



CANADIAN
MUSEUM
OF HISTORY
-
MUSÉE
CANADIEN
DE L'HISTOIRE



CANADIAN
WAR
MUSEUM
-
MUSÉE
CANADIEN
DE LA GUERRE

ANNUAL REPORT 2022-2023

Canada

**CANADIAN MUSEUM
OF HISTORY**

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MESSAGE FROM THE CHAIR

The past year has been a period of renewal for Canada's national museums of human and military history. It has also been a time for regrowth and for regaining our momentum as the world continues to recover from the COVID-19 pandemic. As Chair of the Board of Trustees of the Canadian Museum of History and the Canadian War Museum, I am proud to see all that has been achieved by staff at both Museums this year, and the significant progress that has been made on a number of key priorities.

As with organizations globally, we continued to navigate residual challenges of the pandemic, but the overall tone at our Museums has been one of enthusiasm as we look to the future. The Museums are seeing a steady rise in attendance, and while numbers are still somewhat lower than pre-pandemic figures, the energy of our returning visitors is very encouraging and motivates us to continue striving to find innovative ways of engaging with our audiences.

The work of the Museums was guided over the past year by a set of six strategic directions set by the Board of Trustees in 2019. These directions focus on inspiring a greater understanding of the history of Canada, serving as a trusted source of research, strengthening relationships with Indigenous Peoples, building a collection that reflects Canada's distinctiveness, pursuing cultural diplomacy, and developing an empowered corporate culture. As outlined in the Annual Report, the Museums have made great strides on these fronts.

The Trustees and I are proud to have worked closely with the Museums' senior leadership team on the development of a new set of strategic directions, which will guide us over the next five years. Given the Museums' ongoing cultural transformation, changes to our operating environment, and changes to the makeup of the Board itself, the Trustees felt it was timely to review our current strategic directions to ensure they help to keep us moving forward as an institution. The new directions build upon the momentum created by the previous directions and focus on inspiring further growth on priorities including advancing reconciliation, driving innovation, and building organizational resilience. I look forward to reporting on these directions in next year's report.

After an international search, the Trustees and I were pleased to welcome Caroline Dromaguet as the confirmed Director and Chief Executive Officer of the Museums – the first francophone woman appointed to this leadership position in the Museums’ history. Throughout her time as interim Chief Executive Officer, Caroline’s leadership, passion and commitment built a solid foundation for the Museums’ future. Caroline brings a bold vision and exciting new strategic direction for the Museums that are impressive and inclusive. I am excited to see how the Museums will continue to flourish and evolve under her innovative leadership.

“The ongoing cultural transformation of the Museums continues to be a top priority for the Board.”

The ongoing cultural transformation of the Museums continues to be a top priority for the Board. Our employees are our greatest asset, and the importance of ensuring we build a work environment that supports their health, their well-being, and their personal and professional development is something that cannot be overstated. With a number of important employee-led working groups and initiatives under way, our Museums are creating a museum environment which will benefit future generations of employees. Thanks to the insight and input from our employees, the year ahead promises very positive progress in this regard.

As a Crown corporation and a member of the Canadian Heritage Portfolio, we are proud of our role in preserving and promoting Canada’s culture and heritage. On behalf of the Board of Trustees, I would like to thank the Government of Canada and the Department of Canadian Heritage for their continued financial and strategic support of our work. I would also like to extend my deepest appreciation to our donors, partners and all those whose continued support makes the work of our Museums possible.

I also thank management and each and every employee: without their expertise, collaboration and dedication, it would be impossible for the Museums to continue sharing the stories of the diverse peoples, cultures and communities who call Canada home.

Carole Beaulieu
Chair, Board of Trustees





#jamaispluslinaction
#IdleNoMore

William Commanda, Ojigkwonong
(Étoile du matin - Morning Star)



Interactive digital display with text and images.





MESSAGE FROM THE DIRECTOR AND CHIEF EXECUTIVE OFFICER

It has been another busy year at the Canadian Museum of History and the Canadian War Museum. Over the past 12 months, the Museums have advanced a number of significant priorities on behalf of their employees and visitors. It was exciting to see the Museums – including favourites such as the Canadian Children’s Museum – fully back up and running; and for visitors of all ages – including multi-generational families, school groups, and new Canadians – to once again be experiencing our exhibitions and programs, and making their own connections with the stories being presented. I would like to thank all our visitors for their ongoing support and for reminding us why we do what we do.

Throughout the course of the year, we celebrated the launch of fascinating exhibitions that included **From Pepinot to PAW Patrol® - Television of Our Childhoods**, at the Museum of History, and **Munnings - War Artist, 1918**, at the War Museum. We also worked closely with several communities to help share their stories through initiatives such as the exhibition **Hearts of Freedom - Stories of Southeast Asian Refugees**, at the Museum of History, and the ongoing presentation of **A Community at War - The Military Service of Black Canadians of the Niagara Region**, at the War Museum.

We welcomed large crowds in person and online for important and reflective occasions, such as the National Day for Truth and Reconciliation and Remembrance Day. We shared innovative research and publications on a wide range of topics, including archaeological prospecting and the globalization of sports. We also advanced important work on Indigenous relations, with the Museum of History welcoming representatives from many communities to work together on repatriation and shared authority agreements, and signing memoranda of understanding for ongoing collaboration with the Innu Nation of Labrador and the Mi’kmaewey Debert Cultural Centre.

Shortly after I was confirmed in my role as Director and Chief Executive Officer of the Museums in December 2022, I was proud to have had the opportunity to gather with employees to present the Museums’ new vision, *Dare to inspire tomorrow’s history*, and the four values that will inform our behaviours and underpin how we carry out our work in the coming years. These values reflect our commitment to act with integrity, engage with curiosity, lead through change, and collaborate with purpose – and I am confident they will have positive impacts on all that we deliver on behalf of people in Canada, as well as on how we work together as a team of employees.

“Last fall, we launched our Accessibility Plan, which outlines the concrete commitments that the Museums will meet over the next three years to respond to the needs of employees and visitors with disabilities.”

Last fall, we launched our Accessibility Plan, which outlines the concrete commitments that the Museums will meet over the next three years to respond to the needs of employees and visitors with disabilities. We have also made great strides in our work to develop an Equity, Diversity, Inclusion and Accessibility Strategy, which will provide a mechanism through which systemic issues can be addressed and organizational practices can be changed, as we continue to move towards inclusiveness for all those with whom the Museums connect. We look forward to launching this strategy in the fall of 2023.

In addition to the work they do on behalf of people living in Canada, our employees continue to play a pivotal role in shaping the Museums and helping to keep us moving forward. One of the notable initiatives started this year is the creation of employee-led working groups that are making recommendations in a range of areas. These groups – which focus on areas such as Indigenous relations, diversity and equity, the development of a new hybrid workplace model, internal communications and collaboration, and wellness, resilience and recognition – are committed to contributing to our ongoing cultural transformation. I would like to thank all employees, including management, for everything they have contributed over the past year towards building a workplace in which we can all take pride.

This is just a taste of the year’s achievements, all of which help us meet our mandate as Canada’s national museums of human and military history. I hope that, as you read on, you will come away with a greater sense of the passion, vision and innovation that the employees at our Museums demonstrate in everything they do. I am truly inspired by them every day and I cannot wait to see what the future holds for our Museums.

Caroline Dromaguet

Director and Chief Executive Officer

**CANADIAN
WAR MUSEUM**

**MUSÉE CANADIEN
DE LA GUERRE**



ABOUT THE MUSEUM

OVERVIEW

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

The Canadian Museum of History is a Crown corporation with responsibility for the Canadian Museum of History and the Canadian War Museum. These two national museums share the stories of all people living in Canada through exhibitions and programming reflecting the communities, events, objects and themes that have helped shape this country for thousands of years.

The corporation also administers the Digital Museums Canada national investment program, and maintains the Virtual Museum of New France, an extensive online resource. Throughout this document, the terms “**the Museum**” and “**the corporation**” are used interchangeably to refer to the corporate entity.

TO YOUR HISTORY

CANADIAN
HISTORY
HALL

**ENTREZ DANS
VOTRE HISTOIRE**

SALE DE
HISTOIRE
CANADIENNE

**WELCOME
TO YOUR HISTORY**

CANADIAN
HISTORY
HALL



CANADIAN MUSEUM OF HISTORY

The Canadian Museum of History is located on a riverfront site in Gatineau, Quebec, across the Ottawa River from Canada's national seat of government. Each year, the Museum welcomes, on average, more than 1 million visitors. Its primary role is to enhance appreciation, understanding and knowledge of Canada's human history and identity, while also presenting other world cultures.

The collections housed at the Museum comprise nearly 4 million cultural objects and archaeological items, including material of national significance. Long-term exhibition galleries include the Grand Hall, the Canadian History Hall, and the First Peoples Hall. The Museum is also home to the Canadian Children's Museum, the Canadian Stamp Collection, and the CINÉ+ theatre, which screens large-format films.

DIGITAL MUSEUMS CANADA

Administered by the Canadian Museum of History with the financial support of the Government of Canada, this investment program supports online projects by Canadian museums and heritage, cultural and Indigenous organizations, helping them to build digital capacity as they share compelling stories and experiences across Canada and around the world.

CANADIAN WAR MUSEUM

The Canadian War Museum is located in Ottawa, Ontario, on the city's historic LeBreton Flats, and welcomes an average of 500,000 visitors each year. Renowned as one of the world's finest museums for the study of military history, the Museum explores Canada's military legacy in its personal, national and international dimensions.

The Museum is home to an important collection of objects ranging from medals and artillery to uniforms and military vehicles, in addition to the outstanding Beaverbrook Collection of War Art. As a national centre for remembrance, education and historical research, the Museum also facilitates the informed discussion of military affairs past, present and future through exhibitions, symposia and special events.

VIRTUAL MUSEUM OF NEW FRANCE

This popular online resource explores the history, culture and living legacy of early French settlements in North America – from Acadia to Louisiana. Themes explored in exhibitions, archival documents, objects, and first-hand accounts include migrations, politics, business and economics, along with aspects of daily life such as food, medicine, education, housing, travel and entertainment.



Some acorn nutcracker grubs, two feet long, almost vigorous, in almost any direction, however, are extremely sensitive to light and make no pursuit.

are naturally large, noisy, dull, with a heavy body, and they like to be in the dark. They are extremely sensitive to light and to

What is a tree?
A tree is a woody perennial plant with a main stem (trunk) and a network of branches. The trunk is the main stem of the tree, and it is the part of the tree that is most visible. The branches are the parts of the tree that grow out from the trunk. The leaves are the parts of the tree that grow out from the branches. The roots are the parts of the tree that grow into the ground.

Are trees living?
Yes, trees are living organisms. They are made of cells and they grow and change over time. They need water and sunlight to live. They also need carbon dioxide from the air. They release oxygen into the air. They are part of the ecosystem.

The 17th century's clothing
The 17th century was a time of great change in clothing. Men wore long, flowing robes and women wore long, flowing dresses. The clothing was made of expensive materials like silk and velvet. The clothing was also very decorative, with many colors and patterns. The clothing of the 17th century was a reflection of the power and wealth of the ruling class.

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Catherine Moitié

MANDATE

The Canadian Museum of History was established through the *Museums Act* on July 1, 1990, amended on August 29, 2014. The Museum is an autonomous Crown corporation, operating at arm's length from the federal government in its daily operations, activities and programming.

The Museum has a mandate to:

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

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. In addition, the corporation complies with statutes that include 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*, while also aligning with the *Values and Ethics Code for the Public Sector* through the corporation's own Code of Conduct. The corporation reports to Parliament through the Minister of Canadian Heritage.

The corporation delivers its mandate through the following three core responsibilities:

Exhibition, Education and Communication of Canada's History

The corporation develops, maintains and offers exhibitions, programs and activities to further knowledge, critical appreciation, and respect for experiences, people and objects that reflect and have shaped Canada's history and identity, while also enhancing awareness of world history and cultures.

Collection and Research Related to Canadian History

The corporation acquires and collects objects to preserve, research and document human, social, cultural, military and political history reflecting Canada's heritage, history and identity.

Canadian Museum of History Facilities

The corporation manages and maintains two museum facilities, along with related security and hosting services, in order to protect visitors and staff, and to showcase, preserve and safeguard objects of historical significance.

STRATEGIC DIRECTIONS

During 2022-2023, the corporation's activities and programs were guided by the following six strategic directions, established by the Board of Trustees in 2019:

- 1. Inspire Canadians across the country to engage in a greater understanding of their shared history**
- 2. Position the Museum as a trusted source of research and knowledge about Canadian history**
- 3. Strengthen relationships with Indigenous Peoples through respectful collaboration and shared stewardship of Indigenous collections and intangible heritage**
- 4. Build and share a collection that best reflects Canada's history and distinctiveness**
- 5. Pursue cultural diplomacy to exchange ideas and values and advance mutually beneficial projects, both nationally and internationally**
- 6. Ensure sustainability, capacity and museological excellence by continuing to develop an empowering corporate culture**

The Board's strategic directions are woven into everything the corporation does, and they play an important role in how it plans its activities, as well as how it measures, and reports on, the success of those activities. The senior leadership team determines high-level priorities linked to core responsibilities, and sets targets for key performance indicators, which are measured on a quarterly basis. These facilitate monitoring and reporting to the Board, and are part of the Museum's annual corporate planning exercise.

While this year's Annual Report reflects the six strategic directions established in 2019, in October 2022, through a collaborative and forward-thinking strategic planning process with the Board of Trustees and the senior leadership team, new strategic directions were established to guide Museum activities for the upcoming five-year period, from 2023-2024 to 2027-2028. These new strategic directions inspire the Museum to re-focus, re-energize and reinforce what it aspires to be as a cultural organization. The Museum will begin incorporating its new strategic directions in 2023-2024 and will begin reporting on them in next year's Annual Report.

A NEW VISION AND NEW VALUES

Following the establishment of new strategic directions, the Museum engaged in a vision and values exercise, resulting in a framework presented to staff in January 2023. The exercise included the crafting of an exciting new vision:

Dare to inspire tomorrow's history

In the months and years ahead, the Museum looks forward to incorporating this vision across all platforms. The new vision is a call to action, challenging Museum staff, the Board, stakeholders, and external partners to more fully explore this country's history, while also inspiring new ways of thinking, doing and being that will help shape our collective future.

Inspired by this vision, the Museum has made a commitment to redefining itself and its activities, with an eye to innovation, building relationships, taking risks, challenging assumptions, and pushing limits. In addition, the Museum seeks to enhance its position as a workplace of choice, both now and in the future: a place where employees feel empowered to speak up, take action, and grow. To this end, the Museum also developed a set of core values informing personal and professional interactions. These values are described in the People and Culture section below.



PEOPLE AND CULTURE

Staff are the heart of the Museum, and our ongoing transformation of its corporate culture is key to attracting and retaining personnel, while also providing a more equitable, diverse, inclusive and accessible environment for staff and visitors alike.



In 2022-2023, the Museum developed a cultural transformation action plan to improve the employee experience. Based on employee feedback, this action plan focuses on four pillars:

- Shaping our culture
- Strengthening employee engagement
- Strengthening well-being and mental health
- Strengthening diversity and inclusion

Senior leaders are championing the action plan, and employees have opportunities to participate in its implementation through advisory working groups that have been created to help improve the organizational culture.

To help inform this cultural transformation, the Museum identified the following values, designed to complement the new vision statement and the strategic directions for 2023-2024 to 2027-2028.

ACT WITH INTEGRITY

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

ENGAGE WITH CURIOSITY

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

LEAD THROUGH CHANGE

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

COLLABORATE WITH PURPOSE

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

In 2023-2024, workshops will be held with employees to foster greater understanding of how we will “live” these values in our everyday interactions, and how we will measure the success of their implementation.



THE YEAR IN REVIEW: ACHIEVEMENTS

The Museum's activities are guided by six strategic directions, set by the Board of Trustees. High-level priorities, performance indicators, and key activities are established for each strategic direction.



INSPIRING CANADIANS TO ENGAGE WITH THEIR SHARED HISTORY

PRIORITIES

1. Foster connections between all Canadians and the Museum's mandate

To help people living in Canada connect with their shared history in a meaningful way, in 2022-2023, the Museum prioritized the development of programming, exhibitions and other activities reflecting multiple voices, while also introducing audiences to the Museum's collections and research initiatives. In addition, work has continued on adapting existing programming and resources into new formats, towards reaching the broadest possible audiences, both on site and online.

2. Broaden awareness of the Museums nationally

The Museum of History and the War Museum are keenly aware of the role they play as national museums of human and military history. Outreach remains a key goal, allowing the Museums to reach more people in Canada through travelling exhibitions, educational kits, online school programs, publications, and livestreamed events.

The corporation is also committed to leveraging digital technologies towards expanding access to collections, events and research via blog posts and other forms of social media, and is developing a digital strategy to facilitate further expansion of the Museums within a rapidly evolving online world. Regional, national and international partnerships, speaking engagements and events, and media relations are just a few of the many other ways in which the Museums share their resources with all people in Canada.

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

Digital Museums Canada (DMC) is a federally funded investment program, administered by the Museum of History. Helping museums and heritage, cultural and Indigenous organizations to build digital capacity and share their stories and collections online, DMC is the largest investment program of its kind in Canada.

To date, DMC has invested over \$15 million in more than 200 projects. In addition to providing funding, the program offers expert guidance and user-friendly tools to help participants create compelling, innovative and accessible experiences across a variety of online platforms – including virtual exhibitions and tours, online games, web apps, and educational resources.



INDICATORS AND TARGETS

The corporation has developed three indicators to measure its achievements in relation to Strategic Direction 1.

On-site attendance measures the number of people who enter the buildings at the Museum of History and the War Museum.

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

ON-SITE ATTENDANCE (IN '000S)

2022-2023 RESULT **616**

2022-2023 TARGET **350**

2021-2022 RESULT **189**

2019-2020 RESULT (PRE-PANDEMIC BASELINE) **1,452**

PAID ATTENDANCE (IN '000S)

2022-2023 RESULT **500**

2022-2023 TARGET **300**

2021-2022 RESULT **179**

2019-2020 RESULT (PRE-PANDEMIC BASELINE) **638**

ANALYSIS

On-site attendance was almost double the annual target and surpassed last year’s total by 425,000. While not back to pre-pandemic levels, on-site attendance in 2022-2023 reached 42% of 2019-2020 results. The return of successful large festivals and events, strong Canada Day crowds, and high demand for facility rentals and partnership events, all contributed to rebuilding attendance levels.

ANALYSIS

Paid attendance in 2022-2023 was 167% higher than forecasted and climbed to 78% of 2019-2020 ticket sales. As capacity restrictions eased, more tickets were made available to meet the increase in demand from Canadian and international tourists. The reopening of the Children’s Museum also drew visitors. Strong ticket sales were driven largely by the opening of new exhibitions, partnership events, and a heightened return of the European and Canadian adult group market and school groups.

The **number of travelling exhibition openings** measures travelling exhibitions developed by the two Museums. These are exhibitions that include Canadian content and are presented across the country in a wide range of venues.

NUMBER OF TRAVELLING EXHIBITION OPENINGS

2022-2023
RESULT

12

2022-2023
TARGET

14

2021-2022
RESULT

12

ANALYSIS

There were 12 travelling exhibition openings at venues across the country. The program saw good regional representation, with 10 different exhibitions opening at 11 museums in six provinces. Despite strong results in the fourth quarter, changing venue schedules and a cancellation hindered the program from fully reaching its annual target.



KEY ACTIVITIES

WELCOME BACK

On-site Museum activities began returning to pre-pandemic levels in 2022-2023. At the Museum of History, the hybrid opening for the children's television exhibition **From Pepinot to PAW Patrol® - Television of Our Childhoods** was well attended. Visitors were able to tour the exhibition and speak with some of the Museum experts who created it, along with stars past and present from Canadian children's television. The War Museum was proud to celebrate the official opening of the **Munnings - War Artist, 1918** exhibition, and featured Munnings-inspired art activities for audience participation.

This year also saw the return of on-site celebrations of Canada's many diverse cultural communities. For National Indigenous History Month in June, visitors experienced the cultural practices of Inuit throat singing, pow-wow drums, and dancing, including hoop dancing, with performing artists brought to the Museum. These artists, hired through Indigenous Experiences, specialize in the production of immersive activities and performances that reflect and respect Indigenous wisdom and diversity. Family activities included a workshop on making traditional Algonquin hide pouches.

For Canada Day, Canadian Heritage held its two flagship events – the daytime ceremony and the evening show – in LeBreton Flats Park. Free admission was offered at both Museums that day, encouraging all to learn more about their history.

In September 2022, to mark Canada's National Day for Truth and Reconciliation, both Museums offered a range of programs, activities and learning opportunities. Visitors were invited to write or draw their reflections on the conversation around Truth and Reconciliation, for display in the lobbies of each Museum. The film *Picking Up the Pieces: The Making of the Witness Blanket* was presented throughout the day at each Museum, and the exteriors of both Museums were lit in orange in the days leading up to, and through, September 30.

For Remembrance Week in November 2022, the War Museum featured a wide range of activities for visitors of all ages. Highlights included guided and self-guided tours; access to a children's reading nook; a screening and other activities in honour of Indigenous Veterans' Day; national broadcasts and livestreams on Remembrance Day; an exhibition featuring the winners of this year's Legion National Foundation's Poster and Literary Contest; and a presentation of **The World Remembers**, a projection featuring the names of 4.2 million people who died during the First World War and shortly after.

Families returned enthusiastically to the Children's Museum when it reopened its doors in May, following pandemic closures. With passports in hand, young and old alike were once again able to journey to exciting destinations in a safe and welcoming environment, encountering endless ways to learn about the world and one another. Summer day camps also started up again, with sessions held in July and August at each Museum.

Visitors returned to the theatre as well. The CINÉ+ large-screen theatre at the Museum of History reopened in May with the film *Backyard Wilderness*, later hosting the world premiere of *Arctic: Our Frozen Planet*, produced by BBC Earth. In June, National Indigenous History Month, CINÉ+ focused on Indigenous stories. The film *The Seven Sacred Laws* was presented with a translation into Anishinabemowin by local Indigenous communities, and episodes of the Mi'kmaq show *Teepee Time* were screened for family audiences.

DIGITAL ENGAGEMENT

Building upon lessons learned during the pandemic, the Museum continued to expand its efforts to connect with audiences online. Offerings such as exhibition openings, guided tours, and events normally provided only in person were either made entirely virtual or were offered in a hybrid format of an on-site event with online access. During Remembrance Week, for example, the War Museum commemorated Indigenous Veterans' Day with a virtual program that included a screening of, and discussion on, *Homecoming Song*, a film about the ancient Kwakach'kook song an Indigenous mother sang for her son when he returned home from the Second World War. Following the screening, John Moses, Director of Repatriation and Indigenous Relations at the Museums, shared his own experiences in the Canadian Armed Forces, and those of previous generations of his family who served in the military.

In February, as part of its celebration of Black History Month, the War Museum hosted the live virtual event *Beyond an Apology: The Future of Black Canadian Military History*. Prominent members of the Black community – including many retired and serving military personnel – gathered at the Museum to discuss this legacy, while also exploring future public education related to Black Canadian military history. At the Museum of History, an episode of the popular *An Evening with...* series was broadcast from the exhibition **From Pepinot to PAW Patrol® - Television of Our Childhoods**. It featured Black Canadian film and television stars Frédéric Pierre and Schelby Jean-Baptiste, who conversed candidly about their careers, and how to create a more diverse and open playing field for actors of colour.



INSPIRING THE LEADERS OF TOMORROW

One of the most important activities for any museum is education. Through historical objects, personal stories, works of art, photographs, interactive presentations, and guided and self-guided tours, the Museums helped students discover Canada's rich human and military history throughout the year.

In 2022-2023, five different virtual school programs, adaptable to various grades, were made available. Each program includes interactive and engaging content, such as 360-degree tours of the Grand Hall and the Canadian History Hall, live conversations with veterans and serving members of the military, and games and quizzes related to important objects from the collections. This fiscal year, 167 virtual programs were delivered to 4,100 students across the country. In addition, a campaign to promote the Museum's online educational offerings resulted in 116,000 YouTube views for the Museum of History and 106,000 for the War Museum.



Aware of the challenges faced by educators navigating a hybrid on-site/online classroom model, the Museum offered support via its Teachers' Club. Members receive a monthly newsletter, as well as invitations to openings and access to other Museum resources. The Teachers' Club currently has 1,763 members and an average 14% click-through rate – far exceeding the 3% average for these types of communications.

Teachers are also supported by the Teachers' Zone, which provides engaging educational packages and was visited 46,428 times this year. Teachers can access carefully curated objects and lesson plans through the wildly popular Supply Line and History Box programs. In 2022-2023, these two educational kits reached approximately 39,500 students across the country. In addition, CINÉ+ in Your Classroom continued to provide schools with access to documentary films for a small fee.



SOCIAL MEDIA

The corporation continued to expand its engagement across all its social media channels, ending the year with over 437,200 followers, which was an increase of 8.6% over the course of 2022-2023. Targeted social media campaigns were developed in support of exhibitions, commemorations and other events. The exhibition **From Pepinot to PAW Patrol®** at the Museum of History generated more than 642,600 impressions and 31,400 engagements, with an average engagement rate of 4.9%. The exhibition **Munnings – War Artist, 1918** at the War Museum generated more than 181,250 impressions and 8,300 engagements, with an engagement rate of 4.6% overall.

MEDIA

Media coverage over the past year resulted in more than 8,000 news items covering exhibitions, programming, outreach and many other activities at both Museums. Media stories on the Museums reached a potential combined audience of more than 120 million people across Canada and around the world, on a range of topics that resonate with audiences today. A highlight at the Museum of History consisted of experts sharing their thoughts on

the exhibition **Lost Liberties** and the historical invocation of the *War Measures Act*, which was particularly relevant in the aftermath of the federal government's first-ever use, in 2022, of the *Emergencies Act*. War Museum historians gave 26 interviews around the 80th anniversary of Dieppe and Remembrance Week, doubling coverage during the same period in 2021-2022 and reaching 8.7 million people in Canada. Various high-profile and international media stories were also filmed at the Museums by outlets that included CNN and TV5. In addition, a well-planned communications launch, announcing confirmation of Caroline Dromaguet as our Director and Chief Executive Officer, generated important media coverage nationwide.

MEDIA COVERAGE
RESULTED IN OVER

8,000 NEWS ITEMS

REACHING A POTENTIAL
AUDIENCE OF OVER

120 MILLION PEOPLE



**"I Was Inspired
the Other Inj**
Master Corporal [Name]
On 23 March 2003



LIBERTÉS SACRIFIÉES

La Loi sur les mesures de guerre

Une exposition itinérante réalisée par le Musée canadien de l'histoire, avec le généreux soutien financier du Conseil de dotation du Fonds canadien de reconnaissance de l'internement durant la Première Guerre mondiale.

«
Aucun homme libre ne sera saisi,
ni emprisonné ou dépossédé de ses biens,
déclaré hors-la-loi ou exilé [...] sans un jugement
légal de ses pairs, conforme aux lois du pays.
»

— MAGNA CARTA, 1215

No free man shall be seized or imprisoned, or stripped
of his rights or possessions, or outlawed or exiled ...
except by the lawful judgment of his equals
or by the law of the land.
»

— MAGNA CARTA, 1215

1914-1918

The First World War (1914-1918)



«
Sans autre forme de procès, sans être ni jugés ni condamnés, des milliers de Canadiens ont été internés dans des camps de détention pendant la Première Guerre mondiale. Les hommes ont été détenus dans des camps de détention à travers le Canada, les États-Unis et l'Europe.
»

«
We must shoulder the burden with Britain and the other British dominions in this special ... toughest period of their history. We must stand shoulder to shoulder with them in this hour of their need.
»



1914

SHARING COMMUNITY STORIES AND EXPERIENCES

In 2022-2023, Digital Museums Canada (DMC) invested more than \$2.2 million in projects produced by museums and heritage, cultural and Indigenous organizations in every part of the country. The program offers Community Stories level funding up to \$25,000 and two Digital Projects investment streams: up to \$150,000, and from \$150,000 to \$250,000. In addition to providing funding, the DMC team offers expertise, support and guidance. It is currently the largest program of its kind in Canada.

Projects are selected via Advisory Committees made up of museum and digital experts from across the country. DMC staff work closely with the organizations during project development, helping them to create engaging online content, while also building digital capacity and reach. Of the 59 proposals received in 2022-2023, 19 projects received funding.

In 2022, DMC launched a free two-hour online course aimed at helping museum and heritage professionals build their digital skills and deepen their knowledge of best practices in relation to user experience, accessibility, and audience engagement. The course, *Creating Engaging Online Experiences: An Introduction for Museums and Heritage Organizations* was developed in partnership with Athabasca University, with the support of PowerED™.

SHARING OBJECTS AND EXPERTISE

Both the Museum of History and the War Museum actively loan out works of art, objects, and other resources. In addition, the corporation has a vibrant travelling exhibitions program, making a wide range of compelling exhibitions available to communities large and small. Although the pandemic had a major impact on the travelling exhibitions program, in 2022-2023, it returned to near-normal activity, with a total of 12 openings across the country.

Work on two new travelling exhibitions – the Museum of History's **Lost Liberties - The War Measures Act** and the War Museum's **Outside the Lines - Women War Artists** – continued in 2022-2023, and by February 2023, the

travelling version of **Lost Liberties** had begun its tour, with dates booked in Ontario, Quebec and Alberta into 2025. **Outside the Lines** is expected to go on tour in 2024.

Many of the venues enhance our travelling exhibitions with their own content and activities. In Stellarton, Nova Scotia, for example, the Museum of Industry added objects from its collection to give the exhibition **Hockey** local flavour. At the National Air Force Museum of Canada in Trenton, Ontario, a series of weekend sessions devoted to psychological and emotional wellness supported the content in **The Wounded**. And in Moncton, New Brunswick, Resurgo Place planned a conference on New Brunswick's First World War nursing sisters in association with the exhibition **World War Women**.

Staff from the Museum of History and the War Museum often share their knowledge and expertise at symposia and other speaking events, while also participating in regional events related to their own work. In July, War Museum staff participated in the federal government's No. 2 Construction Battalion National Apology Event with the loan of the *Legacy Shadow Quilt* for display in Truro, Nova Scotia. The quilt, designed by Captain (Ret'd) George A. Borden and produced by his sister, Ozell Borden, features 30 images of individuals, representing some of the approximately 780 Black Canadians who served in the Battalion. A Museum specialist accompanied the quilt to interpret its figures for guests attending the event, which the Museum also livestreamed.

Public lectures are also an important way of sharing our expertise. Highlights from 2022-2023 include virtual and in-person presentations on topics as wide-ranging as civil liberties, Indigenous military history, the veterans' experience, war and medicine, archaeology, Italian-Canadian heritage, and Canadian women during the First and Second World Wars, as well as events marking the 105th anniversary of the Battle of Vimy Ridge in France.

TRAVELLING EXHIBITIONS ACROSS CANADA, BY PROVINCE



**Snapshots
of Canada**
Saskatoon,
Saskatchewan

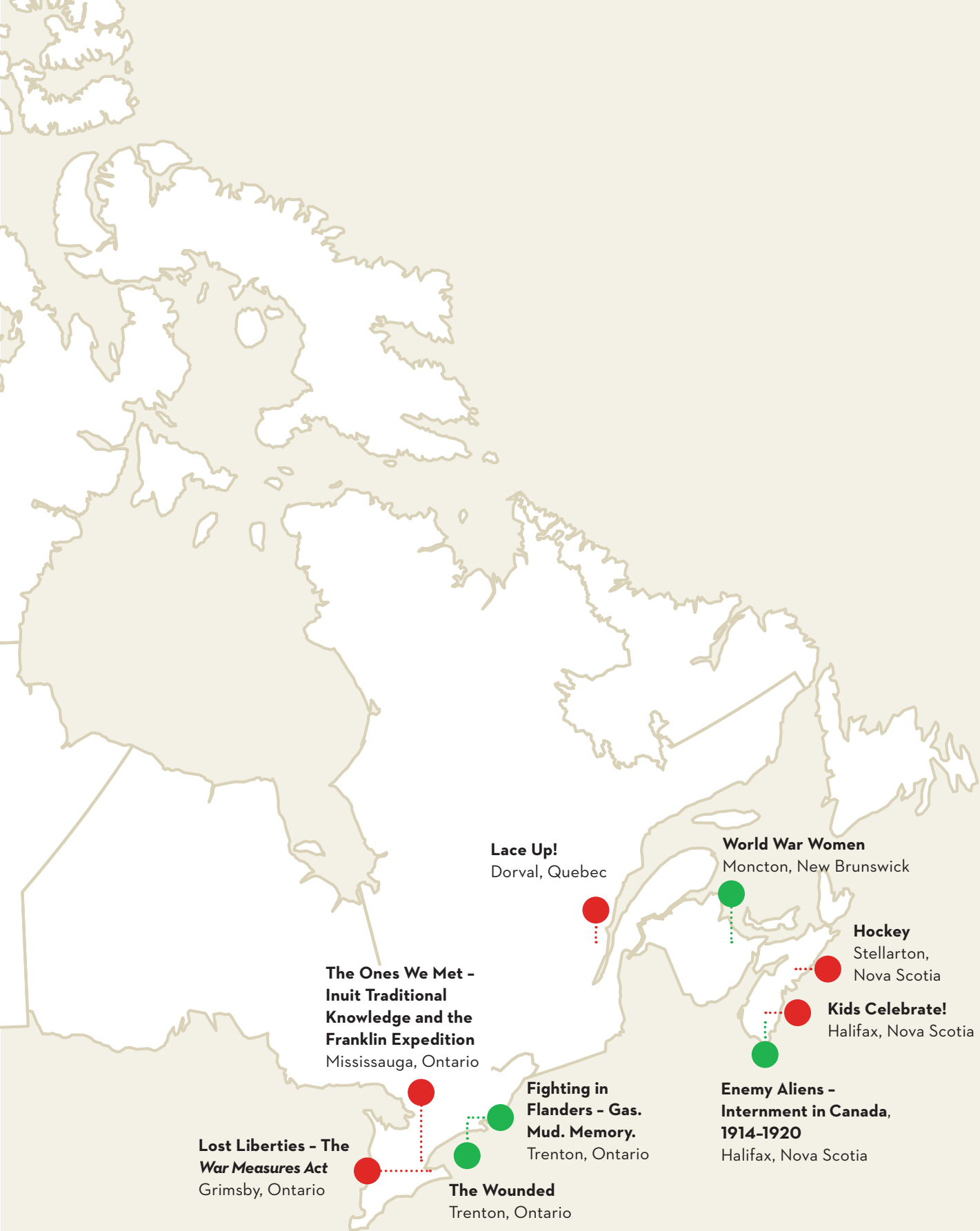
**The Ones We
Met - Inuit
Traditional
Knowledge
and the Franklin
Expedition**
The Pas,
Manitoba

**Fighting in
Flanders - Gas.
Mud. Memory.**
Swift Current,
Saskatchewan

LEGEND

● CANADIAN MUSEUM OF HISTORY

● CANADIAN WAR MUSEUM



Lace Up!
Dorval, Quebec

World War Women
Moncton, New Brunswick

Hockey
Stellarton,
Nova Scotia

Kids Celebrate!
Halifax, Nova Scotia

**Enemy Aliens -
Internment in Canada,
1914-1920**
Halifax, Nova Scotia

**Fighting in
Flanders - Gas.
Mud. Memory.**
Trenton, Ontario

The Wounded
Trenton, Ontario

**The Ones We Met -
Inuit Traditional
Knowledge and the
Franklin Expedition**
Mississauga, Ontario

**Lost Liberties - The
War Measures Act**
Grimsby, Ontario



ez-v

Composition
Plan
Composition

Composition

Subject
Objet

Colour
Couleurs

Inspiration

Viewpoint
Point de vue

Viewpoint
Point de vue

Colour
Couleurs

Frame Selection
Choix de cadre



POSITIONING THE MUSEUM AS A TRUSTED SOURCE OF HISTORICAL KNOWLEDGE

PRIORITIES

1. Conduct strategic and outcome-based research on key topics reflecting the diversity of Canadian history and our contemporary context

Like all museums worldwide, the Museum of History and the War Museum are active research institutions. The Museums' well-regarded curators and historians, often in tandem with external partners, continue to explore this country's diverse history, providing support to a wide range of Museum activities.

The corporation is implementing the final year of its current 10-year Research Strategy, which encompasses guiding principles and nine primary areas of activity. In addition to targeted research, much of it multi-year in scope, both Museums undertake research in support of treaty negotiations and repatriation, acquisitions and collection review, symposia, publications, and upcoming exhibitions and programs.

2. Present content that engages diverse audiences with key topics in Canadian history

Exhibitions and programming are a primary means by which the Museums share information, spark conversation, and encourage exchanges of diverse ideas and perspectives. Exhibitions are either developed solely in-house, produced in partnership, or borrowed from other institutions.

3. Modernize the content of the long-term exhibitions

History is not a fixed series of facts, but rather a living, breathing reflection of who we are, where we have come from, and where we may be headed. The Museum of History and the War Museum are acutely aware of the need to remain responsive to a changing world, and to periodically reshape their long-term exhibitions to reflect new research and evolving perspectives, while also ensuring that people from all walks of life and all communities in Canada feel welcome, respected and heard.

INDICATORS AND TARGETS

The corporation has developed two indicators to measure its achievements in relation to Strategic Direction 2.

Research plays a critical role in furthering the Museum’s mandate as a trusted source of knowledge related to Canadian history. This indicator measures the progress and impact of projects and activities aligned with the Museum’s Research Strategy.

Special exhibitions complement permanent exhibition galleries at both Museums by adding new stories and perspectives. This indicator measures exhibitions – developed internally, in collaboration with external partners or borrowed from other institutions – presented either on site or online.

NUMBER OF PROJECTS OR ACTIVITIES THAT FOSTER OR DEMONSTRATE PUBLIC TRUST IN MUSEUM RESEARCH

NUMBER OF OPENINGS OF SPECIAL EXHIBITIONS ON TOPICS IN CANADIAN HISTORY

2022-2023 RESULT **396**

2022-2023 RESULT **7**

2022-2023 TARGET **360**

2022-2023 TARGET **6**

2021-2022 RESULT **414**

2021-2022 RESULT **7**

ANALYSIS

The Museums saw a productive year in the area of research, exceeding the annual target. Over the course of the year, major work was undertaken on upcoming digital, travelling and special exhibitions, as well as on updates to exhibition galleries. Fieldwork resumed in 2022-2023 with a number of collaborative community projects. Museum curators and historians were active in community engagements, public presentations, publications, and media appearances. In addition, they contributed professionally to their fields by helping to organize, and by presenting at, academic conferences, and by sitting on boards and committees.

ANALYSIS

Strategic partnerships increased the Museum’s capacity to present seven special exhibitions to the public this year, one more than planned. Topics featured a range of histories, including the history of Canadian children’s television, war art, national archival treasures, and stories of Southeast Asian refugees.

KEY ACTIVITIES

ENGAGING EXHIBITIONS

In 2022-2023, the Museum of History opened the exhibition **From Pepinot to PAW Patrol® - Television of Our Childhoods**, which explores how Canadian children's television from the 1950s on has shaped generations of people in Canada, while also reflecting social issues and values.

At the War Museum, **Munnings - War Artist, 1918** showcased the activities of the Canadian Cavalry Brigade and the Canadian Forestry Corps during the First World War, through the paintings and drawings of British artist Alfred Munnings. The exhibition's presentation at the War Museum followed a successful tour of England and Canada, and featured numerous works from the Museum's outstanding Beaverbrook Collection of War Art.

Other temporary exhibitions that opened this year included **Unexpected! Surprising Treasures From Library and Archives Canada** and **Hearts of Freedom - Stories of Southeast Asian Refugees**, both at the Museum of History.



The following special exhibitions and displays opened in 2022-2023.

SPECIAL EXHIBITIONS

Museum of History

From Pepinot to PAW Patrol® - Television of Our Childhoods

(September 2, 2022 to September 1, 2023)

An exhibition exploring the enduring impact of Canadian children's television from the 1950s to the present day.

Unexpected! Surprising Treasures From Library and Archives Canada

(December 9, 2022 to November 26, 2023)

An exhibition featuring unusual items such as codebooks, a musical score, and diaries, each of which has a story to tell.

Hearts of Freedom - Stories of Southeast Asian Refugees

(February 14 to April 16, 2023)

This small pop-up exhibition explored the stories of refugees from Vietnam, Laos and Cambodia who came to Canada between 1975 and 1985.

Highlights From the Rick Hansen Man in Motion World Tour Collection

(May 21 to September 11, 2022)

This special display featured 18 objects from Rick Hansen's 26-month, 40,000-kilometre wheelchair marathon to promote accessibility and inclusion for people with disabilities.

The Jim Neilson Collection

(June 22 to October 1, 2022)

This Lobby display featured selections from the Jim Neilson Collection, including the gloves and skates worn by Neilson, one of the NHL's few Indigenous players, when he played for the New York Rangers.

SPECIAL EXHIBITIONS

War Museum

Munnings - War Artist, 1918

(November 18, 2022 to March 19, 2023)

An exhibition featuring the work of British artist Alfred Munnings, and his documentation of the work of the Canadian Cavalry Brigade and the Canadian Forestry Corps during the First World War.

Legion National Foundation's Poster and Literary Contest

(October 27, 2022 to October 15, 2023)

This Lobby display features this year's winners of the annual Royal Canadian Legion contest, which began in 1960.



GATHERING ORAL HISTORIES

In recent years, both the Museum of History and the War Museum have been collecting oral histories. This year, for its **In Their Own Voices: Stories From Canadian Veterans and Their Families** project, the War Museum conducted and recorded 128 interviews with veterans who shared their personal stories about serving their country, how they dealt with the challenges of reintegrating into society, how they commemorated and marked loss, and how they moved forward to remake Canada. This generously funded project will include the archiving of interviews for future generations, plus the creation of a web portal, a conference, and a legacy book.

The Museum of History's oral history project, **Shaping Canada**, focuses on the history makers of today, and how their influence affects Canada now and into the future. A project highlight in 2022-2023 was an interview with Perdita Felicien, former Olympian and prominent sports journalist, in which she shared her experiences as a pro athlete and Black woman in sports and television. The **Shaping Canada** team focused this year on developing a website in support of the initiative. Short, documentary-style videos created from the interviews will highlight emotional and thought-provoking content. As this project continues to enhance and support the Museum's position as a leader in oral history and digital humanities research, it will become a unique, multi-disciplinary living archive of contemporary Canada.



My Friend

Mon

Behind every medal is a story of bravery and sacrifice
Lest we forget

...

SUPPORTING EXHIBITIONS AND PROGRAMMING THROUGH RESEARCH

In 2022-2023, research continued in support of exhibitions, large and small, including the Museum of History exhibition **Popular Music**, and the War Museum exhibitions **Outside the Lines - Women War Artists**, **War Games**, **Battle for the Arctic**, and **Canada, Korea and the War**. In addition, directed research continues on a wide range of aspects of life in Canada today, including the experiences of diverse communities.

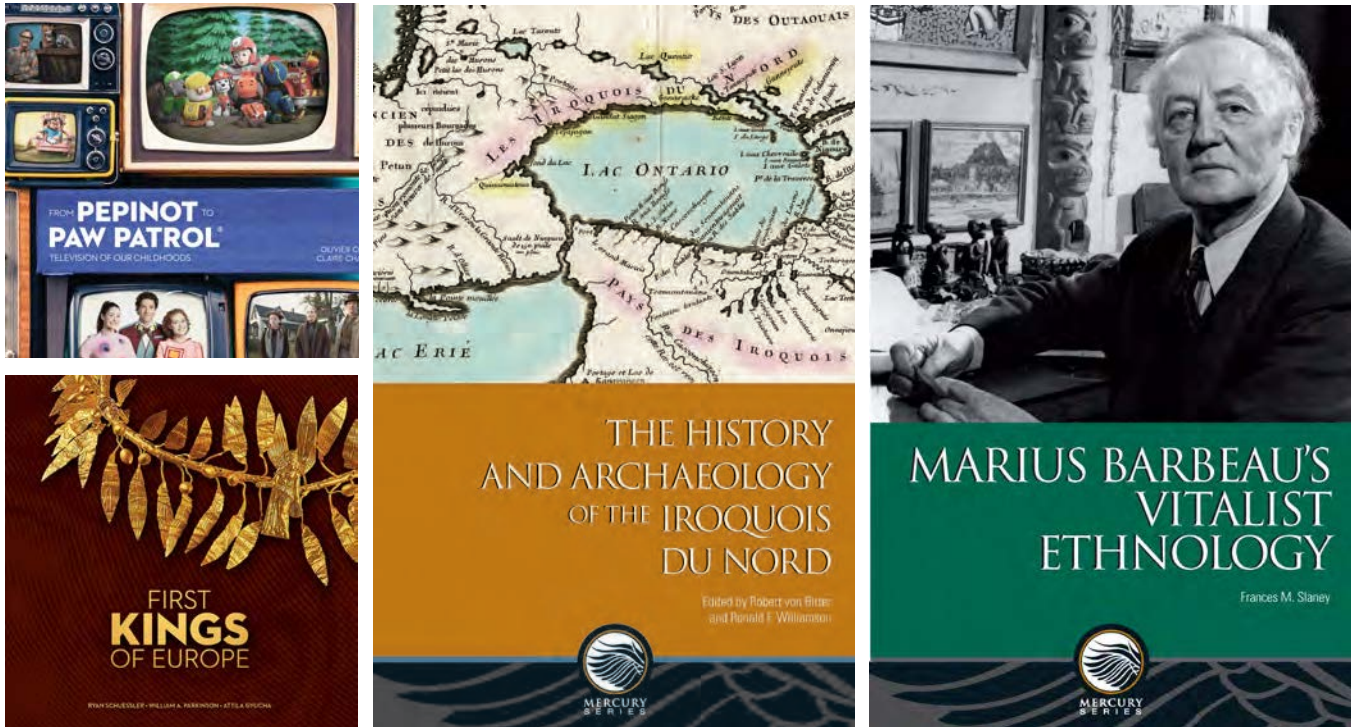
Collaborative research is also a key activity at both Museums. Highlights this year included working with Indigenous communities and with individuals involved in Canada's popular music scene, and ongoing research on the Trudel collection of French-Canadian songs and on topics such as the history of Canadian-American relations, women in the Canadian Armed Forces, and the Korean War.

SHARING OUR RESEARCH

Throughout the year, historians and curators have inspired people across the country to broaden their understanding of history through dozens of academic lectures, public talks, and newspaper articles, as well as through interviews in print, on radio and television, and across the digital realm. This sharing of research has been varied and impressive, covering topics as broad as women and war, Indigenous military history, the veterans' experience, war and medicine, children and war, oral history, Canadian political history, Indigenous engagement and repatriation, archaeology, musical activism, hockey, and the globalization of sports.

Throughout the year, both Museums published and shared their research through a variety of print products, including exhibition catalogues and volumes in the scholarly Mercury Series, which marked its 50th anniversary this year.





Titles released this fiscal year:

- *The History and Archaeology of the Iroquois du Nord*, edited by Robert von Bitter and Ronald F. Williamson (Mercury Series)
- *Marius Barbeau's Vitalist Ethnology*, by Frances M. Slaney, with a foreword by Huron-Wendat anthropologist Linda R. Sioui (Mercury Series)
- *From Pepinot to PAW Patrol® - Television of Our Childhoods*, by Olivier Côté and Claire Champ (souvenir catalogue)
- *First Kings of Europe*, by Ryan Schuessler, William A. Parkinson, and Attila Gyucha (souvenir catalogue co-produced by the Museum of History and the Field Museum of Natural History. The Museum of History will adapt the catalogue to reflect its own presentation of the exhibition in 2024.)



AN EVOLVING ONLINE WORLD

Mindful of the challenges and opportunities inherent in today's online world, this year the corporation developed and began implementing a new website strategy informed by the Museum's priorities, an evolving digital landscape, and audience research. The strategy is aimed at delivering content in formats that will resonate with today's online visitors, while also helping people engage with and understand contemporary issues through a historical lens.

By the end of the fiscal year, key initiatives included the publication of monthly Museum of History blog articles addressing topics such as the Museum's documentation of Canada's pandemic history, including the "Freedom Convoy" protests; a Museum researcher's collaborative, community-based archaeological fieldwork in Nunavik; and what DNA analysis by a Museum historian can tell us about Bytown settlers.

DIVERSIFYING LONG-TERM EXHIBITIONS

To ensure that long-term exhibitions remain current, accessible and reflective of the lives and interests of all Canadian citizens, both Museums continued their assessment of these exhibitions.

At the War Museum, work continued towards incorporating new content and interpretation of the war experience for Indigenous Peoples, French Canadians, and Black Canadians, as well as the veterans' experience, content related to broader social and cultural military history trends, and ideas from emerging scholarship. Consultations were held with colleagues at cultural institutions in Edmonton, Dublin, Belfast and London, England, to conduct research that will help inform gallery renewal.

At the Museum of History, work focused on the removal and exchange of objects and texts, to ensure that content is appropriate, inclusive and accessible, along with the rotation of sensitive objects to mitigate any long-term damage. In 2022-2023, 122 objects were rotated in permanent gallery spaces at the Museum of History.

Also at the Museum of History, work continued towards a relaunch of the Children's Museum in 2025. A cross-divisional team has been created to shape a new, more accessible, experience-based approach for a refreshed Children's Museum. The approach will include the incorporation of current research and best practices in relation to free play as an important component of early childhood development.



Honorable Hillary M. Wasan at W. Ge...
Fea Honours Hillary M. Wasan and W...

Honorable Hillary M. Wasan at W. Ge...
Fea Honours Hillary M. Wasan and W...

Sign
Exit



STRENGTHENING RELATIONSHIPS WITH INDIGENOUS PEOPLES

PRIORITIES

1. Strengthen internal capacity by increasing cultural competence and representation

The Museum of History and the War Museum have long worked collaboratively with Indigenous communities, and both Museums continue to expand and strengthen the representation of Indigenous Peoples and their stories in exhibitions, programming and special events. The corporation's Framework for Indigenous Relations reflects this and commitments related to access, engagement and knowledge, providing for more transparency, accountability and shared authority across all activities. Within the context of the United Nations Declaration on the Rights of Indigenous Peoples, the corporation is also updating key policies and formalizing best practices.

2. Build collaborative partnerships with Indigenous communities

The Museum continues to build and strengthen relationships with Indigenous communities through respectful collaboration and shared decision making, engagement on content for exhibitions and programs, the repatriation of cultural material, and other projects of mutual interest.

The Museum of History and the War Museum also continue to enhance public awareness of the histories and contributions of Indigenous Peoples through programming and community engagement related to important events such as Indigenous Veterans' Day and National Indigenous History Month.

3. Prioritize the proactive repatriation of Indigenous cultural material

The Museum has been actively involved in repatriation for decades, adopting an evolving approach that has been studied and emulated worldwide. Since 2016, the Museum has had its own dedicated repatriation team, which participates in the federal treaty process and engages in repatriation discussions with Indigenous communities across the country.





PERCENTAGE OF ACTIVITIES COMPLETED, AS IDENTIFIED IN THE IMPLEMENTATION PLAN FOR THE FRAMEWORK FOR INDIGENOUS RELATIONS

2022-2023 RESULT 85%

2022-2023 TARGET 100%

2021-2022 RESULT 55%

INDICATORS AND TARGETS

The corporation has developed one indicator to measure its achievements in relation to Strategic Direction 3.

The **percentage of activities** identified as completed in the Implementation Plan for the Framework for Indigenous Relations measures progress over a three-year period. Projects include the development of policies, procedures, protocols and strategies for a wide range of activities related to Indigenous concerns, collections and communities.

ANALYSIS

The Museum’s Framework and related implementation plan continue to be flexible, to reflect the changing needs of the Museums and expectations from Indigenous communities. Additional items were added to the plan mid-year to reflect changing positions, events and priorities. Draft protocols for Elders and for public acknowledgements, along with reviews of many projects, including the Sacred Materials Project, have been completed. Collaboration is under way with external consultants to prepare new Guidelines for Consultation and Engagement. A hybrid Indigenous Internship Program was launched, and two interns have been chosen for projects both on site and in their home communities. Two new curatorial positions were created, one at each Museum. An International Decade of Indigenous Languages working group has been formed to advance Indigenous language initiatives and cultural competency training that will incorporate Principles of OCAP® (Ownership, Control, Access and Possession). Museum staff also completed a Working Effectively with Indigenous Peoples training package. Larger, multi-year projects related to shared authority and collections history are ongoing.

KEY ACTIVITIES

THE SACRED MATERIALS PROJECT

In 2022-2023, the corporation continued implementing the Framework for Indigenous Relations with a number of ongoing and new initiatives. One of these was a review and expansion of the Sacred Materials Project, which includes the creation of a new Sacred and Sensitive space at the Museum of History, slated for completion in 2023-2024. This space will be entirely separate from other areas that house cultural material in collections storage, and it will incorporate a dedicated ceremonial space that is culturally appropriate and respectful. Collaboration with Ceremonialists and Knowledge Keepers is ongoing and will guide the transfer of sacred and sensitive material to this new space.

STAFFING

Two new curatorial positions were created in 2022-2023. At the Museum of History, the position of Curator, Northern Ethnology is expected to enhance community access to cultural material from the North, while also building stronger relationships and partnerships with northern Indigenous communities and organizations. At the War Museum, the Historian, Indigenous Military History will be working with Indigenous communities and groups to expand the Museum's presentation of Indigenous military history – including in its research, exhibition development, educational initiatives, and programming. In addition, the revised role and portfolio of the Director General at the Museum of History now includes repatriation, alongside collections, research and exhibitions. The incumbent joined the Museum in August 2022, bringing significant experience in Indigenous relations and reconciliation.

In addition, two key advisory positions were filled this year, each of which will further enhance interactions between the Museum and Indigenous Peoples. The Advisor, Indigenous Languages is tasked with increasing the visibility of Indigenous languages and supporting the efforts of Indigenous Peoples to revitalize and strengthen Indigenous languages. Similarly, the Advisor, Intangible Cultural Heritage will be developing appropriate protocols and processes that will facilitate access to Indigenous intangible cultural heritage, while also addressing restrictions on Indigenous archival resources, and supporting Indigenous communities and artists facing outstanding issues.

The Museum has also adopted a policy of giving Indigenous candidates priority when staffing positions focusing on Indigenous histories, visitor services, interpretation, or research before opening up such positions to the general public. As well, a staff working group has been formed to enhance the experience of Indigenous staff.

STAFF TRAINING

The Museum has mandated Indigenous cultural awareness training, aimed at increasing the cultural competence of all staff. Specialized training was also offered to Museum staff who work closely with Indigenous communities on the First Nations principles of OCAP® (Ownership, Control, Access and Possession) to better understand Indigenous rights and Indigenous data sovereignty. Additional training will be offered in the years ahead to continue building cultural competence and to give staff opportunities for expanding their cultural knowledge and understanding.

THE INDIGENOUS INTERNSHIP PROGRAM

In addition to training a new generation of museum professionals, the Indigenous Internship Program (IIP) has helped the Museum expand its knowledge of Indigenous traditions and world views. As part of ongoing efforts to make the IIP more accessible to a wider range of participants, new hybrid internship opportunities were developed to give members of Indigenous communities more flexibility when it comes to participating in this important initiative.

In 2022-2023, a new IIP coordinator was hired, and two interns were selected for the hybrid on site-remote format. Work also continued towards the creation of a pilot project for urban Indigenous youth; skills-development workshops; and a short-term IIP for people who cannot commit for an entire year.

DOCUMENTATION AND RESEARCH

In keeping with its Framework for Indigenous Relations, the corporation continued to update key documents to reflect Indigenous rights, shared authority, and enhanced collaboration and engagement with Indigenous Peoples. Research and the provision of information continued for repatriation and treaty-related files, requests for general information, and community inquiries, while work with Indigenous communities in relation to tangible and intangible Indigenous cultural heritage was ongoing. This year's collaborative research projects focused on topics such as Indigenous art of the Northwest Coast and the recreation of the historic O'Halloran coat (housed at the Museum) by Mi'kmaq artists.

INCREASING ACCESS TO CULTURAL MATERIAL AND SHARING AUTHORITY

The Museums worked to support Indigenous initiatives and cultural preservation in collaboration and partnership with cultural centres and Indigenous organizations across the country. During 2022-2023, the Museums organized and hosted visits from the Mi'kmawey Debert Cultural Centre, the Saskatchewan Indigenous Cultural Centre, the Inuit Heritage Trust, the Innu Nation of Labrador, the Carcross/Tagish First Nation, and the Nattilik Heritage Centre in Gjoa Haven, among many others. In addition, memoranda of understanding were signed with the Mi'kmawey Debert Cultural Centre to support the creation of their cultural centre in Mi'kma'ki (Nova Scotia) and to facilitate the relocation of the important Debert archaeology collection, and with the Innu Nation of Labrador to support the sharing of information and repatriation of cultural material.

Key partnerships this year included working with the 2022 Indigenous Women's Arts Conference to hold sessions, workshops and tours of collections for delegates and members of the public, and participating in the organization of the Indigenous Peoples Economic and Trade Cooperation Arrangement (IPETCA) ceremony, panel discussions, and press conference, which were attended by Ministers Ng, Vandal and Hadju, and key representatives from First Nations, Inuit and Métis organizations.

ARCHAEOLOGY, FIELDWORK AND LABS

In many parts of Canada, Indigenous heritage remains at risk. In addition to ongoing engagements with Indigenous communities on Museum projects, the Museum has spearheaded numerous fieldwork initiatives over the past few years, including a number of multi-year projects. In 2022-2023, Dr. Karen Ryan and her collaborators at the Avataq Cultural Institute renewed their archaeology work at the Qajartalik petroglyph site, supporting its nomination as a UNESCO World Heritage Site. The site contains almost 200 stylized faces carved into soapstone outcrops more than 1,000 years ago.

Museum of History archaeologist Dr. Matthew Betts spent nearly three weeks digging at sites in the state of Maine to explore the potential earliest contact between Europeans and the Passamaquoddy. The archaeological expedition was funded by a grant from the Social Sciences and Humanities Research Council of Canada, in partnership with colleagues at the University of New Brunswick and the University of New England. The work is being conducted in collaboration with the Passamaquoddy Tribe (U.S.) and with the participation of Passamaquoddy students.



SCHOOL PROGRAMS

The Museum has been actively building relationships with Indigenous communities for the school programs Traditions of the Anishinabe (Algonquin) and Traces of History: The Legacy of Residential Schools. Meetings, co-creation, and conversations are ongoing with the Kitigan Zibi Anishinabeg First Nation and Algonquins of Pikwakanagan First Nation, as well as with Haida master carver Carey Newman, towards ensuring that the programs provide current and accurate information when they launch in early 2024.

HIGHLIGHTING STORIES OF INDIGENOUS PEOPLES

In 2022-2023, the War Museum continued to embrace broader inclusion of Indigenous perspectives and achievements towards further enhancing its research initiatives, special exhibitions, Canadian Experience Galleries, collections, and programs. Commemoration of Indigenous Veterans' Day on November 8 – begun last fiscal year – continued in November 2022 with a digital event featuring a staff historian's interview with an Indigenous veteran. The interview was disseminated widely via social media. Similarly, the War Museum's **In Their Own Voices: Stories From Canadian Veterans and Their Families** oral history project this year included interviews with almost two dozen Indigenous veterans, whose recorded experiences will be shared with current and future generations of students and scholars.



The Museum also presented two exceptional stories of Indigenous accomplishment. In June 2022, for National Indigenous History Month, the story of Jim Neilson – Canada’s first Indigenous hockey player – was presented in a display at the Museum of History. The display was enhanced by videos that featured his children and were shared worldwide via social media.

In December 2022, the Museum highlighted the exceptional achievements of Autumn Peltier, of Wiikwemkoong Unceded Territory on Manitoulin Island, Ontario. Featuring material related to her international advocacy for clean water, the short-term display – including the dress she wore for her address to the UN General Assembly in 2018, when she was only 13 – was later added to the Canadian History Hall. Her story was shared on social media, attracting even more interest when she was announced as one of three finalists for the 2022 International Children’s Peace Prize.

To revise the information on residential schools and Indigenous histories in its exhibits and programs, to ensure it reflects related developments and centres the experiences of Survivors, the Museum of History continues to collaborate with Indigenous communities and Survivors. During the year, meetings were also held with the Mi’kmawey Debert Cultural Centre and Mi’kmaq community members to discuss a co-created exhibition project.

TREATIES, REPATRIATION AND INDIGENOUS CULTURAL MATERIAL

To facilitate and streamline its repatriation activities, the Museum uses a series of database modules to help track repatriation work, treaty negotiations and related obligations, visits related to the Sacred Materials Project, and community access to Indigenous cultural material. These modules help to ensure transparency and accountability, two principles enshrined in the Museum’s Framework for Indigenous Relations. The Museum also administers a proactive repatriation plan for the return of ancestral remains, as well as sacred and other cultural material, to Indigenous communities.

In 2022–2023, a revised Repatriation Policy was drafted, along with guidelines for completing claims, with approval expected in early 2023–2024. The revised policy broadens the categories of cultural material eligible for repatriation, and the guidelines ensure that Indigenous communities have the right to determine the best outcome for repatriated cultural material.

This fiscal year, repatriation proposals were submitted to the Board of Trustees on behalf of the Gitxaala Nation and the Whispering Pines / Clinton Indian Band. The corporation also participated in ongoing treaty negotiations related to the Te’mexw Treaty Association, the Peskotomuhkati Nation, and the Inuvialuit, among many other groups.

BUILDING AND SHARING A COLLECTION REFLECTING CANADA AND ITS PEOPLE

PRIORITIES

1. Actively pursue acquisitions – tangible and intangible – of national significance, in accordance with the Collections Development Plan

An effective Collections Development Plan helps refine existing collections, while also identifying gaps and potential areas of acquisition. The corporation's plan continues to inform collecting activities at the Museum of History and the War Museum, with priority being given to acquisitions for upcoming exhibitions and other key initiatives.

2. Ensure responsible stewardship of the collection

The human and military history collections at the Museum of History and the War Museum reflect Canada's continually unfolding story, and they are essential to ensuring an understanding of our past, present and future. Responsible stewardship of this country's tangible and intangible cultural history takes many forms, including keeping collections in climate-controlled storage facilities that reflect the highest international standards, prioritizing conservation, and accessioning and deaccessioning objects and other material thoughtfully.

3. Digitize more of the collection

With a combined total of more than 4.5 million objects, works of art, archaeological items, books, photographs, audiovisual materials, and archival documents at the two Museums, digitization of collections has been a major undertaking. Ongoing efforts to make collections available online have included the production of digitized photographs from multiple angles, the scanning of documents and photographs, and the transfer of older audiovisual material to digital formats. In addition, work on enhancing the value of online resources to researchers, students and others continues, through initiatives such as creating more comprehensive descriptions, improving search capability, and 3D modelling of some objects.

INDICATORS AND TARGETS

The corporation has developed two indicators to measure its achievements in relation to Strategic Direction 4.

The **percentage of acquisitions that fill identified gaps** measures the proportion of acquisitions in priority collecting areas. For 2022-2023, identified gaps at the Museum of History were acquisitions related to contemporary history (since circa 1960), sports, contemporary Indigenous history, popular culture, oral history, and COVID-19. Identified gaps at the War Museum were acquisitions relating to Canada’s involvement in the Korean War, the Cold War, and contemporary conflicts, as well as artifacts that help tell the story of Canada’s 19th century and pre-First World War military history.

PERCENTAGE OF ACQUISITIONS THAT FILL IDENTIFIED GAPS

2022-2023 RESULT **88%**

2022-2023 TARGET **30%**

2021-2022 RESULT **38%**

ANALYSIS

The percentage of acquisitions that filled identified gaps this year far exceeded the target, which is the minimum threshold set for the year overall. Results can fluctuate from quarter to quarter depending on the opportunities that present themselves.

The **number of digitized collection items** measures the number of objects and archival documents that have been photographed or scanned. Digitization contributes to the preservation of collections and helps the Museums broaden access to their collections.

NUMBER OF DIGITIZED COLLECTION ITEMS

2022-2023 RESULT **10,794**

2022-2023 TARGET **14,000**

2021-2022 RESULT **16,901**

ANALYSIS

Progress is being made on digitizing collection items, although the annual result at the two Museums combined was 23% below target. Digitization efforts at the War Museum exceeded their target of 5,000 items by 23%, representing an average of 500 items being digitized per month. Museum of History digitization was strong in the first two quarters, but data storage and contract awarding issues caused delays in the third quarter. Solutions have been identified and services resumed modestly in the last quarter, with final year results being 48% below the target of 9,000 items.

KEY ACTIVITIES

STRENGTHENING THE COLLECTION

Guided by the corporation's Research Strategy and its Collections Development Plan, both Museums identified collections priorities for 2022-2023, many of which are reflected in this year's acquisitions.

Museum of History Acquisition Highlights

- **Canada's Sports Hall of Fame Collection** – Although formally acquired in 2021-2022, the collection of some 100,000 objects and other material was appraised, packed and shipped to the Museum in 2022-2023. A long-term agreement has been signed with the Hall of Fame to explore further opportunities to partner on sharing the collection with the public.
- **Colored Hockey League of the Maritimes Collection** – This acquisition comprised a series of oral history interviews and objects documenting the history of this all-Black early Canadian hockey league.
- **Autumn Peltier Collection** – This acquisition of regalia and archives reflects the work of the young Indigenous activist and Chief Water Commissioner for the Anishinabek Nation, who addressed the UN General Assembly in 2018, when she was only 13.
- **"Diplomatic" bottle of whiskey** – This was presented to Canada by the Danish foreign minister in 2022 to mark the resolution of the Canada-Denmark border dispute over Hans Island in the Arctic.
- **COVID-19 Collection** – The objects in this collection reflect various perspectives on the pandemic and the interactions it prompted, and they include items such as anti-vaccination flyers, a rapid antigen test kit, and material related to convoy protests in early 2022.
- **Federalist referendum poster** – This poster from the 1980 Quebec referendum on sovereignty reflects a key moment in Canadian political history.



War Museum Acquisition Highlights

- **Victoria Cross medal sets** – With the acquisition of two First World War Victoria Cross medal sets, earned by Sergeant Thomas William Holmes and Private James Peter Robertson, respectively, the War Museum is now home to 36 of 73 Victoria Crosses awarded to Canadians who fought in the First World War.
- **Diary of the North-West Resistance** – This small diary was kept by Gunner Thomas Matthew Garvin of the Montreal Garrison Artillery. It describes his May 1885 train journey to join government forces in Western Canada during the North-West Resistance.
- **Cast bronze plaque** – This plaque is based on the design of the Monument to Canadian Fallen (the Korean War Monument), erected in 2001 at the United Nations Memorial Cemetery in Busan, Korea.
- **Colonel Helen F. Ott Collection** – This collection includes photographs, albums, certificates and other documents illustrating Colonel Ott's career with the Royal Canadian Navy (1954-1984) and her important contributions to military health care within the Canadian Armed Forces.
- **Brigadier-General Virginia Tattersall Collection** – This acquisition includes material related to the Brigadier-General's peacekeeping service with UNTAC/UNAMIC (Cambodia) in 1992, such as Cambodian currency, a Khmer name tag, a Khmer Rouge patch, and a tourist map of Phnom Penh.



MANAGING AND CONSERVING THE COLLECTIONS

To ensure the ongoing safety and security of its collections, the Museum is reviewing and updating its inventory management procedures to support the ongoing stewardship of the collections. In addition, a capital project to enhance the security of the vaults is under way.

The Museum of History completed a risk assessment of its digital assets in 2022-2023. This important step provides the foundation for a comprehensive digital preservation strategy. The strategy will identify mitigation plans to better protect and preserve the Museum's digital assets.

COLLECTIONS CONSERVATION

Many of the collections housed at the Museum of History and the War Museum are extremely fragile, due to age, materials, light-sensitivity, and more. Both Museums have expert teams of conservators and preparators who assess damage and mitigate risks due to pests and environmental factors, while also carefully stabilizing or repairing valuable objects and archival material.

In 2022-2023, Museum of History conservators undertook 190 conservation treatments, many of them for objects in the newly acquired Canada's Sports Hall of Fame Collection. A major conservation project was the treatment of the large sculpture *The Spirit of Haida Gwaii*. Conservation highlights at the War Museum included the repair and restoration of a Victoria Cross medal acquired this year, as well as work on several large military vehicles.

Working closely with conservation staff, preparators design and build mounts in association with exhibition designers, set light and humidity levels, and determine how best to protect objects for travelling exhibitions and loans.

SHARING THE COLLECTIONS

Over the past few years, both Museums have enhanced online access to their collections. In 2022-2023, the Museum of History created and staffed a full-time permanent position for an additional photographer, to increase its digitization capacity, and the War Museum purchased a specialized camera to provide better-quality images for the artifact database. A number of projects are under way to review and enhance the provenance and cataloguing records for objects, and to produce new, high-quality images that allow the public greater access to the Museum's searchable database.

Each year, both Museums loan objects and other material to museums and cultural institutions across Canada and around the world. Most of these loans are made in support of exhibitions and research initiatives. In 2022-2023, 4,817 objects – including works of art, and political, contemporary and archaeological material – were loaned to institutions across North America.

PURSUING CULTURAL DIPLOMACY NATIONALLY AND INTERNATIONALLY

PRIORITIES

1. Advance partnerships with a diverse range of organizations and communities, nationally and internationally, towards future collaborations

Over the past year, the corporation has continued to build partnerships and other mutually beneficial relationships with cultural communities and organizations, museums, and other institutions, towards developing exhibitions, programming, events and other initiatives that involve sharing diverse histories.

2. Explore additional avenues to engage the diplomatic community while aligning with key priorities

Canada is a vibrant multicultural and multilingual society, enriched by the contributions of many different people. Throughout the year, the Museum of History and the War Museum enhanced existing relationships with representatives of other countries through initiatives ranging from exhibitions and programs to educational resources and special events.

To promote their content abroad, both Museums, in addition to working with departments such as Global Affairs Canada, hosted conferences, special events, VIP tours, and state visits, expanding their reach and influence through cultural diplomacy.

INDICATORS AND TARGETS

The corporation has developed two indicators to measure its achievements in relation to Strategic Direction 5.

The **number of events and outreach initiatives undertaken in partnership or as collaborations** measures the number of on-site, off-site, virtual or hybrid events and outreach initiatives presented in association with other organizations.

The **number of partnerships initiated for the development of museological projects** measures the number of projects initiated in areas that include exhibitions, research, programming, collections, and access to resources and facilities.

NUMBER OF EVENTS AND OUTREACH INITIATIVES UNDERTAKEN IN PARTNERSHIP OR AS COLLABORATIONS

NUMBER OF PARTNERSHIPS INITIATED FOR THE DEVELOPMENT OF MUSEOLOGICAL PROJECTS

2022-2023 RESULT **45**

2022-2023 RESULT **12**

2022-2023 TARGET **40**

2022-2023 TARGET **12**

2021-2022 RESULT **29**

2021-2022 RESULT **13**

ANALYSIS

The corporation surpassed its annual target for partnership and outreach initiatives, with many high-profile and programming events taking place at both Museums. Multiple collaborations with other government departments, Canadian and international museums, and embassies created strong partnerships, fostering diplomatic cooperation and goodwill.

ANALYSIS

Strategic partnerships are becoming an increasingly vital element of the Museum’s growth strategies, as they help pool knowledge resources, diversify Museum offerings, and reach more people in Canada. Twelve partnerships were advanced this year, representing a wide variety of topics and organizations, including grants to Indigenous artists to research and study collections, the development of community-driven exhibitions, and collaborations on the development of learning materials.

KEY ACTIVITIES

EXHIBITION PARTNERSHIPS

Throughout the year, both Museums presented several compelling and thought-provoking exhibitions developed in partnership with cultural communities and organizations.

- **Unexpected! Surprising Treasures From Library and Archives Canada.** This third and final exhibition in a series, produced through a partnership between the Museum of History and Library and Archives Canada (LAC), showcases LAC collections while benefitting from the expertise of Museum of History creative development and scenographic specialists.
- The special exhibition **Munnings – War Artist, 1918** opened at the War Museum in November. Renowned today as one of England’s finest painters of horses, Alfred Munnings created more than 40 works of art while on assignment with the Canadian War Memorials Fund. Developed in partnership with the Munnings Art Museum in England and generously supported by the Beaverbrook Canadian Foundation, the exhibition captures Munnings’s powerful legacy and contributes to an understanding of Canada’s First World War experience.
- **Tomás D’Arcy Mac Aoidh: De Bhunadh Lú, Bunaitheoir Cheanada Na Linne Seo** (Thomas D’Arcy McGee: From Louth to Founding Father of Canada) at the Dundalk Institute of Technology, Republic of Ireland. The exhibition, which opened in May 2022, was developed in partnership between the Museum of History and the Dundalk Institute of Technology, and examines the life, legacy and continued relevance of Thomas D’Arcy McGee in Ireland, Canada and beyond. The trilingual exhibition featured texts in Irish, French and English.
- **Hearts of Freedom – Stories of Southeast Asian Refugees.** In February 2023, the Museum of History premiered this pop-up exhibition that shared the poignant and often harrowing stories of refugees who came to Canada from Laos, Cambodia and Vietnam over a 10-year period that began in 1975. The exhibition grew out of a multi-year community project, spearheaded by the Hearts of Freedom Museum Exhibition Committee. In addition to the Museum of History, the exhibition involved partners from across the country, including the Canadian Mennonite University, Carleton University, the Canadian Museum of Immigration at Pier 21, the Canadian Immigration Historical Society, the Vietnamese Canadian Federation, the Lao Association of Ottawa Valley, the Cambodian Association of Ottawa-Valley, the Pacific Canada Heritage Centre – Museum of Migration Society, and the Manitoba Museum.



WORKING TOGETHER ON COMMUNITY EVENTS AND CULTURAL PROGRAMMING

The Museum of History and the War Museum have long embraced partnerships with cultural communities to create programming around important commemorations, current affairs, and other occasions. Reflecting conflicts both current and historical, in 2022-2023 the Museum of History partnered with the EU on programming for the global event Stand Up for Ukraine, and the War Museum partnered with Jewish groups for International Holocaust Remembrance Day. In addition, the War Museum partnered with the Black community of the Niagara Region and the Italian-Canadian community on exhibition and programming initiatives.

PARTNERING WITH INTERNATIONAL CULTURAL ORGANIZATIONS AND EMBASSIES

Both Museums frequently work in partnership with embassies, cultural communities, and other organizations to produce events ranging from black-tie receptions to more informal occasions. This past year, the Museum worked on 38 partnership events and organized more than 80 VIP visits for Canadian and international dignitaries, heads of mission, and members of the diplomatic community, while also hosting Canadian foreign services officers representing Canada abroad.

Important diplomatic events this year included partnerships with the African Union Commission, the Kingdom of the Netherlands, and the Embassy of Kuwait, among others. Both Museums also worked with cultural organizations on numerous prestigious ceremonies and presentations, including this year's Order of Military Merit presentations, the Senate Ceremony of Remembrance, and the SSHRC Impact Awards. In addition, both Museums hosted numerous tours for diplomats and cultural groups, as well as a wealth of special activities for key occasions such as Remembrance Week, including a special Museum tour for this year's Silver Cross Mother.

ENSURING SUSTAINABILITY AND EXCELLENCE THROUGH CORPORATE CULTURE

PRIORITIES

1. Take meaningful action to build a safe, healthy and inclusive workplace

The corporation continues to invest in maintaining and enhancing a healthy workforce. In addition to implementing an action plan to enhance the employee experience, the corporation is developing an empowering governance framework; developing policies, procedures and initiatives to foster well-being; and spearheading actions aimed at strengthening equity, diversity, inclusion and accessibility (EDIA) practices.

2. Rebuild and renew revenue streams through innovative strategies

Parliamentary appropriations have traditionally represented approximately 75% of the corporation's funding. The remainder is generated through commercial revenues, interest on investments, sponsorships, and donations. Commercial revenues – which include admission fees, parking, Gift Shop sales, food concessions, facility rentals, and memberships – declined significantly during the pandemic but showed notable recovery during the 2022-2023 fiscal year. Stewardship activities remain a priority at all levels of giving, encouraging mutually beneficial long-term relationships between the Museums and their supporters.

3. Maintain and modernize our systems and infrastructure to safeguard our collections and iconic buildings

The corporation maintains two museum buildings, both of which are architecturally important. The Museum of History building opened to the public on July 1, 1989, and the War Museum building opened on May 8, 2005, making them 33 and 17 years old, respectively.

As aging facilities, each has begun to require increasing levels of maintenance and modernization. With health, safety and cybersecurity in mind, the Museum initiated a number of key upgrades this fiscal year and continued to identify funding streams to support much-needed work in the areas of accessibility, greening and infrastructure.

INDICATORS AND TARGETS

The corporation has developed two indicators to measure its achievements in relation to Strategic Direction 6.

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

DOLLAR VALUE OF FUNDRAISING ACTIVITIES (IN \$000S)

2022-2023 RESULT 2,026

2022-2023 TARGET 2,700

2021-2022 RESULT 3,113

ANALYSIS

Despite uncertain times and a tough economy, fundraising efforts generated more than \$2 million through annual giving and major gifts. Fundraising for the Children’s Museum renewal was postponed this year, which impacted the overall result compared to the target amount.

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

DOLLAR VALUE OF REVENUE-GENERATING ACTIVITIES (IN \$000S)

2022-2023 RESULT 13,375

2022-2023 TARGET 7,809

2021-2022 RESULT 5,870

2019-2020 RESULT (PRE-PANDEMIC BASELINE) 17,016

ANALYSIS

Commercial operations revenues far exceeded forecasts and reflect the success of market recovery and business development strategies. Facility rentals are now exceeding 2019-2020 revenues and the demand continues to increase. Increased group sales and attendance also impacted positively on food services and Gift Shop revenues. Membership has been brought back to pre-pandemic levels, not only as a result of renewed benefits and levels on offer, but also due to the Museums offering more engagement activities, such as behind-the-scenes tours and special film screenings. Overall revenues are at 79% of 2019-2020 results.

KEY ACTIVITIES

ENHANCING THE EMPLOYEE EXPERIENCE

In response to a workforce assessment undertaken in 2020-2021, an action plan was developed towards transforming the Museum's corporate culture. The action plan, *Our Cultural Transformation: Enhancing Our Employee Experience*, is based on four pillars: shaping our culture, strengthening employee engagement, strengthening well-being and mental health, and strengthening diversity and inclusion. Employee working groups were created under each of the pillars to address the following:

- Internal collaboration and communication
- Attracting and retaining Indigenous staff
- Wellness
- A resilient and adaptive workplace
- Celebrating our accomplishments
- A new equity, diversity, inclusion and accessibility strategy

By modernizing its corporate culture, the Museum seeks to attract and retain an empowered workforce.

FOSTERING EQUITY, DIVERSITY, INCLUSION AND ACCESSIBILITY

Equity, diversity, inclusion and accessibility (EDIA) are key to a safe and healthy workplace for Museum staff, while also informing the visitor experience. In 2022-2023, the corporation took major strides towards developing a new EDIA strategy to serve staff and the visiting public.

Human Resources was renamed People and Culture to more accurately reflect its intentional move to an EDIA model, and the Diversity Institute at Toronto Metropolitan University worked with the corporation to advance its new EDIA strategy. Its goal is to enshrine EDIA principles within all corporate processes and policies, and at the same time, encourage the championing of people from historically marginalized communities, including Indigenous Peoples, Black Canadians, people from other cultural communities, women, members of 2SLGBTQ+ communities, and persons with disabilities.

Including and welcoming persons with disabilities across all activities and initiatives is a top priority for the Museum. The Museum published its first three-year Accessibility Plan for the years 2023-2025 in December 2022, in compliance with the *Accessible Canada Act* and the *Accessible Canada Regulations*. To help develop the plan, Museum staff talked to members of the public and employees with disabilities. The plan addresses and responds to an inventory of access-related barriers to spaces, services, programs and information at the Museum of History and the War Museum.

RECRUITMENT

The corporation has been taking measures to expand its reach and to attract a diverse workforce – one that is reflective of Canada's society. Under its new EDIA approach, the corporation now includes statements focusing on under-represented groups in its job postings, and it participates in events and training opportunities in association with organizations serving historically marginalized communities.

A CULTURE OF CONTINUOUS LEARNING

To foster a culture of continuous learning, the Museum offers employees various opportunities to enhance their professional development. These can include training sessions, job shadowing, coaching, webinars, and online courses.

During the year, more than 17 training sessions and workshops, with a focus on equity, diversity, inclusion and accessibility, were offered to staff. The corporation also adapted its training strategy to provide employees with greater support in the areas of mental health and physical well-being. In 2022-2023, such support included mindfulness sessions for employees, and a subscription to the mental and physical wellness platform LIFT for all employees and family members. The Museum also continues to offer employees access to the online platform LinkedIn Learning. Since October 2022, Museum employees have accessed 4,126 LinkedIn training videos and 124 courses.



SUCCESSION PLANNING AND LEADERSHIP

In order to ensure that it can respond effectively to the retirement and departure of key staff, the corporation is continuing its work on a long-term succession-planning strategy. An assessment tool has been developed to guide employees replacing senior staff, while also supporting retiring staff with access to post-retirement programs and related initiatives.

Building upon its commitment to transform its workplace culture, the corporation spearheaded the development of a leadership and management competency profile. The profile details five key leadership competencies and accompanying expectations for the Director and CEO, vice-presidents, directors and managers.

VOLUNTEERS

Volunteers provide behind-the-scenes support in every way possible – from maintaining stamp albums to repairing vintage military vehicles. They also contribute important services to visitors by offering first-hand knowledge, expert insight, and programming support. Although the pandemic curtailed volunteer activities, volunteers were active at the War Museum in 2022-2023. In 2023-2024, the Museum of History volunteer program will be reviewed to better align with its activities and future initiatives.

REBUILDING REVENUE STREAMS

The 2020-2022 pandemic had a devastating impact on public institutions, as museums, galleries and cultural centres were forced to close their doors. Many organizations saw this challenge as an opportunity to reimagine existing business models and build new revenue streams to better reflect their operating environments. For the Museum, this has meant enhancing and reshaping existing activities, while also developing entirely new offerings.

ATTENDANCE

Attendance is a key indicator of the health and popularity of any cultural institution, and the corporation was pleased to see a steady rise in attendance figures as the year wore on. Although the first quarter began slowly, with only a very limited number of school groups visiting, local visitors began to return as pandemic restrictions eased. Summer attendance was strong, as tourism also began to rebound, although most visitors were still local and regional.

Fall attendance continued to be strong, with greater numbers of school groups and international visitors. Major exhibitions, such as **From Pepinot to PAW Patrol®**, helped attract visitors, as did special programming and activities, such as Remembrance Week at the War Museum, and the tree-lighting ceremony and Christmas Market at the Museum of History. During the traditionally quiet winter period, attendance continued to increase, spurred in part by programming related to exhibitions and March Break, as well as by special events and school visits, and the lifting of capacity restrictions at the Children's Museum.

MEMBERSHIPS

In 2022-2023, the membership program underwent major changes, including the launch of new membership categories, benefits, marketing collateral, and engagement opportunities. Memberships had significantly declined due to the pandemic, with 2021-2022 numbers reaching the lowest point, at 1,776 households. This year, the membership program more than doubled, ending with 4,585 active member households. It is now at 71% of pre-pandemic levels. The membership program will continue to focus on automating renewals, customizing member communication, and implementing a visitor conversion strategy that encourages visitors to become members and/or donors.

TOURISM

Tourism was one of the greatest casualties of the pandemic worldwide, but it began to rebound slowly in 2022-2023. To promote the Museums and their activities, the corporation launched marketing campaigns and promotional opportunities throughout the year, targeting local tourists and tourists within a short driving distance of the National Capital Region.

In the summer of 2022, tourists from outside the region began returning, partly due to the easing of pandemic restrictions. While European and American tourists were slow to return over the summer, their numbers began to rise during the fall.

GIFT SHOP SALES

This fiscal year, commercial operations for both Museums focused on restoring revenue-generating activities, such as Gift Shop sales. In 2022-2023, the shops at both Museums performed better than expected, generating a combined \$1.3 million and surpassing the target by 17%. This was due, in part, to increased attendance at exhibitions such as **From Pepinot to PAW Patrol®** and sales of related merchandise.

FACILITY RENTALS

Over the years, the Museum of History and the War Museum have played host to events ranging from intimate weddings to rock concerts. In 2022-2023, facility rentals came roaring back, with \$1.8 million in sales, or 224% above target. Large festivals were a major draw, with a full slate of programming for two editions of the Ottawa Children's Festival (May and November), RBC Bluesfest, the Grands Feux du Casino Lac-Leamy fireworks, and the Riverside Festival.

There was also increased demand for facility rentals for weddings, corporate events, performances, meetings, and other activities. This trend continued throughout the year, even in months that are traditionally quiet. The return of the Christmas Market, providing local artisans with a venue to sell their products, generated considerable revenue and welcomed some 15,000 visitors.

To improve services, increase revenues, and streamline delivery, this year the corporation reinstated supplier contracts and services for event production and logistics, and adjusted rates for facility rentals and technical services in the final quarter of the fiscal year.

FOOD SERVICES

Food services at both Museums are provided in partnership with outside suppliers. During the year, cafeteria and takeout-style food services at both Museums were able to reopen. The Second Cup and Panorama Café at the Museum of History reopened in July 2022, and the Café at the War Museum reopened in the same month. Food-service commissions generated \$420,000 in revenue in 2022-2023, more than tripling the annual target.

For its cafés, the corporation welcomed a new catering company, and for its events, it moved from a single-caterer model to a multi-caterer approach, which includes renegotiated commissions. This approach has provided more flexibility and options for facility rental clients and has made for more robust catering offerings at both Museums.

CAPITAL PROJECTS

Aging and outdated infrastructure remain an ongoing challenge at both Museums. This fiscal year, the corporation continued to work with the Department of Canadian Heritage on finding long-term solutions for the upkeep of aging buildings and for current critical capital projects. In 2022-2023, a number of upgrades and repairs were undertaken, prioritizing health and safety, environmental initiatives, and accessibility.

GREENING INITIATIVES

The Museum is committed to implementing greening initiatives in its real property portfolio, procurement processes, and design projects to achieve low-carbon operations and to increase the resilience of its assets, services and operations. In 2022-23, the corporation continued to invest at both Museums in the conversion of existing lighting to high-efficiency LED with motion sensing to reduce consumption when not required, the conversion of water fountains to water bottle filling stations, and the introduction of new products and services in its cafeterias to enhance sustainable options. A recycling program for nitrile gloves – which are used regularly by conservators, exhibition preparators, researchers, and cleaners – was continued. To achieve its targets for reducing water consumption and its load on municipal systems, the corporation uses river water to water its grounds, operate the geothermal cooling system at the Museum of History, and flush the toilets at the War Museum. In addition, the corporation encourages the purchase of environmentally friendly goods and services and includes sustainable design considerations in the selection of materials and equipment for design projects.

IT INFRASTRUCTURE AND CYBERSECURITY

In today's world, cybersecurity is a major concern. The corporation has adopted a responsive and nimble posture to ever-evolving security challenges, and it continued to refine and upgrade its IT infrastructure and systems, as well as its cybersecurity policy, in 2022-2023. These upgrades will enhance and strengthen the corporation's cybersecurity capabilities, prioritizing risk management and privacy in all IT projects. Aging legacy systems were also assessed and addressed, and a new integrated system was installed.

FUNDRAISING

During the past year, the Museum presented a number of compelling projects through a variety of fundraising campaigns. Despite uncertain times and a tough economy, our fundraising efforts generated more than \$2 million through annual giving and major gifts.

DONORS ACROSS CANADA AND ABROAD

9

Yukon

3

Nunavut

4

Northwest Territories

742

British Columbia

624

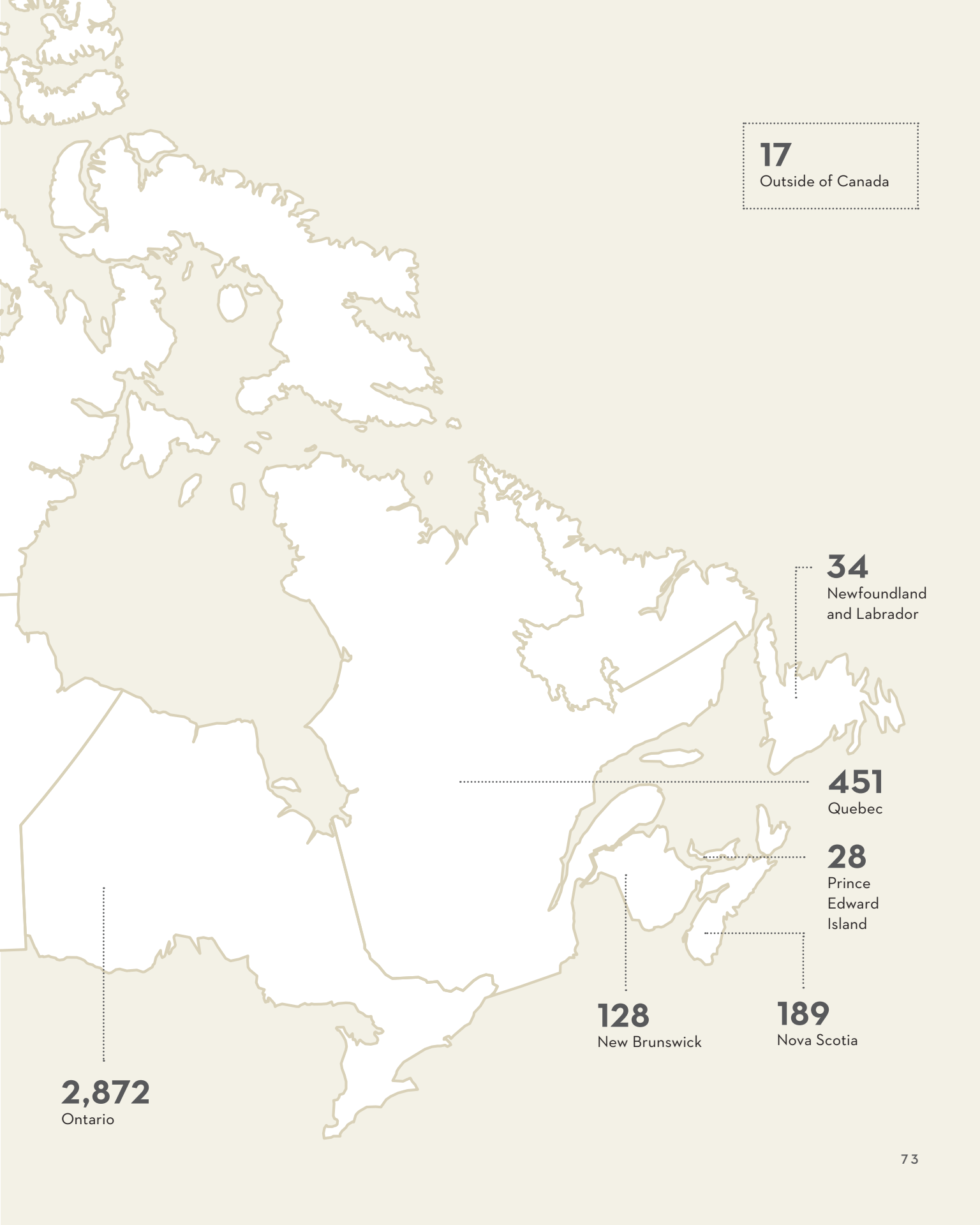
Alberta

254

Saskatchewan

248

Manitoba



17

Outside of Canada

34

Newfoundland
and Labrador

451

Quebec

28

Prince
Edward
Island

128

New Brunswick

189

Nova Scotia

2,872

Ontario

MAJOR GIFTS – HIGHLIGHTS

The corporation values the unwavering commitment of long-time major donors and was pleased to welcome new major donors this fiscal year. Their generosity and commitment have been inspiring. Highlights of 2022-2023 are described below.

- **Witness to History**

This important program was generously supported by the Royal Canadian Legion Dominion Command and the Legion National Foundation, as well as annual donors from across Canada. Witness to History is a unique volunteer program in which veterans and/or serving members of the Canadian Armed Forces deliver enriching educational programs and chat with visitors, providing first-hand accounts that not only elevate the visitor experience, but also enhance efforts to recognize and honour the sacrifices made by veterans throughout history.

- **In Their Own Voices: Stories From Canadian Veterans and Their Families**

Thanks to the support of countless people, as of the end of the fiscal year, oral interviews had been recorded with 128 veterans and/or their family members.

The related campaign has raised \$2.2 million, and the Museum was delighted to have received major gifts this year in honour of two individuals who have served our country: Robert Stollery, in honour of his service in the Second World War, and Colonel (Ret'd) Stanley A. Milner, O.C., A.O.E., M.S.M., C.D., LL.D. Thank you to the Stollery Charitable Foundation and the Milner Family for their generosity.

In Their Own Voices would not have been possible without the support of other generous major donors, including The A. Britton Smith Family, Azrieli Foundation, Arthur B. C. Drache, C.M., Q.C. and Judy Young Drache, The Royal Canadian Legion, Legion National Foundation, and Friends of the Canadian War Museum.

- **Sharing Canadian Stories**

This fiscal year, annual giving and major gifts have been integral to the ongoing success of two travelling educational programs: History Box and Supply Line. Power Corporation of Canada has shown unwavering support for the History Box program by generously donating to the Museum of History for the second consecutive year. The Friends of the Canadian War Museum have provided ongoing support to Supply Line and related on-site programming. And TD Bank Group has shown steadfast support for Black History Month programming for a fifth consecutive year, funding two programs at the Museum of History.

ANNUAL GIVING – HIGHLIGHTS

- **Annual Donor Program**

The Annual Donor Program acquires, cultivates and stewards donors who provide annual support of up to \$1,000. By the end of March 2023, the Museum had confirmed the receipt of \$635,970 from 5,414 annual donors.

- **Partners' Circle Program**

The Partners' Circle Program, launched in 2020, cultivates existing donors who give annual amounts of \$1,000 to \$9,999. Through a variety of mini-campaigns, personal solicitations, and funding requests, the program raised a total of \$217,858 from 105 donors this fiscal year, representing a 68% increase in revenues at this level over the previous fiscal year.

- **Planned Giving**

The Museum's efforts to build loyalty among donors resulted in a \$50,000 planned gift this year. Five other new bequests were also confirmed.



GOVERNANCE

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



BOARD OF TRUSTEES

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



*Carole Beaulieu
 Narmin Ismail-Teja
 Jean Giguère
 Amanda Kingsley Malo
 Alex MacBeath
 Nicolas Marcotte
 Rodney Nelson
 Jennifer Pereira
 Laurier Turgeon
 Mahalia Verna
 William Young*

Trustees are nominated for a period not exceeding four years, and each is eligible to serve three consecutive terms (or, in the case of the Chair and Vice-Chair, two consecutive terms). If a Trustee has not been appointed by the time the term of an incumbent expires, the incumbent Trustee continues in office until a successor is appointed. As at March 31, 2023, there were no vacancies on the Board and no terms had expired.

Through its Chair, the Board is accountable to Parliament through the Minister of Canadian Heritage. The Board functions independently of management and is responsible for setting broad strategic direction and oversight, and for evaluating the performance of the Chief Executive Officer on an annual basis.

In 2022-2023, the Board met four times in the National Capital Region and six times virtually, in addition to holding virtual committee meetings and ad hoc meetings as required. Reflecting its goal to fully engage with people across the country, the Board also holds an Annual Public Meeting (APM). In recent years, the APM has included a virtual component, allowing members of the public across the country to learn more about the Museum's activities, and to share their ideas and opinions on the work of both Museums, while also making it possible for the Museum to connect with partners, sponsors and stakeholder groups. This year's APM was held in a hybrid format on February 23, 2023. The Director and CEO, accompanied by the Chair, provided highlights from the previous year, along with future initiatives, live from the Museum of History. The meeting concluded with a question-and-answer session.

Members of the Board of Trustees (as at March 31, 2023)

CAROLE BEAULIEU, CHAIR

TORONTO, ON

Innovative leader with significant expertise in corporate governance, strategic management, marketing, design thinking, and public affairs. Former Vice-President of Advancement at OCAD University, and Chair of the Board of Directors for Groupe Média TFO.

May 2021 to May 2025

NARMIN ISMAIL-TEJA, VICE-CHAIR

CALGARY, AB

Consultant, facilitator and trainer with expertise in diversity, equity and inclusion, strategic leadership, strategic planning, and board governance. Active community volunteer with substantial board, entrepreneurial and executive leadership experience in the business and charitable sector, including the Calgary Foundation, the University of Calgary, and the YMCA.

January 2019 to June 2024 (currently on second term)

JEAN GIGUÈRE, TRUSTEE

WINNIPEG, MB

Extensive experience in board governance, fundraising and strategic planning in the Canadian cultural sector. Founding member of Culture Days, and past Chair of Culture Days Manitoba. Chair Emeritus of the Board of the Royal Winnipeg Ballet, Director of Business/Arts, and member of the Royal Manitoba Theatre Advisory Council. Recipient of the Order of Canada, the Governor General's Award for Volunteerism in the Arts, and the Queen Elizabeth II Diamond Jubilee Medal.

December 2013 to May 2024 (currently on third term)

AMANDA KINGSLEY MALO, TRUSTEE

SUDBURY, ON

Educator, community builder, and activist, with more than a decade's experience in the classroom, specializing in early childhood education and inquiry-based learning. Currently working towards an M.Ed. in Educational Leadership and Policy from OISE. Extensive community service, including with the AmbiSHEous initiative for girls and Sudbury's first Women's March, and as a board member for the Art Gallery of Sudbury and a founder of Politics NOW.

March 2018 to May 2024 (currently on second term)

ALEX MACBEATH, TRUSTEE

MURRAY HARBOUR, PEI

Founder and managing partner of Island Capital Partners, a venture capital fund, following a 35-year career with Grant Thornton LLP, including eight years as CEO. Extensive experience in business strategy, risk management, national and international markets, and managing change in complex organizations.

May 2019 to May 2025 (currently on second term)

NICOLAS MARCOTTE, TRUSTEE

MONTRÉAL, QC

Royal Canadian Navy officer, engineer, and entrepreneur of Nipissing Métis ancestry. Extensive experience in strategy, governance, finance, stakeholder management, and promoting diversity and inclusion. Supports education, opera and veterans' causes with organizations such as the Last Post Fund and the National Field of Honour.

December 2022 to December 2026

RODNEY NELSON, TRUSTEE

OTTAWA, ON

Professor at the Sprott School of Business, Carleton University. More than 20 years of experience in both the public and private sectors, specializing in governance and economic development.

March 2018 to June 2026 (currently on second term)

JENNIFER PEREIRA, TRUSTEE

SASKATOON, SK

Partner at Robertson Stromberg LLP, with a focus on insurance coverage and defence. Extensive governance experience in the arts and has served on the boards of many organizations.

March 2018 to September 2025 (currently on second term)

LAURIER TURGEON, TRUSTEE

QUÉBEC CITY, QC

Professor of Ethnology and History at Laval University and holder of numerous prestigious chairs and directorships, including a Canada Research Chair. Guest professor at universities including Harvard, Yale and the Sorbonne. Author of almost one hundred books, articles and book chapters. Member of the Royal Society of Canada.

September 2018 to January 2025 (currently on second term)

MAHALIA VERNA, TRUSTEE

WESTMOUNT, QC

A growth and impact strategist and versatile producer with more than 20 years of experience at organizations, including the NFB and the CBC. Expertise in marketing, communications, fundraising and development; extensive board experience. Passionate about equity, inclusion, next-generation talent, and digital literacy.

June 2022 to June 2026

WILLIAM YOUNG, TRUSTEE

OTTAWA, ON

Former Parliamentary Librarian of Canada, with considerable experience providing strategic and innovative leadership to build institutional excellence. Prolific Canadian historian, author and university educator. Experience with numerous boards and professional associations, and a founding board member of Samara Canada.

June 2018 to March 2024 (currently on second term)

BOARD OF TRUSTEES – COMMITTEES

The Board oversees the work of the Museum through three committees. Trustees are required to participate in at least one of these three committees.

- The **Audit and Finance Committee** advises the Board on audit-related matters; ensures the maintenance of sound internal controls; and reviews internal audit plans, financial statements, and observations made by the Auditor General of Canada, in relation to the corporation. It also advises the Board on accountability and planning in relation to financial matters such as financial reporting, the corporation's investment policy and contracts, and transactions over \$500,000.
- The **Canadian War Museum Committee** provides advice on matters related to the War Museum, and includes members of the Board, as well as representatives from the military and from veterans' organizations.

Narmin Ismail-Teja (Chair)
Carole Beaulieu
Amanda Kingsley Malo
Rodney Nelson
Laurier Turgeon
William Young

Alex MacBeath (Chair)
Carole Beaulieu
Jean Giguère
Narmin Ismail-Teja
Nicolas Marcotte
Jennifer Pereira

- The **Governance and Human Resources Committee** advises and assures the Board that the Museum is upholding the highest standards in relation to governance, ethics, and human resources management. The committee helps the Board enhance its performance by assessing the Board's effectiveness and making recommendations to the Board to facilitate continuous improvement of its governance framework.

Rodney Nelson (Chair)
Laurier Turgeon (Vice-chair)
Carole Beaulieu
Narmin Ismail-Teja
Amanda Kingsley Malo
Mahalia Verna
William Young

CORPORATE MANAGEMENT

The Director and Chief Executive Officer, supported by a Senior Leadership Team, is accountable for the day-to-day administration of the corporation's performance, its long-term viability, and the achievement of its objectives.

SENIOR LEADERSHIP TEAM

(as at March 31, 2023)

Caroline Dromaguet, Director and Chief Executive Officer

Daniel Archambault, Vice-President, People and Culture

Ellen Bertrand, Vice-President, Visitor Engagement

Suzanne Bouchard, Chief Financial Officer and
Vice-President, Finance and Infrastructure (acting)

Jonathan Dewar, Director General, Canadian Museum
of History, and Vice-President, Collections, Research,
Exhibitions and Repatriation

Sylvie Madely, Vice-President, Development
and Membership

Dean Oliver, Vice-President and Director General,
Canadian War Museum (acting)

Heather Paszkowski, Corporate Secretary and Vice-President,
Corporate Strategy and Government Affairs

Lisa Walli, Vice-President, Public Affairs
and Business Development

DONORS AND SUPPORTERS

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

Merci de nous aider à raconter notre histoire

Thank you for helping us tell our story



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DONATIONS AND PLEDGES

The following donors have made financial contributions of more than \$1,000 or pledge installments for major gifts in 2022-2023. The category in which each donor is listed reflects the value of the gift or pledge installment received during this fiscal year and does not necessarily reflect a donor's total gift.

\$100,000+

- The Catherine and Fredrik Eaton Charitable Foundation
- Friends of the Canadian War Museum

\$10,000 TO \$99,999

- Azrieli Foundation
- Canadian First World War Internment Recognition Fund
- Estate of Lawrence Philip Eckardt
- Pat Firth and Ken Lett
- Legion National Foundation
- Ajon Moriyama
- Jason Moriyama
- Mark Michi Moriyama
- Murina Moriyama
- Jack and Esther S. Ondrack
- Power Corporation of Canada
- Royal Canadian Legion Dominion Command
- John and Donna Schwartzburg
- Shevchenko Foundation
- Robert Stollery, in honour of his service in the Second World War
- Loubert and Midori Suddaby

- Dr. David Sutton
- Takla Foundation
- TD Bank Group
- Anonymous (4)

\$1,000 TO \$9,999

- Violet Allen
- John Anderson
- Ricky Anglin
- Karen and Bill Barnett
- Raymond and Audrey Beaulieu
- Roger Beebe
- Adam Belyea
- Priscilla Brooks-Hill
- Wayne Brownrigg
- P. E. Bryden
- CFN Consultants
- Paul Charbonneau
- Chad Cornish
- Sandra Crabtree
- Barbara Currie
- Dawne Deeley
- Bryce and Nicki Douglas
- Caroline Dromaguet
- Robert du Laux

- Maurice Dupasquier
- Eric T. Webster Foundation
- Russell C. Finch
- Eleanor Palmer Friesen
- Paul Gibbons
- Elinor Gill Ratcliffe, C.M., O.N.L., LL.D (h.c.)
- Walter Gorecki
- R. Allan Gould
- Diane Grant
- General (Ret'd) Raymond R. Henault, C.M.M., M.S.C., C.D.
- Colonel (Ret'd) Gregory Hug and Maria Rocha-Hug
- Colonel Mark Hutchings
- Vanda Incretolli
- Narmin Ismail-Teja and Mohamed Teja
- Geoffrey P. Joyner
- Audrey Kenny
- Linda Kincaid
- Bill and Marion Leithead
- Charles Lewis
- Litens Automotive Group
- Alison T. Love

- Lower Canada College
- Sylvie and Peter Madely
- Russel and Bonnie Marcoux
- Richard Maxfield
- Michael and Sheryle McAfee
- Jacki and Doug McAndless
- Colonel (Ret'd) D. B. McGibbon
- Virginia McLaughlin
- Bruce J. Morrison
- Claire Mowat
- E. Murray
- David and Patricia Noakes
- Constance O'Donnell
- Orillia Unit 400 ANAVETS in Canada
- Brigadier-General Jack Partington
- Kenneth D. Percy
- Jennifer Pereira, K.C. and Kurt Soucy
- Sherry Richardson
- Dr. John Munro Ross
- Anthony Rubin
- Don and Jean Rutherford
- William and Alma Rutledge
- Roger Sarty
- Marinus Scheffer
- Gene R. Scissons
- Joyce Shead
- Mark and Pat Shields
- Murray Snyder and Jennifer Post
- Rodney Swarek
- Allan R. Taylor
- Jean Teron
- Walker Wood Foundation
- Richard Warrell
- W. A. Waselovich
- Alan Wotherspoon
- William Young
- Jack and Donna Lee Zaleski
- Douglas and Joanne Zbetnoff
- Anonymous (17)

LEGACY CIRCLE

The Museum is proud to acknowledge and thank the following individuals for providing a future gift to the Museum through a bequest, a gift of life insurance, or other planned giving arrangement.

- J. L. Granatstein
- Geoffrey P. Joyner
- Paul Kavanagh
- General Paul Manson
- The Honourable René J. Marin, C.M., O.M.M., Kt.St., C.D. (K.C.), J.D., LL.D. (Hon.) and Mrs. Thérèse B. Marin, R.N., O.St.J.
- Ann R. Mooney
- John and Donna Schwartzburg
- Murray Snyder and Jennifer Post
- Ljubica Stonjanovic
- Second Lieutenant Richard Iorweth Thorman, R.C.A.
- Anonymous (21)

FINANCIAL STATEMENTS

Year ended March 31, 2023



NARRATIVE DISCUSSION

OVERVIEW

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

In 2022-2023, the Museum was open to the public for the full year including the reopening of the Canadian Children's Museum on May 18, 2022. This was an important step as the closure of the Canadian Children's Museum significantly impacted the ability to attract families to the Canadian Museum of History. The Museum's attendance continued to be impacted by the COVID-19 pandemic due to reduced tourism and the slow progression of regaining visitor confidence in public space attractions. This situation had negative effects on the Corporation's revenues and operations.

The Museum also remains connected with its audience through its digital offer with Museum at Home, Digital Museums Canada and its online programming offer.

STRATEGIC DIRECTIONS

In September 2019, the Corporation's Board of Trustees unveiled six Strategic Directions, building on the previous ones, and maintaining their overall intent. A detailed set of goals and objectives addresses each direction. The Corporation's six Strategic Directions are as follows:

1. Inspire Canadians across the country to engage in a greater understanding of their shared history.
2. Position the Museum as a trusted source of research and knowledge about Canadian history.
3. Strengthen relationships with Indigenous peoples through respectful collaboration and shared stewardship of Indigenous collections and intangible heritage.
4. Build and share a collection that best reflects Canada's history and distinctiveness.
5. Pursue cultural diplomacy to exchange ideas and values and advance mutually beneficial projects, both nationally and internationally.
6. Ensure sustainability, capacity and museological excellence by continuing to develop an empowering corporate culture.

STATEMENT OF OPERATIONS

The Corporation's net results of operations for the year ended March 31, 2023, reflects a surplus of \$0.6 million, compared to \$0.7 million for the prior fiscal year.

Relief funding of \$4.1 million, to support the national museums in facing the impacts of the COVID-19 pandemic, was confirmed through Supplementary Estimates. The Museum welcomed this funding, which alleviated some of the financial pressures the Corporation was experiencing.

Parliamentary Appropriations

The Corporation recognized \$89.9 million of parliamentary appropriations in 2022-2023, an increase of \$4.0 million when compared to the 2021-2022 fiscal year.

Investment Income

Investment income represents \$2.8 million in 2022-2023, \$1.6 million for the comparative year. This increase of \$1.2 million is primarily due to more favorable investment interest rates in the current year.

Operating Revenues

In 2022-2023, the Museum gained encouraging attendance momentum as travel and space capacity restrictions, due to Covid, were lifted. Operating revenues in 2022-2023 totaled \$10.6 million, compared to \$4.3 million for the previous fiscal year, an increase of \$6.3 million. Operating revenue results for the current year are higher when compared to the prior fiscal year, however, remain lower when compared to pre-pandemic levels.

Expenses

The Corporation's operating expenses were \$105.1 million in 2022-2023, in comparison to \$93.7 million in 2021-2022. This increase of \$11.4 million is partly explained by additional salary and operating expenses incurred due to the Museum being fully reopened in the current year and the write-off of work-in-progress expenditures for the Canadian Childrens' Museum transformation project that were deemed no longer in scope.

STATEMENT OF FINANCIAL POSITION

Effective April 1, 2022, the Corporation adopted Canadian public sector accounting standard PS 3280, Asset Retirement Obligations on a modified retroactive basis with prior year restatement of comparative figures. This resulted in a \$5.2 million decrease to the opening April 1, 2021 unrestricted net assets balance with an offsetting increase to long-term liabilities.

The Museum's unrestricted net assets as of March 31, 2023, represent \$7.0 million, \$11.4 million as of March 31, 2022. The decrease in unrestricted net assets is primarily due to the Museum internally restricting an additional \$5.0 million towards the renewal of permanent exhibition galleries.

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

OUTLOOK

The current situation related to the global pandemic continues to impact the attendance and the operations of the Museum. Local and North American tourism appears to be recovering at a faster pace than what had been predicted. International tourism seems to have a slower recovery. Steps have been taken to increase revenues to almost pre-pandemic levels.

Operating costs are increasing due to the rise in inflation and the labour market remains an additional challenge.

The Museum received an annual base capital funding of \$2.5 million in 2022–2023. Base funding remains below the level necessary to keep two aging buildings in good condition and to address the requirements associated with the IT and security infrastructure. Budget 2023 has provided an additional \$5.1 million for 2023-2024 and 2024-2025 but also indicated a possible reduction of at least 3% of regular appropriations. The Corporation will continue to work with the Department of Canadian Heritage on a long-term solution to address operating challenges such as escalating non-discretionary costs and the need to address critical capital projects.

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

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

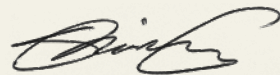
In support of its responsibility, Management has developed and maintains books of account, records, financial and management controls, information systems and management practices. These are designed to provide reasonable assurance as to the reliability of financial information, that assets are safeguarded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

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

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



Caroline Dromaguet
President and Chief Executive Officer



Steven King
Acting Chief Financial Officer and Vice-President of Finance and Infrastructure

June 28, 2023



Office of the
Auditor General
of Canada

Bureau du
vérificateur général
du Canada

INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the Canadian Museum of History (the Corporation), which comprise the statement of financial position as at 31 March 2023, and the statement of operations, statement of remeasurement gains and losses, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at 31 March 2023, and the results of its operations, its remeasurement gains and losses, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

Other Information

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

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

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

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

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

Report on Compliance with Specified Authorities

Opinion

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

In our opinion, the transactions of the Canadian Museum of History that came to our notice during the audit of the financial statements have complied, in all material respects, with the specified authorities referred to above. Further, as required by the *Financial Administration Act*, we report that, in our opinion, the accounting principles in Canadian public sector accounting standards have been applied, after giving retroactive effect to the change in the method of accounting for asset retirement obligations as explained in Note 3 to the financial statements, on a basis consistent with that of the preceding year.

Responsibilities of Management for Compliance with Specified Authorities

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

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

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



Mélanie Cabana, CPA
Principal
for the Auditor General of Canada

Ottawa, Canada
28 June 2023

CANADIAN MUSEUM OF HISTORY

Statement of Financial Position

As at March 31

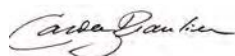
(In thousands of dollars)

	2023	2022
		Restated Note 3
Assets		
Current assets		
Cash	\$ 20,648	\$ 25,073
Restricted cash and investments (note 4)	12,760	5,913
Investments (note 5)	37,413	20,407
Accounts receivable	2,257	1,668
Inventories	602	625
Prepaid expenses	466	495
	<u>74,146</u>	<u>54,181</u>
Restricted investments (note 4)	5,347	12,056
Investments (note 5)	55,171	67,672
Collections (note 6)	1	1
Capital assets, net (note 7)	<u>183,359</u>	<u>190,991</u>
	<u>\$ 318,024</u>	<u>\$ 324,901</u>
Liabilities and net assets		
Current liabilities		
Accounts payable and accrued liabilities (note 8)	\$ 21,188	\$ 17,933
Deferred contributions (note 9)	26,026	26,740
Deferred revenues	576	594
	<u>47,790</u>	<u>45,267</u>
Deferred contributions – National Collection Fund (note 10)	11,142	10,973
Deferred contributions related to capital assets (note 11)	171,276	183,019
Employee future benefits (note 12)	15,455	13,714
Asset retirement obligations (note 13)	5,164	5,164
	<u>250,827</u>	<u>258,137</u>
Net assets		
Unrestricted	6,979	11,372
Restricted for permanent exhibit renewal (note 14)	19,707	14,750
Investment in capital assets	40,868	40,868
Accumulated remeasurement losses	(357)	(226)
	<u>67,197</u>	<u>66,764</u>
	<u>\$ 318,024</u>	<u>\$ 324,901</u>

Contingencies and contractual rights and obligations (notes 18 and 19)

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

Approved by the Board of Trustees



Chairperson



Trustee

CANADIAN MUSEUM OF HISTORY

Statement of Operations

For the year ended March 31

(In thousands of dollars)

	2023	2022
Revenues		
Donations and sponsorships (note 15)	\$ 2,354	\$ 2,714
Interest income	2,764	1,618
Operating (schedule 1)	10,611	4,252
	<u>15,729</u>	<u>8,584</u>
Expenses (schedule 2)		
Collect and research	16,653	15,419
Exhibit, educate and communicate	28,421	24,779
Accommodation	36,996	34,999
Corporate management	23,040	18,524
	<u>105,110</u>	<u>93,721</u>
Excess of expenses over revenues before parliamentary appropriations	(89,381)	(85,137)
Parliamentary appropriations (note 16)	89,945	85,869
Net result of operations	\$ 564	\$ 732

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

CANADIAN MUSEUM OF HISTORY

Statement of Remeasurement Gains and Losses

For the year ended March 31

(In thousands of dollars)

	2023	2022
Accumulated remeasurement losses, beginning of year	\$ (226)	\$ -
Unrealized losses attributed to investments	(306)	(226)
Amounts reclassified to the Statement of Operations – investments	175	-
Net change in accumulated remeasurement losses for the year	(131)	(226)
Accumulated remeasurement losses, end of year	\$ (357)	\$ (226)

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

CANADIAN MUSEUM OF HISTORY

Statement of Changes in Net Assets

For the year ended March 31

(In thousands of dollars)

	Unrestricted	Restricted for permanent exhibit renewal	Investment in capital assets	Accumulated remeasurement losses	2023	2022 Restated Note 3
Net assets, beginning of year previously stated	\$ 16,536	\$ 14,750	\$ 40,868	\$ (226)	\$ 71,928	\$ 71,422
Restatement (note 3)	(5,164)	-	-	-	(5,164)	(5,164)
Net assets, beginning of year as restated	11,372	14,750	40,868	(226)	66,764	66,258
Net result of operations	607	(43)	-	-	564	732
Restricted for permanent exhibit renewal	(5,000)	5,000	-	-	-	-
Net change in accumulated remeasurement losses	-	-	-	(131)	(131)	(226)
Net assets, end of year	\$ 6,979	\$ 19,707	\$ 40,868	\$ (357)	\$ 67,197	\$ 66,764

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

CANADIAN MUSEUM OF HISTORY

Statement of Cash Flows

For the year ended March 31

(In thousands of dollars)

	2023	2022
Operating activities		
Cash receipts from clients and other receivables	\$ 15,029	\$ 7,753
Cash receipts from parliamentary appropriations	74,654	76,990
Cash paid to and on behalf of employees	(43,142)	(36,717)
Cash paid to suppliers	(44,207)	(37,234)
Restricted contributions and related investment income	2,138	2,810
Interest received	2,915	1,584
Total cash flow provided by operating activities	7,387	15,186
Investing activities		
Increase in investments and restricted investments	(51,626)	(61,266)
Decrease in investments and restricted investments	46,231	17,440
Total cash flow provided by (used in) investing activities	(5,395)	(43,826)
Capital activities		
Acquisition of capital assets	(9,409)	(3,504)
Financing activities		
Parliamentary appropriations for the acquisition of capital assets	3,025	7,590
Decrease in cash and restricted cash	(4,392)	(24,554)
Cash and restricted cash, beginning of year		
Cash	25,073	46,000
Restricted cash	3,666	7,293
	28,739	53,293
Cash and restricted cash, end of year		
Cash	20,648	25,073
Restricted cash	3,699	3,666
	\$ 24,347	\$ 28,739

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

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

1. Mission and mandate

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

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

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

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

Collect and research

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

Exhibit, educate and communicate

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

Accommodation

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

Corporate management

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

Travel, hospitality, conference and event expenditures

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

The Corporation has complied with this directive, including implementing subsequent amendments to Treasury Board’s directive on Travel, Hospitality, Conference and Event Expenditures.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

2. Significant accounting policies

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

Significant accounting policies are as follows:

(a) Financial assets and financial liabilities

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

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

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

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

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

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

(b) Inventories

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

(c) Collections

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

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

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

2. Significant accounting policies (continued)

(d) Capital assets

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

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

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

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

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

(e) Foreign currency translation

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

(f) Employee future benefits

(i) Pension benefits

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

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

2. Significant accounting policies (continued)

(f) Employee future benefits (continued)

(i) Pension benefits (continued)

recognized as an expense in the year when employees have rendered service and represent the total pension obligation of the Corporation.

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

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

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

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

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

(g) Asset retirement obligations

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

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

2. Significant accounting policies (continued)

(h) Revenue recognition

(i) Museum operations

Revenues from Museum operations include the sale of general admissions and programmes, facility rentals, events and concessions, boutique sales, parking, travelling exhibits, memberships and other revenues. They are recognized in the year in which the sale of goods is completed or in the period the services are provided.

(ii) Interest on cash and investments

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

(iii) Cash donations, sponsorships and contributions

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

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

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

(iv) In-kind sponsorships and artifact donations

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

(v) Volunteer services

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

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

2. Significant accounting policies (continued)

(h) Revenue recognition (continued)

(vi) Parliamentary appropriations

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

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

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

(i) Contingencies

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

(j) Measurement uncertainty

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

(k) Related party transactions

(i) Inter-entity transactions

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

- Inter-entity transactions are measured at the exchange amount when undertaken on similar terms and conditions to those adopted if the entities were dealing at arm's length, or where costs provided are recovered.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

2. Significant accounting policies (continued)

(k) Related party transactions (continued)

(i) Inter-entity transactions (continued)

- Goods or services received without charge between commonly controlled entities, when used in the normal course of the Corporation's operations and would otherwise have been purchased, are recorded as revenues and expenses at their estimated fair value.

(ii) Other related party transactions

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

3. Change in accounting policy – Asset retirement obligations

Effective April 1, 2022, the Corporation adopted Canadian public sector accounting standard PS 3280, Asset Retirement Obligations on a modified retroactive basis with prior year restatement of comparative figures.

In accordance with this transition method, the Corporation recognized (a) a liability for any existing asset retirement obligations; (b) an asset retirement cost capitalized as an increase to the carrying amount of the related tangible capital assets; (c) accumulated amortization on that capitalized cost; and (d) an adjustment to the opening balance of unrestricted net assets.

The adjustment to the unrestricted net assets is made as of April 1, 2021, as the beginning of the comparative fiscal year.

Restatement of prior year comparative figures due to this change in accounting policy are as follows:

	March 31, 2022 As previously stated	Adjustments: Asset Retirement Obligations	March 31, 2022 Restated
<u>Statement of Financial Position</u>			
Liabilities and net assets			
Asset retirement obligations	-	5,164	5,164
Net assets			
Unrestricted	16,536	(5,164)	11,372
<u>Statement of Changes in Net Assets</u>			
Net assets, beginning of year	71,422	(5,164)	66,258

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

4. Restricted cash and investments

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

	2023	2022
Deferred contributions from non-government sources	\$ 6,965	\$ 6,996
Deferred contributions – National Collection Fund (note 10)	11,142	10,973
	\$ 18,107	\$ 17,969

Restricted cash and investments consist of the following:

	2023	2022
Restricted cash	\$ 3,699	\$ 3,666
Guaranteed investment certificates	8,380	8,462
Corporate and government bonds	6,028	5,841
	18,107	17,969
Short-term restricted cash	(3,699)	(3,666)
Short-term restricted investments	(9,061)	(2,247)
	(12,760)	(5,913)
Long-term portion	\$ 5,347	\$ 12,056

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

4. Restricted cash and investments (continued)

As at March 31, 2023, the Corporation held guaranteed investment certificates and long-term bonds with a face value of \$14,421 (2022 – \$14,215), annual yield percentages ranging from 1.32% to 4.30% (2022 – 0.72% to 3.17%), and maturity dates ranging from April 17, 2023 to December 21, 2027 (2022 – December 15, 2022 to June 2, 2025). The fair value of restricted investments is \$14,324 (2022 – \$14,238).

5. Investments

	2023	2022
Corporate and government bonds	\$ 79,887	\$ 71,496
Guaranteed investment certificates	12,697	16,583
	92,584	88,079
Portion maturing in the next fiscal year	(37,413)	(20,407)
Long-term portion	\$ 55,171	\$ 67,672

Bonds and guaranteed investment certificates

As at March 31, 2023, the Corporation held corporate and government bonds and guaranteed investment certificates with a face value of \$93,224 (2022 – \$87,904), annual yield percentages ranging from 0.95% to 4.95% (2022 – 0.72% to 3.75%), and maturity dates ranging from June 2, 2023 to May 10, 2032 (2022 – April 1, 2022 to April 22, 2030). The fair value of investments is \$91,689 (2022 – \$87,821).

Additional assets, included in cash and investments, totalling \$48,678 (2022 – \$55,671) are related to deferred parliamentary appropriations (notes 9 and 11).

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

6. Collections

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

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

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

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

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

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

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

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

During the fiscal year ended March 31, 2023, the Corporation purchased \$3,081 (2022 – \$2,499) and acquired through donation \$374 (2022 – \$698) of items for these collections.

The Corporation did not record any revenues for the fiscal years ended March 31, 2023 or 2022 related to the sales of collection items.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

7. Capital assets

	Cost	Accumulated amortization	2023 Net book value	2022 Net book value
Land	\$ 40,868	\$ -	\$ 40,868	\$ 40,868
Buildings	356,909	(255,972)	100,937	109,859
Building improvements	87,570	(75,238)	12,332	12,974
Technical and informatics equipment	10,395	(8,570)	1,825	1,966
Office furniture and equipment	1,749	(1,177)	572	492
Motor vehicles	343	(328)	15	27
Permanent exhibits	32,835	(19,061)	13,774	17,047
Work-in-progress	13,036	-	13,036	7,758
	\$ 543,705	\$ (360,346)	\$ 183,359	\$ 190,991

The current year amortization expense is \$15,784 (2022 – \$16,259).

For the year-ended March 31, 2023, the Corporation recorded a write-down on work-in-progress of \$2,232 (2022 – \$0).

During the year, out-of-use assets with an acquisition cost of \$2,982 (2022 – \$0) and a net book value of \$0 (2022 – \$0) were disposed of and removed from this schedule.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

8. Accounts payable and accrued liabilities

Accounts payable and accrued liabilities are as follows:

	2023	2022
Trade accounts payable	\$ 7,773	\$ 5,260
Government departments, agencies and crown corporations	9,317	7,346
Accrued salaries and benefits	4,050	5,274
Current portion of employee future benefits (note 12)	48	53
	\$ 21,188	\$ 17,933

9. Deferred contributions

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

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

	Non- government sources	Parliamentary appropriations	2023	2022
Balance, beginning of year	\$ 7,077	\$ 19,663	\$ 26,740	\$ 18,337
Additions				
Amounts received during the year	1,310	3,771	5,081	10,960
Deferred investment income	177	-	177	96
	1,487	3,771	5,258	11,056
Deductions				
Amounts recognized as revenue	(1,493)	(4,479)	(5,972)	(2,653)
Balance, end of year	\$ 7,071	\$ 18,955	\$ 26,026	\$ 26,740

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

10. Deferred contributions – National Collection Fund

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

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

	Parliamentary appropriations	Non- government entities	2023	2022
Balance, beginning of year	\$ 9,779	\$ 1,194	\$ 10,973	\$ 10,910
Additions				
Amounts received during the year	-	1	1	2
Deferred investment income	221	27	248	160
	221	28	249	162
Deductions				
Amounts recognized as revenue	(13)	(67)	(80)	(99)
Balance, end of year	\$ 9,987	\$ 1,155	\$ 11,142	\$ 10,973

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

11. Deferred contributions related to capital assets

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

	<u>Used for acquisitions</u>		<u>To be used</u>	2023	2022
	<u>Non-</u> <u>government</u> <u>sources</u>	<u>Parliamentary</u> <u>appropriations</u>	<u>for capital</u> <u>asset</u> <u>acquisitions</u> <u>Parliamentary</u> <u>appropriations</u>		
Balance, beginning of year	\$ 1,511	\$ 145,400	\$ 36,108	\$ 183,019	\$ 191,736
Additions					
Capital asset Acquisitions	-	10,385	-	10,385	3,483
Parliamentary appropriations deferred for capital asset acquisitions in future years	-	-	2,516	2,516	6,537
	-	10,385	2,516	12,901	10,020
Deductions					
Amount used during the year	(66)	(15,677)	(8,901)	(24,644)	(18,737)
Balance, end of year	\$ 1,445	\$ 140,108	\$ 29,723	\$ 171,276	\$ 183,019

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

11. Deferred contributions related to capital assets (continued)

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

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

12. Employee future benefits

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

	Other post- retirement benefits	Accumulated sick leave benefit liability	Severance benefits	2023	2022
Balance, beginning of year	\$ 12,931	\$ 612	\$ 224	\$ 13,767	\$ 11,985
Expense for the year	2,067	179	27	2,273	2,359
Benefit usage and benefit payments	(311)	(204)	(22)	(537)	(577)
Balance, end of year	14,687	587	229	15,503	13,767
Less: current portion	-	-	(48)	(48)	(53)
Long-term portion	\$ 14,687	\$ 587	\$ 181	\$ 15,455	\$ 13,714

(a) Other post-retirement benefits

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

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

12. Employee future benefits (continued)

(b) Accumulated sick leave benefit liability

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

(c) Severance benefits

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

(d) Accrued benefit obligation

The most recent extrapolated actuarial valuation for other post-retirement benefits, sick leave and severance benefits was completed by an independent actuary as at March 31, 2023. Based on a three-year cycle, the next full actuarial valuation will be in 2024–25. The Corporation measures its accrued benefit obligation for accounting purposes as at March 31 of each year.

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

	2023	2022
Accrued benefit obligation, beginning of year	\$ 20,142	\$ 13,593
Current service cost	1,230	1,245
Interest costs	488	401
Actuarial loss (gain)	(2,428)	5,480
Benefits paid	(537)	(577)
Accrued benefit obligation, end of year	18,895	20,142
Unamortized actuarial losses	(3,392)	(6,375)
Accrued benefit liability, end of year	15,503	13,767
Less: current portion of employee future benefits (note 8)	(48)	(53)
	\$ 15,455	\$ 13,714

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

12. Employee future benefits (continued)

(d) Accrued benefit obligation (continued)

The significant actuarial assumptions used are as follows:

	2023	2022
Discount rate used to determine accrued benefit obligation:		
Post-retirement benefits	3.03%	2.38%
Severance and sick leave benefits	3.03%	2.41%
Rate of increase in dental benefit costs	4% per year	4% per year
Rate of increase in health care benefit costs	4.78% weighted average	5.1% weighted average
Real wage increase	maximum 0.75% per year	maximum 0.75% per year

(e) Pension benefits

All eligible employees of the Corporation are covered by the Plan, a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the Corporation. The Government of Canada sets the required employer contributions based on a multiple of the employees' required contribution. The required employer contribution rate is dependent on when the employee joined the Plan. For plan start dates before January 1, 2013, the Corporation's contribution rate effective at year-end was 1.02 times the employee's contribution (2022 – 1.02); and for plan start dates after December 31, 2012, the Corporation's contribution rate effective at year end was 1.00 times the employee's contribution (2022 – 1.00).

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

	2023	2022
Corporation's contributions	\$ 3,359	\$ 2,888
Employees' contributions	3,332	2,810

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

12. Employee future benefits (continued)

(e) Pension benefits (continued)

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

13. Asset retirement obligations

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

	2023	2022 Restated Note 3
Balance, beginning of year	\$ 5,164	\$ 5,164
Liabilities settled	-	-
Revision in estimate	-	-
Accretion expense	-	-
Balance, end of year	\$ 5,164	\$ 5,164

14. Restricted for permanent exhibit renewal

In the year, the Corporation internally restricted an additional \$5,000 (2022 - \$0) of net assets for the purpose of permanent exhibit renewal.

15. Donations and sponsorships

Donations and sponsorships revenue is composed of:

	2023	2022
Cash donations and sponsorships	\$ 1,980	\$ 1,981
In-kind sponsorships and artifact donations	374	733
	\$ 2,354	\$ 2,714

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

16. Parliamentary appropriations

Parliamentary appropriations recognized as revenue:

	2023	2022
Main estimates amount provided		
for operating and capital expenses	\$ 73,224	\$ 72,768
Supplementary estimates and transfers	4,336	11,931
Total Parliamentary appropriations approved in current year	77,560	84,699
Less: current year Parliamentary appropriations not recognized as revenue:		
Used for capital asset acquisitions	(1,484)	(963)
Deferred for future capital asset acquisitions	(2,516)	(6,537)
Restricted for specific purposes	(3,771)	(9,068)
Add: prior year Parliamentary appropriations recognized as revenue in current year:		
Amortization of deferred capital funding	15,677	16,150
Restricted amounts used in current year	4,479	1,588
Parliamentary appropriations recognized as revenue	\$ 89,945	\$ 85,869

17. Related party transactions

The Corporation is related to all Government of Canada departments, agencies and Crown corporations, as well as key management personnel having authority and responsibility for planning, directing and controlling the activities of the Corporation. This includes senior management, all members of the Board of Trustees and immediate family members thereof. The Corporation enters into transactions with these parties in the normal course of business. These transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties. During the year, the Corporation incurred expenses totalling \$12,767 (2022 – \$12,547) primarily related to payments in lieu of property taxes and employer contributions to employee benefits. The Museum recorded operating revenue of \$437 (2022 – \$368) with related parties.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

17. Related party transactions (continued)

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

	2023	2022
Appropriations receivable	\$ -	\$ 120
Refundable taxes	532	531
Other receivables	82	23
Accounts payable and accrued liabilities	9,317	7,346
Deferred revenues	81	81

18. Contingencies

As at March 31, 2023, the Corporation did not recognize any contingent liabilities in its Statement of Financial Position.

19. Contractual rights and obligations

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

As at March 31, 2023, the Corporation's contractual rights arise due to revenue contracts entered into which include donations and sponsorships, facility rental, events and food concessions and travelling exhibits.

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

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

19. Contractual rights and obligations (continued)

The future minimum annual payments are as follows:

	Contractual rights	Contractual obligations
2023–24	\$ 1,712	\$ 21,944
2024–25	162	10,602
2025–26	43	2,837
2026–27	-	2,192
	\$ 1,917	\$ 37,575

20. Financial risk management

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

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

(a) Credit risk

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

The maximum exposure to credit risk of the Corporation as at March 31, 2023 is the carrying value of these assets.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

20. Financial risk management (continued)

(a) Credit risk (continued)

(i) Accounts receivable

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

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

	2023	2022
Government of Canada	\$ 621	\$ 675
Other governments	416	317
Consumers	315	42
	1,352	1,034
Financial institutions	905	634
	\$ 2,257	\$ 1,668

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

The Corporation establishes an allowance for doubtful accounts that reflects the estimated impairment of accounts receivable and is based on specific accounts considering the Corporation's knowledge of the financial condition of its customers, the aging of accounts receivable, and other applicable factors. Accounts receivable from governments comprise more than 76% (2022 – 95%) of the Corporation's accounts receivable, excluding interest, and no allowance has been provided for related to these amounts.

An aging of accounts receivable is as follows:

	2023	2022
Less than 30 days past billing date	\$ 1,094	\$ 836
30 to 60 days past billing date	178	187
61 to 90 days past billing date	7	-
Greater than 90 days past billing date	73	11
	1,352	1,034
Interest receivable	905	634
	\$ 2,257	\$ 1,668

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

20. Financial risk management (continued)

(a) Credit risk (continued)

(ii) Cash, investments and restricted cash and investments

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

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

(b) Market risk

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

(i) Currency risk

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

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

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

20. Financial risk management (continued)

(b) Market risk (continued)

(ii) Interest rate risk

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

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

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

As at March 31, 2023, had prevailing interest rates increased or decreased by 1%, assuming a parallel shift in the yield curve, with all other variables held constant, the Corporation's financial instruments would have decreased or increased by a net amount of approximately \$1,877 (2022 – \$1,509), approximately 1.76% of the fair value of investments (2022 – 1.42%).

(c) Liquidity risk

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

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

As at March 31, 2023, all of the Corporation's financial liabilities have contractual maturities of less than 365 days (2022 – 365 days).

(d) Fair value of financial instruments

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

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

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2023

(In thousands of dollars)

20. Financial risk management (continued)

(d) Fair value of financial instruments (continued)

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

Investments	Quoted prices in active markets (Level 1)	Significant other observable inputs (Level 2)	Significant unobservable inputs (Level 3)	2023
Bonds	\$ 85,915	\$ -	\$ -	\$ 85,915
Guaranteed investment certificates	21,077	-	-	21,077
Total	\$ 106,992	\$ -	\$ -	\$ 106,992

Investments	Quoted prices in active markets (Level 1)	Significant other observable inputs (Level 2)	Significant unobservable inputs (Level 3)	2022
Bonds	\$ 77,337	\$ -	\$ -	\$ 77,337
Guaranteed investment certificates	25,045	-	-	25,045
Total	\$ 102,382	\$ -	\$ -	\$ 102,382

CANADIAN MUSEUM OF HISTORY

Schedule 1 – Operating Revenues

Year ended March 31, 2023

(In thousands of dollars)

	2023	2022
General admission and programmes	\$ 5,088	\$ 2,012
Facility rental, events and concessions	2,480	429
Boutique sales	1,340	735
Parking	1,313	592
Memberships	237	301
Travelling exhibits	65	90
Other	88	93
	\$ 10,611	\$ 4,252

Schedule 2 – Expenses

Year ended March 31, 2023

(In thousands of dollars)

	2023	2022
Personnel costs	\$ 46,518	\$ 41,022
Amortization of capital assets	15,784	16,259
Payments in lieu of property taxes	8,239	8,320
Building operations	6,059	4,586
Professional and special services	3,708	3,549
Online programs assistance	3,615	3,667
Collection acquisitions (note 6)	3,455	3,197
Repairs and maintenance	3,198	2,430
Utilities	2,622	2,459
IT infrastructure and systems	2,511	2,217
Write-down – Capital assets (note 7)	2,232	-
Exhibit fabrication and rental	2,147	2,413
Marketing and advertising	1,540	1,327
Materials and supplies	1,268	1,045
Cost of goods sold	786	386
Travel and hospitality	399	35
Rentals and leases	227	221
Royalties	45	29
Other	757	559
	\$ 105,110	\$ 93,721

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