Canadian Museum of History

Environmental Report

2025–2026

1. Introduction

1.1. Museum

The Canadian Museum of History is a Crown corporation overseeing two national museums in the National Capital Region: the Canadian Museum of History, located in Gatineau, Quebec, and the Canadian War Museum, located in Ottawa, Ontario. Through exhibitions, collections, programs, events and online initiatives, these museums share the diverse stories of people, communities and cultures that have shaped Canada's history.

The Corporation also administers Digital Museums Canada, a national program supporting the creation of online content by smaller institutions. Additionally, it maintains the Virtual Museum of New France, an extensive digital resource exploring early French history in Canada.

Throughout this document, "the Museum" and "the Corporation" are used interchangeably to refer to the corporate entity.

1.2. Guidelines

Crown corporations are expected to align with the federal Greening Government Strategy or adopt an equivalent set of commitments in each significant area of their operations, including the commitment to net-zero emissions by 2050 and to be climate resilient. Crown corporations are also required to integrate environmental reporting into their annual corporate disclosures, aligning with the Task Force on Climate-related Financial Disclosures (TCFD) framework.

The Museum's annual environmental report covers the period between April 1st, 2025, and March 31st, 2026.

2. Governance

2.1. Oversight

Environmental oversight at the Museum is exercised by the Board of Trustees through its Finance, Audit and Risk Management Committee. The Museum provides at least one annual update to the Trustees on key environmental matters. In 2025–2026, this included the presentation of an environmental action plan aimed at reducing greenhouse gas (GHG) emissions and aligning with the Greening Government Strategy, as well as quarterly updates on the plan's progress.

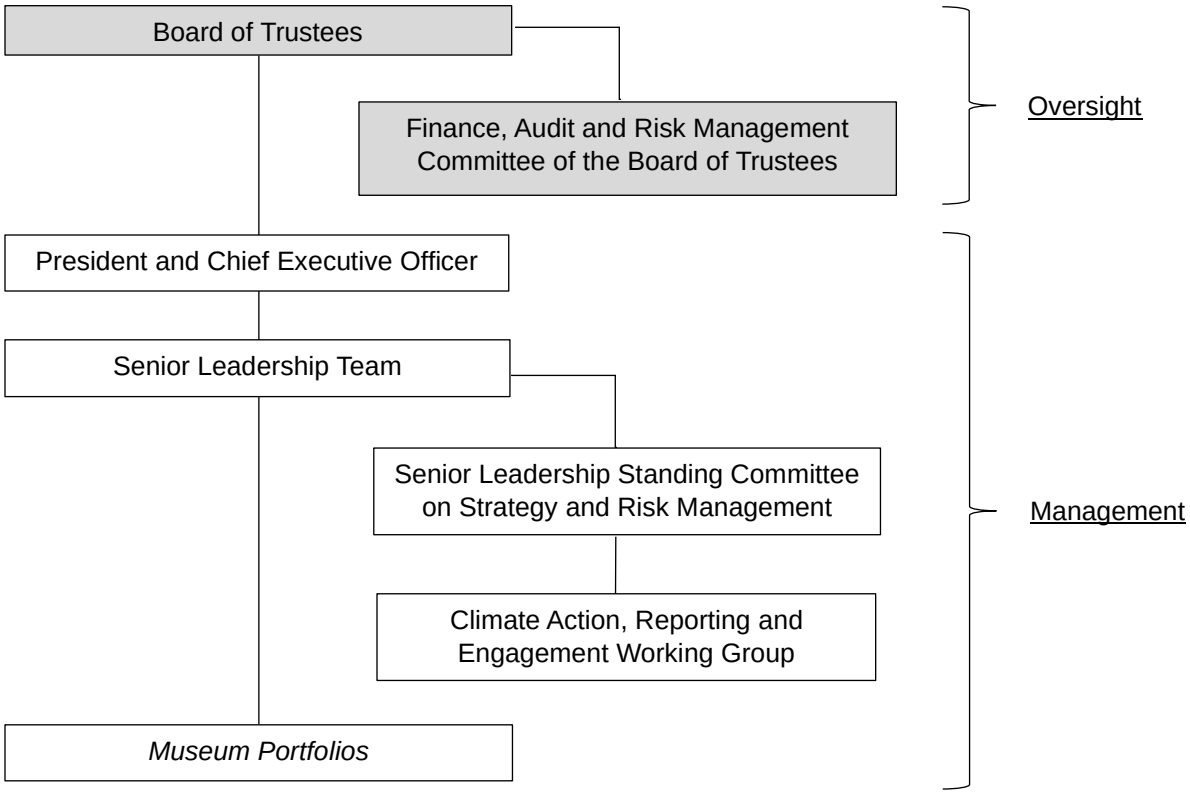
2.2. Management

The President and Chief Executive Officer, supported by the Senior Leadership Team, is accountable for the Corporation's environmental performance. Day-to-day management of environmental risks and opportunities is guided by the Museum's Environmental Sustainability Policy, which sets out directives for integrating environmental considerations into key operational areas.

To strengthen coordination of key environmental initiatives, the Museum has established the Climate Action, Reporting and Engagement Working Group (CARE), which reports to the Senior Leadership Standing Committee on Strategy and Risk Management. Co-chaired by the Chief Strategy Officer and the Chief Financial Officer, CARE brings together experts from various areas of Museum operations to advance environmental sustainability and climate resilience. By leveraging shared expertise, CARE supports the coordination of critical environmental initiatives and annual environmental reporting.

Figure 1 provides an overview of the Museum's governance structure for the oversight and management of environmental risks and opportunities.

Figure 1: Environmental Sustainability Governance



3. Strategy

3.1. Impact of Environmental Issues on Strategy and Planning

The Museum buildings incorporate important elements of sustainable design. Both facilities use geothermal energy from the Ottawa River as a primary source of cooling. Additionally, the Canadian War Museum uses filtered river water for toilet flushing, reducing municipal water use, and features a 10,684-square-metre green roof planted with native species.

The Museum's activities are guided by five strategic directions established by the Board of Trustees in 2022–2023, including the objective to "build organizational resilience

through sustainable practices.” In support of this objective, the Museum developed an environmental action plan in 2025–2026 focused on the areas of its operations with the greatest environmental impact. Progress against the plan is reported quarterly to the Finance, Audit and Risk Management Committee of the Board of Trustees.

To strengthen the integration of environmental considerations into internal decision-making, the Museum introduced Guidelines for Applying an Environmental Sustainability Lens to Policy Review. These guidelines support managers in incorporating environmental considerations into the development and review of internal policy instruments, enabling the identification of environmental impacts and risks while advancing the Government of Canada’s sustainability commitments.

The Museum also enhanced the integration of environmental considerations into procurement and supply chain activities. A dedicated section on environmental performance was added to the General Conditions for Goods, Services, and Letters of Agreement, outlining expectations for contractors. In addition, a Procurement Bulletin on green procurement was prepared to guide staff responsible for Requests for Proposals and contract management.

At the operational level, a working group was established to review exhibition development processes and identify opportunities to incorporate eco-design principles. The Museum signed a Memorandum of Understanding with the Canadian Conservation Institute to conduct a case study investigating the opportunities for reducing energy and carbon emissions by exploring a more flexible climate control approach for collection spaces. The Museum also eliminated the sale of bottled water in cafeterias and vending machines to reduce plastic waste. The Museum’s caterer has joined a local food recovery program, *À la Carte,* that donates surplus food from events to community organizations.

To support implementation, training on environmental sustainability and the Government of Canada’s net-zero commitment was incorporated into mandatory employee training and onboarding processes.

3.2. Environmental Risks and Opportunities

The Museum’s assessment of environmental risks and opportunities encompasses physical risks, related to the physical impacts of environmental events, transition risks, related to the transition to a lower-carbon economy, and environmental opportunities.

The materiality of environmental risks is assessed based on their likelihood and impact level. The materiality of environmental opportunities is assessed by their ease of implementation and impact level. Risks and opportunities are categorized by time horizon as short-term (within one year), medium-term (within one to five years), or long-term (beyond five years).

Tables 1 and 2 summarize the most significant environmental risks and opportunities, respectively.

Table 1: Material Environmental Risks

Risk	Statement	Horizon
a) Physical risks		
Flooding	Heavy rainfall, rising water levels in the Ottawa River and infrastructure constraints can lead to flooding, causing damage to buildings and collections.	Medium-term
Severe weather events	Tornadoes, extreme heat and humidity levels can cause physical damage to buildings, equipment and collections.	Medium-term
b) Transition risks		
Regulatory changes	New laws and regulations aimed at reducing GHG emissions and promoting sustainability can require significant changes in operations and infrastructure.	Short-term
Market preferences	Changes in market preferences towards more sustainable practices and products can affect supplier relationships and visitor expectations.	Medium-term

Table 2: Material Environmental Opportunities

Opportunity	Statement	Horizon
Community engagement	Partnering with local organizations and communities, including Indigenous partners, to address climate change can foster stronger community relationships, support reconciliation and enhance visitor engagement.	Medium-term
Sustainable practices	Implementing sustainable practices, such as conducting energy audits, upgrading to energy-efficiency HVAC systems and adopting a zero-waste program, can reduce the Museum's carbon footprint and operational costs.	Long-term
Renewable energy	Investing in renewable energy sources by installing solar panels or securing renewable energy contracts can reduce the Museum's reliance on fossil fuels and lower energy costs.	Long-term
Environmental programming	Developing programs and exhibitions focused on climate change and environmental sustainability can increase public awareness and engagement.	Medium-term

3.3. Climate Scenario Analysis

3.3.1. Pathways

Recognizing the inherent uncertainties associated with climate change and its transitions, the Museum conducted a qualitative scenario analysis to assess how environmental risks may evolve under different future conditions. Two scenarios were evaluated: the Paris-aligned pathway and the high-emissions pathway.

The Paris-aligned pathway represents a scenario where global temperature rise is limited to 2°C through strong international climate action and steep emissions reductions. In this scenario, there is a rapid acceleration in the adoption of renewable energy and low-carbon technologies, along with significant behavioural changes towards decarbonization. This pathway represents the best-case scenario.

The high-emissions pathway describes a scenario where limited global climate action leads to a temperature increase of more than 4°C, causing widespread climate disruption. This scenario is characterized by higher risk of flooding and severe weather events,

affecting the Museum, as well as less predictable transition risks. This pathway represents the worst-case scenario.

Table 3 summarizes the evolution of environmental risks at the Museum under these two pathways.

Table 3: Environmental Risks Under Climate Scenarios

Risk	Pathway	
	Paris-aligned (<2°C)	High emissions (>4°C)
Flooding	Moderate flooding due to heavy rainfall and moderate sea level rise (~0.5 metres by 2100). Increased frequency of heavy rainfall events, particularly in spring, can overwhelm stormwater systems, causing localized urban flooding and riverine flooding along the Ottawa River.	Frequent and severe flooding due to a substantial increase in precipitation intensity, combined with sea level rise exceeding two (2) metres by 2100. High risks to properties along the Ottawa River, with riverine flooding risks rising significantly during spring thaws. High risk to the buildings and collections.
Severe weather events	Occasional severe storms, including high winds and ice storms. Storms may damage roofs, windows and other infrastructure, while power outages could disrupt operations.	High frequency of tornadoes, storms and wildfires. Increased likelihood of freezing rain further exacerbates infrastructure risks and long-term closures of affected properties. Wildfires may degrade air quality, impacting indoor environments.
Regulatory changes	Tightened environmental regulations require significant operational changes to meet carbon reduction targets. Carbon pricing increases sharply, alongside rising aggregate carbon costs.	Delayed or reactive policies focus on crisis management as climate impacts worsen, leading to sudden implementation of stricter and costly regulations.
Market preferences	Increased expectations and pressure from stakeholders, including donors, visitors and government bodies, drive the need for the Museum to reduce emissions and source eco-friendly materials. Public demands transparent reporting on sustainability efforts and climate action initiatives.	Rapid and uneven shifts in market demand toward sustainable practices create reputational risks for organizations seen as lagging. Businesses face challenges and uncertainty adapting to fluctuating stakeholder expectations.

3.3.2. Impacts on Financial Performance

Under the Paris-aligned pathway, the Museum may face minimal damage to its buildings, infrastructure and collections due to flooding and severe weather events. Some operational disruptions from storms are possible, leading to minor revenue losses. However, as global temperatures stabilize over time, these impacts are expected to decrease.

The high cost of carbon in this scenario may affect the Museum's supply chain, particularly by increasing costs of materials and transportation. Additionally, the Museum would require major financial investments in new, modernized equipment as it adopts energy-efficient technologies to meet evolving stakeholder expectations and regulatory requirements. In the long term, however, these investments are expected to result in energy savings and improved efficiency, reducing operational costs.

Under the high-emissions pathway, the Museum may face significant costs for frequent repairs and upgrades due to flooding and severe weather events. These recurring challenges are likely to strain financial resources, exacerbated by rising insurance premiums. The Museum also faces a high risk of damage and loss to its collection items.

In this scenario, visitor numbers are expected to be impacted by disruptions from severe weather events, further affecting revenue. Initially, the Museum may benefit from lower operational and capital costs due to minimal regulatory pressure and a delayed energy transition. However, the eventual introduction of strict regulations is likely to result in abrupt and costly compliance requirements. Investments in energy-efficient technologies and retrofits are also expected to be particularly expensive in this scenario, as the lack of a phased transition increases costs and complexity.

4. Risk Management

4.1. Integration of Environmental Risk into Corporate Risk Management

Environmental risk is embedded within the Museum's overarching Risk Management Framework that defines the key principles, roles and responsibilities guiding corporate risk management. The framework ensures that all corporate-level risks are identified, assessed, mitigated, monitored and reported using a consistent and structured process.

The Museum maintains a Risk Register that captures corporate-level risks to which the Museum is exposed, including their drivers, potential impacts and control mechanisms. In addition, the Corporate Risk Profile provides a point-in-time snapshot of the Museum's key risks and includes annual assessments of risk impact, likelihood and appetite, reviewed by the senior leadership team. Environmental risk is fully integrated into this process. The Museum monitors and reports on significant risk management activities through regular updates to the Finance, Audit and Risk Management Committee of the Board of Trustees.

4.2. Assessing and Managing Environmental Risks

Every three years, the Museum conducts a comprehensive assessment of specific environmental risks and opportunities. The most recent assessment, conducted in 2024–2025, led to the development of a register outlining specific physical and transition risks to which the Corporation is exposed. This process included a scan of the institutional environment and the formation of focus groups composed of Museum professionals whose areas of responsibility — such as facilities and exhibitions — are most affected by these risks. Through group discussions, a preliminary list of environmental risks was compiled and assessed based on their likelihood and potential impact. The senior leadership team reviewed and refined the list, resulting in the identification of material environmental risks, summarized in Table 1.

This risk assessment informed the development of the Museum's environmental action plan, presented to the Finance, Audit and Risk Management Committee of the Board of Trustees in 2025–2026. The plan outlined actions to reduce GHG emissions, align with the Greening Government Strategy, and address the Museum's environmental risks.

5. Metrics and Targets

5.1. GHG Emissions

The Museum measures its Scope 1, Scope 2, and Scope 3 GHG emissions. Table 4 presents a summary of corporate emissions since the Museum started reporting them.

Table 4: GHG Emissions, tCO_2e

Source	2025–26	2024–25	Note
Scope 1 and Scope 2	**2,547**	**2,706**	a
Scope 1 – Direct emissions	2,259	2,483	b
Natural gas	*2,088*	*2,041*	
Diesel	*17*	*19*	
Mobile	*3*	*1*	
Fugitive	*153*	*422*	
Scope 2 – Emissions from purchased electricity	287	223	c
Scope 3 – Indirect emissions	**4,448**	**6,000**	d, e, f
Category 1 – Purchased goods and services	2,209	2,788	f
Category 2 – Capital goods	1,203	2,131	f
Category 3 – Fuel- and energy-related activities	233	228	
Category 5 – Waste generated in operations	35	77	e, f
Category 6 – Business travel	74	137	f
Air and rail travel	*53*	*89*	
Car travel	*12*	*21*	f
Hotel stay	*10*	*26*	f
Category 7 – Employee commuting	229	264	g
Category 9 – Downstream transportation and distribution	179	122	f
Postage and couriers	*13*	*12*	f, h
Exhibition transportation	*165*	*110*	f
Category 12 – End of life treatment of sold products	69	65	f
Category 15 – Investments	217	188	f

Notes:

a. Emission factors used in the preparation of this report were obtained from the following reference sources: *Emission Factors and Reference Values* (Environment and Climate Change Canada); *Carbon Offset Emission Factors Handbook* (Government of Alberta); *GHG Emission Factors Hub* (United States Environmental Protection Agency); and *Supply Chain Greenhouse Gas Emission Factors* (United States Environmental Protection Agency). International sources were used where Canadian emission factors were limited or unavailable.

b. Scope 1 emissions are direct emissions from assets that are owned or controlled by the Museum. The emissions are based on the Museum's natural gas consumption, diesel purchase, vehicle usage and refrigerant loss data.

c. Scope 2 emissions are indirect emissions from purchased electricity. The Museum draws electricity from the Quebec grid for the Canadian Museum of History in Gatineau, and from the Ontario grid for the Canadian War Museum in Ottawa.

d. Scope 3 emissions are other indirect emissions. The total Scope 3 emissions figure is an estimate and includes categories calculated using the spend-based method where activity data is limited or unavailable. Only material categories are reported. Materiality was assessed in 2024–2025 using a threshold of 25 tCO_2e (equivalent to 1% of direct emissions in 2024–2025).

e. In 2025–2026, the Museum revised the methodology for estimating emissions from operational waste by transitioning to the spend-based method. Historical data for Category 5 emissions and total Scope 3 emissions has been restated using the revised methodology to ensure consistency and comparability of reported results.

f. This category includes emissions estimated using the spend-based method.

g. Emissions from employee commute are estimated using data from the annual employee work commute survey. Survey results are extrapolated to represent total full-time employees at the end of the reporting period.

h. This category includes emissions data provided by suppliers.

5.2. Environmental Scorecard

In addition to measuring GHG emissions, the Museum tracks a comprehensive set of metrics related to its environmental risks and opportunities. Table 5 summarizes the Museum's environmental scorecard. Work to refine these metrics is ongoing.

Table 5: Environmental Scorecard

Category	Unit	2025–26	2024–25	Note
GHG Emissions				
Scope 1 and Scope 2	tCO_2e	2,547	2,706	
Scope 3	tCO_2e	4,448	6,000	
Utilities				
Electricity consumption	MWh	29,238	29,260	
% of electricity from renewable sources	%	85	86	a
Natural gas consumption	000 m^3	1,105	1,084	
% of natural gas from renewable sources	%	2	3	b
Municipal water usage	m^3	29,086	27,540	
Operational waste diversion rate	%	42	47	c
Suppliers				
% of Requests for Proposals (RFPs) that include environmental criteria, by number	%	56	5	
% of RFPs that include environmental criteria, by monetary value	%	23	<1	
% of RFPs awarded to local suppliers, by number	%	11	68	d
% of RFPs awarded to local suppliers, by monetary value	%	63	30	d
% of boutique sales sourced from local suppliers	%	7	8	d
Fleet				
% of the corporate fleet that are electric vehicles	%	25	25	
Creative projects, programs and activities incorporating environmental themes				
Partnerships	#	1	1	
Projects awarded by Digital Museums Canada	#	7	3	
Learning and engagement	#	0	1	
Temporary exhibitions	#	2	1	e
Travelling exhibitions	#	1	1	f
Employees				
% of employees using sustainable transportation as primary modes of work commute	%	41	33	g, h
GHG emissions avoided due to hybrid work	tCO_2e	119	208	h

Notes:

a. This metric is estimated using the electricity consumption data of the Canadian Museum of History and the Canadian War Museum, and the energy mix of the electricity grids in Quebec and Ontario.
b. This metric is based on the contractual agreement of the Museum with a natural gas provider.
c. This metric represents the estimated percentage of non-hazardous operational waste diverted from landfill. In 2025–2026, the Museum revised the methodology for estimating the diversion rate by transitioning to data provided by an independent waste auditor. Historical data for waste diversion has been restated using the revised methodology to ensure consistency and comparability of reported results.
d. Local suppliers are defined as suppliers based in the Ottawa–Gatineau Census Metropolitan Area.
e. 2025–2026: *Pizandawatc / The One Who Listens; Wi'k+palu'k Sam Glodeo'q ta'n wetapeksitaq: Honouring the Belonging of Sam Glode*
f. 2025–2026: *Kids Celebrate!*
g. Percentage of employees who commute more than 50% of their annual commuting distance using sustainable transportation modes, including walking, cycling, public transit or electric vehicles.
h. This metric is estimated using the annual employee commute survey data.

5.3. Targets

As a Crown corporation, the Museum supports the targets outlined in the federal Greening Government Strategy, including the commitment to achieving net-zero emissions by 2050. In 2025–2026, the Museum achieved a reduction of 159 tCO_2e in its total Scope 1 and Scope 2 GHG emissions, representing a 6% decrease compared to the 2024–2025 baseline. The Museum is committed to advancing the Government of Canada's ambitious goals, while recognizing the financial risks and budgetary constraints that may affect progress. Unlike federal departments and agencies, Crown corporations are not currently eligible for funding through the Greening Government Fund and must rely on internal resources to meet their environmental sustainability objectives. Despite these challenges, the Museum remains fully committed to doing its part in reducing emissions and contributing to a low-carbon, climate-resilient and clean growth economy.