Equity, Diversity, Inclusion and Accessibility

CANADIAN MUSEUM OF HISTORY
MUSÉE CANADIEN DE L'HISTOIRE

CANADIAN WAR MUSEUM
MUSÉE CANADIEN DE LA GUERRE

Canada

Table of Contents

1. Introduction

The Canadian Museum of History and the Canadian War Museum have embarked on a transformative journey outlined in our Equity, Diversity, Inclusion, and Accessibility (EDIA) Strategy. Guided by four pillars, this strategy is a bold commitment to foster an environment that is not only equitable, inclusive, diverse, and accessible, but also reflective of Canada's diverse cultures and histories.

"Leading through change is a key value at the Museums, and helps to shape everything we do. This determination to do better, to listen, and to demonstrate how museums can play a leading role in EDIA will continue to underpin our work as we embed these qualities in all of our activities. We are committed to ensuring that we offer a welcoming, healthy, inclusive and accessible environment to everyone with whom we engage."
— Caroline Dromaguet, President and Chief Executive Officer.

Museum employees past and present have played, and continue to play, an integral role in creating and fostering a diverse and inclusive environment. This EDIA Strategy and its implementation plan will build upon that work. Through a comprehensive analysis of our past and current initiatives, this strategy charts a course for the future, streamlining our focus and providing recommendations that will help us achieve key goals over the next five years. The phased implementation of recommended actions with staff engagement ensures a structured plan for progress.

"We have already begun implementing a number of EDIA initiatives at the Museums and will, with the help of this strategy, enhance our approach to EDIA by continuing to implement other important initiatives over the next five years. This will allow us to create an even more inclusive and diverse workplace culture. This is not a simple journey, but we are committed to challenging ourselves to do better."
— Daniel Archambault, Vice-President of People and Culture.

Aligned with the corporation's vision, "Dare to inspire tomorrow's history," we aim to inspire future generations by creating an environment in which everyone can participate, share their unique perspectives, and reach their full potential. This is more than a strategy; it is a commitment to lead through change, while demonstrating how museums can play a key role in EDIA.

Our EDIA Strategy is a comprehensive five-year plan that rests on four pillars:

- Pillar 1: Fostering a Diverse and Inclusive Corporate Culture
- Pillar 2: Creating a Diverse and Inclusive Workforce
- Pillar 3: Building Collections and Exhibitions Representative of Canada's Diversity
- Pillar 4: Creating Accessible Museums and Engaging the Canadian Public

"Our EDIA Strategy will focus on creating equitable, diversified, inclusive, and accessible work environments, by ensuring that all policies, systems, procedures and practices at the Museums are reviewed to reflect the overall organizational vision and EDIA aspirations."
— Pacifique Ndikuriyo, Director of Diversity, Equity, Inclusion, Accessibility, and Organizational Development.

Each pillar addresses both internal and external aspects of corporate operations. These pillars encompass themes, goals, objectives, and recommended actions, ensuring a holistic approach to EDIA. The EDIA Strategy will be implemented in three consecutive phases over five years. Each phase will have a duration of 12 to 18 months.

2. Pillars and Themes

2.1. Pillar 1: Fostering a Diverse and Inclusive Corporate Culture

At the Museums, we understand that a truly diverse and inclusive culture requires a top-down approach and, in this regard, we are applying an equity lens to all corporate policies, procedures, and practices. The corporation's strategy, mandate, mission, and goals explicitly position us as key players within a national strategy aimed at advancing EDIA and better representing Canada's diverse communities.

Led by diverse, representative, and engaged leaders, our commitment to shaping a corporate culture guided by EDIA principles is unwavering. Inspired by our President and CEO, our leadership teams are championing EDIA priorities and leading through an equity lens.

> ***THEME 1:*** *Formally Embedding and Communicating Organizational EDIA Commitments*
>
> To create a diverse, inclusive, and accessible environment, we are taking steps to embed Equity, Diversity, Inclusion, and Accessibility (EDIA) priorities at the heart of our organizational structure. This includes formalizing EDIA policies, procedures, and practices, while also communicating these initiatives across the corporation.
>
> By explicitly defining goals, targets, and priorities within our policies and frameworks, we aim to integrate EDIA into the Museums' strategy and brand. Our focus is on fostering transparent communication and promoting dialogue — from leadership to all divisions — eliminating silos towards ensuring a collective and inclusive approach to our EDIA Strategy.
>
> ***THEME 2:*** *Setting the Tone from the Top Down Through Active, Engaged, and Representative Leadership*
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> In our commitment to foster an inclusive workplace, we are setting the tone from the top down through active, engaged, and representative leadership. The focus is on creating equal opportunities to leadership positions for individuals from all backgrounds. By reducing barriers in the recruitment and selection process, our aim is to build a team that is diverse and reflective of the communities with which we engage.
>
> In addition, we prioritize a corporate culture that is not only diverse but actively inclusive, promoting proactive engagement from all employees and leadership in advancing Equity, Diversity, Inclusion, and Accessibility (EDIA) goals. The Museums will set clear standards for leaders' knowledge of EDIA requirements, reinforcing our commitment to an equitable and informed leadership approach.

2.2. Pillar 2: Creating a Diverse and Inclusive Workforce

We strive to create a workforce that mirrors the rich tapestry of Canada's diverse populations. Our ongoing journey will foster a workplace that is not only diverse but also inclusive, in which every voice is heard and valued. We are actively developing strategies for employment and career growth to ensure that equity-deserving individuals are not just represented but supported and recognized for their unique contributions across our Museums.

We acknowledge and honor the constitutionally protected status of Indigenous Peoples, underscoring our commitment to reconciliation and the rights of Indigenous communities. Our Framework for Indigenous Relations lays the groundwork for institutional change, strengthening relationships and actively engaging Indigenous staff in shaping policies, practices, and procedures.

THEME 3: Strengthening the Recruitment, Development, Promotion and Retention of Employees from Under-Represented Groups

To foster an inclusive and equitable workplace, the Museums are finding ways to prioritize the recruitment, development, promotion, and retention of individuals from equity-deserving groups. Our focus is on formalizing inclusive practices and applying an equity lens at every stage of the Human Resources (HR) process, valuing and supporting the contributions of every individual.

We are striving to reduce barriers and create meaningful opportunities for career development and advancement, ensuring that employees from diverse backgrounds have the chance to grow and excel at the Museums.

THEME 4: Investing in Employees to Shape a Vibrant and Inclusive Organizational Culture

The Museums aim to create work environments that prioritize the safety, comfort, and inclusion of staff from diverse equity-deserving groups. Through comprehensive EDIA training, we strive to strengthen allyship and promote meaningful dialogue and engagement among diverse groups. Recognizing the unique contributions and achievements of staff is integral to our approach, empowering individuals from diverse backgrounds to actively shape and enhance the Museums' inclusive workplace culture.

THEME 5: Supporting Indigenous Peoples and Fostering Cultural Awareness Across the Corporation

We aim to encourage collaboration and strengthen relationships between the Museums and Indigenous staff through meaningful engagement initiatives. Deepening the understanding of Indigenous cultures and practices is a key focus, and we plan to achieve this through increased training that promotes knowledge and respect for Indigenous perspectives and voices.

In addition, we are dedicated to supporting the recruitment, career development, and advancement of Indigenous staff. Our goal is to create a workplace that values and promotes Indigenous cultures, fostering a sense of belonging for all.

2.3. Pillar 3: Building Collections and Exhibitions Representative of Canada's Diversity

As national museums of human and military history, we acknowledge our responsibility to reflect and celebrate Canada's diverse cultures and histories. Our aim is to broaden the scope of the Museums' collections, exhibitions, programs, and services to better mirror the rich narratives of this country's diverse populations. We will allocate resources strategically to bridge gaps within the collections and exhibitions, to ensure better representation of equity-deserving groups.

THEME 6: Planning, Resource Allocation, and Partnerships to Strengthen Collections and Exhibitions Representing Equity-Deserving Groups

By engaging with diverse stakeholders and allocating resources strategically, we aim to broaden the Museums' collections, exhibitions, programs and services to be more inclusive, representative, and reflective of the vibrant tapestry of Canada's diverse populations. Our goal is to develop meaningful partnerships with stakeholders from diverse equity-deserving communities, ensuring that their perspectives and voices are considered when shaping the collections.

2.4. Pillar 4: Creating Accessible Museums and Engaging the Canadian Public

We are dedicated to seamlessly integrating EDIA priorities into our internal operations and public-facing experiences, dismantling barriers to ensure that everyone can engage with our Museums. We are committed to creating accessible environments, both physical and virtual, ensuring ease of access for every Museum visitor. Our ongoing Accessibility Plan and evolving visitor engagement strategy will ensure that programs and services offered by the Museums are representative of — and accessible to — everyone who calls Canada home.

THEME 7: Engaging Canada's Diverse Populations through Inclusive and Accessible Programs and Services

The Museums are committed to creating physical and virtual environments that ensure ease of access for all Museum visitors. Our goal is to develop inclusive programs and services that authentically reflect and celebrate the rich tapestry of Canada's diverse communities. As part of this commitment, we will actively consider and address the barriers and challenges faced by equity-deserving individuals in accessing the Museum.

By assessing spaces, implementing inclusive practices, and applying an equity lens, we aim to foster a welcoming and inclusive experience for all visitors. The Museums' ongoing Accesssibility Plan ensures a streamlined approach to making our spaces accessible and inclusive for every Museum visitor. We have made great strides at the Museums in the first year of implementing the Accessibility Plan. To learn more, please refer to our Year 1 Progress Report.

3. EDIA Initiatives

Our EDIA Strategy is the result of collaboration with employees, communities, and experts, reflecting our values of transparency and accountability.

Pillar	What We Have Achieved	What Is Ongoing	Where We Are Headed
1. Fostering a Diverse and Inclusive Corporate Culture	• Implemented the <u>Cultural Transformation Action Plan,</u> based on employee feedback, to improve the overall employee experience — focusing on shaping culture; strengthening employee engagement, well-being, and mental health; and promoting diversity and inclusion. • Developed <u>corporate values</u> with employee feedback (Act with Integrity, Engage with Curiosity, Lead Through Change, Collaborate with Purpose) to inform personal and professional interactions. • Implemented recommendations from the <u>Workforce Assessment</u> to create a workplace that is engaging, safe, and inclusive for all employees. • Conducted workshops for employees in 2023 to foster greater understanding of how to "live" the corporate values in everyday interactions. • During 2022–2023, 17 training sessions and workshops with a	• Reinforcement of corporate values in daily interactions, including regular training sessions and workshops to promote understanding and practice of corporate values. • Commitment and focus on fostering a positive and inclusive organizational culture through continuous improvement initiatives. • Provision of ongoing Indigenous cultural awareness training for new staff as part of onboarding, and updating knowledge among existing staff. • An EDIA policy is in the works, designed to foster a diverse and inclusive workplace. • Communication of various EDIA initiatives and their importance internally. • Development of clear guidelines to integrate EDIA principles into the Museums' policies. • Identification and updating of policies across all branches, ensuring that they reflect and communicate EDIA priorities.	• Embedding EDIA priorities and commitments in all new or updated corporate documents. • Communicating the importance of EDIA internally and externally, by exploring new opportunities, and emphasizing the significance of EDIA to the corporation's strategy, brand, and specific goals. • Implementing feedback cycles to capture management sentiment regarding organizational EDIA policies, procedures, and practices, as well as staff opinions on EDIA initiatives. • Implementing EDIA goals to support the inclusion of all equity-deserving individuals in the corporation's workplace. • Working towards fulfilling diversity goals, including officially signing up for the Government of Canada's 50-30 challenge and considering alternative actions to attract individuals from diverse backgrounds. • Forming partnerships with stakeholders to build a pipeline for

	focus on EDIA were offered to staff. • The Museums' <u>Strategic Directions for 2023–2029</u> demonstrate a comprehensive commitment to EDIA. The EDIA Strategy was developed to support the mission, vision, and strategic directions of the Museums, focusing on both internal and external aspects of the Museums. • Appointed a Director of Diversity, Equity, Inclusion, Accessibility, and Organizational Development to lead implementation of the EDIA Strategy at the Museums. • Provided training through the Diversity Institute for senior leadership and management on applying an equity lens in all practices, procedures, and policies. • Training on bias-free recruitment was offered in December 2022 and April 2023 for senior leadership and management.	• Integrating EDIA objectives into the Museums' performance management framework. • Determining mechanisms to assess staff satisfaction regarding progress towards organizational EDIA goals.	diverse talent at the leadership level. • Collecting self-reported demographic data from applicants. • Delegating responsibility for specific EDIA initiatives to leaders. • Incorporating one-on-one meetings with staff for transparent communication and better understanding of organizational gaps and opportunities from employee perspectives. • Emphasizing EDIA priorities during interviews for new leaders. • Expanding training for all new and existing employees including leadership on a broad range of EDIA topics. • Assessing the progress in achieving EDIA objectives during performance evaluation.
Pillar	**What We Have Achieved**	**What Is Ongoing**	**Where We Are Headed**
2. Creating a Diverse and Inclusive Workforce	• Created employee-led working groups focusing on areas such as Indigenous relations, enhancing efforts to attract and retain Indigenous staff, diversity and equity, developing a hybrid	• Continuation of the Indigenous Internship Program, which is aimed at training a continuous stream of new museum professionals, while also enhancing knowledge of Indigenous traditions.	• Acting on opportunities identified through a systematic review of HR processes, ensuring the use of inclusive language in all job postings.

workplace model, internal communications and collaboration, and wellness, resilience, and recognition.	• Continuation of efforts by employee-led working groups to address Indigenous relations, EDIA, internal communications and collaboration, while also attracting and retaining Indigenous staff and staff from equity-deserving groups.	• Consideration of alternative résumé practices, such as anonymizing names, for bias-free hiring processes.
• The Diversity and Inclusion Group (DIG) at the Museums has been active since 2016, supporting a diverse and inclusive workplace.	• Consistent inclusion of statements focusing on under-represented groups in job postings, while ensuring that all job postings include statements on EDIA, accommodations, and Truth and Reconciliation.	• Engaging and formalizing partnerships with organizations working with distinct equity-deserving groups in recruitment.
• Museum staff completed a *Working Effectively with Indigenous Peoples* training program.	• Ongoing skills training for inclusive job postings, and the review of new job postings and descriptions.	• Expanding internship and volunteer programs to strengthen the representation of individuals from equity-deserving groups.
• An International Decade of Indigenous Languages working group was formed to advance Indigenous language initiatives and cultural competency training that incorporate Principles of OCAP® (Ownership, Control, Access and Possession).	• Review and strengthening of current EDIA knowledge requirements, and training for managers and decision-makers in the HR process.	• Creating and formalizing a career-planning system, actively communicating growth and development opportunities to staff.
• Two key advisory positions were filled in 2022–2023 — Advisor, Indigenous Languages; and Advisor, Intangible Cultural Heritage — each of which will further enhance interactions between the Museums and Indigenous Peoples.	• Systematic review of HR processes to enhance recruitment and retention strategies for equity-deserving groups.	• Implementation of a staff-engagement survey every two years to collect feedback on organizational initiatives, workplace satisfaction, and self-reported demographic data.
• The Indigenous Internship Program (IIP), aimed at training a new generation of museum professionals while also enhancing the Museums' knowledge of Indigenous	• Review and enhancement of existing policies supporting career planning and development for staff, and review of existing staff-recognition practices for potential improvements.	• Implementation of practices highlighting achievements and contributions across the organization, while continuing to use the annual awards ceremony to recognize the contributions of all staff.
	• Provision of transparent feedback on decisions made within the promotion process.	• Collaboration with Indigenous staff to ensure that the Museums consider all aspects of shared engagement and consultation.
	• Review and improvement of the exit interview questionnaire to include an	• Creation of spaces for open conversation among Indigenous

	traditions, is entering its 31st year in 2024.	EDIA lens, for comprehensive insights.	staff, fostering an inclusive work environment.
	• Deployed recruitment initiatives prioritizing Indigenous candidates for positions related to Indigenous histories, visitor services, interpretation, or research. • Included statements focusing on under-represented groups in job postings, and participated in events and training opportunities with organizations serving equity-deserving groups. • Changed the job postings webpage, making it easier for potential candidates to get information in alternative formats. • Two new curatorial positions were created at the Museum of History and the War Museum to enhance representation and collaboration with Indigenous communities. • An accessible and easy-to-navigate intranet for staff was launched in the summer of 2023. • Implemented diverse work structures, such as hybrid work, compressed work weeks, and floating holidays.	• Ensuring that EDIA commitments in mission, strategy, and goals address opportunities to improve the representation, participation, and engagement of equity-deserving groups. • Evaluation of gaps and opportunities to reinforce EDIA knowledge and cultural competency within the organization, along with the review and enhancement of the Museums' current EDIA training initiatives. • Engage with distinct communities towards building partnerships and strengthening allyship.	• Ensuring the representation of Indigenous staff across the organization, including client-facing roles and leadership levels. • Review and expansion of EDIA policies and frameworks for Indigenous volunteers and interns. • Implementation of new training topics covering diverse Indigenous considerations, with appropriate consultation. • Continuing to support French language training, while also recognizing bilingual capacity in Indigenous languages.
Pillar	**What We Have Achieved**	**What Is Ongoing**	**Where We Are Headed**
3. Building Collections and Exhibitions	• Ongoing assessment of long-term exhibitions to ensure that they remain current, accessible, and reflective of the lives and interests	• The Museums are in the process of developing a new Collections Strategy and Research Strategy. EDIA opportunities will be identified	• Continued review and updating of policies, procedures, and practices for significant consideration of

Representative of Canada's Diversity	of all residents of Canada. This has involved incorporating objects from the Museums' collections. Additional objects have been either acquired or obtained on loan to diversify long-term exhibitions and enrich the Museums' collections.	and incorporated within these strategies.	diverse equity-deserving groups in program development and collaborations.
	• Continued the <u>Shaping Canada</u> oral history project, focusing on history-makers of today and their impact on Canada, including interviews with prominent individuals.	• Policies, procedures, and practices will be reviewed to identify strengths and opportunities for EDIA integration, and enhanced for acquisitions and collection development as part of the Museums' new Collections Strategy.	• Developing and formalizing procurement-diversity strategies to ensure an inclusive procurement process.
	• Ongoing engagement and collaboration with diverse groups to ensure broad representation in the <u>In Their Own Voices: Stories from Canadian Veterans and Their Families</u> project, aimed at capturing veteran's experiences following war and military service.	• The Museum of History has an ongoing partnership with the Black Life Impact Foundation to develop educational resources for the Museum's Teachers' Zone platform, to amplify Black experiences in Canada's history.	• Integration of EDIA lens into the Museums' Corporate Partnership Strategy and developing comprehensive procedures for engaging in partnerships that prioritize EDIA considerations.
	• The exhibition <u>A Community at War</u> – <u>The Military Service of Black Canadians of the Niagara Region</u>, presented at the War Museum, offered insights into the broader experience of Black Canadians and Canada's military history.	• Continued progress on the Shaping Canada and In Their Own Voices oral history projects.	• Implementation of EDIA guidelines for new and existing initiatives in the development processes for exhibitions, programs, and collaborations.
	• Continued work on the Sacred Materials Project, including the creation of a new Sacred and Sensitive space at the Museum of History, slated for completion in 2024.	• Digitization of collections to reach wider audiences.	• Diversification of acquisition strategies by consulting with internal and external stakeholders.
		• Collaboration with Indigenous communities on collections, exhibitions, and programs.	• Expanding the pool of internal and external researchers and experts to include individuals from equity-deserving groups, and determine gaps and opportunities in collections related to EDIA.
		• Collaboration with Indigenous communities and residential school survivors to revise information on residential schools and Indigenous histories in exhibitions and programs.	• Ensuring that the Museums have enough dedicated staff with expertise and resources to support and oversee collections for equity-deserving groups.
		• Creation of comprehensive EDIA guidelines for the development of exhibitions, programs, and collaborations.	
		• Review of existing collections to identify gaps and opportunities when	

	• Prioritized digitization of the collection, including efforts to make collections available online through initiatives such as digitized photographs, scanned documents, and 3D modelling. • Collaboration is underway with external consultants to prepare new guidelines for consultation and engagement with Indigenous communities. • Larger, multi-year projects related to shared authority and collections history with Indigenous communities are ongoing. • Developed programming, exhibitions, and activities reflecting multiple voices, while also introducing broader audiences to the Museums' collections and research initiatives.	representing the histories of equity-deserving groups. • Formalizing partnerships with diverse stakeholders representing equity-deserving communities to gather multiple perspectives and include diverse voices. • Evaluate existing partnerships with key stakeholders to identify gaps and opportunities in EDIA considerations.	
Pillar	**What We Have Achieved**	**What Is Ongoing**	**Where We Are Headed**
4. Creating Accessible Museums and Engaging the Canadian Public	• Launched the Accessibility Plan, outlining concrete commitments for three years, from 2023 to 2025, to respond to the needs of employees and visitors with disabilities. To learn more about the progress of the Accessibility Plan, please refer to the Year 1 Progress Report.	• Continued implementation of the Accessibility Plan, with ongoing commitments for 2024 and 2025. • Review and enhancement of policies, procedures, and practices for exhibitions, programs, collaborations, and visitor experiences, to align with the Accessibility Plan.	• Continued annual compliance and reporting in accordance with the corporation's Accessibility Plan. • Responding to and tracking internal feedback on accessibility issues. • Continuing to monitor and report progress related to the Museum's Accessibility Plan, including responses to feedback.

• A comprehensive audit of the built environment at both Museums was completed, identifying opportunities for improvement. • Existing accessibility training was reviewed and revised, and new training resources were sourced. • Emphasis continued on leveraging digital technologies for expanded access to collections, events, and research through blog posts and social media, with a dedicated digital strategy in development. • The Museums continued 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. • Engaged in regional, national, and international partnerships, events, and media relations to share resources with all people in Canada. • Adapted existing programming and resources into new formats to reach broader audiences, both onsite and online. • Digital Museums Canada (DMC), a funding program managed by the Museum of History, released	• Annual compliance reporting in accordance with the corporation's Accessibility Plan. • Progress is underway towards ensuring that all employees and volunteers receive basic accessibility training, including testing of an online module. Accessibility training for staff is scheduled to be completed during March 2024. • An accessibility audit of the Museums' website is in progress, and is expected to be completed by March 2024. • Social media content and practices are under review for improved accessibility by March 2024. • The Plan Your Visit webpages are being updated to include accessibility features, and to address known barriers, by March 2024. • Guidelines for accessible meetings are in progress. • Consultations are planned with an external advisory group comprised of people with disabilities, to meet inclusion and accessibility goals in the EDIA Strategy. • Developed a digital strategy to further expand the Museums' reach within the rapidly evolving online world. • Development of visitor evaluation tools, and survey questions for collecting feedback and demographic data on accessibility, inclusivity, and ease of access to the Museum's	• Review of accessibility initiatives at the Museums through the established external advisory group. • Undertaking surveys to understand visitor perceptions of accessibility to the Museums, and to gather feedback on the Museums' inclusivity initiatives. • Incorporating visitor feedback into planning and designing inclusive programs, services, and spaces. • Continuing to implement strategies to strengthen and promote inclusion across programs and services. • Ensuring that the diversity of visitor services staff reflects the Museums' guests. • Undertaking surveys to collect demographic data and insights into potential barriers faced by equity-deserving groups. • Continue to mitigate barriers and access-related challenges for equity-deserving individuals. • Continue to partner with community-based organizations to promote Museum programs and services. • Target specific programs and services to equity-deserving groups groups (e.g., newcomers, single parents, students, refugees, diverse communities).

	its Equity Statement with a commitment to advance EDIA. It aims to reach a goal of 25% representation of projects from identified priority groups, through consideration in program criteria and in evaluations by the DMC Advisory committee. DMC has also launched a voluntary EDIA questionnaire and an Application Assistance Program for EDIA organizations.	physical and virtual spaces, programs, and services. • Adoption of a comprehensive set of standards for accessibility in new exhibition projects. • Review of the design and delivery of current programs and services to embed EDIA priorities at each stage, and to ensure representation of equity-deserving groups. • The EDIA Steering group will receive and review the list of organizations that have self-identified, in order to support EDIA through the DMC questionnaire, before forwarding the list to the DMC Advisory Committee.	

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> **An online version (works with assistive technology)**
> **Accessible PDF**
> **Accessible Word file**

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- Print: 15 days

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4. Feedback

We welcome your feedback on this strategy. Please tell us what you think by contacting:

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