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Executive Summary

The Juno Beach Centre Association (JBCA) is pleased to present our Strategic Plan 2021-2025 which will serve as the foundation for our next five years of growth and development. It sets out the major actions we will take to fulfill our mandate and continue building on our past successes to maintain our status as Canada’s primary site of Second World War remembrance in Europe.

As the Canadian owner, operator and partial funder of the Juno Beach Centre (JBC), the museum and cultural centre in Normandy, France, the JBCA implements its mandate and vision through the JBC. Throughout the execution of this plan, evaluation of key performance indicators will allow for functional and meaningful responses to changing circumstances and conditions.

The purpose of this document is to outline strategies we will undertake to secure the future of the JBC and protect the legacy of Canada’s Second World War veterans in a manner that is interesting, relevant and educational to new generations today, tomorrow and in the future. The work is focused on three strategic directions:

- Enhancing the Museum Experience
- Strengthening Engagement and Partnerships
- Ensuring Financial Sustainability

We will strive for success in these areas while operating through unprecedented circumstances as the global COVID-19 pandemic has drastically impacted projections for the future.

The strategic directions and subsequent initiatives have been prioritized with the goal of re-stabilizing the JBC’s operations within the pandemic and post-pandemic environments, and enhancing our efforts to reduce our carbon footprint as part of the broader global effort to eliminate this generation’s greatest threat – climate change.

This is an ambitious plan that will push us to revitalize our operations, expand our audiences and modernize our most tangible and vital asset, the JBC. Accomplishing the goals outlined in this plan will require elevated levels of partnership and the active participation of all our stakeholders.

The uncertainty presented by an unstable economy and current negatively mitigating circumstances are challenges that will be continually reassessed to ensure the JBC’s precious resources are invested wisely and risks are minimized. If current trends sustain, despite our efforts and the support of our partners, the JBC will face a funding crunch within the coming fiscal year, requiring sweeping revisions to this plan to maintain the integrity of our operations and fulfill our mandate.

Our Strategic Plan is a living document and, much like the changing environment, the changing face of our visitors and the changing landscape of Second World War remembrance, this plan will evolve over time.

Regardless of the challenges, the JBCA and JBC are committed to pursuing excellence as we take our next, resolute steps to present the true cost of freedom and ensure future generations understand the sacrifices made by Canadians to defend that freedom. The actions of those Canadians propelled us onto the world stage, setting the framework for the institutions and rights we enjoy today, and solidifying our reputation as a respected ally to the most influential global nations.

It has been said that the Canadian victory at Vimy Ridge was the symbolic birth of a nation. Nearly 30 years later, Canada earned its place in the world on the shores of Juno Beach.

There is no better place to honour the courage of the Canadians who served in the Second World War than the Juno Beach Centre, for in the words of Prime Minister Paul Martin on the 60th anniversary of D-Day,

“The waters of the English Channel and the winds of the Normandy coast have erased the footprints these men left on Juno Beach. But not even the great tides of time can wash away the deep impressions they have made in our national memory, and the chronicle of the free world.”
1.0 About the Juno Beach Centre

The Juno Beach Centre was founded by a group of Canadian Second World War veterans. Before its creation, there was no major commemorative site in Europe recalling the full scope of Canada’s participation in the Second World War.

In the mid-1990s, the founding veterans returned to the place where Canadians had begun freeing northwest Europe from the clutches of Nazi Germany: Juno Beach, Normandy. They travelled with their children and their grandchildren; they shared their own stories, and the stories of their friends buried in the cemeteries they visited. And they wondered what would happen when they themselves were no longer around to share these stories.

Who would remember?

Garth Webb, a Lieutenant with the 14th Field Regiment, Royal Canadian Artillery, who led his men into battle at Juno Beach on June 6th 1944, once again led the charge. With his fellow veterans, their families and supporters beside him, he set forth to build the JBC. The vision for the centre has guided the direction of the JBC since its inception and is articulated through the core purpose to:

- Provide a tangible and fitting memorial to Canada’s participation in the Second World War and recognize the emergence of Canada on the world scene.
- Remember and commemorate the sacrifices made by all Canadians who were part of the Allied victory in all theatres of war and at home.
- Educate adults and children of today and future generations about the role of Canada and Canadians in preserving the freedoms we are privileged to enjoy.

The founding veterans established the JBCA as a registered charity in Canada, and through it they raised a total of $12 million from public and private donors between 1998 and 2003 to build the JBC.

In 2003, 59 years to the day after Garth Webb had landed on Juno Beach during the Second World War, the doors to the JBC opened to the public as a memorial, a place of culture and education, and a centre for communities to build bridges between generations and nations.

The JBC is located in Courseulles-sur-Mer, Normandy, on the very spot where Canadians landed on D-Day, but its mandate goes well beyond commemorating that event. It showcases the involvement of Canadian soldiers, sailors and airmen in military operations, the support provided by men and women on the home front, and Canada’s accession to its current rank among the world’s highly respected middle powers.

Today the JBC stands as a sacred piece of Canada in France that commemorates the story of Canadians who put their lives on hold — or sacrificed them entirely — to fight for a better world. Yet, the JBC is not simply a museum about war: it is a place for testimonies and life stories, as well as a cultural representation of the society veterans built for their children which shaped the Canada of today.

After more than 17 years in operation, the JBC has accomplished solid and steady growth. We have matured in our identity as Canada’s Second World War museum in Europe, and grown our credibility and savoir-faire in a highly competitive museum market along the Normandy coast. We have won exhibition awards and received glowing praise for our museum experience from highly respected institutions and peers.

Undoubtedly, the success of the first two decades of the JBC’s existence validated the need for a place of remembrance and education in Europe about Canada’s role in the war, and it demonstrates the value the JBC brings to the lives of people who connect with its purpose. This success paved the road for a climactic 2019 season, which also marked a year of important milestones. The JBC had record-breaking attendance with more than 100,000 visitors. The Prime Minister of Canada selected it as the location for Canada’s official D-Day 75 ceremonies, and France selected it as the site for the official international ceremony. These achievements were a culmination of years of dedicated work undertaken by staff, Board members and volunteers in Canada and France. The year 2019 truly solidified the JBC’s place as a world leader in commemoration and remembrance of the Second World War, and set the stage for the decade ahead.
A BRIEF HISTORY OF THE
JUNO BEACH CENTRE

1994
Garth Webb returns to Normandy; his first trip back since 1944

1998
Juno Beach Centre Association established to raise funds to build the Juno Beach Centre

2001
First D-Day commemorative ceremony held on-site at Courseulles-sur-Mer (June 6)

2003
Official opening ceremony of the JBC held in tandem with the Canadian D-Day ceremony attended by Prime Ministers of France and Canada (June 6)

2004
60th anniversary of D-Day and commemorative ceremony attended by HRM Queen Elizabeth II, the Governor General and Prime Minister of Canada (June 6)

2005
Juno Park opens

2009
60th anniversary of D-Day and commemorative ceremony attended by Prime Minister of Canada (June 6)

2010
Tours of excavated German bunkers begin

2012
Passing of Garth Webb, founder and president (May 8)

2013
Opening of Garth Webb Secondary School in Burlington, ON

2014
70th anniversary of D-Day attended by HRH Prince Charles and Prime Minister of Canada (June 6)

2017
Underground German command post excavated for tours

2018
Children’s learning app launched

2019
JBC featured on CTV’s Amazing Race Canada

2020
Vimy to Juno: traveling exhibit produced with the Vimy Foundation

1 millionth visitor to the JBC

2020
New family circuit featuring interactive app

2020
Juno Beach & Beyond podcast launched

2020
Webb Visit app introduced to offer Dutch and German translation and bonus content

2020
Inauguration of They Walk with You film produced by the JBC

2020
First exhibition collaboration with the Canadian War Museum

2020
First pilgrimage trip for Canadian high school students

Great Women in War exhibit produced with Canadian War Museum

2020
75th Anniversary of D-Day: official Canadian ceremony attended by Prime Minister of Canada; official international ceremony; over 30 Second World War veterans attend JBC’s commemorations
2.0 Operating Environment

2.1 Governance

The Juno Beach Centre is owned and operated by the Juno Beach Centre Association, a registered Canadian charity. A volunteer Board of Directors governs the Juno Beach Centre Association and, along with the Association Centre Juno Beach (French Association), a French not-for-profit corporation controlled by the JBCA, oversees the museum. While it is a Canadian-owned museum, its location in France necessitates a unique form of governance.

Canada

The JBCA is a registered Canadian charity based in Burlington, Ontario. The Board is led by a Lead Director charged with overseeing the strategic mandate of the Board; and a Chairperson/President charged with overseeing management of the daily operations of the JBCA in Canada and with oversight of the staff at the JBC in France.

The Chairperson/President is also the primary point of contact with Veterans Affairs Canada (VAC) and is responsible for submissions to VAC under the Partnership Agreement. A committee comprised of staff and senior Board members maintains and develops the ongoing VAC relationship.

The Board of Directors is currently comprises 10 members, with the constating documents providing for a minimum of 3 and a maximum of 16 directors. Up to four such members are appointed as officers of the JBCA, forming the JBCA’s Executive Committee, the primary function of which is to support the Chairperson/President in the oversight of management of the organization. In addition, the Board of directors appoints Associates as unofficial members of the Board and certain of its committees as part of its succession planning.

France

The Association Centre Juno Beach is a French for-profit corporation governed by the laws of France. The long-term lease for the land upon which the JBC is situated is registered in the name of the French Association and it is the entity through which staff at the JBC, including Canadian students hired as guides through the JBCA’s guide program, are employed. The French Association is required to collect and remit social charges to the government of France in respect of its employees and is otherwise subject to tax laws applicable to for-profit French corporations.

The JBC’s Directrice in France oversees strategic planning and communications and supervises a team of managers who work on different portfolios. Canadian student guides are the public face of the museum as they greet visitors and lead guided tours and educational activities.

The JBC itself is located in the town of Courseulles-sur-Mer, Normandy, France. It faces the English Channel and the beach where Canadian and British soldiers landed on June 6, 1944.

The area on which the JBC is situated is called “Juno Park”, which features remnants of Nazi Germany’s Atlantic Wall, including two excavated German bunkers, as well as protected dunes and vegetation. Juno Park is maintained and governed by the town of Courseulles-sur-Mer. Through an annual contract, the town grants the JBC exclusive access to organize public guided tours of the bunkers.

2.2 Funding Sources

The Juno Beach Centre is funded through revenue from its ticket and boutique sales in addition to vigorous fundraising activities executed by the JBCA. Additional funding is provided through an annual grant of $500,000 from Veterans Affairs Canada (VAC).

As a major responsibility of the JBCA in Canada, fundraising activities range from grassroots strategies to large-scale campaigns. Gifts from private donors constitute the majority of funds raised annually. We continuously explore opportunities to generate new revenue streams, including both French and Canadian online boutiques,
government or private sector grants, corporate sponsorships, signature events and commemorative fundraisers.

Steady improvement in visitor traffic to the JBC over many years, together with the required upgrading of our facilities, has contributed to rising operational costs while funding has remained largely fixed.

The advent of COVID-19 has presented challenges in the fundraising environment that are being widely experienced by charities in all sectors. With thousands of workers across Canada laid off, and many businesses closing permanently or at risk of closure, competition for available funds has increased significantly. Government support in the form of subsidies, payment deferrals, interest-free loans and other assistance has provided much-needed relief for citizens and businesses. However, many continue to grapple with the economic downturn and are no longer able to make financial gifts, even to organizations they typically support. Conversely, major philanthropic foundations have mobilized to release funds at accelerated rates, with a focus on supporting emergency relief efforts and community-based organizations that deliver vital services to citizens. The result has meant a reduced number of donors and a decline in available funds, with a larger number of charitable organizations seeking support from the same pool.

As the world adapts to new economic and social realities, the JBC will seek to restore pre-pandemic attendance at the museum while the JBCA’s fundraising endeavours will become an even more critical element of operations in Canada.

**2.3 Relationship with Veterans Affairs Canada**

Over many years and through several government changes, we have fostered a strong relationship with the Minister of Veterans Affairs and key staff who support our mission and vision. In the fall of 2019, the Office of the Prime Minister and VAC reconfirmed the federal funding commitment for another three years to enable the JBC to continue its mission and deliver on its mandate. This was a pivotal moment for the JBC, and further engagement with VAC partners will be explored to determine additional avenues where their support will enable the JBC to solidify its financial standing and position as Canada’s primary Second World War site of remembrance.

We will remain firmly aligned with VAC’s commemorative strategy going forward, committed to partnering with them to advance mutual priorities in our mandates and elevate the visibility of the JBC as one of Canada’s signature overseas memorials.
2.4 Major Changes in 2019 and the Reality of 2020-21

As we look forward, we recognize we will be operating within an environment where unprecedented external challenges have emerged. The primary challenge we must address as we plan for the future is the global COVID-19 pandemic. Building on the momentum garnered by the 2019 Juno75 season, the JBC projected a steady upward trajectory in terms of visitors and revenue for 2020 and beyond. However, as the need to contain the pandemic has shut down industry all over the world, we have had to re-evaluate all projections and create several short-term strategies to mitigate the financial impact.

Significantly, the JBC was closed to the public for almost three months under the directive of the French government, a period during which it received no revenue from ticket sales or sales from the on-site boutique. These revenue sources are critical to the museum’s ability to self-sustain and their absence has created a deficit that could not have been predicted. Globally, the travel and tourism sector has been devastated as international borders have been closed, airlines have grounded the majority of their regular flights, and governments have imposed strict rules around social distancing and other measures to limit the spread of the virus. The result for the JBC has been an almost total cancellation rate for visitors who had pre-booked tours for the 2020 season, and a projected 75% reduction in visitors overall. The pandemic has also introduced new obstacles to sourcing donations. The full impact of the pandemic to the JBC will not be known for some time yet, and will require the staff and Board to act nimbly to adjust both this long-term strategic plan and our yearly action plans as the situation evolves.

While COVID-19 will remain our most immediate and urgent challenge, the JBC, along with the entire sector of remembrance and commemoration of the Second World War is facing another reality that is shifting the way organizations in this field operate: each day we are losing more and more Second World War veterans, the eyewitnesses to history who are our direct link to our past and our greatest testament to the need for our existence. Fewer than 40 Canadian veterans were able to return to Normandy in 2019 for the 75th anniversary of D-Day. In the span of the last five years, Canada’s Second World War veteran population has diminished by more than half. By the 80th anniversary of D-Day in 2024, there will be very few left who can travel back to Normandy and be with us. The landscape of Second World War commemoration is changing, and we must adjust so we can continue to carry the torch of remembrance on to younger generations and new Canadians.

We have proven our ability as an organization to overcome significant difficulties in the past, and our governance structure enables us to be well-positioned to adapt with agility to weather this period of uncertainty. Despite notable challenges, this new environment provides the opportunity to explore creative ways of increasing our audience engagement and delivering our messages to ensure the continued relevance and vibrancy of the JBC well into the future.
3.0 Strategic Directions 2021-2025

3.1 Concept

The intent of this strategic plan is to provide the framework that identifies key areas where resources will be prioritized and from which achievable annual action plans will be developed. This plan will need to adjust and evolve as the environment, both inside and outside the museum, continues to change.

By design this plan does not reflect every initiative the organization will undertake. The Board and staff have determined the three key areas – or, Strategic Directions - where we can have the greatest impact toward fulfilling our mandate, maintaining excellence in our current museum operations and enabling our vision to become reality through yearly initiatives leading up to the 80th anniversary of D-Day in 2024.

We will build on the core purpose established by the founding veterans, while continuing to evolve to achieve a relevant, meaningful and promising future. While our central focus will remain the Second World War, we believe that we must secure a niche position amongst the Normandy museums by placing further emphasis on Canada’s evolution since the war, the Canada of today and modern Canadian veterans, while exploiting technology and social media to a greater extent. Within the JBC itself, the principal medium to achieve our goal will be our Contemporary Canada Room and we will concentrate on developing this space to tell the story.

Amongst our efforts to recover from the COVID-19 pandemic and the many initiatives we have planned, the Contemporary Canada Room will be the focus of our efforts leading up to and including the 80th Anniversary of D-Day. We seek to return to 100,000 visitors or more per year by 2024-25 and ensure that the JBC is recognized internationally as a leader among the museums in Normandy, France.

The following Strategic Directions will be the key areas of focus for our human and financial resources over the next five years.
3.2 Strategic Directions and Priority Initiatives

STRATEGIC DIRECTION 1
ENHANCING THE MUSEUM EXPERIENCE

The JBC strives to deliver the most inspirational Second World War remembrance experience for visitors to Normandy so they may form their own understandings of what freedom, democracy, equality and security mean to them today in light of Canada’s Second World War experience. The staff of the JBC has consistently proven this to be a strength of the museum, as evidenced by stellar reviews, repeat visitors and the growing attendance numbers year over year.

However, over time, the physical experience of the JBC has been declining due to aging and the limited space within of the building. While the custom design of the Centre remains an important element of the museum, the interior has become outdated and crowded with the higher number of visitors. Original exhibitions still exist that require complete refurbishing to bring them up to the standard expected by visitors today, as well as the standard of excellence in customer service and visitor experience which the staff has established.

Over the next five years and beyond, enhancing the museum experience will focus on updating and improving the Centre itself as well as the surrounding property of Juno Park. This will both add value to visitor experience and ensure the JBC will remain on par with or exceed the standards held by similar museums.

Priority initiatives to advance this strategic direction will include:

/ Renovating the Contemporary Canada Exhibition Room Prior to 2024

This room is our primary medium for showcasing our nation today. It has been one of our strongest drawing points for visitors to the JBC since 2003. A renovated, renewed Contemporary Canada Room will be designed to cater to our audiences, which are largely international and predominantly European with a substantial youth demographic. The focus of the Contemporary Canada Room will be to illustrate Canada’s history, heritage and people, including the evolution of post-war Canada, the experiences of modern-day veterans, Indigenous Peoples, immigrants and newcomers to Canada, and finally, the impact made on present day Canada by the Second World War generation. Renovating and modernizing the room will be our most important initiative in this strategic plan, with a view to showcasing it by the 80th anniversary of D-Day in June 2024. A more comprehensive vision for the Contemporary Canada Room may be found in Appendix II.

Actions will include:

- Updating and finalizing plans for the total renewal of messages and content of the Contemporary Canada Room
- Developing the room such that it offers a venue to celebrate Canadian cultural activities and remains an attraction for visitors year-round rather than exclusively during the high tourist season
- Aligning physical renovations with the UN’s Sustainable Development Goals for 2030, demonstrating our commitment to environmental sustainability
- Generating funds to complete this initiative prior to June 2024.

/ Rehabilitation of Juno Park/Bunkers

The JBC is situated on a former German strongpoint with some 30 various parts of the German Atlantic Wall still buried in the sand dunes. Two major bunkers were excavated over the last decade and are now available to tour exclusively through the JBC. This is a major attraction of the JBC and the number of visits to Juno Park keeps increasing year after year. The excavation of additional bunkers would further increase the ability of the JBC to attract visitors and we will pursue this as a major initiative going forward. Direction Régionale des Affaires Culturelles (DRAC), the French governmental authority in charge of archaeology in Juno Park, will be instrumental in achieving this goal.
Actions will include:

- Entering strategic negotiations with DRAC and the Town of Courseulles to develop and fund an official plan to excavate and rehabilitate additional bunkers or other remnants of the Atlantic Wall
- Re-negotiating a longer-term agreement with Courseulles for exclusive rights to offer bunker tours
- Establishing a business plan that would adapt JBC operations and physical assets of the property to the increased visitor capacity.

/ Support for Pedestrian Bridge

For many years, Courseulles-sur-Mer has planned to build a pedestrian overpass that will directly connect downtown Courseulles with the JBC and promote “drop-in” visitors to the museum. It has been estimated that the visitor traffic could increase by 5,000-10,000 annually with this new access. Investing as a major partner in the future pedestrian bridge will maintain the JBC’s position in operating Juno Park, enabling initiatives such as bunker excavations to proceed.

We have endorsed this project and notionally committed 150,000 euros to support the construction. Actions will include:

- Establishing and fostering our relationship with the new Mayor of Courseulles through the JBC’s Directrice in France and the JBCA Chairperson/President in Canada
- Engaging more directly with the Mayor on the successful development of this project
- Developing the project as one motivated by the UNESCO designation being sought by France for the Normandy coast and remembrance tourism at the core of the local tourism development strategy.

/ Expansion of Boutique and Addition of Café

The reality is that almost 20 years after the opening of the JBC, the physical spaces have become too small for the number of visitors, and are beginning to detract from both the museum experience and the opportunities for the JBC to generate revenue through ticket and boutique sales.

The existing configuration of the space and the increased number of guests combines to create a flow that is neither efficient nor as comfortable as desired for visitors. Congestion in the common entrance and exit through the lobby is one example of this. Feedback collected from visitors over several years has indicated that an expanded boutique and the addition of food services would dramatically improve the experience and would encourage non-group visitors to spend more time on-site.

Currently, the only food services available at the JBC are vending machines and packaged snacks in the boutique. The JBC envisions the addition of a café-type service with seating where guests can enjoy refreshments, reflect and converse about their visit, and soak in the experience with a view of Juno Park.

Expanding the boutique will create a more updated, appealing space where the JBC could offer a more diverse selection of products. With a larger footprint, the boutique would become more accessible, and visitors would be able to more comfortably browse. Separation of the entrance from the exit could be achieved and would improve traffic flow and increase our capacity to welcome more visitors while adapting to new hygiene norms.

This strategic initiative is part of a longer-term vision for modernizing the JBC, and significant revenues would have to be generated to realize this undertaking. Plans are underway to explore the first phases of this project.

Initial renderings are available and highlight what this project might look like. Customer surveys have been initiated. Actions will include:

- Developing a business case to determine the viability of various expansion scenarios
- Creating a project plan in collaboration with the architectural firm procured in 2018
- Generating funds to complete this initiative.
/ Championing Environmentally Sustainable Practices

The JBC’s approach to sustainable and eco-responsible tourism is a new component of the JBC’s strategic plan. The objective is clear: "We will act in a fashion that will help make a real environmental difference". The basis of any action is the calculation of carbon footprints. The calculation of the carbon footprint, when used as a guide, creates clear benefits resulting from actions taken.

Specialists in environmental issues support this approach and see it as an opportunity to work with actors in the field on real solutions. In the important tourism sector in Normandy, more specifically remembrance tourism, the contribution of the JBC can make a difference in raising awareness of good practices and in democratizing them for everyone’s benefit.

To deploy its carbon footprint-based green strategy, the JBC will seek scientific, economic, tourism and government partnerships. The JBC will also seek sponsors for these activities. We envision investments that provide strong returns through reduced costs and demonstrated sector leadership.

A more comprehensive overview of the green initiatives we will undertake may be found in Appendix III. Actions will include:

- Integrate climate change measures into policies, planning and operations
- Create a culture of environmental stewardship with staff, Board members, guides and volunteers
- Act as a regional and national leader in sustainable tourism.

STRATEGIC DIRECTION 2
STRENGTHENING PARTNERSHIPS & ENGAGEMENT

The success of the strategies laid out in this plan will not be achieved alone, but will rely on building new relationships and strengthening existing ones to amplify our capacity and enable growth within our resources.

At the very basis of this success is elevating the JBC brand to provide our current and potential audiences with a clear and compelling understanding of who we are, why we exist, and what value we offer to them. This includes re-examining and re-strategizing how our communications strategies are structured and how we can better use our platforms to connect with stakeholders.

While sophisticated digital practices are already embedded in many sectors, the museum sector has been slower to adopt digital technologies, which can often require time commitments, skillsets and financial investments museums haven’t traditionally been able to prioritize. The JBC has steadily grown our online presence, however there are countless opportunities to leverage social media and other digital tools to engage with audiences in completely new ways, something that will contribute directly to our ambitions of restoring pre-COVID attendance numbers. Digital technology can also enable us to increase access to our exhibits, something that was not possible when the museum first opened. We recognize that reaching people of all ages, backgrounds, financial means and nationalities with our mission, and providing opportunities for education, means further embracing digital tools.

Partnerships have always been a priority and a necessity for the JBCA. They have allowed us to minimize costs to execute initiatives that otherwise would not have been viable, while increasing the reach of our messaging and bridging gaps in knowledge or skills resulting from a very small staff team.

As we continue to grow, especially within an uncertain COVID-19 environment, partnering with aligned organizations to advance mutual goals will be instrumental in our success.

Altogether, our Partnerships and Engagement goals seek to build our networks in authentic, effective ways in order to continue to inspire people to visit the JBC and deliver exceptional educational and experiential opportunities online and in Canada to fulfill our mandate.
Priority initiatives to advance this strategic direction will include:

/ Building the JBC Brand Across Canada and Internationally

The Juno Beach Centre is on the frontline of the Canadian presence in Normandy. It has become a highly regarded tourism destination for Canadians, but especially for visitors from France, the United Kingdom, the United States, the Netherlands, and beyond. However, compared with peers such as the Vimy Memorial, the JBC brand is not as widely recognized, nor is it inextricably linked to the Canadian story of the Second World War. We will build on the existing brand, refining everything from messaging to visual identity as we seek to influence the way we are perceived by our diverse audiences. With internal expertise and guidance from external partners, the JBC will develop into a sophisticated, fresh, compelling and internationally recognizable brand. Actions will include:

- Crafting a captivating and compelling narrative that tells the JBC’s story; a platform that culminates with a compelling call to action to galvanize the hearts and minds of our audiences
- Developing a tourism-centric facet of the JBC brand targeting travel influencers, free independent travelers, intergenerational travelers and tourists to Normandy at large
- Marketing our brand comprehensively throughout Canada and Europe.

/ Digital Transformation to Engage New Audiences

Audiences of all ages and backgrounds have adopted digital technology as a means to engage with others, consume information, be entertained and remain up to date on trends and current events. The JBC will strive to spread our messages, extend our reach and engage new audiences by establishing a presence online everywhere our users are, and embracing new digital tools that enable us to invite users from around the world to join us in our mission. Actions will include:

- Establishing ourselves as leaders within our existing online communities, offering valuable content that is relevant, timely, accurate and provides opportunities for two-way dialogue
- Creating participatory experiences for users online by digitizing existing exhibits; creating virtual events; integrating on-site opportunities for visitors to generate content that communicates their experiences
- Identifying emerging digital trends to penetrate untapped audiences and communicate in innovative ways
- Increasing engagement by taking advantage of social media and web-based technologies and being more responsive to changing audience needs and demographics
- Leveraging new technology on-site at the museum to increase and enrich interactive experiences for families and youth.

/ Partnerships to Augment Visibility and Diversify Exhibition Offerings

Collaborating with partners across the public, private and not-for-profit sectors is essential to the success of charitable organizations operating with limited resources. The JBC will strengthen existing relationships and enter new partnerships that will advance common priorities, mobilize grassroots fundraising initiatives and reinforce our objectives and messages (see Appendix VI).

This will become even more important as we seek to recover from the impacts of the pandemic while growing the JBC brand and audiences. Our unique position as a Canadian museum in France means we must place a concentrated focus on how and with whom we partner for maximum visibility. Over the next five years, we will prioritize reinforcing and developing meaningful partnerships and augmenting how we engage with our audiences. Actions will include:

- Strengthening our relationship with Veterans Affairs Canada, synchronizing initiatives in Canada and in France where it makes sense
• Developing and leveraging opportunities for effective communication and joint initiatives with our desired natural partners, including the Vimy Foundation, Wounded Warriors Canada and Canadian Heroes, Valour Canada, the Canadian Research and Mapping Association, Defining Moments Canada, the Canadian War Museum and the Canadian Museum History Corporation, and others
• Using data and analytics to acquire deep knowledge of our different audiences and engage with them according to their habits, interests and needs
• Deepening our ongoing relationships with the French tourism sector, including the Terres de Nacre-Juno tourism office and Atout-France to amplify JBC promotions and build awareness of the JBC as a must-see stop within Normandy for European
• Developing exhibitions that represent the roles of Canada’s diverse populations in the Second World War and the building of modern Canada. Consulting with racialized communities in Canada so that the JBC can amplify their voices and better showcase their Second World War and post-war experiences
• Expanding the JBC’s network of partner museums and cultural/heritage organizations to facilitate more frequent temporary and/or travelling exhibitions through the sharing of resources
• Building new relationships with educational institutions where the JBC can offer valuable tools for educators and learners to connect with the history of Canada in the Second World War, and use the materials to encourage critical thinking skills and a genuine interest in carrying the torch of remembrance
• Exploring new partnerships with organizations and institutions to recruit skilled students to participate in experiential learning programs with the JBC.

STRATEGIC DIRECTION 3
ENSURING FINANCIAL SUSTAINABILITY

The continued growth of the JBC is not possible without additional visitor-generated revenue as well as increased public and private funding. Our ability to generate new revenue streams while growing existing ones in the post-pandemic period will be even more critical as we work to manage financial recovery of the Centre.

The 2019 fiscal year was the JBC’s best to date financially. The 75th anniversary of D-Day generated record ticket sales along with impressive media coverage and international attention that was expected to sustain sales momentum into 2020. The unforeseen advent of COVID-19 and its rapid decimation of normal operations effectively voided the projections for the immediate future (see Appendix IV).

With wage subsidies and some other relief measures provided by the governments of France and Canada, the JBC and JBCA were able to retain staff, even while the museum was closed. However, strict limitations on visitor numbers and the shutdown of non-essential international travel have severely impacted revenue that is critical to maintaining the operations of the museum. Without further timely support to bridge this major financial gap, the JBC is at risk of a cash crisis within the year.

At the time of publication, this strategic plan includes a number of strategies to de-risk and stabilize funds and operations impacted by COVID, but should the pandemic continue to require heavy travel and social distancing restrictions, the viability of certain planned initiatives, along with the addition of further recovery objectives will need to be evaluated.

Priority initiatives to advance this strategic direction will include:

/ Build and Annualize Donor Relations and Government Relations Programs

The JBCA is responsible for prospecting, acquiring, engaging and stewarding donors of all levels. As the organization has grown, so has the need for internal systems that support proper development planning and donor relations. We have expanded our base of loyal, repeat donors and reinforced our credibility as an organization of distinction in the sectors in which we operate.
This includes prestigious honours such as the hosting of Canada’s official D-Day 75 ceremony. However, the JBC’s donor relations and government relations practices have not kept up with the rapid growth of the organization. The limitations of a lean staff in Canada on the planning, production and execution of donor programs that are essential to the financial sustainability of the JBC have meant those systems are not yet equal to industry standards. Actions will include:

- Building and operating robust fundraising and donor relations programs based on best practices and tailored to segmented donor profiles
- Systematizing donor tracking through the maintenance of databases in Canada and France
- Recruiting and activating a Patron Board as Juno 80 ambassadors to support large-scale fundraising campaigns and solicit corporate support
- Implementing integrated marketing communications strategies in Canada and internationally to enable the JBC to stabilize and recover post-COVID.

/ Confirm and Enhance Veterans Affairs Canada Financial Support

The support received from VAC through the annual Contribution Agreement has been provided at a level of $500,000 per year since its inception in 2006. The level has now been eroded in value through inflation over the years while the JBC’s level of activity has increased two-fold. The $500,000 no longer matches the needs of the JBC in 2020. That support, combined with the revenues from ticketing and shop sales has ensured financial stability for our operations to date. However, those sources of revenue are no longer sufficient to support the larger needs of the JBC for the future. Additionally, the COVID-19 pandemic and resultant drop in revenues and donations has necessitated a renewed approach for support from VAC. Actions will include:

- Revising and re-submitting the Case for Support provided to the Minister of Veterans Affairs in November 2017
- Developing a specific request for support for the development of the Contemporary Canada Room with a view to making it the central showpiece for the 80th anniversary of D-Day
- Reviewing the impact of COVID-19 on the JBC and submitting a special request for additional financial support.

/ Post-Pandemic Marketing Communications Strategy

The decline of tourism and the economic instability created by the COVID-19 pandemic means there will be an extended period of recovery before the JBC sees a return to its pre-pandemic attendance numbers. A reinvigorated, aggressive marketing communications strategy will be developed to promote the JBC to potential travelers, with an emphasis on Canadian and French audiences. Actions will include:

- Increasing proactive media outreach in all markets
- Leveraging partner publications in Canada and France to share content and optimize low-cost advertising opportunities
- Developing social media campaigns that focus on tourism audiences through JBC’s social media platforms and influencer platforms and blogs
- Targeting post-secondary institutions as vehicles for the promotion of travel to young audiences who are more likely to embrace travel post-COVID
- Building and promoting tourism packages with local partners and businesses in Normandy to attract tourism to the area.
# Five-year Financial Results

**JBCA FINANCIAL RESULTS - CANADA ($CDN)**

<table>
<thead>
<tr>
<th></th>
<th>5-Year Averages 2015-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>VAC Grant</td>
<td>$500,000.00</td>
</tr>
<tr>
<td>Walmart</td>
<td>$40,000.00</td>
</tr>
<tr>
<td>Other Donations</td>
<td>$203,670.00</td>
</tr>
<tr>
<td>Grants &amp; Other Revenue</td>
<td>$87,905.00</td>
</tr>
<tr>
<td>Interest &amp; Misc.</td>
<td>$25,981.00</td>
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<tr>
<td>Online Store</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$856,098.00</strong></td>
</tr>
<tr>
<td><strong>Total Admin Expenses</strong></td>
<td><strong>$396,459.00</strong></td>
</tr>
<tr>
<td>Operating Profit (Loss)</td>
<td>$459,639.00</td>
</tr>
<tr>
<td>Net Operating Cash</td>
<td>$741,538.00</td>
</tr>
</tbody>
</table>

**Other Capital & Special Costs**

- JBC Investment Budget: $160,844.00

## Temporary Exhibit

- Temporary Exhibit CDN
- Temporary Exhibit JBC

- Temporary Exhibit Total: $80,331.00
- Special One Time Programs: $78,445.00

- **Total Other Special Costs**: $319,621.00

**JBC FINANCIAL RESULTS - FRANCE ($CDN)**

<table>
<thead>
<tr>
<th></th>
<th>5-Year Averages 2015-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitors</td>
<td>79,045</td>
</tr>
<tr>
<td>Revenue - Admissions</td>
<td>$665,898.00</td>
</tr>
<tr>
<td>Revenue Net – Gift Shop</td>
<td>$243,037.00</td>
</tr>
<tr>
<td>Revenue - Other</td>
<td>$38,978.00</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$947,913.00</strong></td>
</tr>
<tr>
<td>Expenses</td>
<td>$1,166,013.00</td>
</tr>
<tr>
<td>Operating Profit (Loss)</td>
<td>-$218,100.20</td>
</tr>
</tbody>
</table>

**JBC (FR) Ratios and Unit Costs**

- Revenue per visitor: $8.43
- Shop Margin per visitor: $3.06
- Total Revenue net per visitor: $11.49
- Expenses per visitor: $14.82

- Adult Single Rate Museum HT: $9.29
- Adult Single Rate Museum (tax incl): $10.22
4.0 Monitoring and Evaluation

Measuring our progress in delivering on the strategic priorities outlined in this plan will be a key activity to ensure the JBC remains focused, accountable and efficient. We believe transparency is an important part of building trust with our funders and stakeholders, demonstrating our reliability as a partner and our commitment to continuous improvement as an organization.

We have developed a set of Key Performance Indicators (Appendix V) that will allow us to systematically monitor and track change in ways that will inform decision-making, allow us to identify and mitigate potential problems, and assess the viability of new opportunities. The KPIs will be reported internally on a monthly basis, with overall results published publicly on the website annually.

In addition to reporting progress against a standard set of KPIs, the JBCA President will provide monthly financial results to the Board and staff.

Informal reports on strategic progress will be provided to various stakeholder groups, including partners, donors and sponsors on a regular basis through the JBCA’s diverse communications channels. This will include newsletters, social media platforms, impact reports and more.

A refreshed annual reporting process will be adopted, with accomplishments and notable milestones shared along with audited financial statements.

Over the next five years, the JBCA will strive to mature our monitoring and evaluation processes, becoming more efficient in our collection and use of data to improve productivity and effectiveness in our daily operations that will lead to long-term success in delivering on our strategic plan.

5.0 Risk Management

Identifying and mitigating risks that occur both internally and externally is an ongoing process at the JBCA that requires consistent monitoring and evaluation. As a small charitable organization with limited resources, it is important to prioritize the most acute risks to the business and focus on how to address them before they become threats to the viability of the organization.

Operational risks are monitored by staff on a routine basis and escalated as necessary to the Lead Director and/or the Chairperson/President, allowing the JBC to address them in real time as they arise. The President and Board maintain overall accountability for the decision-making around risk assessment, mitigation strategies and resolution, while staff are responsible for supporting the Board in these functions.

The JBC Board approach to risk management strives for:

- Transparency
- Candidness to challenge assumptions and the status quo
- Proactive preparation
- Coordinated, achievable and timely responses.

The Board is responsible for evaluating the effectiveness of risk management procedures to ensure they are effectively integrated into the strategic and operational practices of the JBC.

COVID-19 presented the JBC with significant unforeseen risks that have required rigorous mitigation to safeguard the future of the organization in the immediate and short term. While the effects of COVID-19 will remain the most urgent to address in the coming months and years, other enterprise risks demand diligence in preparing and implementing strategies to control their potential negative impact on our operations in both Canada and France. These are primarily related to the funding and government relations programs we rely on for financial sustainability.
6.0 Conclusion

The JBCA is now ready to embark upon the next five years of recovery and growth. Despite the challenges we face, we remain steadfastly committed to our mission and our duty to carry the torch of remembrance for our Canadian Second World War veterans.

The beaches of Normandy were a main point of entry for Canadians into Europe during the Second World War. D-Day was the beginning of the end of the fight against Nazi Germany. It was an event that turned the tides of history, and Canada played a role in defining the world as it is today because of it. Since that time, Canada has been widely considered a leader in promoting the values of diversity, tolerance and diplomacy, distinct qualities that rose out of the ashes of the Second World War with the influx of immigration to Canada over the past eight decades.

The JBC believes it is essential that Canadians have a space where they and the world can truly understand how Canada, despite our relatively small population, played a major role among Allied nations in beginning the liberation of northwest Europe, and subsequently emerged as a respected world leader in its own right. Many decades of peaceful cultural integration have defined Canada as a trailblazer in this sphere, and the Contemporary Canada Room allows the JBC to provide a more nuanced, balanced context so others can better understand the Canada’s evolution as a nation.

Today, the Normandy region receives over 5 million tourists every year from across the world. It is the most-visited place in France after Paris and Mont St-Michel. The landing beaches have embedded themselves in the narrative of Normandy and the history of modern Canadians as places of pilgrimage, duty, pride and honour. The public institutions and legislating bodies of Europe, France and Normandy stand firmly behind the project to see the D-Day beaches named a World Heritage Site by UNESCO, and the JBC has played a leading role in carrying this project forward. The sector in which we operate is a vibrant, growing and stable environment that is becoming a major attraction in France.

Juno Beach itself has become a strong symbol of the culture and values embodied by Canada, written in the stories of the men and women who demonstrated immeasurable courage and resilience during the Second World War. More than 75 years have passed since the bonds of friendship between nations – liberators and the liberated – were forged in fire, and the JBC demonstrates how they continue today with the shared purpose of educating newer generations about what happened there, and how they can take up the torch of remembrance and be active participants in creating a better world.

There is no better place for Canada to share its story with the rest of the world. This strategy is a testament to that, and together, we will work to realize the future vision for the JBC that we promised to our founding veterans.
Appendix I: Foundations for Success
Appendix II: Contemporary Canada Room Concept
Appendix III: Championing Environmental Sustainability
Appendix IV: Financials
Appendix V: Risk Categories
Appendix VI: Key Performance Indicators (KPIs)
Appendix VII: Partnership Principles & Framework
Appendix I: Foundations for Success

Having conducted an analysis of the JBCA Strategic Directions and the proposed initiatives therein within the context of the current Covid-19 situation and fiscal environment, we have determined that the JBCA priorities for the foreseeable future will be rolled out according to the following tables:

Foundations for Success

- Rehabilitation of Juno Park/Bunkers
- Support for Pedestrian Bridge
- Act as a regional and national leader in sustainable tourism
- Expansion of Boutique & Addition of Cafe

**Long-Term**  
2024/25 - Beyond

- Renovating the Contemporary Canada Exhibition Room
- Create a culture of environmental stewardship
- 80th Anniversary of D-Day

**Medium-Term**  
2022 - 2023/24

- Building the JBCA Brand Across Canada and Internationally
- Digital Transformation to Engage New Audiences
- Partnerships to Augment Visibility & Diversity Exhibition Offerings
- Post-Pandemic Marketing Communications Strategy
- Build and Annualize Donor Relations & Government Relations Programs
- Confirm and Enhance VAC Financial Support
- Integrate Climate Change Measures into Policies, Planning and Operations

**Short-Term**  
2020 - 2022/23

Roadmap to the 80th Anniversary of D-Day and Beyond

- Develop business case to determine the viability of physical referendum scenarios
- Generate funds to complete expansion
- Leverage new technology on-site to increase & enrich interactive experiences for families and youth
- Enter negotiations with DRGC & Courseys to develop/fund rehabilitation of bunkers, remnants of Atlantic Wall
- Re-negotiate longer-term agreement with Courseys for rights to offer bunkers tours
- Act as a regional and national leader in sustainable tourism
- Engage directly with Mayor on the successful development of pedestrian bridge
- Develop the project as one motivated by UNESCO designation strategy

**2023 - 2024 Operational Excellence**

- Reliable Partnerships
- Strong Brand Awareness
- Sustainable Innovation
- Evaluate & Refresh Strategic Plan

**2022 - 2024 Expansion & Renewal**

- Steady Visitor Growth
- Established processes
- Increase Profitability
- Continuous Improvement

**2020 - 2022 Strong Foundation**

- De-Risk & Stabilize Operations
- Rebuild Visitor Flow
- Balanced Budget
- Build Internal Capacity

- Market brand throughout Canada & Europe
- Leverage social media & web-based tech
- Develop tourism facet of brand
- Generate funds to complete Room G prior to June 2024
- Build robust fundraising and donor relations programs

- Develop opportunities for joint initiatives with partners
- Systematize donor tracking through databases
- Develop funding for Room G
- Leverage partner publications to share content
- Establish & foster relationships with Mayor of Courseys

- Strengthen VAC relationship, synchronize initiatives in Canada/France
- Revise & re-submit Case for Support to Minister of Veterans Affairs
- Use data to improve responsiveness to audience behaviours & demographics
Appendix II: Contemporary Canada Room Concept

Context

Enhancing the visitor experience with an updating of the Permanent Exhibits’ Contemporary Canada Room of the JBC is an urgent priority. This updating will ensure visitors complete their visit with the story of Contemporary Canada. It is a natural end to the storyline of the visit and provides points of reflection for our multiple audiences before leaving by demonstrating how Canada plays its role in our modern global society.

During the initial exhibit creation in 2003, the JBC story was deliberately designed with 20% of its permanent exhibition space dedicated at the end of the visit to Contemporary Canadian topics and post-Second World War history and contents*.

This visitor experience provides the necessary transition from the Canadian Second World War narrative to the world in which our diverse visitors live. Creating this transition enables visitors to make their own connections between the past and our present. It allows them to reflect on the challenges of modern times and how they may wish to participate in, or contribute to, remembrance as citizens. The JBC is an interpretation centre with a logic to the visit experience. The visitor is taken through emotions, explanations and reflection. Room G is the logical reflective conclusion to the visit and an essential structural piece of the exhibits.

The rationale behind this enhancement project is four-fold:

1. It will allow the Centre to be even more attractive to school groups. This will create, maintain and grow the loyalty and participation of this important segment of the audience.

2. It will allow the JBC to maintain and enhance the differentiation we have with all the other museums in the highly competitive sector.

3. It will enhance the fundamental site experience and result in more visitors by providing a more complete, relevant global visitor experience in a context where exhibitions are designed primarily from an audience reality and visitor experience perspective. (Canadian visitors as a group will always be in a minority position; the primary visitor audience will always be largely European and British. To this day, the JBC attendance has always been 70% European and UK visitors and 30% Canadian. This representation remains unchanged long-term.)

4. The JBC has a track record of long-standing relations with various French and European public entities related to the tourism industry. These advocacy groups and political and administrative entities have all become cognizant of the JBC’s stellar reputation. The JBC plays a unique role with its Canadian savoir-faire in education and pedagogical expertise. The Contemporary Canada Room is a key differentiating feature for the JBC in the museum landscape on the beaches of D-Day. Many of the groups have expressed the wish to provide the JBC with financial support because of our niche role and the concepts that are supported by the existence of Room G, “Contemporary Canada” and our wish to upgrade it. We will reinforce that success with this updating.

Urgent Need to Maintain Credibility and Sustainability

Today, 17 years after the JBC’s opening, the same principles and needs apply to our permanent exhibits as existed at the origin. However, the contents of Room G, all dating from research and developments carried out in the period 2000-2003, are now dangerously outdated and negatively impact our credibility. The more outdated contents become, the less the JBC can effectively deliver its message and maintain its status. Over time, each of the four-fold rationales mentioned above become more compelling calls to action.

Contents developed originally do not represent the past 17 years of Canadian changes, experiences, contributions and transformations. This space must be updated, upgraded and incorporate recent events of significance in Canadian society which continue to impact its current culture of remembrance.

In 2015, JBC museum staff and the JBCA Exhibition Committee, anticipating that contents were already more than 10 years old, began the process of organizing the necessary standard museum practices and methodologies in order to plan for an upgrade that would be ready for 2017.
Methodology for Renewal

The need for this content renewal led the staff to seek the guidance of the original museum design team contracted out in 2001. They were provided with data on audience provenance, percentages, age breakdown, as well as a list of all upgrades done since 2003. The resulting study, delivered in 2015, was carefully reviewed by the Exhibition Committee and staff. Some propositions were deemed either too risky or too far off our original focus on Canadian contemporary topics and post Second World War history and were rejected.

A revision to this proposition was then made. The JBC sought varied expert external advice for this review process. Those comments and advice were incorporated into the planning and an accepted and well-developed Statement of Work was produced. Contributing external eyes included senior leadership at both the Canadian War Museum and the Canadian Museum of History.

Subsequently, the JBC launched a Request for Proposals (RFP) based on the Statement of Work. Selection and evaluation criteria were established, best practices in RFP processes were followed, and in 2018 a Canadian firm was awarded the contract to renew the Contemporary Canada Room based on the “cluster” guidelines listed below.

An Important Milestone: They Walk With You

One of the major upgrades that has had a strong impact on the urgency to renew the Contemporary Canada Room was the film *They Walk With You.* The film was a major upgrade, inaugurated in 2013, by converting an unused Room F into a theatre. A 12-minute feature film was produced called *They Walk With You:* an immersive film covering the Canadian experience on D-Day and the Battle of Normandy. The addition of this film was in response to a substantial gap in our Permanent Exhibition content: the story of D-Day and the Battle of Normandy. This story was very minimally told and many of our Canadian visitors complained about this weakness. The JBCA decided to invest about $575,000 in this significant upgrade to its exhibits to respond to this criticism.

The 18-month journey to produce this film proved to be a great investment and continues to fulfill its intended mission today. The JBC’s feature film is now a centrepiece of the visitor experience, eliciting strong emotional bonding with the site and its meaning and symbols. Visitor comments continue to abound, some calling it the “Mona Lisa” of the JBC. On a daily basis, visitors are seen emerging from this film in a deeply reflective space. They need the time and space to deal with emotions and consider the meaning of their very own presence on Juno Beach.

However, this major investment and success created a great disruption in the visitor experience and put the subsequent Contemporary Canada Room even more at odds and out of sync with the rest of the museum’s contents and our desired visitor experience as they finished their tour.

The Statement of Work clearly instructed the competing firms to bring creative solutions to this issue, as well as to reconsider how the guiding pillars of the Contemporary Canada room could be adapted to the film’s experience. This should all the while remain anchored in the initial themes and topics suitable for this room. This Statement of Work also provided the following interpretive principles that are anchored in visitor types and audience data carefully collected and analyzed over the years.

Statement of Work Overview

Cluster 1: Giving the Floor to Canadians (Canada’s Place and Contributions in the World)

Mostly aimed at European school audiences:

- Takes visitors from the past and brings them into the present.
- Features Canadians who are doing important work to promote democracy, bring peace, provide security, ensure justice and bring healing/relief. It brings stories of tolerance, diversity, inclusiveness and a sense of authenticity by using real people with real and compelling, resilient stories.
- Presents a mix of important, well-known Canadians and ordinary men and women, both from the civilian and military worlds who have carried out work that reflects Canadian values since the end of the Second World War.
Examples selected from the military world provide an opportunity to showcase all the major conflicts/missions in which Canada has participated in since the end of the Second World War, thereby introducing the notion of “modern veterans”, and our role in recognizing their sacrifices.

Cluster 2: Shared Values and Common Heritage Between Europe, Great-Britain, the Rest of the World and Canada (How Canada’s Identity is Influenced By Many Other Nationalities and the Impact on How We Collectively Remember History)

Mostly aimed at European and UK individual and family audiences:

- Today, there are similar yet different remembrance traditions in Europe, Great Britain, and Canada.
- It features stories of how diverse Canadian families and individuals relate to Canada’s culture of remembrance.
- Canada is what it is today because of France, Great Britain, the rest of Europe and successive immigration waves, including even more diverse origins in recent years.
- Europe, France, Great-Britain and Canada share much – culture, language, democratic values, belief in the rule of law, recognition of human rights.
- These three aspects – shared history, shared culture and shared values are why we are natural military and political allies.
- We also share a bond, a “friendship forged in fire” that is celebrated and visible during official ceremonies where the liberator-liberated relationship between our nations can be honored and remembered.
- Immediate post-war immigration waves as well as more recent immigration patterns in Canada showcase diverse stories of integration/tolerance/adaptation/resilience, focusing on stories of immigrants fleeing wars to come to Canada to create new lives.

Cluster 3: Remembering And Passing On

Mostly aimed at Canadian visitors:

- An emotionally charged site such as Juno Beach can illicit meaningful reflection and the film They Walk With You sets the stage to create a transition to today.
- It transitions from the past into the current world we live in. An essential theme is the JBC as a “site” museum and builds upon its key asset: its location and the events which took place here. The JBC is the place where a transition from past to today can occur.
- Canadian visitors have diverse opinions and relate to Juno Beach differently, depending on if they have a personal connection to the Second World War or not.
- It features diverse stories that our diverse Canadian visitors will be able to relate to:
  - Canadian visitors may have a connection to someone who served in a post-Second World War conflict (“modern veterans”) and will relate to Juno Beach in their own personal way because of this connection.
  - Canadian visitors may have a connection to someone who has fled a war-torn country to immigrate to Canada since the end of the Second World War and will relate to Juno Beach in their own personal way because of this.
- Most Canadian visitors have a need and an expectation to be able to share when they visit. They leave a comment, dialogue with other visitors or staff spontaneously; they have ideas and emotions to share and stories to tell.
- This cluster must create multiple opportunities for visitor comment, and not only for “veterans and their families”, but it should be developed to appeal to all visitors (French, Canadian, children etc.) and help visitors realize that their very presence is an event and is an act of remembrance in itself.
• It will feature stories that showcase how individuals or communities of Canadians have participated in Canada’s culture of remembrance in recent years. Some will have links to Juno, others to different conflicts, but all will share a need to commemorate a painful event of their past, and to share in a symbolic place in the world that has healed from war. It is a highly personal act of citizenship and of remembrance.

• Various technologies could be employed, from simple comment Boards and audio/video recordings to digital word clouds, or even a visitor collaborative art project. The operational and maintenance requirements will need to be carefully considered.

• In this area the architectural considerations are paramount, including a reflective space to view the beach.

**Current Status and Need for Support**

In 2019, having sustained seven consecutive years of running a deficit due to the absence of a large annualized corporate sponsor, and with our significant investment in the creation of our feature film, the JBC decided to suspend implementation of the Contemporary Canada renewal project pending an improvement in the available funding and in the organization’s balance sheet.

The project is budgeted with contingencies at $1,000,000. A $100,000 restricted donation to the Contemporary Canada renewal project is currently in place.

An official commitment on the part of VAC to provide a substantial portion of the remaining $900,000 could greatly impact the organization’s ability to secure complementary corporate funding in Canada and public European funding to allow completion of this project.

If work commenced in the winter of 2021, we could see an official inauguration of our renewed Contemporary Canada Room in time for the 80th anniversary of D-Day in 2024.
Appendix III: Championing Environmental Sustainability

The mission of the JBC is and will always be as a place of Canadian remembrance. However, this is not incompatible with becoming a stronger actor in sustainable tourism and the intrinsic value that will come to the JBC with that effort.

The JBC’s approach to sustainable and eco-responsible tourism is a new component of the JBC’s strategic plan. The objective is clear: “We will act in a fashion that will help make a real environmental difference”. The basis of any action is the calculation of carbon footprints. The calculation of the carbon footprint, when used as a guide, creates clear benefits resulting from actions taken.

Specialists in environmental issues support this approach and see it as an opportunity to work with actors in the field on real solutions. In the important tourism sector in Normandy, and specifically remembrance tourism, the contribution of the Juno Beach Center can make a difference in raising awareness of good practices and in democratizing them for everyone’s benefit.

To deploy its carbon footprint-based green strategy, the JBC will seek scientific, economic, tourist and political partnerships. The JBC will also be looking for a sponsor for these activities. The project envisions investments that provide a return on the investments through reduced costs and demonstrated sector leadership.

Measures the JBC will undertake to implement a green strategy are presented below in further detail:

/ Integrate Climate Change Measures into Policies, Planning and Operations

The JBC recognizes that environmental responsibilities and business objectives are inherently connected. A healthy and sustainable environment fosters sustainable economic growth, which in turn benefits the JBC through cost savings, safeguarding the future of the natural environment that is an integral part of our operations, and a stronger local economy to support our growth goals.

Environmental stewardship is a shared commitment to the principles of sustainable development, environmental protection and enhancement, and due diligence. The JBC strives to improve our day-to-day environmental performance while creating plans for the future that consider reducing our carbon footprint.

The JBC will address these important issues through the following initiatives:

- Translating national sustainable development policies into concrete action for the JBC
- Acting as unofficial advocates and stewards for the protection of Juno Beach
- Planning all live events with sound waste management strategies in place
- Incorporating sustainable features in the construction or renovation of facilities and roadway
- Considering environmental impact when designing exhibits and programming
- Participating in “greening” activities such as planting trees and beach cleanups.

/ Create a Culture of Environmental Stewardship with Staff, Board Members, Guides and Volunteers

Sustainability targets and practices must touch all parts of the organization in order to have a meaningful impact on our environmental footprint. Our staff on the ground in France and Canada are in an ideal position to identify opportunities for change – large and small – that will accrue to deliver greater overall results. We will encourage our staff, Board members, volunteers and guides to increase their awareness around their personal habits in order to model environmental stewardship to our external stakeholders, and to use creativity to find alternative solutions to current practices that can be improved to meet our targets.
Building a culture based on environmental sustainability takes time and buy-in from all levels, and will grow out of our collective commitment to ensuring a better world for future generations, much like our founding veterans did over 75 years ago.

The following initiatives will build the foundation of our culture of environmental stewardship:

- Reducing and minimize waste and emissions
- Developing an action plan with achievable targets and training staff on implementation
- Evaluating and adapting operational activities to reduce non-essential consumption
- Procuring eco-friendly and responsibly-sourced materials and products wherever possible
- Exploring strategies to minimize or eliminate international shipping
- Choosing products that are energy and water efficient when updating aging equipment
- Printing materials conservatively to avoid excess use of paper products and ink.

/ Act as a regional and national leader in sustainable tourism

According to the World Tourism Organization, sustainable tourism is defined as “Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities." [1]

Tourism business models tend to be heavily dependent on energy-intensive transportation and setting up ecosystems that are not integrated into and supportive of the communities they serve. The JBC has always been conscientious of conserving our natural environment in Normandy, taking great care to design the museum to complement rather than detract from the surrounding land and water. However, when the JBC was constructed, green policies and technologies were not as far-reaching as they are today, and we now know we have opportunities to enhance our sustainability practices and contribute as a leader to the wider agenda of sustainable tourism.

Evidence from the United Nations and well-respected environmental agencies around the world shows there are significant benefits resulting from environmental sustainability. Tourists are more likely to stay longer and spend more money locally, the well-being of the local community is enhanced and enriched, and biological diversity (including habitats and wildlife) is protected, to name only a few. Moreover, tourists, particularly younger generations such as Millennials, are demanding the “greening” of tourism and are considerably more aware of effects of their travel than earlier generations.

The JBC will focus on the following actions over the next five years:

- Promoting sustainable tourism options to travel agents and potential visitors
- Partnering with other adopters of eco-tourism to build awareness of the movement
- Sharing evidence-based knowledge within the sector
- Participating in initiatives to advocate for the protection and restoration of local eco-systems
- Exploring opportunities to develop initiatives focused on ecological conservation and educating travelers on local environments and natural surroundings
- Contributing to Normandy’s ongoing UNESCO World Heritage Site campaign.
Appendix IV: Financials

The Juno Beach Centre continues to fulfill its mandate as a place of education, remembrance and reflection with the essential financial support of the Department of Veterans. These funds, in addition to general donations and fundraising programs in Canada, help cover fluctuations in the exchange rate between the Canadian dollar and the Euro. The additional funds have also allowed us to implement and plan for improvements to the facility, educational programming, and museum exhibits.

Financial Forecast and Assumptions

Looking forward, the most urgent financial challenge we must address is the global COVID-19 pandemic. The JBC projected a steady upward trajectory in terms of visitors and revenue for the 2020 year and beyond. However, as the pandemic has shut down industry all over the world, we have had to re-evaluate all projections and create several short-term strategies to mitigate the financial impact of the pandemic.

With COVID-19 related business disruption, the JBCA will incur cash losses of nearly $800,000 in 2020 and 2021. This assessment is based on actual results through June 2020, plus estimates based on actuals from the first weeks in July 2020.

The environment for tourism in Normandy will take time to rebuild. Until we see a rejuvenation of air travel to and within Europe, our financial operating results will be problematic and could actually worsen.

While we have well-conceived plans to re-invest in the JBC through various projects over the next four years, culminating in D-Day 80 commemorations in 2024, these need to be held in abeyance pending a return to normalized operations. In the interim, we are focusing on strengthening fundraising and on expense reductions.

Excluding operations of the JBC in France, the JBCA has spent an average of 3.2% over the past five years on fundraising expenses (including marketing, website and commemorative brick costs). Average fundraising expenses are 1.8% of total grants, donations and other revenue received in Canada.

Excluding operations of the JBC in France, the JBCA has spent an average of 7.2% over the past five years on administration and overhead expenses as a percent of total grants, donations and other revenue in Canada. The balance of money received is spent on the delivery of services and support for the mission of the JBCA either directly or through the JBC.

Donations have averaged approximately $200,000 per year. In 2020, we expect that level to fall to $133,000, and remain at approximately that level in 2021. Our increased efforts on donor relations and new programs will partially counteract COVID-19 suppression of normal donation levels.

We have been able to access partial wage support programs in Canada and France for our employees. We are also investigating whether we can utilize a French federal government loan program that could allow us to borrow up to approximately $400,000 if we qualify for same. We have explored all possibilities for museum grants in Canada, but none are available for museums outside of the country. We continue to look for all viable means of financial assistance to help us through this period.

The 24-month analysis starting January 1, 2020 indicates an incurred cash loss of $370,099 through June 30th, increasing to $433,591 by end of 2020. Based on initial visitor traffic following our reopening, we estimate traffic in 2020 at 29% of normalized levels of 90,000. By example, our number of visitors in June, normally a busy month, was under 2,000. For 2021, we forecast visits to slightly improve to 35,000 or 39% of normal levels with a modest return of some tour groups, but only from Europe. This is our best estimate but could prove to be ambitious depending on COVID-19 developments.

With gradual visitor improvement commencing in 2021, we will only be operating at levels achieved some 10 years ago. Our forecast indicates further cash losses of $358,415 in 2021. Therefore, our two-year loss profile for this year and next is a combined $792,000. In the meantime, this is only a projection and can be negatively influenced by second wave COVID-19 impacts that are unforeseen.

The following tables provide a 20-year forecast of JBC (France) and JBCA (Canada) operations. They include the 2020 budgets, the 2021 forecast and projections in four increments of five years each into the future. In view of the enormous impacts of the COVID-19 pandemic and the closure of the JBC in mid-March 2020, we
have specifically reforecast 2020 and 2021 to reflect our best estimate on the impact of operations caused by the virus. The new COVID-19 re-stated budgets are highlighted in yellow. Key assumptions are that 2020 attendance will return to an average of 50% of previous rates post-reopening for the balance of 2020, and that 2021 will see attendance at 75% of previously established attendance levels. We anticipate a return to pre-COVID-19 rates for visitors in 2022.

Financial Forecast 2020-2021

The forecast below is a financial model for 2020 and 2021 using actual results to June 30, 2020 and forecasted results for the balance of 2020 and 2021. The JBCA’s 2020 budget is also provided for comparison purposes.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Original Budget</th>
<th>New Covid Budget</th>
<th>New Covid Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitors</td>
<td>90,000</td>
<td>6,946</td>
<td>6,000</td>
</tr>
<tr>
<td>Visitor original budget</td>
<td>40,400</td>
<td>14,200</td>
<td>13,200</td>
</tr>
<tr>
<td>Revenue – Admissions</td>
<td>$838,185</td>
<td>$51,477</td>
<td>$51,776</td>
</tr>
<tr>
<td>Revenue Net – Gift Shop</td>
<td>$274,962</td>
<td>$20,196</td>
<td>$20,315</td>
</tr>
<tr>
<td>Revenue – Other</td>
<td>$11,586</td>
<td>$6,810</td>
<td>$1,499</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$1,126,849</td>
<td>$61,527</td>
<td>$73,500</td>
</tr>
<tr>
<td>Expenses</td>
<td>$1,237,635</td>
<td>$51,127</td>
<td>$91,864</td>
</tr>
<tr>
<td>Operating Profit (Loss)</td>
<td>-$112,687</td>
<td>-$47,864</td>
<td>-$18,286</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>JBC (FR) Ratio’s and Unit Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue per visitor</td>
</tr>
<tr>
<td>Gift Shop Margin per visitor</td>
</tr>
<tr>
<td>Total Revenue net per visitor</td>
</tr>
<tr>
<td>Expenses per visitor</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>JBCA (CONS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>VAC Grant</td>
</tr>
<tr>
<td>Other Donations</td>
</tr>
<tr>
<td>Grants &amp; Other Revenue</td>
</tr>
<tr>
<td>Interest &amp; Misc.</td>
</tr>
<tr>
<td>Online Store</td>
</tr>
<tr>
<td>Total Revenue</td>
</tr>
<tr>
<td>Total Admin Expenses</td>
</tr>
<tr>
<td>Operating Profit (Loss)</td>
</tr>
</tbody>
</table>

| Net Operating Cash JBC/JBCA | -$235,055 |

JBC Pro-forma Income Statement: 2019–2039

<table>
<thead>
<tr>
<th>JBC FINANCIAL RESULTS - CAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original Budget</td>
</tr>
<tr>
<td>-----------------</td>
</tr>
<tr>
<td>2020</td>
</tr>
<tr>
<td>2023</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>JBC (FR)</th>
<th>2020</th>
<th>2020</th>
<th>2021</th>
<th>2023</th>
<th>2028</th>
<th>2033</th>
<th>2038</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitors</td>
<td>90,000</td>
<td>36,000</td>
<td>67,500</td>
<td>95,000</td>
<td>110,000</td>
<td>120,000</td>
<td>130,000</td>
</tr>
<tr>
<td>Revenue - Admissions</td>
<td>$839,160</td>
<td>$364,606</td>
<td>$682,696</td>
<td>$900,231</td>
<td>$1,152,372</td>
<td>$1,377,132</td>
<td>$1,621,894</td>
</tr>
<tr>
<td>Revenue Net – Gift Shop</td>
<td>$274,922</td>
<td>$82,025</td>
<td>$153,796</td>
<td>$309,121</td>
<td>$357,929</td>
<td>$390,468</td>
<td>$423,007</td>
</tr>
<tr>
<td>Revenue – Other</td>
<td>$11,396</td>
<td>$27,615</td>
<td>$27,615</td>
<td>$42,000</td>
<td>$42,000</td>
<td>$42,000</td>
<td>$42,000</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$1,124,498</td>
<td>$474,246</td>
<td>$865,407</td>
<td>$1,251,351</td>
<td>$1,552,302</td>
<td>$1,809,602</td>
<td>$2,086,902</td>
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<tr>
<td>Expenses</td>
<td>$1,237,635</td>
<td>$1,048,379</td>
<td>$1,048,379</td>
<td>$1,378,651</td>
<td>$1,420,481</td>
<td>$1,563,580</td>
<td>$1,707,987</td>
</tr>
<tr>
<td>Operating Profit (Loss)</td>
<td>-$112,687</td>
<td>-$47,864</td>
<td>-$18,286</td>
<td>-$127,299</td>
<td>$131,821</td>
<td>$246,022</td>
<td>$378,915</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>JBC (FR) Ratio’s and Unit Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue per visitor</td>
</tr>
<tr>
<td>Shop Margin per visitor</td>
</tr>
<tr>
<td>Total Revenue net per visitor</td>
</tr>
<tr>
<td>Expenses per visitor</td>
</tr>
<tr>
<td>Adult Single Rate Museum HT</td>
</tr>
<tr>
<td>Adult Single Rate Museum (tax included)</td>
</tr>
</tbody>
</table>
JBCA Pro-forma Income Statement: 2019-2039

<table>
<thead>
<tr>
<th>JBC FINANCIAL RESULTS - CAD</th>
<th>Original Budget</th>
<th>New Covid Budget</th>
<th>New Covid Budget</th>
<th>2019 to</th>
<th>2024 to</th>
<th>2029 to</th>
<th>2034 to</th>
</tr>
</thead>
<tbody>
<tr>
<td>JBCA (CDN)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VAC Grant</td>
<td>$500,000</td>
<td>$500,000</td>
<td>$500,000</td>
<td>$500,000</td>
<td>$500,000</td>
<td>$500,000</td>
<td>$500,000</td>
</tr>
<tr>
<td>Other Donations</td>
<td>$168,000</td>
<td>$40,000</td>
<td>$150,000</td>
<td>$175,000</td>
<td>$175,000</td>
<td>$175,000</td>
<td>$175,000</td>
</tr>
<tr>
<td>Grants &amp; Other Revenue</td>
<td>$100,000</td>
<td>$0</td>
<td>$0</td>
<td>$400,000</td>
<td>$500,000</td>
<td>$500,000</td>
<td>$500,000</td>
</tr>
<tr>
<td>Interest &amp; Misc.</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$25,000</td>
</tr>
<tr>
<td>Online Store</td>
<td>$11,020</td>
<td>$3,000</td>
<td>$6,000</td>
<td>$5,000</td>
<td>$7,500</td>
<td>$10,000</td>
<td>$10,000</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$804,020</td>
<td>$568,000</td>
<td>$681,000</td>
<td>$1,105,000</td>
<td>$1,207,500</td>
<td>$1,210,000</td>
<td>$1,210,000</td>
</tr>
<tr>
<td>Total Admin Expenses</td>
<td>$458,300</td>
<td>$347,967</td>
<td>$447,967</td>
<td>$567,800</td>
<td>$584,834</td>
<td>$602,379</td>
<td>$620,450</td>
</tr>
<tr>
<td>Operating Profit (Loss)</td>
<td>$345,720</td>
<td>$220,033</td>
<td>$233,033</td>
<td>$537,200</td>
<td>$622,666</td>
<td>$607,621</td>
<td>$589,550</td>
</tr>
<tr>
<td>Net Operating Cash</td>
<td>$233,033</td>
<td>-$354,100</td>
<td>$49,701</td>
<td>$409,901</td>
<td>$754,487</td>
<td>$853,643</td>
<td>$968,465</td>
</tr>
<tr>
<td>Other Capital &amp; Special Costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JBC Investment Budget</td>
<td>$11,100</td>
<td>$24,500</td>
<td>$24,500</td>
<td>$150,000</td>
<td>$150,000</td>
<td>$150,000</td>
<td>$150,000</td>
</tr>
<tr>
<td>Temporary Exhibit CDN</td>
<td></td>
<td></td>
<td></td>
<td>$100,000</td>
<td>$100,000</td>
<td>$100,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>Temporary Exhibit JBC</td>
<td></td>
<td></td>
<td></td>
<td>$245,000</td>
<td>$245,000</td>
<td>$150,000</td>
<td>$150,000</td>
</tr>
<tr>
<td>Temporary Exhibit Total</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$495,000</td>
<td>$495,000</td>
<td>$400,000</td>
<td>$400,000</td>
</tr>
<tr>
<td>Special One Time Programs</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$85,099</td>
<td>$259,487</td>
<td>$453,643</td>
<td>$568,465</td>
</tr>
<tr>
<td>Total Other Special Costs</td>
<td>$11,100</td>
<td>$24,500</td>
<td>$24,500</td>
<td>$495,000</td>
<td>$495,000</td>
<td>$400,000</td>
<td>$400,000</td>
</tr>
<tr>
<td>Net Cash including Special Costs</td>
<td>$221,933</td>
<td>-$378,600</td>
<td>$25,201</td>
<td>-$85,099</td>
<td>$259,487</td>
<td>$453,643</td>
<td>$568,465</td>
</tr>
</tbody>
</table>

Discussion of the JBCA Financial Pro-Forma

The Proforma Statements provide a financial model, based on the assumptions stated, for the future results of the JBC/JBCA over a 20-year forecast period. A discussion of those assumptions follows.

Revenue

The VAC Partnership Grant of $500,000 per year that the JBCA currently receives is assumed to continue at the same rate for the entire forecast period.

The “Other Donations” revenue encompasses all the small donations that the Association receives annually from the public. A large part of that revenue has been on the Commemorative Brick program, but it also includes a regular golf tournament and other efforts that bring in small donations through the web site, GoFundMe site or otherwise. The average received in the past five years of about $175,000/year has been projected forward for the entire forecast period with appropriate reductions to reflect the COVID-19 impact on fundraising.

The “Grants & Other Revenue” represents the line item that has the highest degree of uncertainty associated with it. It encompasses all the results of the Director fundraising, major initiatives to increase the commitments from the Government of Canada or other public sector supporters, and the pursuit of grants and subsidies to support particular projects. For 2020/2021 the figure has been set at zero. For the first five years (including 2020/2021) the Pro-forma figure used is $400,000 for a total over five years of $2,000,000. The request for an additional $500,000 per year in support from VAC or alternate sources would help fill the funding requirement projected.

Administrative Expenses

The Pro-forma for the Total Admin Expenses was based on analysis of the 2020 expenses and past five-year averages. The Pro-forma assumes the current three full-time and one part-time staff will continue through the period. Non-recurring fundraising costs and one-time programs have been eliminated or “normalized”. Details are shown below. Special programs and separate fundraising initiatives have been excluded.
Operating Profit & Net Operating Cash
The JBCA Operating Profit indicates the profit from Canadian operations. The Net Operating Cash is the Net Results from both French and Canadian Operations that is available to fund the Capital and Special Project Costs.

Capital and Special Costs
The Capital and Special Costs includes three major categories of spending:

1. Investment Budget Capital spending
2. Temporary Exhibit productions
3. Special Projects envisioned in Section 6

The first two categories have been discussed previously and the Pro-forma Statements reflect the estimated cost for each going forward. The total of the Special Projects envisioned is $2,450,000. The budgeted cost on the Pro-forma Statements is at $245,000 per year for the first 10 years and covers the cost projected for these major capital projects. The actual timing and cost will be highly dependent on the implementations and conditional on funding being available. In the second decade we have forecast additional needs at $1,500,000 for projects that are as yet undefined.

The final line in the table anticipates the organizations Net Cash position in consideration of all anticipated costs.
Appendix V: Categories of Risk

The following tables identify key areas of risk which the Juno Beach Centre Association rigorously monitors. This is not an exhaustive list. However, it outlines known factors that influence risk identification and management. The Board of Directors and staff are accountable for maximizing control of positive and negative risks associated with the initiatives laid out in the Strategic Plan 2021-2025.

### Financial

<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigation Strategy</th>
<th>Risk Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting practices</td>
<td>• Complete ongoing audit and outstanding financial statements</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>• Recruit new Treasurer to the Board of Directors to replace outgoing Treasurer</td>
<td></td>
</tr>
<tr>
<td>Global financial markets</td>
<td>• Actively monitor markets to allow proactive and reactive planning</td>
<td>High</td>
</tr>
<tr>
<td>Exchange rates</td>
<td>• Actively monitor markets to allow proactive and reactive planning</td>
<td>Low-Medium</td>
</tr>
<tr>
<td></td>
<td>• Reduce import/export and shipping activities</td>
<td></td>
</tr>
<tr>
<td>Government priorities, grants and other financial support</td>
<td>• Continue advocacy for increase in annual grant to offset inflation and costs related to increased attendance year over year</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>• Work with government partners to enable COVID financial recovery plans</td>
<td></td>
</tr>
<tr>
<td>Cash flow, funds, credit</td>
<td>• Employ an aggressive asset-management strategy to ensure sufficient cash and limited borrowing</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>• Develop a robust debt-management policy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Investigate funding alternatives for projects, including capital projects</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Improve scenario planning to better bounce back from disruption</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Continue to identify efficiencies and cost-containment strategies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Leverage funding opportunities with French government</td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>• Invest staff resources into increased fundraising activity</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>• Improve ease of donation process for donors and further integrate capability to receive and process French donations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Explore and activate digital streams of revenue</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Expand and promote e-boutique offerings</td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>• Develop future investment plan to build assets post-COVID</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>• Maintain normal levels of portfolio volatility and losses</td>
<td></td>
</tr>
</tbody>
</table>

### Infrastructure

<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigation Strategy</th>
<th>Risk Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Composition of Board</td>
<td>• Recruit new Directors to bridge competency gaps</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>• Identify and mentor new generation of prospective Associates</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Refresh governance policies and terms of reference</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Integrate Canadian and French Boards to enhance collaboration</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Ensure Board representation is reflective of diverse populations</td>
<td></td>
</tr>
<tr>
<td>Talent management and recruitment</td>
<td>• Explore partnerships with post-secondary institutions to build internal capacity</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>• Develop volunteer program</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Ongoing performance management strategies and coaching</td>
<td></td>
</tr>
<tr>
<td>IT systems</td>
<td>• Maintain and upgrade existing IT systems as necessary</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>• Invest in tools that improve staff efficiency and flexible work arrangements</td>
<td></td>
</tr>
<tr>
<td>Risk</td>
<td>Mitigation Strategy</td>
<td>Risk Level</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------</td>
</tr>
</tbody>
</table>
| Competition                 | • Identify and solve visitor and donor issues to maintain service excellence  
• Employ innovative tools and strategies to remain cutting edge  
• Leverage success of competitors by partnering with them  
• Promote differentiators                                                                                                   | Medium     |
| Consumer behaviour & trends | • Establish stability, longevity, and positive customer experience as brand attributes  
• Develop niche marketing strategies (e.g. genealogy, cycling, motorcycle interest groups)                                             | Medium     |
- Personalize interactions to establish and grow relationships and build brand loyalty
- Remain adaptable to accommodate new trends and shift prioritization of resources to align with new behaviour and influence desired behaviour
- Uphold values of authenticity and accountability

**Consumer demand**
- Engage with consumers and leverage data collection to meet their needs
- Expand digital exhibit portfolio
- Use digital tools to analyze most effective communication tactics and changing trends
- Continuously monitor travel and tourism, remembrance and commemoration, culture, heritage and academic sector environments

**Regulatory requirements**
- Maintain strong relationships with regulatory bodies in France
- Continue to monitor and comply with government directives
- Proactively plan to meet requirements and submit required documentation in advance
- Remain flexible and establish backup plans for uncontrolled issues (e.g. visa backlogs or restrictions, quarantines)
- Review all agreements, contracts, bylaws and MOUs

**Contracts**
- Review all agreements, contracts, bylaws and MOUs
- Enable flexible work arrangements
- Establish processes for tracking and managing contracts

**Economic environment**
- Monitor changes in environment
- Activate financial risk mitigation plans as needed
- Find new avenues to improve viability by offering services and/or products in new ways

**Partnerships**
- Establish partnerships using the JBCA partnership principles and framework
- Ensure JBCA’s capacity to execute partnership work within regular operations
- Identify feasible in-kind JBCA offerings for financial contribution from partners
- Continuously strengthen relationships with key stakeholders

### Reputations

<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigation Strategy</th>
<th>Risk Level</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Competitor behaviour</strong></td>
<td>- Identify and fill gaps in competitor offerings</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>- Further develop working relationships with Canadian War Museum and Vimy Foundation and Remembrance Route competitors in Normandy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Observe competitor successes and failures to inform JBCA decisions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Combine resources to extend reach and enhance visibility</td>
<td></td>
</tr>
<tr>
<td><strong>Communication controls</strong></td>
<td>- Develop JBCA style guide to complement the Chartre Graphique (visual brand elements) and align brand in Canada and France</td>
<td>Low-Medium</td>
</tr>
<tr>
<td></td>
<td>- Increase internal communication and transparency around communications with stakeholders; reduce operating in silos</td>
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<td>- Develop rigorous approvals processes</td>
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<td></td>
<td>- Establish relationship owners to maintain strategic and relationship-building lines of communications with key stakeholders</td>
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<td></td>
<td>- Build JBCA key messages and strategic narrative into every communication</td>
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</table>
- Create corporate calendar to enhance accountability and strategic oversight, and act as common source of knowledge at Board, staff, volunteer, project and tactical levels
- Introduce effective project management, database maintenance and filing/archiving tools and practices

### Public perception
- Continuously improve on customer service practices
- Deliver historically accurate and well-researched content; engage with diverse populations to ensure proper representation at and by the JBCA
- Offer opportunities for two-way communication
- Respond to questions, comments or concerns promptly and professionally
- Monitor media landscape in France and Canada
- Board and staff promote values of the JBCA internally and externally at all times
- Apply strong risk-analysis practices to potential or emerging issues in order to prevent issues evolving into crises

### Media sentiment
- Continue proactive media outreach
- Leverage stories from France as hooks for Canadian media
- Partner with like-minded organizations to enhance pitches
- Continue to build relationships with media at all levels in Canada and France
Appendix VI: Key Performance Indicators (KPIs)

The Key Performance Indicators below align with the strategic directions and initiatives outlined in this plan. This is not an exhaustive list. However, it reflects the data that will be of particular note both during the COVID-19 recovery phase and once operations have re-stabilized. Targets and outcomes will be determined each year during the development of the annual operational plan to measure progress over time.

<table>
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<th>Enhancing the Museum Experience</th>
<th>Strengthening Partnerships and Engagement</th>
<th>Ensuring Financial Sustainability</th>
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<td>Attendance growth overall</td>
<td>Number of stakeholder meetings</td>
<td>Museum revenue</td>
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<td>Number of pre-booked group tours</td>
<td>Number of events attended</td>
<td>Budget variance</td>
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<td>Number of French school groups</td>
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<td>Visitor satisfaction</td>
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<td>Attendance growth by target segments:</td>
<td>Growth of website traffic:</td>
<td>Funds raised through:</td>
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<td>• Canadians</td>
<td>• Outside of annual peak periods</td>
<td>• Grassroots</td>
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<tr>
<td>• Francophone Canadians</td>
<td>• Organic and referred traffic</td>
<td>• Corporate sponsors</td>
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<tr>
<td>• Youth &amp; young adults</td>
<td>• New versus returning users</td>
<td>• Major gifts</td>
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<td>• Baby Boomers</td>
<td>• Page depth</td>
<td>• Government and/or private grants</td>
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<td>• First-time visitors</td>
<td>• Session duration</td>
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<td>• Free independent travelers (FIT)</td>
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<tr>
<td>On-site boutique sales</td>
<td>Digital reach</td>
<td>Canadian e-boutique sales</td>
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<td>Number of repeat visitors</td>
<td>Earned and paid media reach</td>
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<td>Growth of social media followers</td>
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<td>Conversion rate for call-to-action content</td>
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<td>Number of newsletter subscribers</td>
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<td>Partner communication reach</td>
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Appendix VI: Partnership Principles & Framework

Partnership Principles
- Partnerships are strategic, with a shared vision and long-term, measurable goals that are achieved through agreed-upon priorities and responsibilities
- Partnerships have clear governance and transparent decision-making processes
- Partnerships are aligned with the JBCA’s strategic directions and core purpose
- Partnerships are consistent with VAC’s commemoration and remembrance mandate, and complement its overall strategy
- Partnerships are sustainable within the typical framework of JBCA operations (this excludes unforeseen events such as COVID-19 or acts of terrorism that would impact the JBCA’s ability to continue in a partnership or initiative in the agreed-upon manner)
- Partnerships are respectful of each party’s needs and priorities and are mutually beneficial and reciprocal in nature
- Partnerships assume shared risk

Partnership Framework
The following provides a decision-making framework enabling the Juno Beach Centre to proactively assess the viability and suitability of partnerships, both formal and informal. This model is adaptable to initiatives or actions outside of partnerships and is encouraged as a tool to measure and prioritize emerging opportunities against current foci within the organization.

Alignment:
- Does the initiative or opportunity align with…
  - The JBCA’s strategic plan?
  - VAC’s commemoration mandate and/or action plan?
  - VAC’s overall strategic plan?
- What strategic direction or mandate of our core purpose does this initiative/partnership advance?
- Where do the potential partner’s goals and values align or diverge from ours?

Delivery:
- Is the JBCA the best-equipped to deliver this initiative?
- Should this be a JBCA or JBC-led initiative (if relevant)?
- Can it be delivered at higher quality and more efficiently by another entity?
- Do we have the resources and skills to contribute to this partnership?
- Are we better suited to play a different role in supporting this initiative (e.g. advocacy)?
- Does this increase the JBCA’s capacity to deliver at scale?

Sustainability:
- Do we have the capacity to achieve success in this partnership alongside current workload?
- Do we have the financial resources to contribute to this initiative or partnership?
- What internal processes or resources are needed to support this initiative/partnership?
• What other initiatives/partnerships are at risk if resources are reallocated to this new initiative/partnership?

• What is the return on investment in human and financial resources?

• How are the direct or indirect gains of an outcome weighted to determine the collaborative advantage of the partnership/initiative?

• If changes occur within the JBCA what are the risks to the initiative/partnership’s long-term viability?

• Does this initiative/partnership enable us to achieve critical mass required to attain an outcome that otherwise would not be possible within our resources alone?