826
	96,579	96,443	94,078	88,927	86,071	79,408	76,831
Revenue of the Corporation							
General Admission & Programs	6,723	7,401	7,340	7,405	8,635	8,920	9,090
Facility Rentals, Events & Concessions	3,161	3,269	3,365	3,665	3,935	3,945	3,945
Boutique Sales	1,847	1,885	1,870	1,970	2,205	2,300	2,335
Parking	1,923	2,110	2,380	2,340	2,540	2,600	2,670
Net investment income	4,506	3,400	3,000	2,500	2,000	1,500	1,500
Travelling Exhibits	60	132	90	90	90	90	90
Memberships	499	400	275	300	350	425	475
Other	144	73	60	60	60	60	60
Sub total	18,863	18,670	18,380	18,330	19,815	19,840	20,165
Use of other donations/sponsorships	2,980	3,925	4,541	2,950	2,450	2,700	2,950
	21,843	22,595	22,921	21,280	22,265	22,540	23,115
Expenses							
Collect and Research	16,376	15,946	14,653	13,804	13,751	13,835	13,986
Exhibit, Educate and Communicate	31,373	32,784	30,552	26,149	26,118	26,713	26,950
Facilities	43,392	46,851	46,972	46,518	45,882	40,303	38,197
Corporate Management	26,322	27,450	24,865	23,747	23,586	23,097	23,063
	117,463	123,031	117,042	110,218	109,337	103,948	102,196
Excess (deficiency) of revenues over expenses	959	(3,993)	(43)	(11)	(1,001)	(2,000)	(2,250)

Note: compiled using Public Sector Accounting Standards

Parliamentary appropriations reflect CER reductions

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)	2024-25 Actual	2025-26 Forecast	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-30 Projection	2030-31 Projection
OPERATING ACTIVITIES							
Cash receipts (clients)	18,993	16,472	14,494	15,830	17,815	18,340	18,665
Cash receipts (parliamentary appropriation)	73,835	77,163	74,355	71,263	69,686	69,686	69,686
Cash paid (employees)	(51,173)	(35,594)	(58,939)	(40,828)	(41,666)	(43,049)	(43,049)
Cash paid (suppliers)	(48,547)	(55,433)	(57,001)	(47,792)	(51,386)	(48,054)	(47,708)
Restricted contributions and related investment income	1,921	1,825	1,000	500	500	500	500
Interest received	3,780	3,400	3,000	2,500	2,000	1,500	1,500
Cash flows from operating activities	(1,191)	7,833	(23,091)	1,473	(3,051)	(1,077)	(406)
INVESTING ACTIVITIES							
Increase in investments and restricted investments	(28,831)	0	0	0	(2,000)	(2,000)	(5,200)
Decrease in investments and restricted investments	31,957	4,813	27,937	10,105	17,480	6,965	7,600
Cash flows used in investing activities	3,126	4,813	27,937	10,105	15,480	4,965	2,400
CAPITAL ACTIVITIES							
Acquisition of capital assets	(20,524)	(20,228)	(10,263)	(15,451)	(5,874)	(5,110)	(4,000)
FINANCING ACTIVITIES							
Parliamentary appropriation for the acquisition of capital assets	9,454	4,800	4,800	2,500	2,500	2,500	2,500
Increase (decrease) in cash and restricted cash	(9,135)	(2,782)	(617)	(1,373)	9,055	1,278	494
Cash and restricted cash, beginning of year:							
Cash	15,211	7,067	5,335	4,996	3,143	8,598	9,091
Restricted cash	2,383	1,392	342	64	544	4,144	4,929
	17,594	8,459	5,677	5,060	3,687	12,742	14,020
Cash and restricted cash, end of year:							
Cash	7,067	5,335	4,996	3,143	8,598	9,091	9,085
Restricted cash	1,392	342	64	544	4,144	4,929	5,429
	8,459	5,677	5,060	3,687	12,742	14,020	14,514

Note: compiled using Public Sector Accounting Standards

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

(in thousands of dollars)	2024-25 Actual	2025-26 Forecast	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-30 Projection	2030-31 Projection
Unrestricted							
Net Assets beginning of year	7,705	8,707	4,757	4,757	4,757	4,757	4,757
Excess (deficiency) of revenues over expenses	1,002	(3,950)	0	0	0	0	0
Transfer (to)/from Internally Restricted Net Assets	0	0	0	0	0	0	0
	8,707	4,757	4,757	4,757	4,757	4,757	4,757
Internally Restricted							
Net Assets beginning of year	19,664	19,621	19,578	19,535	19,524	18,523	16,523
Excess (deficiency) of revenues over expenses	(43)	(43)	(43)	(11)	(1,001)	(2,000)	(2,250)
Transfer from/(to) Unrestricted Net Assets	0	0	0	0	0	0	0
	19,621	19,578	19,535	19,524	18,523	16,523	14,273
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	238	886	886	0	0	0	0
Excess (deficiency) of revenues over expenses	648	0	0	0	0	0	0
Net change in accumulated losses	0	0	(886)	0	0	0	0
	886	886	0	0	0	0	0

Note: compiled using Public Sector Accounting Standards

SUMMARY OF OPERATING AND CAPITAL BUDGETS
FOR THE YEARS ENDING MARCH 31, 2025 TO 2031

(in thousands of dollars)	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget	2028-29 Budget	2029-30 Budget	2030-31 Budget
Operating	100,344	105,831	99,906	95,633	94,840	93,226	93,120
Capital	22,131	20,228	10,263	15,451	5,874	5,110	4,000
Sub-total	122,475	126,059	110,169	111,084	100,714	98,336	97,120
Less: revenues	19,333	22,595	22,921	21,280	22,265	22,540	23,115
restricted equity	1,168	1,587	3,278	10,701	3,349	2,500	1,500
deferred funding	18,857	15,964	4,815	5,340	2,914	1,110	319
Government Funding Required	83,117	85,913	79,155	73,763	72,186	72,186	72,186
Anticipated deficit / surplus			0	0	0	0	0

Note: compiled on the cash basis of accounting

OPERATING AND CAPITAL BUDGET BY CORE RESPONSIBILITY
FOR THE YEARS ENDING MARCH 31, 2025 TO 2031

(in thousands of dollars)	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget	2028-29 Budget	2029-30 Budget	2030-31 Budget
Collect and Research	16,408	15,946	14,653	13,804	13,751	13,835	13,986
Exhibit, Educate & Communicate	30,537	30,863	30,483	35,969	28,423	27,200	26,190
Facilities	50,269	51,800	40,168	37,564	34,954	34,204	33,881
Corporate Management	25,261	27,450	24,865	23,747	23,586	23,097	23,063
Sub-total	122,475	126,059	110,169	111,084	100,714	98,336	97,120
Less: revenues	19,333	22,595	22,921	21,280	22,265	22,540	23,115
restricted equity	1,168	1,587	3,278	10,701	3,349	2,500	1,500
deferred funding	18,857	15,964	4,815	5,340	2,914	1,110	319
Total budget requirement	83,117	85,913	79,155	73,763	72,186	72,186	72,186

Note: compiled on the cash basis of accounting

OPERATING AND CAPITAL BUDGET AT SUB-SUB RESPONSIBILITY LEVEL

(in thousands of dollars)	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027-28 Budget	2028-29 Budget	2029-30 Budget	2030-31 Budget
COLLECT AND RESEARCH							
Collections							
Canadian Museum of History	3,583	3,324	3,131	2,854	2,788	2,804	2,833
Canadian War Museum	2,441	2,356	2,242	2,203	2,223	2,228	2,247
	6,024	5,680	5,373	5,057	5,011	5,032	5,080
Research							
Canadian Museum of History	5,385	5,488	4,963	4,436	4,372	4,398	4,446
Canadian War Museum	1,599	1,520	1,166	1,113	1,128	1,135	1,148
	6,984	7,008	6,129	5,549	5,500	5,533	5,594
Library & Archives							
Canadian Museum of History	2,876	2,702	2,609	2,649	2,685	2,714	2,750
Canadian War Museum	524	556	542	549	555	556	562
	3,400	3,258	3,151	3,198	3,240	3,270	3,312
	16,408	15,946	14,653	13,804	13,751	13,835	13,986
EXHIBIT, EDUCATE AND COMMUNICATE							
Exhibitions							
Canadian Museum of History	11,023	10,183	9,225	8,279	8,184	8,096	8,105
Canadian War Museum	3,060	3,196	3,196	2,868	2,853	2,745	2,716
	14,083	13,379	12,421	11,147	11,037	10,841	10,821
Programs							
Canadian Museum of History	4,944	5,037	4,583	4,390	4,287	4,299	4,321
Canadian War Museum	805	717	599	606	612	612	619
	5,749	5,754	5,182	4,996	4,899	4,911	4,940
Publications							
Canadian Museum of History	250	280	182	133	132	129	127
Canadian War Museum	95	120	57	46	45	43	42
	345	400	239	179	177	172	169
Communications							
Canadian Museum of History	7,710	7,591	6,886	6,599	6,612	6,480	6,472
Canadian War Museum	1,482	2,152	2,477	2,347	2,349	2,296	2,288
	9,192	9,743	9,363	8,946	8,961	8,776	8,760
Capital projects							
Canadian Museum of History	1,168	1,587	3,278	10,701	2,349	0	0
Canadian War Museum	0	0	0	0	1,000	2,500	1,500
	1,168	1,587	3,278	10,701	3,349	2,500	1,500
	30,537	30,863	30,483	35,969	28,423	27,200	26,190
CORPORATE MANAGEMENT							
Revenue Generating Activities							
Canadian Museum of History	6,063	7,062	6,249	5,895	5,906	5,740	5,708
Canadian War Museum	1,687	2,446	2,410	2,279	2,268	2,165	2,134
	7,750	9,508	8,659	8,174	8,174	7,905	7,842
Corporate Services							
Canadian Museum of History	10,263	10,151	9,677	9,368	9,390	9,225	9,228
Canadian War Museum	2,586	2,559	2,421	2,343	2,350	2,309	2,309
	12,849	12,710	12,098	11,711	11,740	11,534	11,537
Governance							
Canadian Museum of History	3,485	3,397	3,077	2,893	2,750	2,739	2,760
Canadian War Museum	1,177	1,835	1,031	969	922	919	924
	4,662	5,232	4,108	3,862	3,672	3,658	3,684
	25,261	27,450	24,865	23,747	23,586	23,097	23,063
FACILITIES							
Facilities management							
Canadian Museum of History	22,524	24,165	25,148	24,872	24,597	24,027	23,893
Canadian War Museum	6,782	8,994	8,035	7,942	7,832	7,567	7,488
	29,306	33,159	33,183	32,814	32,429	31,594	31,381
Capital projects							
Canadian Museum of History	19,083	16,891	6,550	4,000	2,225	2,310	2,000
Canadian War Museum	1,880	1,750	435	750	300	300	500
	20,963	18,641	6,985	4,750	2,525	2,610	2,500
	50,269	51,800	40,168	37,564	34,954	34,204	33,881
Total Canadian Museum of History	97,189	96,271	82,280	76,368	73,928	72,961	72,643
Total Canadian War Museum	24,118	28,201	24,611	24,015	23,437	22,875	22,977
Grand Total	122,475	126,059	110,169	111,084	100,714	98,336	97,120

Note: compiled on the cash basis of accounting