

# Canadian Museum for Human Rights



Photo: Aaron Cohen

## Summary of the CMHR 2019-2020 to 2023-2024 Corporate Plan and Operating and Capital Budgets 2019-2020



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## **Executive summary**

In September 2019, the Canadian Museum for Human Rights (CMHR or the Museum) will celebrate five years as an operating national museum and hub of human rights education.

In this short time, it has not only transformed the skyline of Winnipeg, but altered the human rights landscape of Canada. More than 1.4 million visitors from across the country and around the globe had walked through its doors by the end of 2018. Its leaders are being asked to share their stories and knowledge around the world.

## **Goals and strategies**

For 2019-20, the following goals and strategies guide Museum operations and activities:

### **Goal 1: Impactful visitor experience**

#### **Strategies**

1. Refresh core exhibits and programs to reflect current human rights topics;
2. Display temporary exhibits/exhibitions that enhance the museum experience; and
3. Continue to develop and implement the Museum Evaluation Program.

### **Goal 2: Visitation and audience reach**

#### **Strategies**

1. Expand audience reach online through the Digital Dialogue Initiative;
2. Completing the Digital Learning Centre;
3. Increase visitation and expand the Museum's reach by developing and delivering Museum Programs (includes exhibits and programming); and
4. Create local market demand to increase visitation.

### **Goal 3: Recognized leader**

#### **Strategies**

1. Leverage relationships with partners, including other national museums and stakeholders; and
2. Further Indigenous relations goals and pursue meaningful partnerships that can help promote reconciliation between Indigenous and non-Indigenous peoples.

## **Goal 4: Financial sustainability Strategies**

1. Diversify sources of earned revenue;
2. Continue to work with the Friends of the CMHR (the Friends), which is the fundraising organization that supports the Museum, to implement the Friends' new fundraising strategy;
3. Leverage the CMHR's distinct value proposition to ensure continued support from all levels of government; and
4. Pursue optimization of operations.

## **Goal 5: People**

### **Strategies**

1. Demonstrate accountability and follow transparent processes that ensure a culture of trust;
2. Consider the impact on human resources in all planning activities; and
3. Attract and retain a diverse team of highly engaged and innovative employees and volunteers who are representative of the communities in which they live and serve.

## **Key considerations through 2019-20 and beyond:**

In 2019-20, the third year of the five-year plan, objectives focus on driving visitation, both on site and online, and increasing revenue. Organizational priorities in 2019-20 will therefore be:

- **Digital Dialogue Initiative (DDI)** - to continue to expand the Museum's reach;
- **Witness Blanket** – to collaboratively steward this exhibition with the artist, creating important opportunities for on site, online and travelling presentation of a powerful installation about the legacy of Indian residential schools;
- **Evaluation program** – to gather audience data and establish a framework to measure success and improve accountability and decision-making;
- **Content development and management** – to build a digital collection, both owned and licenced, that supports Museum operations and program development on all platforms; and
- **Core renewal** – to stay relevant and continue to drive visitation.

The Museum has achieved much success since it opened, as evidenced by very high visitor satisfaction survey results, many awards and numerous requests from across Canada and around the world to share its knowledge and expertise.

It is important for the Museum to safeguard against exhibition content and technology becoming dated, less relevant or obsolete. As the first national museum built in the digital age, in which core museum content is comprised not only of objects and artifacts, but also of bytes and data, the CMHR has a distinct, ongoing need to ensure its Information Technology (IT) and Audio Visual (AV) infrastructures remain current.

The Museum's Digital Learning Centre (originally referred to as "the theatre space") is currently unfinished. Completing the Digital Learning Centre would significantly enhance the Museum's ability to engage and inspire visitors through film, plays and digital storytelling – not only on site but also online in conjunction with the Digital Dialogue Initiative.

## **1. Overview**

### **1.1 Governing legislation**

The CMHR was established through an amendment to the *Museums Act* on August 10, 2008. It is a Crown corporation named in Part I of Schedule III to the *Financial Administration Act* (FAA) and must comply with Part X of the FAA and regulations, the *Museums Act* and regulations, the Museum's by-laws, and the directive issued pursuant to section 89 of the FAA. It is an "agent" Crown Corporation and operates at arm's length from the Government in its day-to-day operations and in its activities and programming.

The Government of Canada provides funding to the Museum through parliamentary appropriations. The Museum supplements the parliamentary appropriations with earned revenue from general admission, memberships, programs, boutique sales, facility rentals, a percentage of restaurant and catering sales and travelling exhibits. The Museum also receives donations and sponsorship revenue and contributions from the Friends.

The Corporation reports to Parliament through the Minister of Canadian Heritage and Multiculturalism.

### **1.2 Mandate and guiding principles**

The mandate of the CMHR, as described in the *Museums Act*, is:

“To explore the subject of human rights, with special but not exclusive reference to Canada, in order to enhance the public’s understanding of human rights, to promote respect for others and to encourage reflection and dialogue.”

The CMHR aspires to offer its visitors an inspiring encounter with human rights while exceeding Canadians’ expectations for balance, transparency, sound business practices and meaningful public consultation. The following metanarrative defines our guiding principles:

### **Inspiring human rights reflection and dialogue**

The Museum fosters an appreciation for the importance of human rights, spurs informed dialogue and invites participants to identify the contemporary relevance of past and present human rights events, both at home and abroad. The Museum connects its visitors with opportunities to explore the global development of human rights and Canada’s important role within it.

The citizens of Canada are endowed with inherent human rights and responsibilities, codified over time in treaties, policies, laws and declarations. As part of its commitment to leadership in human rights reflection and dialogue, the CMHR provides a safe and engaging space to deepen understanding, cultivate respect for others, and be inspired to effect positive change.

As a global human rights learning resource, the Museum bears a responsibility to ensure the accuracy, integrity and credibility of its research and collected knowledge. Supported by its commitment to stakeholder and community consultations, the Museum strives to serve as a trusted national and international source for human rights learning, at all times encouraging critical engagement with museum scholarship and content.

## **1.3 Public policy role**

As a member of the Canadian Heritage Portfolio, the CMHR contributes to the achievement of the Government of Canada’s broad cultural policy objectives. Its public policy role is set out in the preamble to the *Museums Act*, which states that each national museum (a) “plays an essential role...in preserving and promoting the heritage of Canada and all its peoples throughout Canada and abroad and in contributing to the collective memory and sense of identity of all Canadians,” and (b) “is a source of inspiration, research, learning and entertainment that belongs to all Canadians and provides, in both official languages, a service that is essential to Canadian culture and available to all.

## **1.4 Core responsibilities**

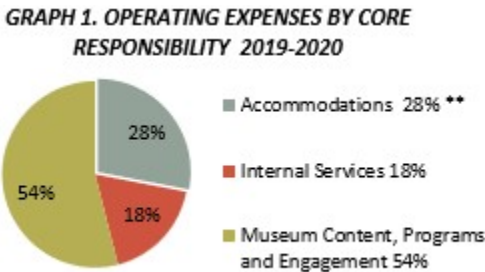
Consistent with the Treasury Board of Canada Secretariat’s Policy of Results (July 1, 2016), the CMHR adopted two core responsibilities, in addition to its original

core responsibility, which was Internal Services (Number 3 below). The Museum’s primary activities and related budgets align with its core responsibilities as follows:

- 1. Content, programs and engagement:**
  - Accessible and engaging exhibitions
  - Educational programming that promotes reflection and dialogue
  - Sound and balanced research, scholarship and collections management
  - National outreach, engagement and service
  - Communications, marketing and collaborative relationships
  
- 2. Accommodations:**
  - Building operations
  - Protection services
  - Information technology infrastructure
  
- 3. Internal services:**
  - Corporate governance
  - Administration
  - Earned-revenue generation

**1.5 Expenses by core responsibility**

Graph 1 shows the breakdown of the Museum’s 2019-20 operating budget, on a cash basis, of \$28.9 million in expenses by core responsibility (including annual Payments in Lieu of Taxes (PILT)).



\*\* Accommodation includes annual PILT of \$2.9 million, excludes amortization of \$14.4 million

**1.6 Financial Condition**

The Museum exercises prudent fiscal management to ensure that it operates within the funds available. It also continues in its efforts to maximize revenues from all possible

sources, including earned revenue, parliamentary appropriations and contributions from the Friends and others in the form of sponsorships and donations.

The Museum is forecasting balanced budgets over the planning period. The Museum's objectives focus on driving visitation and increasing revenues. For example, the Museum will use the new \$10 banknote to raise awareness of the Museum and the Viola Desmond's story locally, across Canada and around the world.

Earned revenues are expected to increase over the planning period due to steady growth as well as implementing a major travelling exhibition program with *Mandela: Struggle for Freedom* and new advanced and professional programs.

The Museum will face funding pressures in the longer term due to the capital requirements of a digitally based museum in an iconic building, as well as from inflation and increases in PILT.

More detailed information about the CMHR's recent program and financial results can be found in its [2017-18 Annual Report](#).

## 2. Operating environment

### 2.1 Key strategic issues

As part of its strategic planning process, the Museum has identified four critical factors to its ongoing success:

#### **Visitation and expanded audience reach:**

Maintaining and increasing visitation and earned revenues is an issue the Museum faces on an ongoing basis. Unlike most of the other national museums, CMHR is located in Winnipeg, in the centre of Canada and does not benefit from the tourism naturally drawn to the National Capital Region.

#### **Impactful visitor experience:**

As the Museum matures, keeping pace with current human rights stories, evolving technologies and visitor expectations will be a challenge. The Museum must continue to deliver a memorable, relevant and meaningful experience to its visitors, aligned with its metanarrative – objective, innovative, accessible and balanced.

#### **Financial sustainability:**

The Museum has fixed parliamentary appropriations that do not fully address inflation, PILT increases, capital replacement for this digitally based museum and its iconic building nor for the continual renewal and development of CMHR Programs required to remain current and relevant.



### **Healthy organizational culture:**

Balancing the staff complement to allow the Museum to deliver against its mandate while ensuring resources are available to respond to emerging opportunities will be a challenge over the planning period. The Museum must align its priorities and objectives with its sustainable operating capacity.

In pursuit of these critical success factors, the Museum is committed to innovative and entrepreneurial thinking and accountability.

## **2.2 Environmental scan**

### **Internal environment**

The CMHR has identified the following internal risks and opportunities:

- a) **History** – the Museum has been open for only four years. As a result, it still has limited operating experience and limited history on trends, revenues and costs.
- b) **Human resources** – the Museum has a team of dedicated and engaged staff and volunteers. All full-time and part-time employees are members of the Public Service Alliance Canada. A new collective agreement was finalized in December 2017 for the period of April 1, 2016 through March 31, 2020.
- c) **Digital technology** – the CMHR is a digitally based Museum and, to date, the up-time of its exhibits has been exceptional. Recapitalization based on industry standard life-cycles is required to ensure that digital exhibits do not go dark. The short life-cycles for equipment and infrastructure required to operate exhibits, commercial operations and administration put significant pressure on CMHR's available funds.
- d) **Audience data** – the Museum's Evaluation Program is providing improved audience data/audience profiles, which are essential to the Museum's ability to tailor content and programs to the needs and interests of its visitors, ensure limited marketing dollars are invested appropriately, and inform decision-making.
- e) **Measuring impact** – tools to better evaluate the many ways that the Museum is having an impact are seen as necessary to tracking its success against its mandate.

### **External environment**

The CMHR has identified the following external risks and opportunities:

- a) **Geographic barriers** - the need to grow in-person visitation notwithstanding, the Museum's location in Winnipeg poses a limitation for some Canadians who find travel to be impractical or impossible. Under the Museum's new Digital Dialogue Initiative, participatory online experiences will offer meaningful opportunity for dialogue that can engage people in all areas of Canada. Travelling exhibitions will also acquaint more people in Canada and around the world with the CMHR, promoting thought and conversation about the importance of human rights for all.
- b) **Personalized content** - the public is increasingly interested in personalized, participatory and relevant cultural experiences. As the first Canadian museum to be newly built in the digital age, the CMHR has a distinct opportunity to offer visitors an interactive, participatory and personally meaningful experience both in person and across connected devices.
- c) **Technological changes** – technology continues to evolve at a furious pace, resulting in short life-cycles for equipment.
- d) **Government support** – the CMHR must continue to demonstrate its value to Canada as well as its need for long-term, predictable financial support, including funding for IT and facilities capital replacement projects and for completion of its Digital Learning Centre.
- e) **Sponsorship and donation growth** - with the capital construction project now complete, investments from donors and sponsors must support the CMHR's ongoing initiatives and long-term priorities. The Museum must continue to support the Friends in identifying opportunities, cultivating relationships and securing donors and sponsors to address the CMHR's future needs.
- f) **Stakeholder opportunities** – many stakeholder groups are interested in partnering with the CMHR. While this provides abundant opportunities for diverse programs and exhibits, the CMHR must also be discerning. It must ensure that its collaborations engage those stakeholders who can best advance its objectives, in alignment with available resources.

**Competitors in the Winnipeg market** – in the next few years the Museum will face increasing competition in the Winnipeg market from the opening of the new Inuit Art Centre at the Winnipeg Art Gallery and the new Diversity Gardens at Assiniboine Park.

## **2.3 Compliance with Governor-in-Council and Ministerial directives**

The CMHR is compliant with applicable Acts and directives including: the *Access to Information Act*, the *Privacy Act*, the *Conflict of Interest Act*, *Official Languages Act*, the Directive on Travel, Hospitality, Conference and Event Expenditures, among others.

## **2.4 Alignment with Government priorities**

The CMHR's plans align with government direction and key priorities, particularly those that best align with its mandate, including: Gender-Based Analysis Plus and diversity, reconciliation, sustainable development and greening government operations.

# **3. Goals, strategies, initiatives, risks and expected results**

The 2019-20 Corporate Plan covers the CMHR's fifth full year of regular operations.

Under the guidance of its Board and its President and CEO, the Museum aspires to continue on a path of innovation and to deliver a world-class museum experience that consistently exceeds visitor expectations. The focus of 2019-20 is to drive visitation, both on site and online, and increase revenues.

The CMHR's strategic plan has been reviewed and updated for 2019-20, which is the third fiscal year of a five-year strategic plan that was originally developed in 2016. In 2018-19, based on successes and key learnings to date, the Board and management of the CMHR are undertaking a strategic planning process that will provide a new strategic plan to guide the Museum beginning with the 2020-21 fiscal year.

The staff and Board of the Museum not only aspire to meet expectations, but strive to constantly push the limits of what the Museum can accomplish. While there are infinite opportunities, the Museum has finite resources in terms of both finances and staff.

This makes strategic planning of key importance to its long-term success. It will include plans to mitigate risks related to ensuring sustainable operations through revenue generation, working with the Friends to secure donations and sponsorships. Costs will also be managed through deferring some strategies and initiatives until later in the planning period and as resources become available.

## **3.1 Goal area 1: Impactful visitor experience**

Expected Outcome: The Museum delivers an impactful, relevant and memorable experience to each of its visitors, using the metanarrative as the guiding principles.

### **Key performance indicators**

| Performance Indicators                                 | 2019-20 Target |
|--------------------------------------------------------|----------------|
| Satisfaction<br>% visitors satisfied or very satisfied | >92%           |

## Strategies

### 1. Refresh core exhibits and programs to reflect current human rights topics.

Human rights issues and events continue to develop and evolve all around the world every day. To stay relevant and continue to drive visitation, the Museum must address contemporary human rights issues through programs and core exhibit renewal. Core renewal will be a priority for the Museum’s research and curation team.

Key initiatives include:

**Core exhibition renewal** – Informed by the Museum’s Evaluation Program, develop and begin to implement a long-term plan for refreshing the core built exhibits. As the core exhibitions will be five years old in 2019-20, this ongoing initiative is becoming a higher priority and will include:

- Remediating outdated content, using visitor journey mapping to help set renewal priorities (2019-20 and ongoing);
- Updating digital media to provide additional national and international content (2019-20 and ongoing);
- Adding a film about the genocide against the Tutsis in Rwanda to the theatre located in the Breaking the Silence gallery (2019).

**Core programs** – develop and deliver programs that can build audiences, encourage repeat visitation, support the Museum’s membership program and fulfill the Museum’s mandate. This ongoing initiative will include:

- Offering the President’s film and lecture series (2018-19 and ongoing); and
- Refreshing core programs with input from the Museum’s Evaluation Program.

**Content management** – continue to identify expiring licenses and priorities for licence expansion or content refresh/replacement, ensuring access to content is available for all platforms in order for content to be created once for use in multiple ways. This initiative became a priority in 2018-19 and is carried over as the work is not yet complete.

### 2. Display temporary exhibits/exhibitions that enhance the museum experience.

This strategy includes the following new initiatives for 2019-20:

- *Mandela: Struggle for Freedom*, a strong draw for visitation, has been extended until August 25, 2019;
- The next major “blockbuster” CMHR exhibition, designed to drive visitation, will be developed to open in the Museum and travel thereafter;
- An exhibition about the plight facing the Rohingya people is under development for installation in June 2019;
- An exhibition related to the Government of Canada’s apology for discrimination against people in the LGBTTTQ\* community and funded by the Reconciliation and Memorialization Measures fund is expected to begin development in 2019-20. The exhibition is expected to have a travelling component;
- An exhibit about the Ododo Wa project, inspired by girls who survived years in captivity and conjugal slavery under the Lord’s Resistance Army in Uganda, is being developed for installation in fall 2019 in the Rights Today gallery.

### 3. Continue to develop and implement the Museum Evaluation Program.

The Museum Evaluation Program provides a structured, clear and consistent framework that allows the CMHR to focus on results, measure success over time, improve internal accountability, validate decisions, align with the metanarrative, and ensure goals and objectives remain relevant to the Museum’s audience.

Audience data supports the Museum in engaging potential first-time visitors and helps ensure that limited financial resources for national and international promotion are focused where returns are likely to be highest.

Key initiatives will include:

- **Visitor journey mapping** – use the results from the 2018-2019 journey mapping to help inform core exhibit renewal (Strategy 1, Initiative 1a) beginning in 2019-20 and measure the impact of improvements over the planning period.
- **Performance measurement of the Digital Dialogue Initiative** – this ongoing initiative is to establish performance metrics and develop “digital visitor profiles” of traffic to the website. A new initiative during the planning period is to consider digital visitor journey mapping.
- **Program evaluation** – a new initiative for 2019-20 is to establish complete evaluation plans for all major programs, including front-end evaluation of interest and awareness levels and formative and summative evaluation plans for measuring return on investment on program expenditures.
- **Measuring impact** – a long-term initiative is to research and establish a performance metric of the Museum’s impact, including baseline data collection.

### 3.2 Goal area 2: Visitation and audience reach

Expected Outcome: The Museum grows and retains its audience within the local market, across Canada and internationally.

**Key performance indicators**

| Performance Indicators                           | 2019-20 Target |
|--------------------------------------------------|----------------|
| On-site Visitation<br># of total onsite visitors | 298,800        |
| Digital Reach<br>Unique website visits           | 440,000        |
| Digital Reach<br>Total website visits            | 550,000        |

**Strategies**

**1. Expand audience reach online through the Digital Dialogue Initiative (DDI).**

The development and launch of a digital strategy allows the Museum to more fully deliver against its mandate by bringing an inspiring experience to people across Canada and abroad that aligns with the Museum’s metanarrative.

DDI involves significant development of the Museum’s website to create a platform for an online experience that transcends and complements the traditional boundaries between the physical facilities of the Museum and its online offerings.

The goal is to ensure exhibitions, programs and related content, collections and other scholarly human rights content is available and accessible to everyone online and, even more importantly, to facilitate dialogue and the creation of additional and supplemental content by stakeholders via ancillary platforms (e.g. social media, third-party data/archives).

This strategy is expected to span the five-year planning period. Achievements to date are beginning to integrate onsite and online experiences. Upcoming objectives will be developed to encourage dialogue, public participation and engagement in ways that will help the Museum fully achieve its mandate by inviting people on journeys that encourage thought and conversation about human rights.

Key initiatives will include:

- **“Be an Upstander”** – a new initiative for 2019-20 is to expand audience reach to teachers through a teacher-student program offering multi-media storytelling as well as opportunities for teachers to share student work;

- **Human Rights Toolkit** – this ongoing initiative is to refresh the online toolkit, including developing a function by which teachers can comment and rate the toolkit;
- **Share Your Story**– a new initiative for 2019-20 is to use the concept of the “Share Your Story” booth in the Canadian Journeys gallery as a vehicle for engagement on contemporary human rights issues both online and onsite;
- **#MonuMoment / #MemorySpace** – a new initiative for 2019-20 is to expand audience reach using photographs with Canadian human rights stories, beginning on Instagram, inviting public and partner contributions.
- **Digital experiences** that support and complement temporary exhibitions, including the upcoming exhibition about the Rohingya crisis, is an ongoing initiative.

## 2. Complete the Digital Learning Centre.

The completion of the Digital Learning Centre (originally referred to as “the theatre space”) will significantly enhance the Museum’s ability to engage and inspire visitors through film, plays and digital storytelling – not only on site but also online. It will also provide increased opportunities for rental income. In 2019-20, the Museum will complete the design for the Digital Learning Centre in order to have a “shovel ready” project. The design will also provide the basis for the fundraising efforts for completing this space.

## 3. Increase visitation and expand the Museum’s reach by developing and delivering Museum Programs.

Key initiatives will include:

### Travelling exhibitions and related programming:

The 2019-20 priorities for this ongoing initiative are:

- *The Witness Blanket* – the collaborative stewardship of this art installation will commence in 2019-20. A travelling version of the exhibition and the related film will begin under this agreement;
- *Mandela: Struggle for Freedom* – this exhibition is expected to travel and be installed in up to four institutions beginning in fall 2019;
- Exhibitions developed by the CMHR, which will travel in 2019-20 on a cost-neutral basis include:
  - *Points of View*
  - *Our Canada, My Story*
  - *Weaving a Better Future*

- CMHR Documentary Film Suite – films about the legacy of Indian residential schools, the Holodomor, the Holocaust and the Armenian Genocide.

### **Programming that will expand audience reach:**

The 2019-20 priorities for this ongoing initiative are:

- “After the Apology” series – future events may include a dialogue session in Ottawa with a focus on discrimination against LGBTTTQ\* Canadians;
- National Human Rights Leadership Program (previously the National Student Program) – student travel subsidies will be provided on a modest basis, with further program expansion dependant on funding and sponsorships; and
- Onsite and off-site programs with partners targetted at university level and/or professional audiences.

### **4. Create local market demand to increase visitation.**

The Museum has been very successful in attracting out-of-town visitors, with 70 per cent of visitors to the end of Q3 in 2018-19 coming from outside the Winnipeg market. While the Museum continues to focus on longer-term efforts to expand awareness about the Museum across the country, its focus for visitation growth is the local audience. Programs and activies that are chosen for developing and retaining the local audience will need to be well supported through marketing.

New initiatives for 2019-20 will include:

- **Open Friday nights** – changing the day that the Museum is open in the evening from Wednesday to Friday is expected to increase visitation. This will be piloted beginning in November 2019.
- **Extend the *Mandela: Struggle for Freedom* exhibition** to August 25, 2019 to maximize the draw and return on investment of this well-received exhibition.
- **Rebrand and refresh public tours**, exploring the overall approach, including self-guided experiences (2019-20).
- **Optimize and promote the presentation of existing content** - to be considered beginning in 2019-20 and ongoing as part of the core exhibit refresh.
- **Leverage the support and enthusiasm of Museum members** to drive visitation and connect new visitors with the core experience through attractive member programming. This initiative began in 2018-19 and will continue ongoing.
- **Optimize “customer care”** by enhancing the guest experience through a visitor-centric lens is an ongoing initiative.



- **Use the new \$10 banknote to** raise awareness of Viola Desmond’s struggle for equality and inclusion, and generate local pride about the role of the Museum in sharing her story across the country and around the world. This initiative began in 2018-19 and will continue to be a focus in 2019-20.

### 3.3 Goal area 3: Recognized leader

Expected Outcome: The Museum grows its reputation as a recognized leader for human rights education, inclusion, reconciliation and museological practice.

#### Key performance indicators

| Performance Indicators                                                                                                                                                          | 2019-20 Target                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| Completed requests<br>Annually provide examples of completed external consultative requests, presentations and collaborations that reflect leadership in the 4 leadership areas | Examples to be reported in June 2020 |
| Partnerships<br># of new and renewed agreements with strategic benefits (benefits reported annually)                                                                            | 12                                   |

In 2018-19, the Museum moved from measuring completed requests quantitatively to a more qualitative measure, reporting important examples of completed requests that demonstrated that the Museum was growing its reputation as a recognized leader. While partnerships are still measured quantitatively, the strategic benefits from partnerships is also important.

#### Strategies

##### 1. Leverage relationships with partners, including other national museums and stakeholders.

In addition to collaborations related to exhibitions noted above (on the topics of the plight of the Rohingya and discrimination against people in the LGBTTTQ\* community), the following new and ongoing collaborations will be assessed and considered in 2019-20:

- 100<sup>th</sup> anniversary of Winnipeg General Strike (2019) – coordinate with the Canadian Labour Congress, The Manitoba Museum, and others who represent organized labour and the cultural community to ensure that the Museum’s programming on labour rights is unique and does not duplicate the efforts of other organizations and institutions.

- Potential collaborations with museums in Mexico, liaised through the Canadian Embassy, will be explored in 2019-20 for a joint exhibition related to reconciliation to be developed later in the planning period.
- Continued collaboration with the National Holodomor Memorial Museum in Ukraine and the Ukrainian Canadian Congress.
- Renewed Memorandum of Understanding in 2019 with the Armenian Genocide Museum Institute, which has recently opened an expansion, with interest in showing the CMHR's film on the Armenian Genocide.
- Partnership with the Montreal Holocaust Museum to create a new learning module on genocide and "othering" to be pursued in 2019-20.

## **2. Further Indigenous relations goals and pursue meaningful partnerships that can help promote reconciliation.**

Building on the success of earlier engagement opportunities for reconciliation, in 2019-20 the Museum will continue its efforts to strengthen and build on its relationships with advisory councils, stakeholders and Indigenous communities. The Museum will also consider how it can contribute to reconciliation in all aspects of Museum Programs and will continue to collaborate with Indigenous organizations.

The CMHR will continue its ongoing efforts to respond to the recommendations of the Truth and Reconciliation Commission and its own Standing Indigenous Advisory Council.

In early 2019-20, the Museum entered into a collaborative stewardship relationship for *The Witness Blanket* and its related film, to make them accessible across Canada. This stewardship arrangement contributes to many of the Museum's goals.

It represents a meaningful partnership in reconciliation that will facilitate the presentation of an exhibition that creates an impactful visitor experience and helps expand the Museum's reach. Presentations across Canada are being planned for 2019-20 and thereafter through the planning period.

## **3.4 Goal area 4: Financial sustainability**

Expected Outcome: The impact of the Museum's revenue-generating activities, allocations from the federal government, support from fundraising activities and ongoing cost controls allow the Museum to maintain and continually renew its programs and infrastructure. An entrepreneurial culture will be promoted at the Museum.

### **Key performance indicators**

| Performance Indicators                                                                                                     | 2019-20 Target   |
|----------------------------------------------------------------------------------------------------------------------------|------------------|
| <b>Key Indicator - Fiscal management</b><br><b>Total funding exceeds expenditures required to deliver on CMHR mandate.</b> | <b>Breakeven</b> |
| Earned revenue<br>Achieve budgeted revenue targets                                                                         | \$3.6 million    |

## Strategies

### 1. Diversify sources of earned revenue.

Increased and diversified earned revenue will allow the Museum to more fully deliver against its mandate in alignment with its metanarrative. This strategy will be implemented over the course of the five-year planning period. Innovation and an entrepreneurial culture will be promoted at the Museum.

Key initiatives will include:

**Revenue generation opportunities** – the new local visitation initiatives listed under the goal of Visitation and Audience Reach above are also expected to be revenue drivers. Other new initiatives include:

- Social programming – a plan will be developed to pilot programs on Friday nights in 2019 geared towards local and “millennial” audiences;
- Promotions that leverage existing visitors/members to drive repeat visitation and revenue generation – promotions such as two-day ticket options in the summer tourist season, so as not to dilute the benefits of membership to locals, will be piloted in 2019-2020.

**Museum Programs** – after completion of its pilot phase, the Advanced and Professional Program initiative will start small and grow over time, with revenue-generation as one important objective. Travelling exhibitions noted above under the goal of Visitation and Audience Reach will also provide opportunities for revenue generation.

### 2. Continue to work with the Friends to implement its new fundraising strategy.

Leverage the support and relationships of the Friends of the CMHR, the Museum’s Board of Trustees, partner organizations and other stakeholders to collaborate effectively on the implementation of a new fundraising strategy in 2019-20 and ongoing. Use the distinct value proposition and case for support developed by Friends.

### 3. Leverage the CMHR’s distinct value proposition to ensure continued support from all levels of government.

Prime Minister Justin Trudeau’s mandate letter to the Minister of Canadian Heritage and Multiculturalism on August 28, 2018 identified a goal to “celebrate Canada’s diversity and foster great inclusion” and advises that “Canada’s stories shaped by our immense and vibrant diversity, should be celebrated and shared between Canadians and with the world.”

The CMHR is uniquely positioned to deliver on this goal and vision. In 2019-20 the Museum will continue to foster relations with the Government of Canada and the other levels of government to affirm the Museum’s essential and distinct value to the nation as a whole, while improving understanding of its unique needs as a digitally based museum in an iconic building. The Museum will continue to demonstrate prudent fiscal responsibility in the management of its assets.

#### 4. Pursue optimization of operations.

Using business improvement methodologies, review work processes and implement continuous process improvements that improve effectiveness, efficiency and/or provide cost savings, including the following ongoing initiatives:

- Review processes to identify any potential overlap or redundancy (2019);
- Evaluate the efficacy of contracted services versus in-house service provision (began in 2018-19 and will be monitored in 2019-20);
- Implement software improvements that will improve efficiency, potentially including budgeting and reporting modules of new financial management software (2019).

### 3.5 Goal area 5: People

Expected Outcome: The Museum attracts and retains diverse, talented, innovative, motivated and engaged staff and volunteers who are invested in the CMHR’s long-term success. The Museum supports its employees in working to their highest and best potential.

#### Key performance indicators

| Performance Indicators                                         | 2019-20 Target                              |
|----------------------------------------------------------------|---------------------------------------------|
| Key Indicators - Employee engagement<br>% of employees engaged | Address improvement areas from 18-19 survey |
| Volunteer engagement<br>% of volunteers engaged                | Address improvement areas from 18-19 survey |

## Strategies

### 1. **Demonstrate accountability and follow transparent processes that ensure a culture of trust.**

Over the past year, internal committees and working groups have been reviewed and assessed. Terms of reference, roles and responsibilities and accountability of most of the committees/groups have been documented and efforts have been made to ensure that the right people are at the table. Through initiatives to be carried out in 2019-20, the Museum will monitor implementation of these steps and make modifications to committees/groups as required.

### 2. **Consider the impact on human resources in all planning activities.**

Planning for the impact on human resources from upcoming exhibitions, programs and initiatives was a recommendation from the Special Examination completed by the OAG. Project planning templates for exhibitions and programs now include estimated human resource requirements.

New initiatives in 2019-20 will include:

- **Labour cost analysis** – build a suite of reports that can provide consistent labour cost reporting across the organization and contribute to effective decision-making;
- **Develop mechanisms** for monitoring and reporting that can compare original estimates of human resource requirements to actual impacts that result from each new exhibition, program or initiative.

### 3. **Attract and retain a diverse team of highly engaged and innovative employees and volunteers who are representative of the communities in which they live and serve.**

Key initiatives will include:

- **Employee and volunteer engagement** – in 2019-20, begin to implement initiatives to address areas of improvement coming out of the 2018-19 Employee Engagement Survey;
- **Leadership development** – in 2019-20, plan and implement ongoing initiatives in this area;
- **Succession planning** – over the planning period create and maintain a succession plan for all senior leadership positions;

- **Psychological health and safety** – in 2019-20, develop a new program for psychological health and safety in the workplace to be implemented through the planning period; and
- **Workforce diversity** – ensure the Museum is recruiting a diverse workforce and volunteer base that is reflective of the environment in which its employees work and live. This ongoing initiative will be a priority for 2019-20.

## 4. Financial overview

The Corporate Plan covers the five-year planning period from 2019-20 to 2023-24.

As previously noted, in September 2019 the Museum will celebrate five years as an operating national museum. The financial projections presented here are based on assumptions drawn from actual operating revenues and expenses from the first four years of operations. While the operations of the Museum are relatively stabilized, these assumptions are still based on limited operating experience.

The Museum is committed to building on its considerable successes by continuing to expand its reach and impact across Canada and the world and to ensure its exhibitions and programs continue to be impactful and relevant.

The Museum extends its efforts to maximize revenues from all possible sources, including earned revenue, parliamentary appropriations and contributions from the Friends and others in the form of sponsorships and donations. The Museum exercises prudent fiscal management to ensure that it operates within the funds available. The Museum budgets for its operations, including capital requirements, to break-even.

### 4.1 Operating budget

The operating budget for 2019-20 projects that the Museum will balance its operating expenditures with its revenues from all sources.

Appropriations to fund the operating and capital budget are \$26.9 million for 2019-20. This is an increase of \$1.6 million from the 2018-19 appropriations of \$25.3 million due to specific capital funding from Budget 2016 for digital exhibit hardware recapitalization.

The Museum's total operating budget for 2019-20 is \$28.9 million, allocated between the core responsibilities as follows:

- Museum content, programs and engagement of \$15.7 million;
- Accommodation of \$8.0 million (including PILT of \$2.9 million); and
- Internal services of \$5.2 million.

This constitutes a small increase from the 2018-19 operating budget of \$28.2 million. The 2019-20 operating budget reflects the priorities for the year, with a focus on driving visitation and increasing revenues.

## 4.2 Capital budget

The capital budget for 2019-20 is \$3.6 million, up from the 2018-19 budget of \$2.6 million. This increase is due to recapitalization of the digital exhibit hardware, including \$2 million for projectors and other hardware, funded by Budget 2016, as well as budget allocations to begin to refresh the core built exhibits, begin a new travelling exhibition for opening in 2021-22 and complete the design of the Digital Learning Centre.

## 4.3 Financial statements

The financial statements on an accrual basis include recognition of deferred appropriations and deferred contributions which represent recognition of appropriations received from the Government of Canada and used to purchase capital assets, as well as capital contributions from the Friends, the Province of Manitoba and the City of Winnipeg for the original capital project and the Level 1 Gallery. The deferred appropriations and contributions are recognized on the same basis as the assets are amortized.

The total 2019-20 operating expenses on an accrual basis in the financial statements are \$43.3 million. This includes the operating budget on a cash basis, as indicated above, of \$28.9 million plus the amortization of fixed assets of \$14.4 million.

# 5. Financial statements and budgets

## 5.1 Financial statements

The financial statements are prepared using the Canadian Public Sector Accounting Standards and Section 4200 applicable to government not-for-profit organizations (GNPO).

The forecast for 2018-19 is based on the actual results for the first two quarters.

**Table 1: Summary of revenues and operating costs (in \$ millions)**

| (Prepared on an accrual basis)              | 2017-18 Actual | 2018-19 Forecast | 2019-20 Budget | 2020-21 Projection | 2021-22 Projection | 2022-23 Projection | 2023-24 Projection |
|---------------------------------------------|----------------|------------------|----------------|--------------------|--------------------|--------------------|--------------------|
| Parliamentary appropriations                | 25.4           | 25.3             | 26.9           | 25.5               | 24.7               | 24.7               | 24.7               |
| Amounts used to purchase depreciable assets | (1.5)          | (4.6)            | (3.6)          | (2.1)              | (2.3)              | (2.3)              | (2.0)              |

| (Prepared on an accrual basis)              | 2017-18 Actual | 2018-19 Forecast | 2019-20 Budget | 2020-21 Projection | 2021-22 Projection | 2022-23 Projection | 2023-24 Projection |
|---------------------------------------------|----------------|------------------|----------------|--------------------|--------------------|--------------------|--------------------|
| Contributions (deferred) used               | (2.4)          | 2.9              | 1.4            | 0.0                | 0.0                | 0.0                | 0.0                |
| Recognition deferred capital appropriations | 7.5            | 7.4              | 7.4            | 7.6                | 7.6                | 7.6                | 7.6                |
| Recognition of deferred contributions       | 7.4            | 7.0              | 7.0            | 7.3                | 7.3                | 7.3                | 7.3                |
| Contributed revenue - Friends               | 0.2            | 0.15             | 0.1            | 0.8                | 1.3                | 1.6                | 2.0                |
| Contributed revenue - other                 |                | 0.19             | 0.3            | 0.9                | 0.2                | 0.3                | 0.4                |
| Earned revenue (Table 2)                    | 3.2            | 3.3              | 3.6            | 3.5                | 3.7                | 3.9                | 3.9                |
| Other revenue                               | 0.1            | 0.2              | 0.2            | 0.2                | 0.2                | 0.2                | 0.2                |
| <b>Total revenues</b>                       | <b>39.9</b>    | <b>41.8</b>      | <b>43.3</b>    | <b>43.7</b>        | <b>42.7</b>        | <b>43.3</b>        | <b>44.1</b>        |
| Expenses:                                   |                |                  |                |                    |                    |                    |                    |
| Museum content, programs & engagement       | 12.2           | 14.7             | 15.7           | 15.6               | 14.6               | 14.9               | 15.5               |
| Accommodations – facility operations        | 4.8            | 4.7              | 5.1            | 5.0                | 5.0                | 5.2                | 5.3                |
| Accommodations - amortization               | 14.2           | 14.4             | 14.4           | 14.9               | 14.9               | 14.9               | 14.9               |
| Accommodations - PILT                       | 2.7            | 2.9              | 2.9            | 3.0                | 3.0                | 3.1                | 3.1                |
| Internal services                           | 5.7            | 5.1              | 5.2            | 5.2                | 5.2                | 5.2                | 5.3                |
| <b>Total operating expenses</b>             | <b>39.6</b>    | <b>41.8</b>      | <b>43.3</b>    | <b>43.7</b>        | <b>42.7</b>        | <b>43.3</b>        | <b>44.1</b>        |
| <b>Excess of revenue over expenses</b>      | <b>0.3</b>     | <b>0.0</b>       | <b>0.0</b>     | <b>0.0</b>         | <b>0.0</b>         | <b>0.0</b>         | <b>0.0</b>         |

## 5.2 Financial planning assumptions and projections

### 5.2.1 Parliamentary appropriations

The CMHR's parliamentary appropriations in 2019-20 are \$26.9 million, including \$24.6 million for the operating budget and \$2.3 million for the capital budget.

### 5.2.2 Earned revenues

**Table 2: Sources of earned revenue and projections (in \$ except visitation)**

| Sources of earned revenue | 2017-18 Actual | 2018-19 Forecast | 2019-20 Budget | 2020-21 Projection | 2021-22 Projection | 2022-23 Projection | 2023-24 Projection |
|---------------------------|----------------|------------------|----------------|--------------------|--------------------|--------------------|--------------------|
| General admission         | 1,242,000      | 1,339,000        | 1,398,000      | 1,261,000          | 1,348,000          | 1,486,000          | 1,476,000          |
| Public programs           | 67,000         | 69,000           | 70,000         | 72,000             | 74,000             | 76,000             | 78,000             |



| Sources of earned revenue                             | 2017-18 Actual   | 2018-19 Forecast | 2019-20 Budget   | 2020-21 Projection | 2021-22 Projection | 2022-23 Projection | 2023-24 Projection |
|-------------------------------------------------------|------------------|------------------|------------------|--------------------|--------------------|--------------------|--------------------|
| Membership revenue                                    | 137,000          | 149,000          | 153,000          | 156,000            | 159,000            | 162,000            | 165,000            |
| Education programs                                    | 97,000           | 89,000           | 180,000          | 184,000            | 188,000            | 192,000            | 196,000            |
| <b>General admissions, memberships &amp; programs</b> | <b>1,543,000</b> | <b>1,646,000</b> | <b>1,801,000</b> | <b>1,673,000</b>   | <b>1,769,000</b>   | <b>1,916,000</b>   | <b>1,915,000</b>   |
| Retail (Boutique & E-store)                           | 768,000          | 790,000          | 813,000          | 829,000            | 846,000            | 863,000            | 880,000            |
| Restaurant and catering commissions                   | 224,000          | 218,000          | 223,000          | 227,000            | 232,000            | 237,000            | 242,000            |
| Facility rentals and events                           | 622,000          | 630,000          | 651,000          | 664,000            | 677,000            | 691,000            | 705,000            |
| <b>Commercial operations</b>                          | <b>1,614,000</b> | <b>1,638,000</b> | <b>1,687,000</b> | <b>1,720,000</b>   | <b>1,755,000</b>   | <b>1,791,000</b>   | <b>1,827,000</b>   |
| <b>Total on-site earned revenue</b>                   | <b>3,157,000</b> | <b>3,284,000</b> | <b>3,488,000</b> | <b>3,393,000</b>   | <b>3,524,000</b>   | <b>3,707,000</b>   | <b>3,742,000</b>   |
| Travelling exhibitions revenue (off-site)             | 7,000            | 10,000           | 127,000          | 150,000            | 150,000            | 200,000            | 200,000            |
| <b>Total earned revenue</b>                           | <b>3,164,000</b> | <b>3,294,000</b> | <b>3,615,000</b> | <b>3,543,000</b>   | <b>3,674,000</b>   | <b>3,907,000</b>   | <b>3,942,000</b>   |

**Table 3: On-site visitation by category**

| Visitor category                 | 2017-18 Actual | 2018-19 Forecast | 2019-20 Budget |
|----------------------------------|----------------|------------------|----------------|
| Individual tickets               | 94,100         | 88,100           | 88,800         |
| Group bookings                   | 10,150         | 10,000           | 10,500         |
| Ticketed Public programs         | Not tracked    | Not tracked      | 700            |
| Education programs               | 30,400         | 28,300           | 28,700         |
| Member visits                    | 6,800          | 5,200            | 5,700          |
| Special events tours             | 10,600         | 7,800            | 8,100          |
| Complimentary admission tickets  | 34,550         | 33,000           | 35,300         |
| <b>Total ticketed visitation</b> | <b>186,600</b> | <b>172,400</b>   | <b>177,800</b> |
| Other*                           | 105,200        | 116,300          | 121,000        |
| <b>TOTAL ON-SITE VISITATION</b>  | <b>291,800</b> | <b>288,700</b>   | <b>298,800</b> |

\* Other includes guests attending facility rental events, participating in CMHR public programming and visiting the Boutique and ERA Bistro.

### 5.2.3 Contributed revenue

Recognition of deferred contributions represents capital contributions received in previous years from the Friends, the Province of Manitoba and the City of Winnipeg for the original capital project and the Level 1 Gallery, recognized on the same basis as the assets are amortized. Recognition of prior years' contributed revenue is totally offset by the amortization expense (included in Accommodations) for the related capital assets. The 2019-20 budget for recognition of prior years' contributions is \$7.0 million.

Contributed revenue also includes funding from the Reconciliation and Memorialization Measures (RMM) Fund to cover the costs of an exhibition related to the Government of Canada's apology for discrimination against people in the LGBTTTQ\* community. It also includes sponsorships provided directly to the Museum.

### 5.3 Operating budget 2019-20

The operating budget for 2019-20 on a cash basis is \$28.9 million. Total expenses on an accrual basis in the financial statement are \$ 43.3 million, comprised of the operating budget of \$28.9 million plus amortization of fixed assets of \$14.4 million.

**Table 4: Operating expenditures by core responsibility (in \$ millions)**

| Prepared on an accrual basis                               | 2017-18 Actual | 2018-19 Forecast | 2019-20 Budget | 2020-21 Projection | 2021-22 Projection | 2022-23 Projection | 2023-24 Projection |
|------------------------------------------------------------|----------------|------------------|----------------|--------------------|--------------------|--------------------|--------------------|
| Expenses:                                                  |                |                  |                |                    |                    |                    |                    |
| Museum content, programs & engagement                      | 12.2           | 14.7             | 15.7           | 15.6               | 14.6               | 14.9               | 15.5               |
| Accommodations - facility operations                       | 4.8            | 4.7              | 5.1            | 5.0                | 5.0                | 5.2                | 5.3                |
| Internal services                                          | 5.7            | 5.1              | 5.2            | 5.2                | 5.2                | 5.2                | 5.3                |
| <b>Operating expenses – before PILT &amp; Amortization</b> | <b>22.7</b>    | <b>24.5</b>      | <b>26.0</b>    | <b>25.8</b>        | <b>24.8</b>        | <b>25.3</b>        | <b>26.1</b>        |
| Accommodations – PILT                                      | 2.7            | 2.9              | 2.9            | 3.0                | 3.0                | 3.1                | 3.1                |
| <b>Operating budget (cash)</b>                             | <b>25.4</b>    | <b>27.4</b>      | <b>28.9</b>    | <b>28.8</b>        | <b>27.8</b>        | <b>28.4</b>        | <b>29.2</b>        |
| Accommodations - amortization                              | 14.2           | 14.4             | 14.4           | 14.9               | 14.9               | 14.9               | 14.9               |
| <b>Total expenses (accrual)</b>                            | <b>39.6</b>    | <b>41.8</b>      | <b>43.3</b>    | <b>43.7</b>        | <b>42.7</b>        | <b>43.3</b>        | <b>44.1</b>        |

### **5.3.1 Operating expenditures by core responsibility**

Expenses in the operating budget have been allocated by core responsibility, in accordance with the priorities of the Museum outlined in this Corporate Plan.

The operating expenses before amortization are budgeted to be \$28.9 million for 2019-20.

### **5.4 Capital Budget 2019-20**

The 2019-20 capital budget is largely being funded through prudent fiscal management that allowed the Museum to carry-forward funds.

In federal Budget 2016, the CMHR received one-time funding of \$5 million over 5 years for priority capital projects - largely specific health and safety projects and life-cycle replacements for digital exhibit equipment. The amount to be received in 2019-20 is \$2.2 million, largely for refurbishment of digital exhibit hardware. The Budget 2016 funding will expire at the end of 2020-21.

5.5 PRO-FORMA STATEMENT OF FINANCIAL POSITION  
YEARS ENDING MARCH 31, 2018 TO 2024 (IN THOUSANDS OF DOLLARS)  
Prepared on an accrual basis

|                                                  | FY<br>2017-2018<br>Actual | FY<br>2018-19<br>Forecast | FY<br>2019-2020<br>Budget | FY<br>2020-2021<br>Projection | FY<br>2021-2022<br>Projection | FY<br>2022-2023<br>Projection | FY<br>2023-2024<br>Projection |
|--------------------------------------------------|---------------------------|---------------------------|---------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Assets</b>                                    |                           |                           |                           |                               |                               |                               |                               |
| Cash & cash equivalents                          | 10,156                    | 4,596                     | 3,196                     | 3,196                         | 3,196                         | 3,196                         | 3,196                         |
| Investments                                      | 3,115                     | 4,215                     | 4,215                     | 4,215                         | 4,215                         | 4,215                         | 4,215                         |
| Accounts receivable and other current assets     | 1,511                     | 1,511                     | 1,511                     | 1,511                         | 1,511                         | 1,511                         | 1,511                         |
| Collections                                      | 1                         | 1                         | 1                         | 1                             | 1                             | 1                             | 1                             |
| Capital assets: in use                           |                           |                           |                           |                               |                               |                               |                               |
| Land                                             | 4,979                     | 4,979                     | 4,979                     | 4,979                         | 4,979                         | 4,979                         | 4,979                         |
| Building                                         | 294,765                   | 295,697                   | 296,436                   | 296,816                       | 297,571                       | 298,371                       | 298,871                       |
| Equipment and furnishings                        | 12,128                    | 16,557                    | 16,957                    | 17,682                        | 18,407                        | 19,132                        | 19,857                        |
| Exhibits                                         | 49,612                    | 52,439                    | 54,821                    | 55,828                        | 56,685                        | 57,491                        | 58,297                        |
| Accumulated depreciation                         | (60,464)                  | (89,764)                  | (104,164)                 | (119,064)                     | (133,964)                     | (148,864)                     | (163,764)                     |
| Capital assets: under construction               | 2,118                     | 1,118                     | 1,193                     | 1,193                         | 1,193                         | 1,193                         | 1,193                         |
| <b>Total Assets</b>                              | <b>317,921</b>            | <b>291,349</b>            | <b>279,145</b>            | <b>266,357</b>                | <b>253,794</b>                | <b>241,225</b>                | <b>228,356</b>                |
| <b>Liabilities &amp; Equity of Canada</b>        |                           |                           |                           |                               |                               |                               |                               |
| Accounts payable and other current liabilities   | 5,504                     | 4,526                     | 4,526                     | 4,526                         | 4,526                         | 4,526                         | 4,526                         |
| Deferred revenues                                | 168                       | 168                       | 168                       | 168                           | 168                           | 168                           | 168                           |
| Deferred contributions                           | 5,211                     | 1,400                     | -                         | -                             | -                             | -                             | -                             |
| Deferred contributions related to capital assets | 297,870                   | 276,047                   | 265,243                   | 252,455                       | 239,892                       | 227,323                       | 214,454                       |
| <b>Net Assets:</b>                               |                           |                           |                           |                               |                               |                               |                               |
| Unrestricted                                     | 4,189                     | 4,229                     | 4,229                     | 4,229                         | 4,229                         | 4,229                         | 4,229                         |
| Invested in capital assets                       | 4,979                     | 4,979                     | 4,979                     | 4,979                         | 4,979                         | 4,979                         | 4,979                         |
| <b>Total Liabilities &amp; Equity of Canada</b>  | <b>317,921</b>            | <b>291,349</b>            | <b>279,145</b>            | <b>266,357</b>                | <b>253,794</b>                | <b>241,225</b>                | <b>228,356</b>                |

## **Notes**

### **Note 1:**

Deferred contributions represent appropriations deferred for future purchases of a capital nature. The contributions are transferred to the Deferred contributions related to capital assets as they are used to fund Capital assets.

### **Note 2:**

Effective April 1, 2011 the Corporation adopted the Canadian Public Sector Accounting Standards and Section 4200 applicable to government not-for-profit organizations (GNPO). Accordingly, parliamentary appropriations are accounted for in accordance with PS4210 (Contributions Revenue Recognition) and appropriations implicitly or explicitly restricted for the purchase of capital assets subject to amortization continue to be deferred and recognized as revenue on the same basis and over the same periods as the related capital assets acquired. Budget 2018 provides funding of \$35 million over 6 years to support museum operations.

## 5.6 PRO-FORMA STATEMENT OF OPERATIONS

YEARS ENDING MARCH 31, 2018 TO 2024 (IN THOUSANDS OF DOLLARS)

Prepared on an accrual basis

|                                                                                                            | FY<br>2017-2018<br>Actual | FY<br>2018-2019<br>Forecast | FY<br>2019-2020<br>Budget | FY<br>2020-2021<br>Projection | FY<br>2021-2022<br>Projection | FY<br>2022-2023<br>Projection | FY<br>2023-2024<br>Projection |
|------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------------|---------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Parliamentary Appropriations</b>                                                                        |                           |                             |                           |                               |                               |                               |                               |
| Parliamentary appropriations                                                                               | 25,400                    | 25,300                      | 26,900                    | 25,500                        | 24,700                        | 24,700                        | 24,700                        |
| Amounts used to purchase depreciable Assets/Capital<br>Restricted for capital acquisitions (deferred) used | (1,500)                   | (4,600)                     | (3,600)                   | (2,100)                       | (2,300)                       | (2,300)                       | (2,000)                       |
| Amortization of Deferred Capital Funding, restricted amounts<br>used in current year                       | (2,400)                   | 2,900                       | 1,400                     | -                             | -                             | -                             | -                             |
|                                                                                                            | 7,500                     | 7,400                       | 7,400                     | 7,600                         | 7,600                         | 7,600                         | 7,600                         |
|                                                                                                            | 29,000                    | 31,000                      | 32,100                    | 31,000                        | 30,000                        | 30,000                        | 30,300                        |
| <b>Contributed Revenue</b>                                                                                 |                           |                             |                           |                               |                               |                               |                               |
| Recognition of prior years' contributions                                                                  | 7,400                     | 7,000                       | 7,000                     | 7,300                         | 7,300                         | 7,300                         | 7,300                         |
| Contributions or new Revenue                                                                               | 200                       | 150                         | 100                       | 800                           | 1,300                         | 1,600                         | 2,000                         |
| Program sponsorships & grants                                                                              | -                         | 190                         | 300                       | 900                           | 200                           | 300                           | 400                           |
|                                                                                                            | 7,600                     | 7,340                       | 7,400                     | 9,000                         | 8,800                         | 9,200                         | 9,700                         |
| <b>Revenue of the Corporation</b>                                                                          |                           |                             |                           |                               |                               |                               |                               |
| Earned & other revenue                                                                                     | 3,300                     | 3,500                       | 3,800                     | 3,700                         | 3,900                         | 4,100                         | 4,100                         |
| <b>Total Revenues</b>                                                                                      | <b>39,900</b>             | <b>41,840</b>               | <b>43,300</b>             | <b>43,700</b>                 | <b>42,700</b>                 | <b>43,300</b>                 | <b>44,100</b>                 |
| <b>Expenses</b>                                                                                            |                           |                             |                           |                               |                               |                               |                               |
| Museum Content, Programs & Engagement                                                                      | 12,200                    | 14,700                      | 15,700                    | 15,600                        | 14,600                        | 14,900                        | 15,500                        |
| Accommodations - before PILT & Amortization                                                                | 4,800                     | 4,700                       | 5,100                     | 5,000                         | 5,000                         | 5,200                         | 5,300                         |
| Amortization                                                                                               | 14,200                    | 14,400                      | 14,400                    | 14,900                        | 14,900                        | 14,900                        | 14,900                        |
| PILT - Annual amount                                                                                       | 2,700                     | 2,900                       | 2,900                     | 3,000                         | 3,000                         | 3,100                         | 3,100                         |
| Internal Services                                                                                          | 5,700                     | 5,100                       | 5,200                     | 5,200                         | 5,200                         | 5,200                         | 5,300                         |
| <b>Total Expenses</b>                                                                                      | <b>39,600</b>             | <b>41,800</b>               | <b>43,300</b>             | <b>43,700</b>                 | <b>42,700</b>                 | <b>43,300</b>                 | <b>44,100</b>                 |
| <b>Excess of (expenses over revenue) revenue over expenses</b>                                             | <b>300</b>                | <b>40</b>                   | <b>-</b>                  | <b>-</b>                      | <b>-</b>                      | <b>-</b>                      | <b>-</b>                      |

## 5.7 PRO-FORMA STATEMENT OF CASH FLOWS

YEARS ENDING MARCH 31, 2018 TO 2024 (IN THOUSAND OF DOLLARS)

Prepared on an accrual basis

|                                                                        | FY<br>2017-2018<br>Actual | FY<br>2018-2019<br>Forecast | FY<br>2019-2020<br>Budget | FY<br>2020-2021<br>Projection | FY<br>2021-2022<br>Projection | FY<br>2022-2023<br>Projection | FY<br>2023-2024<br>Projection |
|------------------------------------------------------------------------|---------------------------|-----------------------------|---------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Operating activities:</b>                                           |                           |                             |                           |                               |                               |                               |                               |
| Cash receipts (parliamentary appropriation)                            | 23,426                    | 20,700                      | 23,300                    | 23,400                        | 22,400                        | 22,400                        | 22,700                        |
| Cash receipts (customers)                                              | 3,181                     | 3,500                       | 3,800                     | 3,700                         | 3,900                         | 4,100                         | 4,100                         |
| Cash receipts (contributions & sponsorships)                           | 190                       | 190                         | 300                       | 900                           | 200                           | 300                           | 400                           |
| Cash paid (employees and suppliers) <i>(Note 1)</i>                    | (24,044)                  | (27,400)                    | (28,900)                  | (28,800)                      | (27,800)                      | (28,400)                      | (29,200)                      |
| Other income                                                           | 92                        | 0                           | 0                         | 0                             | 0                             | 0                             | 0                             |
|                                                                        | 2,845                     | (3,010)                     | (1,500)                   | (800)                         | (1,300)                       | (1,600)                       | (2,000)                       |
| <b>Capital activities:</b>                                             |                           |                             |                           |                               |                               |                               |                               |
| Acquisition of capital assets                                          | (1,721)                   | (4,573)                     | (3,596)                   | (2,112)                       | (2,337)                       | (2,331)                       | (2,031)                       |
|                                                                        | (1,721)                   | (4,573)                     | (3,596)                   | (2,112)                       | (2,337)                       | (2,331)                       | (2,031)                       |
| <b>Investing activities:</b>                                           |                           |                             |                           |                               |                               |                               |                               |
| Proceeds from (acquisition of) Investments                             | (3,100)                   | (1,100)                     | -                         | -                             | -                             | -                             | -                             |
|                                                                        | (3,100)                   | (1,100)                     | -                         | -                             | -                             | -                             | -                             |
| <b>Financing activities:</b>                                           |                           |                             |                           |                               |                               |                               |                               |
| Parliamentary appropriations used for capital activities               | 1,926                     | 4,573                       | 3,596                     | 2,112                         | 2,337                         | 2,331                         | 2,031                         |
| Restricted contributions from non-owners and related investment income | 551                       | 150                         | 100                       | 800                           | 1,300                         | 1,600                         | 2,000                         |
|                                                                        | 2,477                     | 4,723                       | 3,696                     | 2,912                         | 3,637                         | 3,931                         | 4,031                         |
| <b>Increase (decrease) in cash and cash equivalents</b>                | 501                       | (3,960)                     | (1,400)                   | -                             | -                             | -                             | -                             |
| <b>Cash and cash equivalents, beginning of year</b>                    |                           |                             |                           |                               |                               |                               |                               |
| Operating cash                                                         | 9,613                     | 8,556                       | 4,596                     | 3,196                         | 3,196                         | 3,196                         | 3,196                         |
| Holdback account                                                       | 42                        | 0                           | 0                         | 0                             | 0                             | 0                             | 0                             |
|                                                                        | 9,655                     | 8,556                       | 4,596                     | 3,196                         | 3,196                         | 3,196                         | 3,196                         |
| <b>Cash and cash equivalents, end of year</b>                          |                           |                             |                           |                               |                               |                               |                               |
| Operating cash                                                         | 10,156                    | 4,596                       | 3,196                     | 3,196                         | 3,196                         | 3,196                         | 3,196                         |
| Holdback account                                                       | 0                         | 0                           | 0                         | 0                             | 0                             | 0                             | 0                             |
|                                                                        | 10,156                    | 4,596                       | 3,196                     | 3,196                         | 3,196                         | 3,196                         | 3,196                         |

*Note 1:*

Cash paid represents total expenses excluding amortization adjusted for changes in accounts payable and holdback payable.

5.8 CAPITAL BUDGET  
YEARS ENDING MARCH 31, 2018 TO 2024 (IN THOUSAND OF DOLLARS)

Prepared on an accrual basis

|                                        | FY<br>2017-18<br>Actual | FY<br>2018-2019<br>Forecast | FY<br>2019-2020<br>Budget | FY<br>2020-2021<br>Projection | FY<br>2021-2022<br>Projection | FY<br>2022-2023<br>Projection | FY<br>2023-2024<br>Projection |
|----------------------------------------|-------------------------|-----------------------------|---------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Projected Capital Expenditures:</b> |                         |                             |                           |                               |                               |                               |                               |
| Digital Learning Centre (Note 1)       | -                       | -                           | 75                        | -                             | -                             | -                             | -                             |
| Travelling exhibits                    | 355                     | 878                         | 100                       | 420                           | 420                           | 420                           | 420                           |
| IT infrastructure                      | 2                       | 1,700                       | -                         | -                             | 500                           | 500                           | 500                           |
| End user computer equipment            | 74                      | 244                         | 100                       | 125                           | 125                           | 125                           | 125                           |
| Info security                          | 68                      | 122                         | 100                       | 100                           | 100                           | 100                           | 100                           |
| Software renew/replace                 | 255                     | 548                         | 200                       | 500                           | -                             | -                             | -                             |
| Digital exhibit hardware               | 57                      | 321                         | 2,057                     | 207                           | 57                            | 61                            | 61                            |
| Built exhibit renewal                  | 47                      | 60                          | 190                       | 380                           | 380                           | 325                           | 325                           |
| Film production                        | 23                      | 51                          | 35                        | -                             | -                             | -                             | -                             |
| Web/internet                           | 1,448                   | 5                           | -                         | -                             | -                             | -                             | -                             |
| Facility projects                      | 208                     | 644                         | 739                       | 380                           | 755                           | 800                           | 500                           |
| Contingency                            | -                       | -                           | -                         | -                             | -                             | -                             | -                             |
| <b>Total capital cost</b>              | <b>2,537</b>            | <b>4,573</b>                | <b>3,596</b>              | <b>2,112</b>                  | <b>2,337</b>                  | <b>2,331</b>                  | <b>2,031</b>                  |
| <b>Funded by:</b>                      |                         |                             |                           |                               |                               |                               |                               |
| <b>Government of Canada</b>            |                         |                             |                           |                               |                               |                               |                               |
| Annual Appropriations                  | 1,477                   | 1,611                       | 93                        | 1,361                         | 2,337                         | 2,331                         | 2,031                         |
| Budget 2016                            | 116                     | 567                         | 2,203                     | 751                           | -                             | -                             | -                             |
| Deferred Appropriations                | 944                     | 2,395                       | 1,300                     | -                             | -                             | -                             | -                             |
| <b>Total Sources</b>                   | <b>2,537</b>            | <b>4,573</b>                | <b>3,596</b>              | <b>2,112</b>                  | <b>2,337</b>                  | <b>2,331</b>                  | <b>2,031</b>                  |

*Note 1:*

Fit-up of the Museum's Digital Learning Centre was not included in the original capital project.

The 2019-20 capital budget includes projected costs to complete the design in order to have a shovel-ready project.



5.9 PRO-FORMA STATEMENT OF CHANGES IN NET ASSETS  
YEARS ENDING MARCH 31, 2018 TO 2024 (IN THOUSANDS OF DOLLARS)  
Prepared on an accrual basis

|                                                |  |  |  |  |  | FY           | FY           | FY           | FY           | FY           | FY           | FY           |
|------------------------------------------------|--|--|--|--|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                                |  |  |  |  |  | 2017-2018    | 2018-2019    | 2019-2020    | 2020-2021    | 2021-2022    | 2022-2023    | 2023-2024    |
|                                                |  |  |  |  |  | Actual       | Forecast     | Budget       | Projection   | Projection   | Projection   | Projection   |
| <b>Net assets, beginning of year</b>           |  |  |  |  |  | 8,851        | 9,168        | 9,208        | 9,208        | 9,208        | 9,208        | 9,208        |
| Excess of revenue over expenses                |  |  |  |  |  | 306          | 40           | 0            | 0            | 0            | 0            | 0            |
| Net change in accumulated remeasurement losses |  |  |  |  |  | 11           | 0            | 0            | 0            | 0            | 0            | 0            |
| <b>Net assets, end of year</b>                 |  |  |  |  |  | <b>9,168</b> | <b>9,208</b> | <b>9,208</b> | <b>9,208</b> | <b>9,208</b> | <b>9,208</b> | <b>9,208</b> |