

JUNO BEACH CENTRE



Strategic Plan 2021-2025

2022





Table of Contents

Executive Summary

1.0 About the Juno Beach Centre	5
2.0 Operating Environment	7
2.1. Governance	7
2.2. Funding Sources	7
2.3. Relationship with Veterans Affairs Canada	8
2.4. An Ongoing Global Pandemic	8
3.0 Strategic Directions 2021-2025	10
3.1. Concept	10
3.2. Strategic Directions and Priority Initiatives	11
Strategic Direction 1: Enhancing Museum Experience	11
Strategic Direction 2: Strengthening Engagement & Partnerships	14
Strategic Direction 3: Ensuring Financial Sustainability	18
Strategic Direction 4: Leadership in Sustainable Development and Tourism	21
4.0 Monitoring and Evaluation	24
5.0 Risk Management	24
6.0 Conclusion	25
7.0 Appendices	26
Appendix I: Foundations for Success	27
Appendix II: Contemporary Canada Room Concept	28
Appendix III: Risk Categories	32
Appendix IV: Key Performance Indicators (KPIs)	36
Appendix V: Partnership Principles & Framework	37





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 four strategic directions:

1. **Enhancing the Museum Experience**
2. **Strengthening Engagement and Partnerships**
3. **Ensuring Financial Sustainability**
4. **Leadership in Sustainable Development and Tourism**

We will strive for success in these areas while continuing to operate through rapidly evolving circumstances presented by the ongoing COVID-19 pandemic.

Our Strategic Plan is a living document and much like the changing environment, this plan will evolve over time. This is the second iteration of the plan, revised and refreshed from the original document produced in 2020.

Over the course of Year One of the plan, we successfully achieved in whole or in part, a significant number of objectives. Despite fluctuating restrictions and requirements related to the pandemic, the JBCA has successfully integrated new technology to support operational effectiveness, secured funds to mature our fundraising capabilities, and maintain strong ties with supporters and partners.

The strategic initiatives in this plan have been updated to reflect our current progress and have been prioritized with the goal of further stabilizing the JBC's operational and financial footing in the midst of the pandemic while augmenting our efforts to reduce our carbon footprint in France and Canada. Turning our attention now from weathering the pandemic to building the future of the JBC will see a major multi-year fundraising campaign become the primary focus of the JBCA's operations in Canada in 2022 and beyond.

This is an ambitious plan that will push us to mature our operations, continuously 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 the volatility of the pandemic are challenges that will be continually reassessed to ensure the JBC's precious resources are invested wisely and risks are minimized.

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 ascension 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 18 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





2.0 Operating Environment

2.1 Governance

The Juno Beach Centre is owned and operated by the Juno Beach Centre Association (JBCA), a registered Canadian charity. A volunteer Board of Directors governs the JBCA and, along with *l'Association Centre Juno Beach (CJB)*, a French not-for-profit corporation controlled by the JBCA, oversees the museum. While the museum is Canadian-owned, 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 President charged with overseeing the strategic mandate of the Board; and a Chairperson/President charged with overseeing the operational management of the JBCA in Canada.

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 comprises 10 members, with the constituting 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.

The JBCA established a Patrons Advisory Committee in 2021 and recruited its first membership, including accomplished Canadians, with an effort to match the diversity of the country. These individuals lend their names to support, protect, and champion our mission. They help the JBCA increase awareness, add prestige, and lend credibility to our cause. There is no financial obligation on the part of the Patron, but he or she may provide advice and recommendations or help us engage with various stakeholders. Patrons are welcome to attend JBCA Board of Directors meetings but are not required to attend. They are not involved with the management of the JBC or JBCA.

France

L'Association CJB is a non-profit corporation governed by the laws of France. It is the largest Canadian non-governmental organization (NGO) in 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 non-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.

Through a 5-year contract (2021-25), the town grants the JBC responsibility for a large section of the park north of the JBC. This section includes the German bunkers where the JBC is granted exclusive access to organize public guided tours.



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). In 2020, VAC approved special COVID-relief funding of \$500,000 over two years to support the JBCA.

As a major responsibility of the JBCA in Canada, fundraising activities range from grassroots strategies to large-scale campaigns. Gifts from private individual 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.

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 re-confirmed 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 An Ongoing Global Pandemic

The advent of COVID-19 in early 2020 forced the JBCA and JBC to adapt to an environment where unprecedented external circumstances upended plans to capitalize on the huge success of the 2019 Juno 75 anniversary. Building on the momentum garnered by Juno 75 the JBC projected a steady upward trajectory in



attendance and revenue for 2020 and beyond. However, as the need to contain the pandemic shut down industry all over the world, including the JBC for much of FY 2020 and parts of 2021, we had to re-evaluate all projections and create several short-term strategies to mitigate the financial impact.

Challenges in the fundraising environment were widely experienced by charities in all sectors as the pandemic took hold. With thousands of workers across Canada laid off, and many businesses closing permanently or at risk of closure, competition for available funds 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 over almost two years. However, many continue to grapple with the implications the pandemic has had on all aspects of daily life. A trend in giving seen early in the pandemic was major philanthropic foundations mobilizing to release funds at accelerated rates with a focus on 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 an increased number of charitable organizations seeking support from the same pool.

Significantly, the JBC was closed to the public for much of 2020 and some of 2021 under the directive of the French government, a period during which it received no revenue from ticket sales or the on-site boutique. These revenue sources are critical to the museum's ability to self-sustain and their absence created a deficit that could not have been predicted.

Fortunately, with the dedicated work of Board members and staff in Canada and France, the JBCA was able to exceed our revised fundraising projections in 2020-21 through initiatives such as the Remembrance Day Races virtual events. At the same time, the JBC successfully developed and launched the organization's first-ever Sustainable Development strategy during the museum closure. The Sustainable Development strategy not only puts into action a concrete plan to fight climate change that we believe is our duty to contribute to as global citizens, but that has also generated opportunities for further funding from the French government that will support major upgrades to the JBC over the next several years. These upgrades along with related partnerships across the region will position the JBC as a leader in environmental sustainability and sustainable tourism in Normandy.

Internally, the JBCA has seized the chance to revitalize the Board of Directors with new members as well as establish a Patrons Advisory Committee of notable Canadians. Each of these groups will be instrumental in the success of the major fundraising campaigns the JBCA is undertaking in advance of Juno 80 in 2024.

Beyond these successes, there remain significant challenges as we enter our second full year of this strategic plan.

COVID-19, which has lingered far longer and with much more severe restrictions around the world than the we initially estimated, has created an environment where organizations and action plans must consistently pivot to adhere to government regulations, unpredictable closures of schools and businesses, and limitations on in-person gatherings or travel.

Globally, the travel and tourism sector has been devastated as international borders have been mostly closed, airlines have grounded much of their regular flights at a moment's notice, and governments have imposed strict rules around social distancing and other measures to limit the spread of the virus. The result for the JBC in 2020 and 2021 was an almost total cancellation rate for visitors who had pre-booked tours for the 2020 season, and an actual 63% reduction in visitors overall.

While COVID continues to play a central role in giving trends and our ability to conduct activities we previously relied on for media attention and fundraising, we have now adapted to the new norm. Donor fatigue is prevalent in the philanthropic sector, however, trends indicate that those who have the means to give to charities are once again doing so at almost normal rates.

As the world adapts to evolving economic and social realities, the JBC will maintain the goal of restoring pre-pandemic attendance at the museum, while the JBCA's fundraising endeavours will become a critical element of operations in Canada.

COVID-19 will remain our most immediate and urgent challenge entering 2022, however 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 these periods 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.

This plan does not reflect every initiative the organization will undertake. The Board and staff have determined the four 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 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 many initiatives we have planned for the next stage of our growth, the Contemporary Canada Room, along with the expansion of the JBC’s on-site boutique and the addition of a café will be the focus of our efforts leading up to the 80th Anniversary of D-Day. All of these capital projects are designed to adhere to environmentally sustainable best practices as laid out in the JBC’s Sustainable Development strategy.

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:

- Finalizing the conceptual plans for the total renewal of the Contemporary Canada Room
- Generating funds to complete this initiative prior to June 2024, supplementing those already secured by museum staff from French and European governments.
- 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

/ 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
- Establishing a business plan that would adapt JBC operations and physical assets of the property to the increased visitor capacity.

/ Expansion of Boutique and Addition of Café (Both Eco-friendly)

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 tour 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 on 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.

Initial renderings are available and highlight what this project will look like. Actions will include:

- Developing a project plan in collaboration with Chamberlain Architects
- Developing a project that is eco-friendly and in alignment with our sustainable development plan (see strategic direction 4)
- Generating funds to complete this initiative.

/ Remember, Honour and Commemorate Canadians Who Served During the Second World War

The Juno Beach Centre is crucial to Canada's commemorative efforts in Europe. We believe it is essential that Canadians have a space where they and the world can truly understand how Canada, despite a relatively small population, played a major role among Allied nations during the war and subsequently emerged as a respected world leader in our own right.

The history of the war is illustrated and complemented by testimonies highlighting the human dimension; a representation of the society which veterans helped to forge and which contributed to the Canada of today.

The balanced and diverse presentation of Canada's Second World War story that includes many perspectives, including the experiences of Indigenous soldiers, Black and Chinese soldiers, and the many French-Canadians who courageously served Canada, creates a space where families, students and teachers can learn and share together. Visiting the JBC is a fully immersive experience where they learn what it truly means to walk in the footsteps of history.

It is a profound moment each time a veteran has returned to Juno Beach with their own children and grandchildren. When they tell us we have done their stories justice, we know we have done our job.

We remain committed to our founding mission and with renewed vigour look forward to continuing to shape the future of Remembrance for many generations of Canadians to come.

Actions will include:

- The inauguration of a two-year exhibition and hall expo commemorating the 80th anniversary of the Dieppe Raid in 2022
- Acting as an official partner to the Acadian Week Festival in Normandy, including hosting an annual ceremony honouring Acadians who have served
- Funding a fellowship to research and develop future physical and/or digital exhibitions about underrepresented subjects in Canadian Second World War history
- Welcoming all veterans, past and present, and their families to the Centre as VIPs
- Gifting flags to Allied veterans, past and present, as symbols of Canadian gratitude, and as links between nations and the generations of Canadians who have served
- Capturing first person testimonies of veterans on film through the Legacy of Honour program in order to preserve these stories in perpetuity



/ Remember, Honour and Commemorate Canadians Who Served After the Second World War

The Juno Beach Centre exists to commemorate the sacrifices made by all Canadians in the Second World War but the museum has always acknowledged and commemorated subsequent generations of veterans.

As of March 2020, Veterans Affairs Canada estimated that there were only approximately 26,000 Second World War veterans remaining, with an average age of 95. In the next 10 to 15 years the last Canadian Second World War veteran will pass away and we do not expect large numbers of veterans at future major D-Day anniversaries (2024 and 2029). The same demographic data estimates that there are over 600,000 veterans whose service occurred from the Korean War to the present day. The Veterans Affairs Canada Strategic Plan for Commemoration 2020-2030 places specific emphasis on these younger generations of veterans. Their goal is to inspire Canadians to actively recognize the service and sacrifices of all those who served our country and have helped advance peace and security around the world. As we say farewell to the last of our Second World War veterans, the Juno Beach Centre will renew its efforts to engage with modern veterans and ensure that they feel welcome and represented at the museum.

The renovation and renewal of the Contemporary Canada Room will form the core of this effort. Although the room will engage with much broader themes – 21st century Canada – the roles and experiences of our modern veterans will be central to the exhibition. The room will be a place for people to discover Canada's unique history of service. Subjects will include the Cold War, peacekeeping, humanitarian aid, disaster relief, support to civil authorities (floods, forest fires, ice storms, search and rescue, pandemics), NATO, NORAD, the Afghanistan War, and others. The exhibition will also highlight Canada's unique culture of remembrance and how it has developed since the traditional conflicts of the World Wars. The Highway of Heroes, connecting service with sport, the importance of families and family support, and caring for the injured both in body and in mind.

Further actions will include:

- Welcoming all veterans, past and present, and their families to the Centre as VIPs
- Continuing to encourage Canadians to submit modern veteran inscriptions for our Commemorative Brick program
- Gifting flags to Allied veterans, past and present, as symbols of Canadian gratitude, and as links between nations and the generations of Canadians who have served
- Partnering with veteran support organizations to share proceeds from our Flag Sponsorship program with veterans who need support
- Capturing first person testimonies and collecting artifacts from veterans to share in the Contemporary Canada Room and on our social media channels and digital exhibitions
- Uncovering and capturing links between the Second World War and future generations of veterans. In many cases, the stories and experiences of 1939-1945 veterans inspired service and trained a new generation of soldiers, sailors, and aviators

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 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 creatively use our platforms to connect with stakeholders.



The museum sector has been relatively slow to adopt digital technologies that require skillsets and financial investments museums haven't traditionally been able to prioritize. Digital programs have long been a strength at the Juno Beach Centre in France. The Explore Juno program and other apps have given the museum an edge against local competition. The challenge is to maintain this leading position. For instance, many of our on-site videos in the galleries have not been substantially updated since the opening.

We have steadily grown our online presence in both France and Canada, however countless opportunities exist 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.

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 marketing communications strategy focused on travelers will be developed to promote the JBC with an emphasis on Canadian and French audiences. 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
 - a) Developing social media campaigns that focus on tourism audiences through JBC's social media platforms and influencer platforms and blogs
 - b) Targeting post-secondary institutions as vehicles for the promotion of travel to young audiences
 - c) 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
- Building a comprehensive content strategy in collaboration with the JBC that comprises social media, web content such as blog posts, monitoring of public forums (e.g. TripAdvisor, Reddit), tags, SEO, user-generated content, etc.



- Harmonizing the JBC/A visual branding across both organizations
- Increasing proactive media outreach in all markets
- Leveraging partner publications in Canada and France to share content and optimize low-cost advertising opportunities
- Positioning Alex Fitzgerald-Black and Marie-Eve Vaillancourt as historians and experts in their respective fields
- Activating the Patron Advisory Committee for augmented profile
- Positioning the JBC as a resource centre for French civilian accounts of the Second World War and the Battle of Normandy
- Contributing to Normandy's ongoing UNESCO World Heritage Site campaign
- Positioning the JBC as a museum engaged in eco-friendly tourism.

/ 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:

- Developing a new, state-of-the-art website that is bilingual, responsive, visually gripping, user friendly and offers a blend of practical information, history education, promotional content, commemorative elements and corporate information.
- 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
- Using data and analytics to acquire deep knowledge of our different audiences and engage with them according to their habits, interests and needs
- 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
- Using the museum's sustainable development approach to engage youth on social media.

/ Partnerships to Augment Visibility and Expand 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 V).

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 natural partners, including the Vimy Foundation, Valour Canada, the Canadian Research and Mapping Association, Defining Moments Canada, the Canadian War Museum and the Canadian Museum History Corporation, and others
- 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
- Pilot *They Walk With You / From Dieppe to Juno* educational program through Ontario Trillium Foundation funding

/ Celebrating and Promoting Canada's Diverse Culture

Canada is home to one of the most diverse populations in the world, from the Indigenous Peoples who have lived on this land since time immemorial, to the descendants of French and British settlers, to the waves of refugees and immigrants who have arrived from locations such as Italy, the Netherlands, Germany, China, Japan and Southeast Asia throughout the 20th century. Canadians have long touted multiculturalism, inclusion and diversity as values that differentiate us from other nations, the core tenet being that all individuals have the freedom to live and express their unique cultures and identities while finding a sense of belonging in Canadian society.

Vibrant communities and the ability of individuals of all backgrounds, abilities, races and ethnicities, sexual orientations, genders and religions to co-exist are central aspects of Canadian identity.

However, part of representing Canadian heritage is also the responsibility to acknowledge the dark parts of our history where policy and attitudes created discrimination against certain groups, including Indigenous Peoples, Chinese immigrants, homosexuals, and during wartime, Ukrainian, Japanese, and Italian Canadians who were the interred during the First and Second World Wars.

It is essential in recounting the history of Canada to ensure that the stories of all peoples and communities are heard, and the JBC can play an important role in bringing the experiences of diverse Canadians who served during the Second World War to a greater audience.

As an organization dedicated to educating others about Canadian history and culture, the JBCA is also an organization dedicated to continuously educating ourselves. As such, we will take an even more active approach to understanding the wide-ranging events and experiences that reflect and define Canada's history and identity.

Actions to recognize, celebrate and promote the rich cultural, ethnic and linguistic diversity of Canada will include:

- Conducting a content audit to:
 - a. Identify missing translations and correct so all content is available in both English and French
 - b. Ensure appropriate inclusive language is used and outdated terminology is corrected as appropriate. Include a note where correction is inappropriate (e.g. in the case of proper titles such as "Indian Residential School System")



- c. Develop a bilingual style guide and lexicon with inclusive language and common JBC/A language/terminology
- Sponsoring a Fellowship to research the experiences of underrepresented communities who served during the Second World War
- Developing exhibitions that represent the roles of Canada’s diverse populations in the Second World War and the building of modern Canada. Extending this to include the tremendously diverse membership of the modern Canadian Armed Forces
- 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
- Adopting an appropriate Land Acknowledgement recognizing the Treaty land on which the Canadian office in Burlington, ON is located
- Acknowledging national and international days of significance (e.g. Pride Month, National Truth and Reconciliation Day in Canada and France through:
 - a. Flag raisings
 - b. Canadian team participation in and/or recognition of French, French Canadian and Acadian dates of significance
 - c. Social media content highlighting the occasion and connecting it to the JBC mandate wherever possible
 - d. Engaging subject matter experts and individuals with lived experience in the military and the related day of significance to augment content about such topics
- Developing a Canadian recruitment policy for staff, board and patrons in accordance with Diversity and Inclusion best practices
- Create a digital content strategy integrating the stories of people of diverse backgrounds to showcase Canada’s rich tapestry of cultures, ethnicities, linguistics and experiences.
- Ensure new website (and content thereafter) is developed according to AODA regulations
- Recruit a Youth Representative(s) to the Board of Directors

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 in 2020-2021 effectively voided the projections for the immediate future (see Appendix III).

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 severely impacted revenue.

The ongoing pandemic has established a “new normal” where international travel is still not advised, strict health and safety guidelines are part of daily life, and new waves of the virus around the world create unpredictability for operators of public spaces. As attendance has fallen dramatically at the JBC, the ramifications of lost revenue remain of chief concern, particularly in light of the capital projects planned for the next three years.



Ensuring financial stability as we enter these critical years will see the JBCA place an even stronger emphasis on securing government funding and executing rigorous fundraising activities to maintain operations while investing in major on-site renovations.

Priority initiatives to advance this strategic direction will include:

/ Annualize Government Relations Program

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 2022. 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.

As an unofficial ambassador, or "window" into Canada for global visitors, the JBC intends to work closely with VAC to re-evaluate current funding and exploring opportunities to collaborate to finance the overhaul of the Contemporary Canada Room (aka "Room G").

Actions will include:

- Requesting increased annual funding through Veterans Affairs Canada's annual grant to account for increased operational costs since inauguration of grant
- 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

/ Secure Funding for JBC Capital Projects

The capital projects the JBC is undertaking over the next three years require fundraising by the JBCA to fund the balance of the cost. The JBC has secured 2.6 million Euros from the Normandy Region and European Union governments as a result of the Sustainable Development (SD) work they have been doing. These monies are targeted for the general SD upgrade of the JBC, the eco-friendly café and boutique, and the digital components for the Room G upgrade.

The anchor of this priority will be a capital campaign developed and executed primarily by the JBCA Board of Directors, Canadian staff, Patrons Advisory Committee and a cabinet of volunteers. The Fundraising Committee will act as the Steering Committee for the campaign, with the support of fundraising consultant Rob Baxter in an advisory capacity.

This campaign will be an intensive fundraising effort organized to meet a goal of \$6 million over the next three years. It will be the first capital campaign undertaken by the JBCA since founder Garth Webb and his team of veterans and volunteers launched their grassroots effort to raise the funds to build the JBC in the late 1990s.

Achieving success will require a high level of investment in terms of time and resources and will be the main focus for fundraising until 2024.

Actions will include:

- Developing and launching a major multi-pronged fundraising campaign that includes generating funds through major and corporate donors, individual giving and grassroots efforts
- Selling the last remaining memorial brick spaces at the JBC
- Promoting the Juno Beach Maple Leaf program and continue gifting to veterans
- Revamping the Canadian e-boutique to:
 - a) Increase the visual appeal of the Shopify site and the product images



- b) Improve navigation and make it more user-friendly
 - c) Feature more exclusive JBC products and incorporate products that appeal to broader audiences (e.g. women, children, non-military individuals)
 - d) Create opportunities for donating to specific programs (e.g. Holiday Catalogue like World Vision)
 - e) Offer gift cards
 - f) Offer a selection of eco-responsibly produced products and/or Made in Canada products
- Leveraging use of Grant Advance Solutions to prospect donors and sponsors
 - Creating a new grassroots program to replace either the Remembrance Day Races or memorial brick program
 - Exploring opportunities to partner with other organizations or businesses to co-fundraise through existing or new grassroots programs
 - Targeting investors in the field of Sustainable Development (Environment, Social, and Governance).

/ Build a Robust Donor Relations Program

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. Entering into a capital campaign period, donor relations will be at the heart of our programs, communications and daily practices, because without our generous donors, the JBC simply could not continue our mission.

Actions will include:

- Building and operating robust fundraising and donor relations programs based on best practices and tailored to segmented donor profiles
- Creating donor relations toolkits for staff and Board of Directors to engage with and report on prospects, existing donors/sponsors and foundations
- Systematizing donor tracking through the maintenance of databases in Canada and France
- Developing fulsome annual donor relations plans that complement and are integrated with the organizational communications plan and individual project plans.
- Relaunching the Planned Giving program
- Establishing a standardized donor recognition and thank you program

STRATEGIC DIRECTION 4

LEADERSHIP IN SUSTAINABLE DEVELOPMENT & TOURISM

The JBC is a museum with the transmission of memory built into its DNA. Discovering Canada's role during the war and the current day invites a reflection on citizenship, peace and the world today. In this way, the JBC has a major role to play for promoting a better tomorrow.

In this age of environmental issues and the wide adoption of the UN's sustainable development goals, it is clear that challenges to democracy, including those related to social and economic inequalities, are crucial and



interconnected. The JBC offers a space for reflection on the intersection of these current issues because it sheds light on the threats to democracy before and during the Second World War.

While we will remain first and foremost a place of memory and history, embracing environmental leadership creates many symbolic bridges between yesterday's struggles and those we face today, including the urgent need to address the global environmental crisis.

The JBC's approach to sustainable development and eco-responsible tourism is based on the calculation of carbon footprints integrated in a global Corporate Social Responsibility strategy. There are four pillars to this strategy: reducing the JBC's carbon footprint, circular economy (retaining and recovering as much value from resources as possible from old resources), engagement for visitors, and engagement for staff. The calculation of the carbon footprint, when used as a guide, creates measurable benefits resulting from actions taken. Inclusion in a larger plan involving social and economics makes our strategy a global sustainable development strategy taking into account environmental, social, and economic matters.

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 preserving the physical environment and the fragile ecosystem of the Normandy beaches through the promotion of eco-responsible tourism practices.

Through partnerships and the conscientious adoption of concrete actions to reduce the JBC's carbon footprint, we have committed to acting as champions of sustainable development going forward.

Priority initiatives to advance this strategic direction will include:

/ Integrating 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 and aligning them with the UN's Sustainable Development Goals
- 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
- Participating in reflections or actions to offer visitors the means of transport with a low carbon footprint (e.g. partnership with SNCF state-owned railway and *Accueil Vélo* (Cyclists Welcome) label)
- Considering environmental impact when designing exhibits and programming
- Participating in activities to protect/promote biodiversity and create carbon sinks
- Developing and launching a Canadian Sustainable Development strategy
- Communicating and marketing our Sustainable Development activities



/ Creating 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 minimizing 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
- Reflect on low carbon practices for our digital initiatives
- 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.”¹¹

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.

Taking into account our role in promoting tourism and the necessity of doing our part in this generation’s greatest battle – climate change – the JBC has now committed to be part of a transition in the tourism sector aimed at reconciling the need to continuously attract visitors and the environmental consequences resulting from this need.

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 the Region of Normandy, Terres de Nacres and other tourism entities on activating a strategy for sustainable tourism across the network
- 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
- Creating incentives for visitors who travel to the JBC via eco-friendly or “green” transportation options
- Providing appropriate tools for visitors to participate in environmentally responsible practices (e.g. recycling boxes, eco-friendly product packaging, bicycle maintenance stations)
- Designing a new low-carbon website to promote the museum that adheres to French “Green Label” requirements
- Educating visitors about sustainable development and tourism and encouraging visitors to offset the carbon emissions produced from traveling to the JBC through actions they can easily perform at home or at work





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 IV) 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 focused mitigation to safeguard the future of the organization in the immediate and the short term. While the effects of COVID-19 will remain priorities 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, but not all, related to the funding and government relations programs we rely on for financial sustainability.



6.0 Conclusion

The JBCA is 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, museums in Normandy receive 5 million visitors 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.





7.0 APPENDICES

Appendix I: Foundations for Success

Appendix II: Contemporary Canada Room Concept

Appendix III: Risk Categories

Appendix IV: Key Performance Indicators (KPIs)

Appendix V: Partnership Principles & Framework





Appendix I: Foundations for Success

The following tables indicate the JBCA’s plan in 2020 to roll out the priorities identified in the strategic plan (Table 1 - “Strong Foundation”). Entering Year Two of the strategic plan, we have accomplished or made progress on the majority of the initiatives planned for the 2020/2021 period (Table 2 - “Strong Foundation”).

2020 Roadmap to the 80th Anniversary of D-Day and Beyond

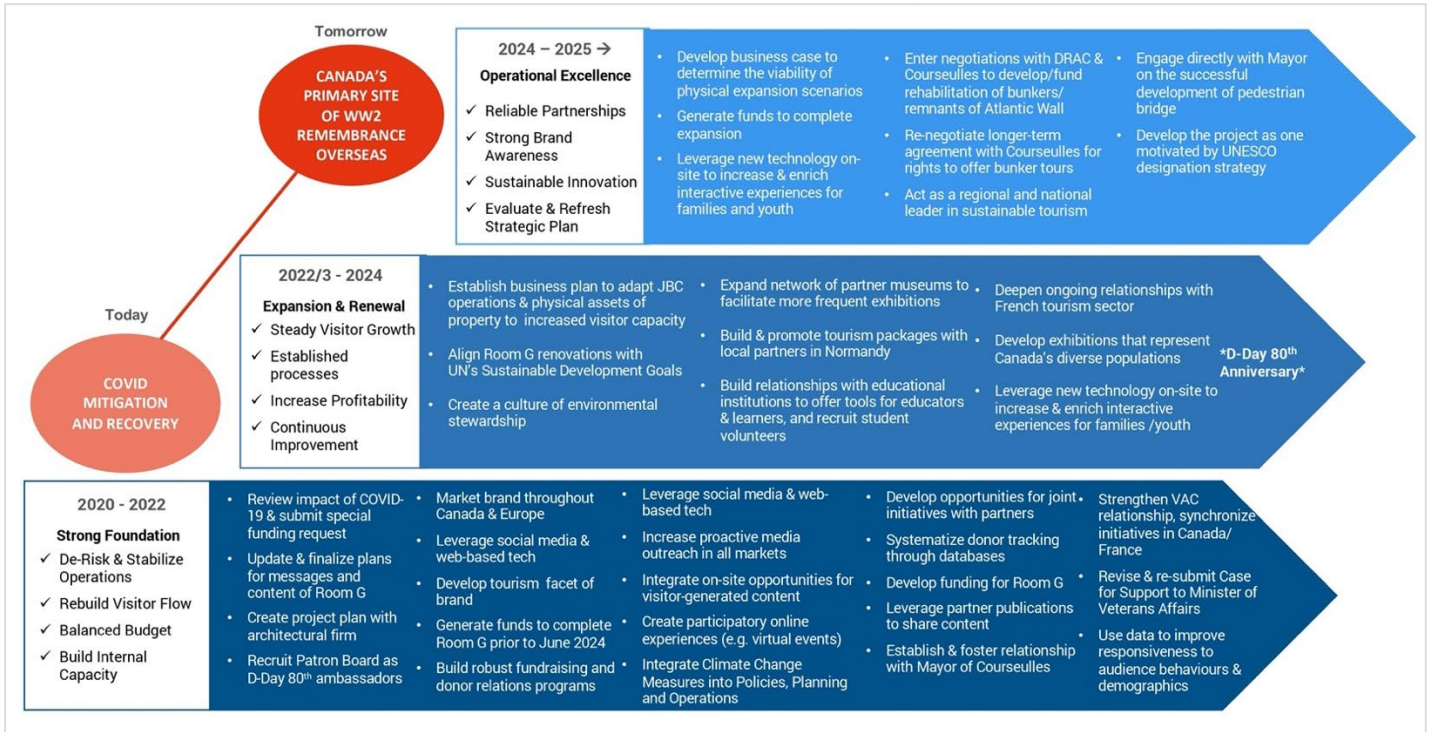


TABLE 1

2022 Roadmap to the 80th Anniversary of D-Day and Beyond Progress to Date



TABLE 2



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, 18 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 18 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 \$750,000. A \$100,000 restricted donation to the Contemporary Canada renewal project is currently in place as are grants from France Region and France EU at approximately \$375,000.

An official commitment on the part of VAC to provide a substantial portion of the remaining \$275,000 could greatly impact the organization's ability to secure complementary corporate funding in Canada and public European funding to allow completion of this project.



Appendix III: Risk Categories

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

Risk	Mitigation Strategy	Risk Level
Accounting practices	<ul style="list-style-type: none"> Complete ongoing audit and outstanding financial statements Recruit new Treasurer to the Board of Directors to replace outgoing Treasurer 	Medium
Global financial markets	<ul style="list-style-type: none"> Actively monitor markets to allow proactive and reactive planning 	High
Exchange rates	<ul style="list-style-type: none"> Actively monitor markets to allow proactive and reactive planning Reduce import/export and shipping activities 	Low-Medium
Government priorities, grants and other financial support	<ul style="list-style-type: none"> Continue advocacy for increase in annual grant to offset inflation and costs related to increased attendance year over year Work with government partners to enable COVID financial recovery plans 	Medium
Cash flow, funds, credit	<ul style="list-style-type: none"> Employ an aggressive asset-management strategy to ensure sufficient cash and limited borrowing Develop a robust debt-management policy Investigate funding alternatives for projects, including capital projects Improve scenario planning to better bounce back from disruption Continue to identify efficiencies and cost-containment strategies Leverage funding opportunities with French government 	High
Revenue	<ul style="list-style-type: none"> Invest staff resources into increased fundraising activity Improve ease of donation process for donors and further integrate capability to receive and process French donations Explore and activate digital streams of revenue Expand and promote e-boutique offerings 	High
Investments	<ul style="list-style-type: none"> Develop future investment plan to build assets post-COVID Maintain normal levels of portfolio volatility and losses 	Low

Infrastructure

Risk	Mitigation Strategy	Risk Level
Composition of Board	<ul style="list-style-type: none"> Recruit new Directors to bridge competency gaps Identify and mentor new generation of prospective Associates Refresh governance policies and terms of reference Integrate Canadian and French Boards to enhance collaboration Ensure Board representation is reflective of diverse populations 	Medium
Talent management and recruitment	<ul style="list-style-type: none"> Explore partnerships with post-secondary institutions to build internal capacity Develop volunteer program Ongoing performance management strategies and coaching 	Medium
IT systems	<ul style="list-style-type: none"> Maintain and upgrade existing IT systems as necessary Invest in tools that improve staff efficiency and flexible work arrangements 	Low



Communications	<ul style="list-style-type: none"> • Maintain proactive communications • Prioritize social media and digital platforms • Focus on value-added content • Establish JBCA as go-to source for Canadian Second World War knowledge and commemoration • Work with partners to pool resources and increase capacity • Actively steward existing and prospective stakeholders through timely, relevant, transparent and valuable communication practices • Increase rate of English to French translation 	Low
Health and safety	<ul style="list-style-type: none"> • Remain compliant with health and safety directives for COVID-19 • Enable flexible work arrangements • Prepare comprehensive issues management plan for potential COVID outbreak or exposure • Maintain regular health and safety protocols 	High
Bi-national relations	<ul style="list-style-type: none"> • Continue ongoing relationship with Government of France • Monitor changes in environment • Stay abreast of issues related to Canada-France relations 	Low
Pandemic	<ul style="list-style-type: none"> • Execute COVID recovery plan • Comply with all government directives • Communicate clearly and transparently about health and safety measures • Actively monitor staff and visitors for symptoms • Promote heightened sanitization protocols • Activate risk mitigation plans in Financial, Health and Safety, and Market/Consumer Behaviour areas • Secure supplementary funding dedicated to pandemic mitigation and recovery 	High
Terrorism	<ul style="list-style-type: none"> • Monitor threat levels • Maintain enhanced security measures • Refresh emergency management plan 	Low
Premises and sites	<ul style="list-style-type: none"> • Maintain current standards for premises • Continuous monitoring of health or safety risks • Continue to advocate for funding required to renovate and modernize museum 	Low
Transportation	<ul style="list-style-type: none"> • Monitor travel and transportation trends • Explore strategies to increase travel to JBC from Europe 	High

Market

Risk	Mitigation Strategy	Risk Level
Competition	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Establish stability, longevity, and positive customer experience as brand attributes • Develop niche marketing strategies (e.g. genealogy, cycling, motorcycle interest groups) 	Medium



	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	Low
Regulatory requirements	<ul style="list-style-type: none"> 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 	Low
Contracts	<ul style="list-style-type: none"> Review all agreements, contracts, bylaws and MOUs Enable flexible work arrangements Establish processes for tracking and managing contracts 	High
Economic environment	<ul style="list-style-type: none"> 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 	Low
Partnerships	<ul style="list-style-type: none"> 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 	High

Reputation

Risk	Mitigation Strategy	Risk Level
Competitor behaviour	<ul style="list-style-type: none"> Identify and fill gaps in competitor offerings Further develop working relationships with Canadian War Museum and Vimy Foundation and Remembrance Route competitors in Normandy Observe competitor successes and failures to inform JBCA decisions Combine resources to extend reach and enhance visibility 	Low
Communication controls	<ul style="list-style-type: none"> Develop JBCA style guide to complement the Charte Graphique (visual brand elements) and align brand in Canada and France Increase internal communication and transparency around communications with stakeholders; reduce operating in silos Develop rigorous approvals processes Establish relationship owners to maintain strategic and relationship-building lines of communications with key stakeholders Build JBCA key messages and strategic narrative into every communication 	Low-Medium



	<ul style="list-style-type: none"> • Create corporate calendar to enhance accountability and strategic oversight, and t 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	<ul style="list-style-type: none"> • 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 	Low
Media sentiment	<ul style="list-style-type: none"> • 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 	Low

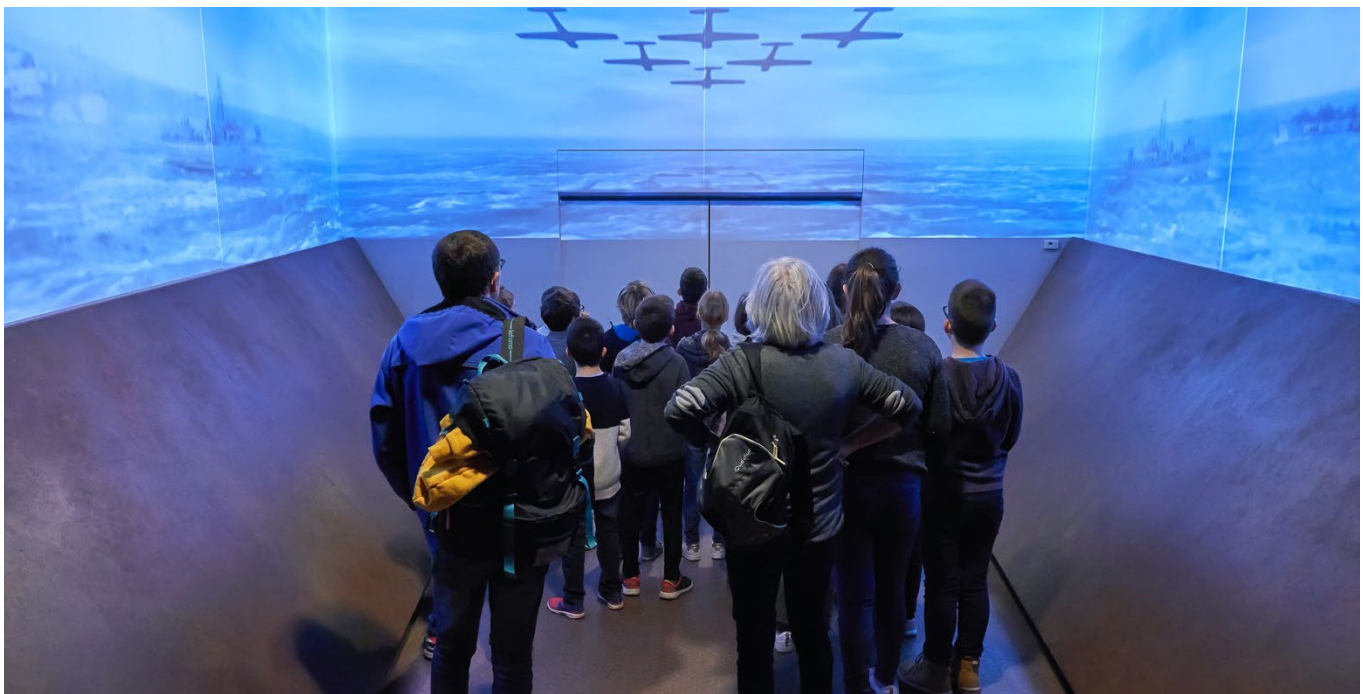




Appendix IV: Key Performance Indicators (KPIs)

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.

Enhancing the Museum Experience	Strengthening Partnerships and Engagement	Ensuring Financial Sustainability
Attendance growth overall	Number of stakeholder meetings	Museum revenue
Number of pre-booked group tours	Number of events attended	Budget variance
Number of French school groups	Survey results	Operational cash flow
Visitor satisfaction	Cost per mille (CPM)	Net/gross profit margins
Attendance growth by target segments: <ul style="list-style-type: none"> • Canadians • Francophone Canadians • Youth & young adults • Baby Boomers • First-time visitors • Free independent travelers (FIT) 	Growth of website traffic: <ul style="list-style-type: none"> • Outside of annual peak periods • Organic and referred traffic • New versus returning users • Page depth • Session duration 	Funds raised through: <ul style="list-style-type: none"> • Grassroots • Corporate sponsors • Major gifts • Government and/or private grants
On-site boutique sales	Digital reach	Canadian e-boutique sales
Number of repeat visitors	Earned and paid media reach	French e-boutique sales
	Growth of social media followers	Average e-boutique purchase value
	Social media engagement	Return on investment of projects
	Number of digital events hosted	Project resource usage
	Conversion rate for call-to-action content	
	Number of newsletter subscribers	
	Partner communication reach	





Appendix V: 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?





**JUNO
BEACH
CENTRE**

