



Summary of the 2023-2024 to 2027-28 Corporate  
Plan and the 2023-24 Operating and Capital Budgets

## EXECUTIVE SUMMARY

The Canadian Museum for Human Rights (the “CMHR” or the “Museum”) opened its doors to the public in 2014 with a mandate to explore human rights in Canada and beyond, to enhance the public's understanding of human rights, promote respect for others, and encourage reflection and dialogue. Located in Winnipeg, on Treaty One Territory at the crossroads of the Red and Assiniboine Rivers and in the birthplace of the Métis, the CMHR continues to be a gathering place dedicated to the evolution, celebration and future of human rights.

The CMHR's strategic direction drives its work to create a world where everyone values human rights and takes responsibility to promote respect and dignity for all. The CMHR will **Be relevant** through truth-telling and meaningfully contributing to reconciliation with First Peoples, and by inspiring human rights defenders to entrust the CMHR with their stories. It will **Be sustainable** by establishing a safe, healthy and respectful work culture and ensuring that it has a strong infrastructure that anticipates growth. It will **Grow engagement** by ensuring it is a welcoming space, where interactive and inspiring human rights stories reach audiences across the country and beyond.

In 2023-24, the CMHR will deliver its mandate by focusing on re-allocating funds to invest in opportunities to generate revenue and continue progress on multi-year projects, including those done in partnership with its independent foundation, Friends of the Canadian Museum for Human Rights (“Friends”). The CMHR will begin to refresh and reset its spaces onsite and online with a focus on visitor experience, audience engagement and economic recovery and growth. Alongside ongoing gallery renewal work to enable reflection and education, the CMHR is building for the future through the establishment of a Digital Learning Centre, a refresh of its restaurant and indoor public spaces and the development of its outdoor spaces. The CMHR will continue to address technology lifecycles and repair with a view to finding green and sustainable solutions. Building on its early success and better positioned to evaluate its impact, the CMHR will develop a new strategic plan to support its next phase of maturity for implementation in 2024-25. The CMHR will also remain steadfast in its efforts to create a workplace culture of lived human rights, focusing on relationships at the core of its work – with Indigenous peoples and all communities of Canadians dedicated to promoting respect and dignity for all.

Although visitation remains below pre-pandemic levels due to the impact on the travel and tourism industry, its recovery trajectory remains ahead of pace and the CMHR expects a return to pre-pandemic levels within the planning period. The CMHR will continue to leverage technology and the demand for resources to engage Canadians of all ages in exploring historical and contemporary human rights content, by building its virtual offerings through investment in a more robust systems infrastructure.

A deficit of \$1.7 million is projected for 2023-24 and this deficit will be offset by unrestricted net assets. The Board of Trustees approved this 2023-24 Corporate Plan on January 26, 2023.

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## 1.0 OVERVIEW

The CMHR was established as a national museum under the *Museums Act*, on August 10, 2008. As a Crown corporation, the CMHR receives funding from the Government of Canada for which it is accountable under the *Financial Administration Act* but operates at arm's length from the Government in its day-to-day operations, activities and programming.

The CMHR supplements funding received through Government appropriations with revenue from general admission, memberships, programs, traveling exhibits, retail, restaurant and catering sales and facility rentals. The CMHR also receives donations and sponsorship revenue and contributions from its foundation, Friends of the Canadian Museum for Human Rights.

As with all of Canada's national museums, the CMHR plays an essential role in:

- preserving and promoting Canadian heritage at home and abroad;
- contributing to the collective memory and sense of identity of all Canadians;
- being a source of inspiration, research, learning and entertainment for all Canadians; and
- providing, in both official languages, a service that is essential to Canadian culture and available to all.

Accountable to Parliament through the Minister of Canadian Heritage, the CMHR contributes to the achievement of the Government of Canada's broad cultural policy objectives and in discharging its statutory responsibilities, aligns with Government priorities and direction.

The CMHR's financial position continues to be impacted by both increased costs related to inflation and earned revenues which have not yet recovered to pre-pandemic levels. The CMHR is forecasting deficits throughout the 5-year planning period totaling \$16.2 million.

The CMHR's [2021-22 Annual Report](#) is available on its website for additional information.

### 1.1 MANDATE, VISION AND VALUES

The CMHR's Trustees are appointed by Governor-in-Council from across Canada to govern the CMHR based on a **vision** of a world where everyone values human rights and takes responsibility to promote respect and dignity for all.

The CMHR centres its work around **values** of respect, inclusion, ingenuity, trust and humility and is inspired in all of its work by the fundamental principle that "all human beings are born equal in dignity and rights."

The CMHR's **mandate** is to explore the subject of human rights, with special but not exclusive reference to Canada, to enhance the public's understanding of human rights, to promote respect for others and to encourage reflection and dialogue.

## Core Responsibilities

Consistent with the Government of Canada's Policy on Results, the CMHR carries out its mandate through three areas of responsibility:

- Content, programs and engagement – The CMHR is a trusted resource for human rights content and information. Through active decolonisation of its research, collection and stewardship practices, it shares stories that inspire reflection, dialogue and action towards creating a better world.
- Accommodations – The CMHR maintains an iconic building in Winnipeg on Treaty One Territory, a traditional Indigenous gathering place on ancestral lands that are also the birthplace of the Red River Métis. The building architecture embeds human rights symbolism and universal design principles and is a model for accessibility and environmental sustainability.
- Internal services – The CMHR conducts itself within a robust governance model and through effective financial and human resources practices and revenue generation.

## 2.0 OPERATING ENVIRONMENT

### 2.1 ENVIRONMENTAL SCAN

A number of factors in the external and internal environment will have an impact on the CMHR's operating environment and performance during the planning period:

- **Pandemic** – Visitation remains below pre-pandemic levels, yet higher than what *Destination Canada* had projected for travel and tourism at this time. While the CMHR has seen steady increase in visitation and earned revenue, reduced global and national travel continues to impact visitation. The CMHR has the opportunity to expand its digital reach across platforms to engage visitors across Canada and internationally through virtual field trips and tours, digital stories, online public programs, interactive sessions and other online offerings, and is exploring how these offerings can both generate revenue and grow audiences.
- **Inflation** – Rising inflation has affected all areas of the CMHR's budget, significantly impacting costs, including procurement, operations, and travel. As inflation leads households to tighten their entertainment and travel budgets, many are forgoing trips to museums and cultural institutions. The CMHR has the opportunity to introduce free and/or evening programming to attract visitors who may have otherwise opted to spend their leisure budgets elsewhere but consideration will be given to the impact on financial results and the long term sustainability of this offering.
- **Competition** – New cultural experiences and expanded or refreshed experiences in Winnipeg that engage or address human rights issues affect visitation, rentals, partnerships and donor support. The Leaf at Assiniboine Park, Qaumajuq Inuit Art Centre, The Forks North Portage Corporation and Manitoba Museum all offer innovative alternatives and draw on a similar community base in Winnipeg. The CMHR has had success collaborating within the local arts and culture sector through partnerships with

the Royal Winnipeg Ballet, Manitoba Theatre Centre and Jazz Winnipeg, and can continue to develop integrated experiences that draw on its content that enable access to new local audiences.

- **Labour market** – Driven by new norms developed over the pandemic, the landscape for recruiting and retaining a talented workforce has shifted. Businesses and organizations have been forced to respond to expectations for remote work, flexibility and compensation, and the tourism and hospitality industry has lost human capital due to the economic impacts of pandemic restrictions, resulting in a reduced or more competitive local talent pool from which the CMHR derives the majority of its workforce. The CMHR has the opportunity to optimize workforce adaptability in a hybrid work environment and align human and financial resources with organizational priorities and access a broader labour market.
- **Systems** – The CMHR is a technology-based museum. Short life cycles for equipment and infrastructure necessary to support its digital infrastructure put significant pressure on available funds. The CMHR has the opportunity to recapitalize based on industry standard life cycles to enable life cycle monitoring and upgrading processes, and to source new technology that will keep it positioned for innovation.
- **Representative workforce** – The CMHR continues to build a workforce that is representative of the public it serves. Current data indicates that 40% of CMHR staff identify as men and 60% identify as women, with strong representation at senior leadership levels. In addition, 33% of the workforce is bilingual, 18% identify as members of a visible minority group, 7% identify as Indigenous, and 5% identify as a person with a disability. The CMHR has the opportunity to disrupt systemic barriers and provide opportunities for employment and promotion to individuals from underrepresented groups.

## 2.2 COMPLIANCE WITH LEGISLATIVE AND POLICY REQUIREMENTS

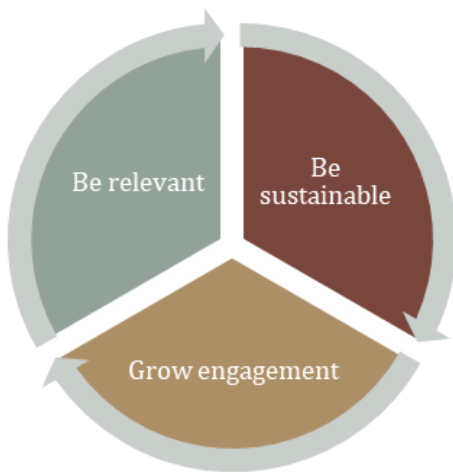
The CMHR complies with all applicable legislative and policy requirements including specific compliance, monitoring and reporting processes under the *Access to Information Act*, *Privacy Act*, *Conflict of Interest Act*, *Official Languages Act*, *Pay Equity Act*, *Canadian Human Rights Act*, *Accessible Canada Act*, and all other applicable federal laws. The CMHR also ensures that its operations and activities comply with specific directives such as the travel, hospitality, conference and event expenditure directive.

The CMHR continues to comply with the mandate provided to the Minister of Canadian Heritage by the Prime Minister of Canada in October 2021 and supports recovery within the arts and culture sector through partnerships and by amplifying work by other organizations within the sector. The CMHR also engages the public in both official languages, and by actively working to decolonize its processes and contributing to the self-determination of Indigenous peoples in Canada, and by making space for Indigenous ways of knowing and being, culture and language to thrive, and aligning its work with intent of the United Nations Declaration on the Rights of Indigenous Peoples. The CMHR works in partnership and collaboration with all communities to promote inclusion and climate justice. Since 2021, the CMHR has complied with the Policy on COVID-19 Vaccination for the Core Public

Administration, including the Royal Canadian Mounted Police, maintaining the vaccine mandate until June 20, 2022, and continuing to monitor and report as required.

With a human rights-focused mandate, the CMHR is well positioned to comply with ministerial priorities focused on gender and diversity reporting, ethical and sustainable supply chains and associated priorities related to truth and reconciliation, equity, diversity and inclusion. It also continues to ensure that it aligns with the Greening Government strategy, ethical and sustainable supply chains and respects timelines for Corporate Plan submissions.

### 3.0 OBJECTIVES, ACTIVITIES, RISKS, EXPECTED RESULTS AND PERFORMANCE INDICATORS



The CMHR is in the fourth year of implementing its three strategic goals: **Be relevant**, **Be sustainable** and **Grow engagement**.

Due to the COVID-19 pandemic in 2020-21 and 2021-22 and the need to focus on critical internal issues related to equity, diversity and inclusion, the CMHR adapted the strategies it employs and projects it undertakes to embed equity in all aspects of its work.

#### 3.1 RISKS

The CMHR continues to integrate an Enterprise Risk Management framework into its culture. The process to develop the framework began in 2021-22 by identifying the top risks and mitigation strategies which are updated on an annual basis.

- Reliance on Government funding and limited revenue sources – The CMHR meets regularly with Government, including Portfolio colleagues and is investing (human and financial resources) in areas of potential revenue source and growth to drive economic recovery and increased earned revenue generation in multiple areas within its mandate.
- Inflation – Increased operating expenses and negative impact on earned revenues from decreased consumer spending may impact the CMHR’s ability to prepare a balanced budget.
- Contributions – The CMHR is working more closely with Friends to share vision and strategic objectives and to identify discrete fundraising opportunities that can help address areas where existing parliamentary appropriations and other revenue sources do not adequately cover costs.
- Capacity management – The CMHR is working on implementing systems and processes to optimize time and to better resource growth areas with increased demands.

- Human Resources – The CMHR is building a representative workforce and is focused on delivering superior onboarding and orientation to support retention.
- Cybersecurity – The CMHR has expanded its cybersecurity program and continues to engage with external experts to ensure our program is responsive to new and emerging threats.

### 3.2 OPERATIONAL FRAMEWORK AND KEY INITIATIVES

The CMHR’s operational framework has evolved to provide practical ways to interpret and evaluate progress towards its vision of creating a world where everyone values human rights and takes responsibility to promote respect and dignity for all. Outcomes are identified as creating impact in the long-term, strategies as creating impact in the medium-term and projects and initiatives as having short-term impact. Indicators of progress will evolve as the Museum’s focus on impact evolves over the planning period.

The CMHR continues to align operations against the three strategic goals set by the Board of Trustees. In 2023-24, it will continue to advance the initiatives set out in the 2022-23 Corporate Plan. The key initiatives that will be undertaken in 2023-24 are generally multi-year projects identified in the 2022-23 Corporate Plan, however some have been reframed under a new heading or title.

<b>BE RELEVANT</b>	
Rooted in our values, we will be a trusted resource for human rights content and information.	
Outcome	We actively work to decolonize our processes and meaningfully contribute to truth and reconciliation in Canada.
Strategy	Acknowledge the First Peoples on whose land we are situated and where our water comes from.
<p><b>Key Initiatives</b></p> <p><i>Land and Water Acknowledgement</i></p> <ul style="list-style-type: none"> <li>• Guide all visitors to begin their journey onsite and online with recognition of our colonial history and place on ancestral lands.</li> </ul> <p><i>Caring for the Sacred Items</i></p> <ul style="list-style-type: none"> <li>• Return the sacred items unearthed in the original archaeological dig to their communities or to the earth, as guided by Elders.</li> </ul>	
Strategy	Decolonize our ways of working.
<p><b>Key Initiatives</b></p> <p><i>Governance Structure</i></p> <ul style="list-style-type: none"> <li>• Re-establish governance and decision-making structure to reflect our values and support meaningful relationships with experts and advisors.</li> </ul>	



<i>Strategic Planning and Impact Measurement</i>	
<ul style="list-style-type: none"> <li>Develop/refine strategic direction based on Theory of Change and implement an integrated impact measurement process.</li> </ul>	
Strategy	Encourage Indigenous ways of knowing and being.
<b>Key Initiatives</b>	
<i>Caring for the Pipe and Drum</i>	
<ul style="list-style-type: none"> <li>Respect and care for the sacred Grandmother/Grandfather drum and enable opportunities for ceremony.</li> </ul>	
<i>Workplace Wellness</i>	
<ul style="list-style-type: none"> <li>Develop a values-driven wellness program for all staff.</li> </ul>	
Outcome	We are trusted to care for the stories of human rights defenders.
Strategy	Preserve human rights stories for future generations.
<b>Key Initiatives</b>	
<i>Oral History Program</i>	
<ul style="list-style-type: none"> <li>Ensure our collection of oral histories is cared for and accessible to all.</li> </ul>	
<i>Digital Asset Management</i>	
<ul style="list-style-type: none"> <li>Ensure our collection of digital assets are cared for and accessible internally.</li> </ul>	
<i>Archives and Loans Management</i>	
<ul style="list-style-type: none"> <li>Ensure our permanent collection and loans are cared for in keeping with our collections policy and values.</li> </ul>	
<i>Core Gallery Remediation</i>	
<ul style="list-style-type: none"> <li>Ensure permanent galleries are accurate and updated.</li> </ul>	
Strategy	Promote research and writing on contemporary human rights issues.

<p><b>Key Initiatives</b></p> <p><i>Knowledge Translation</i></p> <ul style="list-style-type: none"> <li>• Develop processes to distribute research and information for varying purposes to support our mandate.</li> </ul> <p><i>Digital Stories</i></p> <ul style="list-style-type: none"> <li>• Share human rights stories online to educate and inspire the public.</li> </ul>
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<p><b>BE SUSTAINABLE</b></p> <p>To ensure our mandate extends to future generations, we will be driven by our values to demonstrate responsibility for our people and assets.</p>	
Outcome	We have a safe, healthy and respectful work environment.
Strategy	Develop systems that value people and their time.
<p><b>Key Initiatives</b></p> <p><i>Human Capital Management and Reporting</i></p> <ul style="list-style-type: none"> <li>• Implement Ceridian Dayforce to support workforce transformation.</li> </ul> <p><i>Financial Accountability and Risk</i></p> <ul style="list-style-type: none"> <li>• Redevelop budgeting structure and monitoring process.</li> </ul> <p><i>Customer Relationship Management</i></p> <ul style="list-style-type: none"> <li>• Implement a system to improve management of relationships.</li> </ul>	
Strategy	Promote an engaged, equitable and performance-driven work culture.
<p><b>Key Initiatives</b></p> <p><i>Information Management and Internal Communication</i></p> <ul style="list-style-type: none"> <li>• Streamline information and communication systems to enable greater transparency and collaboration.</li> </ul> <p><i>Representative Workforce</i></p> <ul style="list-style-type: none"> <li>• Recruit individuals from underrepresented groups, including Indigenous and racialized people and people with disabilities.</li> </ul> <p><i>Onboarding and Development</i></p> <ul style="list-style-type: none"> <li>• Implement a learning and development framework for all staff.</li> </ul>	
Outcome	We maintain a strong infrastructure that anticipates growth.

Strategy	Optimize use of space and technology.
<p><b>Key Initiatives</b></p> <p><i>Workspace Refresh</i></p> <ul style="list-style-type: none"> <li>• Reconfigure workspaces to support a hybrid work model and greater innovation.</li> </ul> <p><i>Technology Upgrades</i></p> <ul style="list-style-type: none"> <li>• Maintain a strong technology infrastructure.</li> </ul> <p><i>Digital Learning Centre</i></p> <ul style="list-style-type: none"> <li>• Develop L1 space for connection, reflection and celebration of human rights.</li> </ul> <p><i>Washrooms for All</i></p> <ul style="list-style-type: none"> <li>• Promote inclusive spaces that are welcoming of all genders.</li> </ul> <p><i>Facility Maintenance and Accessibility</i></p> <ul style="list-style-type: none"> <li>• Maintain a safe and accessible site.</li> </ul>	
Strategy	Work with partners who share our commitment to human rights.
<p><b>Key Initiatives</b></p> <p><i>Ethical Business Partner Strategy</i></p> <ul style="list-style-type: none"> <li>• Set expectations of partners and contractors with regard to environmental stewardship and human rights.</li> </ul> <p><i>Greening Initiatives</i></p> <ul style="list-style-type: none"> <li>• Promote environmental sustainability.</li> </ul>	

<p><b>GROW ENGAGEMENT</b></p> <p>We will continue to expand our reach, providing visitors with human rights experiences that educate and inspire.</p>	
Outcome	We are a welcoming space to gather and explore human rights.
Strategy	Create a vibrant and engaging onsite environment.
<p><b>Key Initiatives</b></p> <p><i>Indoor Public Spaces Refresh</i></p> <ul style="list-style-type: none"> <li>• Revitalize indoor public spaces to create a warm and welcoming environment.</li> </ul> <p><i>Outdoor Site Development</i></p> <ul style="list-style-type: none"> <li>• Develop our outdoor spaces to create an engaging and integrated visitor experience.</li> </ul>	

<i>Community Access and Marketing</i>	
<ul style="list-style-type: none"> <li>Improve accessibility of our services and offering for the public.</li> </ul>	
Strategy	Create a vibrant and engaging online environment.
<b>Key Initiatives</b>	
<i>Website Refresh</i>	
<ul style="list-style-type: none"> <li>Develop website to support Theory of Change.</li> </ul>	
<i>New media strategy</i>	
<ul style="list-style-type: none"> <li>Pursue new media to promote human rights and the museum.</li> </ul>	
Strategy	Provide exceptional customer service.
<i>Interpretation and Tours</i>	
<ul style="list-style-type: none"> <li>Engage visitors as stewards of our content.</li> </ul>	
<i>Visitor Services Development</i>	
<ul style="list-style-type: none"> <li>Enhance visitor experience by leveraging technology and sector relationships.</li> </ul>	

### 3.3 PLANNED RESULTS

BE RELEVANT		2021-22 Actual	Short-Term (2022-23)	Mid-Term (2-3 years)	Long-Term (5 years)
Diversity audits	Content audits completed	Black content audit completed	LGBTQ2+ audit complete; Indigenous audit begun	Fill identified content gaps	Build content
Contemporary content	# of contemporary programs or events delivered on site, online, off-site	31	17	27	35
Champions, changemakers & influencers	# of visits by human rights champions, national & world leaders, changemakers, influencers & gov't reps	48	45	70	100
Co-productions	# of exhibitions, programs, conferences, events or projects executed in collaboration with external partners	35	13	23	25

BE SUSTAINABLE		2021-22 Actual	Short-Term (2022-23)	Mid-Term (2-3 years)	Long-Term (5 years)
Earned revenue	Achieve budgeted operating and other revenue targets	\$1.0 m	\$1.2 m	\$3.1 m	\$3.3 m

<b>BE SUSTAINABLE</b>		<b>2021-22 Actual</b>	<b>Short-Term (2022-23)</b>	<b>Mid-Term (2-3 years)</b>	<b>Long-Term (5 years)</b>
Sponsorships and donations	Sponsorship/donations received directly by CMHR plus Friends total revenues	\$2.5 m	\$2.5 m	\$2.8 m	\$3.0 m
Training	% of staff and volunteers to complete mandatory training on systemic racism and oppression	95%	91%	92%	94%
Workplace engagement	% of employees engaged	87%	Establish baseline	TBD	TBD
Diversity	% of employees who self-declare from an equity-seeking group	18% racialized 54% women 35% sexual/gender identity 17% disabilities 14% Indigenous	Establish baseline	TBD	TBD

<b>GROW ENGAGEMENT</b>		<b>2021-22 Actual</b>	<b>Short-Term (2022-23)</b>	<b>Mid-Term (2-3 years)</b>	<b>Long-Term (5 years)</b>
Onsite visitation	# onsite visitors	68,568	114,000	228,000	285,000
Online engagement	# website visits	942,530	1,000,000	1,098,000	1,207,800
Student field trips	# students in-person or virtually	29,019	21,000	24,000	28,300
Digital Learning Centre (DLC)	Secure funding and complete the DLC	Design phase complete; commenced fundraising	Fundraising in process	Under construction	In operation

#### 4.0 FINANCIAL OVERVIEW

The CMHR receives annual appropriations from the Government of Canada, which it supplements with revenue-generating activities and contributions from Friends. Deficits created by the pandemic and lack of visitors were offset by emergency support from the government in previous years. For 2023-24, no emergency funding support is expected, and as a result the Museum is budgeting deficits throughout the five-year planning period.

As referenced in section 2.1, macro-economic factors will likely prevent earned revenues from returning to pre-pandemic levels and combined with inflation-driven increases to operating expenses will present a challenging task to operate sustainably.

In 2023-24, base appropriations to fund the operating budget are \$25.5 million, and an additional \$1.3 million to be received to support immediate building maintenance needs. Overall, this is a significant decrease from the 2022-23 appropriation of \$30.7 million which included \$5.3 million in COVID relief funding. In 2023-24, \$2.5 million of this appropriation is allocated towards capital costs.

The cumulative deficit of \$16.2 million for the balance of the planning period remains unfunded unless the unrestricted net assets and the deferred contributions that are to fund future unfunded capital projects are used, which will present a significant challenge to sustainably support essential operations.

The budgeted deficit of \$1.7 million in 2023-24 will be offset by unrestricted net assets.

In Budget 2023, the Government indicated that it would work with Crown Corporations to ensure they achieve spending reductions, comparable to departments, starting in 2024-25. Once direction is received from the Government of Canada on achieving these reductions, the CMHR will analyze and report on the anticipated effect on its operations and delivery of its mandate. Any impact to the organization's financial statements will be reflected in the next Corporate Plan and Budget.

#### 4.1 OPERATING BUDGET

Operating revenues of \$2.7 million are projected, which is double the \$1.2 million forecasted for 2022-23. This represents a recovery to 80% of pre-pandemic levels but this forecast assumes inflationary pressures will begin to stabilize and it does not account for potential impact of a recession.

Contributions of \$0.7 million are projected from Friends and \$0.4 million from the LGBT Purge Fund as part of the terms of the settlement of a 2018 class action lawsuit between members of the LGBTQ2+ community and the Government of Canada.

The operating budget for 2023-24 on a cash basis is \$30.5 million and is allocated between the core responsibilities as follows:

- Museum content, programs and engagement of \$16.1 million
- Accommodations of \$7.9 million (including PILT of \$2.7 million)
- Internal services of \$6.5 million.

It includes greater investment in content, programs and engagement through core exhibition renewal and the development of new exhibits and programs to address identified content gaps, as well as efforts to make the CMHR a more welcoming space for all.

There is an increased investment in leadership roles, staff training and education. Personnel costs have increased in line with the rates set out in the corporation's Collective Bargaining Agreement.

The budget also includes increased accommodation costs related to personnel, security, utilities and other building costs as a result of increased operating hours and inflationary pressures that have increased the associated contract values.

## 4.2 CAPITAL BUDGET

The capital budget for 2023-24 is \$3.0 million, higher than the 2022-23 forecast of \$2.3 million.

The shovel-ready design for the Digital Learning Centre (DLC) and its construction continue to be a priority. The direct impacts of the DLC would be increased virtual and onsite visitation, expanded virtual access and reach to all Canadians including those in rural and northern communities, sustainable participation (minimizing the Museum's carbon footprint), increased onsite offerings to attract more tourism and conferences to Winnipeg, and significantly increased opportunities to have a more powerful Canadian voice for the protection and promotion of human rights for all, enhancing Canada's reputation as a leader in the promotion of human rights.

The capital budget includes development of two new major exhibitions that include traveling modules, core exhibit renewal to address content gaps, the first stages of an IT infrastructure renewal, facility projects to develop a community plaza and visitor arrival experience and ongoing digital life cycle recapitalization.

Life cycles are maximized whenever possible and identified capital projects will be reassessed over the planning period.

## 5.0 FINANCIAL STATEMENTS

The financial statements are prepared on an accrual basis using the Canadian Public Sector Accounting Standards and Section 4200 applicable to government not-for-profit organizations (GNPO). The financial statements are included at 5.5 through 5.9.

The forecast for 2022-23 is based on the actual results for the first two quarters.

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

(Prepared on a cash basis)	2021-22 Actual	2022-23 Budget	2022-23 Forecast	2023-24 Budget	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection
Parliamentary Appropriations (Mains)	\$25.4	\$25.4	\$25.4	<b>\$26.8</b>	<b>\$27.1</b>	\$25.5	\$25.5	\$25.5
Statutory Funding (Emergency/Recovery)	\$3.9	\$5.3	\$5.3	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Parliamentary Appropriations deferred	(\$4.6)	\$0.0	(\$3.5)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0

(Prepared on a cash basis)	2021-22 Actual	2022-23 Budget	2022-23 Forecast	2023-24 Budget	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection
Amounts used to purchase depreciable assets	(\$1.0)	(\$2.3)	(\$1.6)	(\$3.0)	(\$5.2)	(\$1.5)	(\$1.9)	(\$1.8)
Deferred Contributions used	\$0.8	\$0.0	\$0.3	\$0.5	\$2.5	\$0.0	\$0.0	\$0.0
Contributed revenue - Friends	\$0.5	\$0.6	\$0.4	\$0.7	\$0.7	\$0.8	\$0.8	\$0.8
Contributed revenue - LGBT Purge Fund	\$0.0	\$0.3	\$0.2	\$0.4	\$0.6	\$0.0	\$0.0	\$0.0
Operating Revenue (Table 2)	\$1.0	\$1.2	\$2.1	\$2.8	\$2.9	\$3.2	\$3.6	\$3.7
Other Revenue	\$0.1	\$0.0	\$0.4	\$0.6	\$0.6	\$0.6	\$0.6	\$0.6
<b>Total Revenues</b>	<b>\$26.1</b>	<b>\$30.5</b>	<b>\$29.0</b>	<b>\$28.8</b>	<b>\$29.2</b>	<b>\$28.6</b>	<b>\$28.6</b>	<b>\$28.8</b>
Expenses:								
Museum Content, Programs & Engagement	\$12.5	\$15.5	\$14.9	\$16.1	\$16.4	\$17.0	\$17.3	\$17.7
Accommodation – facility operations	\$4.9	\$6.1	\$5.2	\$5.2	\$5.3	\$5.5	\$5.6	\$5.8
Accommodation - PILT	\$2.7	\$2.8	\$2.6	\$2.7	\$2.8	\$2.9	\$3.0	\$3.1
Internal Services	\$5.6	\$6.1	\$5.9	\$6.5	\$6.6	\$6.8	\$6.9	\$7.0
<b>Total Operating Expenses</b>	<b>\$25.7</b>	<b>\$30.5</b>	<b>\$28.6</b>	<b>\$30.5</b>	<b>\$31.1</b>	<b>\$32.2</b>	<b>\$32.8</b>	<b>\$33.6</b>
<b>Excess (Deficit) of Revenue over Expenses</b>	<b>\$0.4</b>	<b>\$0.0</b>	<b>\$0.4</b>	<b>(\$1.7)</b>	<b>(\$1.9)</b>	<b>(\$3.6)</b>	<b>(\$4.2)</b>	<b>(\$4.8)</b>

***The \$1.7 million deficit budgeted for 2023-24 will be covered through unrestricted net assets.***

## 5.1 FINANCIAL PLANNING ASSUMPTIONS AND PROJECTIONS

The CMHR forecasts a deficit of \$1.7 million in 2023-2024 projected to be funded by the unrestricted net assets accumulated in the prior years.

For 2022-23, the CMHR is forecasting a balanced year end position as it received \$5.3 million in additional federal funding to offset the reduced revenues due to COVID.

There continues to be much uncertainty in the revenue and expense projections for the planning period as the CMHR continues to recover from the pandemic. Inflation and increasing economic uncertainty are also factors that have been considered from both a risk management and opportunities perspective.

The projections assume that revenues will recover to pre-pandemic levels within the five-year planning period. These assumptions result in deficits for the five-year planning period, totalling \$16.2 million.



In Budget 2023, the Government indicated that it would work with Crown Corporations to ensure they achieve spending reductions, comparable to departments, starting in 2024-25. Once direction is received from the Government of Canada on achieving these reductions, the CMHR will analyze and report on the anticipated effect on its operations and delivery of its mandate. Any impact to the organization's financial statements will be reflected in the next Corporate Plan and Budget.

### 5.1.1 PARLIAMENTARY APPROPRIATIONS

The CMHR's parliamentary appropriations in 2023-24 are \$26.8 million. These include:

- \$25.5 million base appropriations (including \$2.7 million for PILT)
- \$1.3 million in funding to be received through Budget 2023 for immediate building maintenance

The CMHR will defer appropriations as required to complete specific projects and to fund future unfunded assets of a capital nature over the planning period. An estimated \$3.5 million of appropriations are forecasted to be deferred in 2022-23. This amount may be higher pending the impact of current economic uncertainty on the Museum's operations and the ability of the CMHR to complete planned projects.

### 5.2 OPERATING BUDGET 2023-24

The operating budget for 2023-24 on a cash basis is \$30.5 million. Total expenses on an accrual basis in the financial statement are \$ 44.0 million, comprised of the operating budget of \$30.5 million plus amortization of fixed assets of \$13.5 million.

**Table 2: Operating expenditures by core responsibility (in \$ millions)**

Operating expenses (Prepared on an accrual basis)	2021-22 Actual	2022-23 Budget	2022-23 Forecast	2023-24 Budget	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection
Museum Content, Programs & Engagement	\$12.5	\$15.5	\$14.9	\$16.1	\$16.4	\$17.0	\$17.3	\$17.7
Accommodation - facility operations	\$4.9	\$6.1	\$5.2	\$5.2	\$5.3	\$5.5	\$5.6	\$5.8
Internal Services	\$5.6	\$6.1	\$5.9	\$6.5	\$6.6	\$6.8	\$6.9	\$7.0
Operating Expenses - before PILT & Amortization	\$23.0	\$27.7	\$26.0	\$27.8	\$28.3	\$29.3	\$29.8	\$30.5
Accommodation - PILT	\$2.7	\$2.8	\$2.6	\$2.7	\$2.8	\$2.9	\$3.0	\$3.1
<b>Operating Budget (cash)</b>	<b>\$25.7</b>	<b>\$30.5</b>	<b>\$28.6</b>	<b>\$30.5</b>	<b>\$31.1</b>	<b>\$32.2</b>	<b>\$32.8</b>	<b>\$33.6</b>
Accommodation - Amortization	\$13.3	\$13.5	\$13.5	\$13.5	\$13.5	\$13.5	\$13.5	\$13.5
<b>Total Expenses (accrual)</b>	<b>\$39.0</b>	<b>\$44.0</b>	<b>\$42.1</b>	<b>\$44.0</b>	<b>\$44.6</b>	<b>\$45.7</b>	<b>\$46.3</b>	<b>\$47.1</b>

#### 5.2.1 OPERATING EXPENDITURES BY CORE RESPONSIBILITY

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

### 5.3 CAPITAL BUDGET 2023-24

The capital budget for 2023-24 is \$3.0 million.

The CMHR maintains a five-year capital plan for exhibits, facilities and IT that is evergreen and is updated as required. The selection criteria for choosing capital projects includes required life-cycle refresh based on industry standards, risk to staff, volunteers or the public, risk for increased damage to the building or equipment, projects that most contribute to the strategic goals and available resources.

Capital expenditures planned for 2023-24 include:

- Major travelling exhibitions – development of signature exhibitions with travelling, digital and programming components to expand the reach of the CMHR:
  - *Beyond the Beat* – an exhibition on the intersection of music and human rights, to open late in 2023; and
  - An exhibition on discrimination against people in the LGBTQ2+ community. This exhibition is largely funded by the Reconciliation and Memorialization Measures Fund (LGBT Purge Fund) and is expected to open late in 2024.
- Core exhibit renewal – create content to address the gaps in stories of people from Indigenous, Black, LGBTQ2+, and disability communities and other renewal as required.
- IT infrastructure – begin the network renewal project with the replacement of the Wi-Fi infrastructure, reducing costs through a review of “must-haves” and new technology.
- Information security hardware and software required for cybersecurity.
- Facilities projects – projects required to maintain the integrity of the iconic building.
- Visitor experience – further development in interior and exterior public spaces to make the CMHR a more welcoming and accessible place is budgeted for \$0.5 million.

5.4 PRO-FORMA STATEMENT OF FINANCIAL POSITION  
YEARS ENDING MARCH 31, 2022 TO 2027 (IN THOUSANDS OF DOLLARS)

Prepared on an accrual basis

	FY 2021-2022 Actual	FY 2022-2023 Budget	FY 2022-2023 Forecast	FY 2023-2024 Projection	FY 2024-2025 Projection	FY 2025-2026 Projection	FY 2026-27 Projection	FY 2027-28 Projection
<b>Assets</b>								
Cash & cash equivalents	11,294	9,682	11,694	9,494	5,094	2,900	2,900	2,900
Investments	16,282	13,621	19,482	18,682	17,882	16,982	16,982	16,982
Accounts receivable and other current collections	825	853	825	825	825	825	825	825
Capital assets: in use								
Land	4,979	4,979	4,979	4,979	4,979	4,979	4,979	4,979
Building	295,003	295,730	295,871	296,282	296,602	296,892	297,182	297,472
Equipment and furnishings	13,993	15,472	14,095	14,772	15,992	16,262	17,032	18,152
Exhibits	50,253	52,716	50,930	53,176	55,126	56,976	57,783	58,190
Accumulated depreciation	(112,996)	(127,563)	(126,496)	(139,996)	(153,496)	(166,996)	(180,496)	(193,996)
Capital assets: under construction	1,397	1,118	1,397	1,897	4,397	4,397	4,397	4,397
<b>Total Assets</b>	<b>281,031</b>	<b>266,609</b>	<b>272,778</b>	<b>260,112</b>	<b>247,402</b>	<b>233,218</b>	<b>221,585</b>	<b>209,902</b>
<b>Liabilities &amp; Equity of Canada</b>								
Accounts payable and other current liabilities	4,091	2,934	4,091	4,091	4,091	5,497	9,697	14,497
Deferred revenues	447	202	447	447	447	447	447	447
Deferred contributions	16,834	14,287	20,034	18,734	15,434	14,534	14,534	14,534
Deferred contributions related to capital assets	247,650	237,473	235,797	226,131	218,621	207,531	195,898	184,215
<b>Net Assets:</b>								
Unrestricted	7,030	6,734	7,430	5,730	3,830	230	(3,970)	(8,770)
Invested in capital assets	4,979	4,979	4,979	4,979	4,979	4,979	4,979	4,979
<b>Total Liabilities &amp; Equity of Canada</b>	<b>281,031</b>	<b>266,609</b>	<b>272,778</b>	<b>260,112</b>	<b>247,402</b>	<b>233,218</b>	<b>221,585</b>	<b>209,902</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 generally 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.

**5.5 PRO-FORMA STATEMENT OF OPERATIONS**  
**YEARS ENDING MARCH 31, 2022 TO 2027 (IN THOUSANDS OF DOLLARS)**  
Prepared on an accrual basis

	FY 2021-2022 Actual	FY 2022-2023 Budget	FY 2022-2023 Forecast	FY 2023-2024 Projection	FY 2024-2025 Projection	FY 2025-2026 Projection	FY 2026-27 Projection	FY 2027-28 Projection
<b>Parliamentary Appropriations</b>								
Parliamentary appropriations - Mains	25,400	25,400	25,400	26,800	27,100	25,500	25,500	25,500
Parliamentary appropriations - Emergency/Recovery	3,900	5,300	5,300	-	-	-	-	-
Amounts used to purchase depreciable Assets/Capital	(1,000)	(2,300)	(1,600)	(3,000)	(5,200)	(1,500)	(1,900)	(1,800)
Restricted for capital acquisitions (deferred) used	(3,800)	-	(3,200)	500	2,500	-	-	-
Amortization of Deferred Capital								
Funding, restricted amounts used in current year	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
	<b>31,500</b>	<b>35,400</b>	<b>32,900</b>	<b>31,300</b>	<b>31,400</b>	<b>31,000</b>	<b>30,600</b>	<b>30,700</b>
<b>Contributed Revenue</b>								
Recognition of prior years' contributions	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500
Contributions or new Revenue	500	900	600	1,100	1,300	800	800	800
Program sponsorships & grants	-	-	-	-	-	-	-	-
	<b>7,000</b>	<b>7,400</b>	<b>7,100</b>	<b>7,600</b>	<b>7,800</b>	<b>7,300</b>	<b>7,300</b>	<b>7,300</b>
<b>Revenue of the Corporation</b>								
Operating & other revenue	1,100	1,200	2,500	3,400	3,500	3,800	4,200	4,300
<b>Total Revenues</b>	<b>39,600</b>	<b>44,000</b>	<b>42,500</b>	<b>42,300</b>	<b>42,700</b>	<b>42,100</b>	<b>42,100</b>	<b>42,300</b>
<b>Expenses</b>								
Museum Content, Programs & Engagement	12,500	15,500	14,900	16,100	16,400	17,000	17,300	17,700
Accommodations - before PILT & Amortization	4,900	6,100	5,200	5,200	5,300	5,500	5,600	5,800
Amortization	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500
PILT - Annual amount	2,700	2,800	2,600	2,700	2,800	2,900	3,000	3,100
Internal Services	5,600	6,100	5,900	6,500	6,600	6,800	6,900	7,000
<b>Total Expenses</b>	<b>39,200</b>	<b>44,000</b>	<b>42,100</b>	<b>44,000</b>	<b>44,600</b>	<b>45,700</b>	<b>46,300</b>	<b>47,100</b>
<b>Excess (deficit) of revenue over expenses</b> <i>Note 1</i>	<b>400</b>	<b>-</b>	<b>400</b>	<b>(1,700)</b>	<b>(1,900)</b>	<b>(3,600)</b>	<b>(4,200)</b>	<b>(4,800)</b>

**NOTES**

**Note 1**

The deficit of revenue over expenses in year 2023-2024 projected to be funded by the unrestricted net assets

**5.6 PRO-FORMA STATEMENT OF CASH FLOWS**  
**YEARS ENDING MARCH 31, 2022 TO 2027 (IN THOUSAND OF DOLLARS)**

Prepared on an accrual basis

	FY 2021-2022 Actual	FY 2022-2023 Budget	FY 2022-2023 Forecast	FY 2023-2024 Projection	FY 2024-2025 Projection	FY 2025-2026 Projection	FY 2026-27 Projection	FY 2027-28 Projection
<b>Operating activities:</b>								
Cash receipts (parliamentary appropriations)	28,300	28,545	29,173	24,406	21,910	23,990	23,633	23,683
Cash receipts (customers)	1,100	1,200	2,500	3,400	3,500	3,800	4,200	4,300
Cash receipts (contributions & sponsorships)	317	790	597	460	1,300	800	800	800
Cash paid (employees and suppliers) <b>(Note 1)</b>	(23,971)	(30,535)	(28,370)	(30,466)	(31,110)	(30,784)	(28,633)	(28,783)
Other income	0	-	-	-	-	-	-	-
	5,746	-	3,900	(2,200)	(4,400)	(2,194)	-	-
<b>Capital activities:</b>								
Acquisition of capital assets	(1,192)	(3,211)	(1,947)	(3,834)	(5,990)	(2,410)	(1,867)	(1,817)
	(1,192)	(3,211)	(1,947)	(3,834)	(5,990)	(2,410)	(1,867)	(1,817)
<b>Investing activities:</b>								
Proceeds from (acquisition of) Investments	(4,034)	946	(3,200)	800	800	900	-	-
	(4,034)	946	(3,200)	800	800	900	-	-
<b>Financing activities:</b>								
Parliamentary appropriations used for capital activities	1,009	2,155	1,644	2,394	5,190	1,510	1,867	1,817
Restricted contributions from non-owners and related investment income	183	110	3	640	0	0	0	0
	1,192	2,265	1,647	3,034	5,190	1,510	1,867	1,817
<b>Increase (decrease) in cash and cash equivalents</b>	1,712	-	400	(2,200)	(4,400)	(2,194)	-	-
<b>Cash and cash equivalents, beginning of year</b>								
Operating cash	9,582	9,682	11,294	11,694	9,494	5,094	2,900	2,900
Holdback account	0	0	0	0	0	0	0	0
	9,582	9,682	11,294	11,694	9,494	5,094	2,900	2,900
<b>Cash and cash equivalents, end of year</b>								
Operating cash	11,294	9,682	11,694	9,494	5,094	2,900	2,900	2,900
Holdback account	0	0	0	0	0	0	0	0
	<b>11,294</b>	<b>9,682</b>	<b>11,694</b>	<b>9,494</b>	<b>5,094</b>	<b>2,900</b>	<b>2,900</b>	<b>2,900</b>

**NOTES**

**Note 1:**

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

5.7 CAPITAL BUDGET

YEARS ENDING MARCH 31, 2022 TO 2027 (IN THOUSAND OF DOLLARS)

Prepared on an accrual basis

	FY 2021-2022 Actual	FY 2022-2023 Budget	FY 2022-2023 Forecast	FY 2023-2024 Projection	FY 2024-2025 Projection	FY 2025-2026 Projection	FY 2026-27 Projection	FY 2027-28 Projection
<b>Projected Capital Expenditures:</b>								
Digital Learning Centre <i>(Note 1)</i>	820	-	-	-	2,000	-	-	-
Museum arrival experience and community plaza	-	-	-	500	500	-	-	-
Travelling exhibits	-	775	239	1,101	720	550	400	-
IT infrastructure	-	400	-	500	600	-	500	500
End user computer equipment	-	125	-	67	150	150	150	150
Info security	-	110	-	110	120	120	120	120
Software renew/replace	-	100	50	-	350	-	-	350
Digital exhibit hardware	-	-	117	-	-	-	57	57
Gallery renewal (Reconciliation)	-	115	-	35	150	150	150	150
Core exhibit renewal	-	-	-	310	280	250	200	200
Film/Digital Exhibits	245	-	321	-	-	-	-	-
Digital asset management	-	-	-	-	-	-	-	-
Facility projects	83	290	868	411	320	290	290	290
Visitor experience projects	44	350	52	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
<b>Total capital cost</b>	<b>1,192</b>	<b>2,265</b>	<b>1,647</b>	<b>3,034</b>	<b>5,190</b>	<b>1,510</b>	<b>1,867</b>	<b>1,817</b>
<b>Funded by:</b>								
Annual Operating	392	2,155	1,527	1,894	2,690	1,510	1,867	1,817
Budget 2016	-	-	117	-	-	-	-	-
New funding - FCMHR	183	-	3	-	-	-	-	-
New funding - LGBTQ2+ Purge	-	110	-	640	-	-	-	-
Deferred Appropriations	617	-	-	500	2,500	-	-	-
<b>Total Sources</b>	<b>1,192</b>	<b>2,265</b>	<b>1,647</b>	<b>3,034</b>	<b>5,190</b>	<b>1,510</b>	<b>1,867</b>	<b>1,817</b>

**NOTES**

**Note 1:**

Museum's Digital Learning Centre is currently a shovel-ready project. Further development depends on funding being secured in part through fundraising activities of the Friends of the CMHR. The CMHR has also allocated \$2 million in deferred contributions in 2024-2025 towards this project but will be largely dependent on its financial operating results over the planning period.

**5.8 PRO-FORMA STATEMENT OF CHANGES IN NET ASSETS**  
**YEARS ENDING MARCH 31, 2022 TO 2027 (IN THOUSANDS OF DOLLARS)**

Prepared on an accrual basis

	FY 2021-2022 Actual	FY 2022-2023 Budget	FY 2022-2023 Forecast	FY 2023-2024 Projection	FY 2024-2025 Projection	FY 2025-2026 Projection	FY 2026-27 Projection	FY 2027-28 Projection
<b>Net assets, beginning of year</b>	<b>11,613</b>	<b>11,713</b>	<b>12,009</b>	<b>12,409</b>	<b>10,709</b>	<b>8,809</b>	<b>5,209</b>	<b>1,009</b>
Excess of revenue over expenses	396	-	400	(1,700)	(1,900)	(3,600)	(4,200)	(4,800)
Net change in accumulated remeasurement losses	0		0	0	0	0	0	0
<b>Net assets, end of year</b>	<b>12,009</b>	<b>11,713</b>	<b>12,409</b>	<b>10,709</b>	<b>8,809</b>	<b>5,209</b>	<b>1,009</b>	<b>(3,791)</b>