



Summary of the 2025-26 to 2029-30 Corporate Plan and the 2025-2026 Operating and Capital Budgets



CANADIAN MUSEUM FOR
HUMAN RIGHTS

MUSÉE CANADIEN POUR LES
DROITS DE LA PERSONNE

Canada 

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Executive summary

The Canadian Museum for Human Rights (the “CMHR”) opened its doors to the public in Winnipeg, Manitoba in 2014 as the first museum in the world solely dedicated to human rights and the first national museum outside of the National Capital Region. Located on Treaty One Territory, at the crossroads of the Red and Assiniboine Rivers and at a historic gathering place for the Anishinaabeg, Inninewak, Anishinewak, Dakota Oyate and Denesuline and in the birthplace and homeland of the Red River Métis, the CMHR continues to be a gathering place dedicated to the evolution, celebration and future of human rights.

Increasing financial pressures, including lower than expected revenues in 2024-25, signal that the CMHR cannot rely on earned revenues to supplement its parliamentary appropriations, and sustain operations in pursuit of its mandate. The CMHR is accordingly forecasting a balanced budget during the planning period contingent on a reduction of operating expenses (personnel and contractor costs), an increase in fundraising dollars via its foundation, and other cost savings based on operational efficiencies.

In this planning period, the CMHR will focus on delivering its mandate and strategic priorities to achieve its vision of **a world where everyone values human rights and takes responsibility for promoting respect and dignity for all**, more effectively and more sustainably. The CMHR will centre relationships to create transformational experiences, share stories that inspire action and model and promote human rights principles, while building its national reach and focusing on equity and long-term sustainability.

The CMHR will continue to mature its processes and systems and to use its strategic framework to support effective planning. It will implement objectives that are identified in a 2024-29 strategic plan that prioritizes national reach, equity and sustainability.

In 2025-26, the CMHR will focus on allocating its parliamentary appropriations to the CMHR’s operations and using deferred contributions to fund strategic capital projects that contribute to the infrastructure that supports its revenue growth and long-term sustainability. In the planning period, the CMHR will expand its national reach primarily through its touring exhibitions and education programs, create a stronger infrastructure for sustainable operations, and maintain a focus on creating an equitable workplace and team wellbeing.

The CMHR anticipates implementing a new collective agreement between the CMHR and the Public Service Alliance of Canada, Union of National Employees (“UNE”) Local 50773 in 2025-26 that enables more streamlined operations in alignment with the CMHR’s strategic direction.

The Board of Trustees approved this 2025-26 Corporate Plan on April 14, 2025.

1.0 Overview

As a national museum of Canada, the CMHR plays an essential role in preserving and promoting Canadian heritage at home and abroad and contributing to the collective memory and sense of identity of all Canadians. The CMHR is a source of inspiration, research, learning and entertainment that belongs to all Canadians and provides services in both official languages. In discharging its responsibilities under the *Museums Act*, the CMHR also contributes to Canada's broad cultural policy objectives and aligns with government priorities and direction.

The CMHR is a Crown corporation, governed by a Board of Trustees appointed by the Governor in Council, accountable to Parliament through the Minister of Canadian Heritage, and responsible for ensuring the CMHR delivers its mandate and manages its affairs in accordance its established strategic direction, sound governance principles, and in compliance with the *Financial Administration Act*.

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.

The CMHR's **vision** is to create a world where everyone values human rights and takes responsibility for promoting respect and dignity for all.

Inspired by the fundamental principle that "all human beings are born free and equal in dignity and rights," the CMHR operates within a **strategic framework** of activities, referred to as Our Path Forward, that centres relationships to support hosting transformational experiences, sharing stories that inspire action, and modeling and promoting human rights principles. The CMHR's **strategic priorities** for this planning period are national reach, sustainability and equity.

The CMHR maintains an iconic building in Winnipeg, Manitoba and a robust digital infrastructure that enables it to deliver human rights content and programs to the public both locally and across Canada.

The CMHR's financial and operating structure is reported through three main categories of activities: Museum content, programs and engagement; Internal services; and Accommodations. Parliamentary appropriations are supplemented by earned revenues from general admission, memberships, programs, tours, traveling exhibitions, facility rentals, and retail sales, and contributions from the Friends of the CMHR foundation (Friends.) The CMHR will continue to focus on realigning resources to ensure effective delivery of its mandate, as guided by its strategic priorities and those established by government, with the intention of reducing expenses—more specifically, personnel and major contractor expenses. Without increases to base appropriations, the CMHR's long-term sustainability will rely heavily on strategic capital investments and greater reliance on contributions from Friends over the planning period.

The 2023-24 Annual Report is available at <https://humanrights.ca/about/governance-and-corporate-reporting/annual-and-quarterly-financial-reports>.

2.0 Operating environment

2.1 Internal

The CMHR's operating structure is supported by a team of employees, contractors, and volunteers. With a new strategic framework and clear priorities for the planning period, the CMHR must realign personnel resources to ensure effective operations and progress on planned initiatives, while also considering labour market pressures, compensation adjustments related to the cost of living and the requirement to comply with the *Pay Equity Act*, and as negotiated during the current collective bargaining process, and the ongoing work to build a representative workplace. The CMHR will reduce its overall staffing complement, implement scalable contract models that can adapt to changing operational needs, and re-imagine its inaugural volunteer program over the planning period, to enable it to effectively create transformational experiences, share stories that inspire action and model and promote human rights principles in its business practices.

With a decade of operations behind it, the CMHR will continue to implement information systems and facilities maintenance as well as upgrade projects based on its lifecycle maintenance plans. The CMHR must also consider increases in the cost of construction materials and impacts on global supply chains when budgeting during the planning period.

The CMHR will continue to mature its internal business systems and processes to support data-informed decision making and progress on building national reach, sustainability and equity in all areas of operations. CMHR will continue later-stage implementation of an enterprise Human Resources Information system, a new project facilitation framework, policy framework and complete implementation of a Digital Asset Management system and will renew implementation of a customer relations management solution.

2.2 External

The CMHR has successfully established itself as a premiere arts and culture organization, and visitor attraction in Manitoba and across Canada, and as a venue for national and international conferences. Recent Travel Manitoba data indicates that tourism to the province increased over the previous year but remains challenged to return to pre-pandemic levels and similarly, international inbound travel to Canada has increased but not returned to pre-pandemic levels, both of which have had an impact on visitation and earned revenues from general admission at the CMHR. Quarter 2

2024-25 data indicates that revenues are substantially lower than budgeted, prompting the CMHR to more carefully consider external market trends in setting targets for the planning period.

The CMHR has accordingly focused on re-engaging local visitors but must be mindful of seasonal trends and their impact on recovery of event and facility rentals revenues. The CMHR has been piloting various offerings to inform the development of a longer-term revenue generating strategy. With a brand refresh project near complete, there is an opportunity for the CMHR to simultaneously build brand awareness outside of Manitoba and across Canada through strategic promotion and related relationship building associated with virtual programs, traveling exhibitions, and growth of its membership and student and adult education programs, all of which have the potential to increase earned revenues.

The CMHR remains competitive as an event venue particularly for human rights-related programming and events given the uniqueness and symbolism of the building, which creates a natural tension between developing partnerships with organizations immersed in human rights work at accessible pricing, and revenue generation. Further, changes in the geopolitical environment have produced increased pressure and expectations on the CMHR given its mandate to promote human rights, which has provided the CMHR with an opportunity to reset public expectations of its statutory mandate and responsibilities as a Crown corporation.

Development of The Forks Railside multi-use housing development across from the CMHR will increase the population density in the area while also reducing parking availability immediately adjacent to the CMHR. The CMHR is reviewing parking solutions as it develops a longer-term outdoor site development plan.

2.3 Compliance with government directives and priorities

The CMHR complies with all applicable legislative and policy requirements including specific compliance, monitoring and reporting 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 it complies or aligns with directives related to travel, hospitality and conferences.

The CMHR continues to comply with the mandate provided to the Minister of Canadian Heritage by the Prime Minister of Canada in September of 2024 and supports increased transparency of financial expenditures, sound procurement practices, advancement of Canada's climate objectives and the Greening Government strategy.

The CMHR continues to carry out internal audit reviews of key functions and processes as set out in its internal audit plan and will focus on sustainable implementation of recommendations gathered through audit or consulting engagements over the last few

years, specifically those related to revenue sources, budgeting and monitoring and recruitment and retention. A Diversity, Equity and Inclusion audit related to recruitment and retention will be conducted in Q4 2024-25. The Office of the Auditor General will next conduct a special examination of the CMHR beginning in 2025 with date of tabling no later than February 2027.

3.0 Objectives, activities, risks, expected results, and performance indicators

In 2023-24, the CMHR began a strategic planning process that sought input from Elders, employees, volunteers, contractors, peers, educators, human rights practitioners and the general public from across Canada which resulted in the Board of Trustees approving a strategic framework called Our Path Forward in Q3 2023-24. The strategic framework defines the ways in which the CMHR delivers its mandate by centering relationships, hosting transformational experiences, sharing stories that inspire action and modeling and promoting human rights principles, in pursuit of its vision, and supports planning around often complex human rights topics. Taken together, the framework has become a key tool to support effective operational planning.



Based on the framework, a more directed strategic plan for 2024-29 with specific priorities, objectives and initiatives was developed and ultimately approved by the Board of Trustees in Q2 2024-25.

Strategic Priorities	Strategic Objectives
National Reach We will grow our presence as a museum for all Canadians, from coast-to-coast-to-coast.	1. Invest in tools, systems, and programs that support all Canadians to have strong relationships with the Museum. 2. Reimagine online and travelling content to broaden our impact and access. 3. Expand programming to reach more Canadians.
Sustainability We will make an impact that is sustainable today, and for future generations.	4. Align and steward resources to ensure long-term financial health. 5. Reduce environmental impact of our operations and initiatives. 6. Advance digital transformation to support team effectiveness. 7. Develop curatorial practice across all program areas to ensure aligned, accountable and impactful content choices. 8. Increase visits and revisits by developing deeper, more impactful relationships.
Equity We will build a team that is engaged, effective, representative and grounded in human rights practice.	9. Develop internal structures to support a culture of respect, inclusion and wellbeing. 10. Build a team that is representative of the community. 11. Establish shared values and model them in all aspects of our work. 12. Promote human rights and equity building across all sectors.

National Reach:

In this planning period, the CMHR will invest in tools, systems and programs that support all Canadians to have strong relationships with the Museum. The CMHR will develop its donor and membership programs to encourage strong and sustained relationships with the CMHR. It will redesign its website and reposition its social media strategy to leverage the reach of its storytelling and impact. The CMHR will also continue to raise and allocate funds to complete construction of a Digital Learning Centre, a multi-purpose programming and event space that will further establish the CMHR as a hub for human rights programming and events across Canada. This new space will optimize the CMHR's ability to deliver impactful programming on topics that

matter most to Canadians and offer an event space with built-in technology that can connect with classrooms and communities across the country and offer the CMHR an additional source of revenue.

The CMHR will open a new major exhibition about the purge of 2SLGBTQ+ people from the Canadian military, RCMP and public service. *Love in a Dangerous Time: Canada's LGBT Purge* will open in Winnipeg in 2025. The CMHR will tour the exhibition, as well as a smaller, pop-up exhibition related to the same subject matter, across Canada. The CMHR will continue to tour other exhibitions, *Beyond the Beat: Music of Resistance and Change*, and two replicas of the *Witness Blanket* about Indian Residential Schools, with accompanying programming and education resources, building relationships with the Museum across the country.

The CMHR will build on the expansion of the *Be an Upstander* education program in Alberta through partnerships in other provinces and territories, and will deliver its mandate through virtual platforms, such as WitnessBlanket.ca and <https://humanrights.ca/upstander> and via digital stories on its main website, humanrights.ca. CMHR will continue to reach more Canadians through virtual field trips, online public programs and onsite programs and tours.

Sustainability:

In this planning period, the CMHR will continue to find efficiencies in processes and systems. Following a staffing validation exercise conducted in 2024-25, it will completely review its organizational structure and realign and reduce expenses (employees and contractor resources) where necessary to enable effective delivery on priorities. The CMHR will leverage the capabilities of its upgraded accounting software and strengthen procurement processes, including building out additional workflows within its human resources information system to support building a team that is engaged, effective, representative, and grounded in human rights practice.

In this planning period, the CMHR will further its work to document a curatorial approach and content plan for all storytelling platforms (including virtual programming, social media and web stories) that reflects a shared understanding of how the CMHR makes choices about which human rights stories to tell and how to tell them. It will also continue to maintain and update its digital infrastructure and information systems to enable the CMHR to promote environmental responsibility and greening while remaining at the forefront of museum practice and being an employer-of-choice.

The CMHR will develop tools and tactics to engage and re-engage visitors in all aspects of the CMHR's offerings, including through new initiatives with tourism partners. The CMHR will develop new member, donor and volunteer programs that encourage visitors to have a deeper relationship with the CMHR. This work will be informed by visitor journey mapping and evaluation exercises, and visitor data.

Equity:

In this planning period, the Museum will continue to create an inclusive workplace that advances truth and reconciliation through ceremonies and programming led by its Elder-in-Residence and other Knowledge Keepers, as well as community-led programming and co-productions, animating the gallery experience and engaging more Canadians in this work.

The Museum will further develop the *Witness Blanket* gallery, opened in 2024, to align with broader themes of reconciliation and incorporate more stories and objects. As a Crown corporation, the CMHR continues to actively implement its responsibilities under the *United Nations Declaration on the Rights of Indigenous Peoples*, the Truth and Reconciliation Commission’s (TRC) Calls to Action, and the National Inquiry on Murdered and Missing Indigenous Women and Girls (MMIWG) Calls for Justice. In 2025-26, the CMHR will proceed to steward or care for the sacred items unearthed in the CMHR’s pre-construction archaeological excavations, with guidance from Indigenous Elders, including repatriating such items as is appropriate.

The CMHR will also continue to refine what it means to model equity and human rights-informed principles and centre relationships in its workplace, using a systems-thinking approach. The CMHR will develop orientation and onboarding processes that align with its organizational values and strategic framework to equip every member of the team to contribute to its mandate and vision.

The CMHR will also continue to mature its policy tools based on a new framework to support transparent, equitable, and consistent decision making.

Risks

The CMHR’s enterprise risk management (ERM) framework identifies the risks faced as well as the nature of the risk. The following table summarizes the general nature of the risk as well as the risk category where the financial and non-financial nature is outlined.

#	Risk Title	Risk Category
1	Government funding	Financial Risks
2	Revenue sources	Financial Risks
3	Fundraising	Financial Risks
4	Capacity management	Workforce Risks

#	Risk Title	Risk Category
5	Human resource strategy	Workforce Risks
6	Digital and IT infrastructure	Technology Risks
7	Cybersecurity	Technology Risks
8	Operational governance	Operational Risks
9	Program prioritization	Exhibitions / Programs Risks
10	Health and safety	Operational Risks
11	Vision and strategic alignment	Strategic Risks
12	National presence	Exhibitions / Programs Risks
13	Relevant content	Exhibitions / Programs Risks
14	Community relationships	Strategic Risks

The CMHR utilizes a standard risk mitigation approach which is broadly defined under the following four strategies:

Risk Transference – Where appropriate, the Museum’s comprehensive insurance program mitigates against a variety of financial risks it may face. This includes insurance for Museum content and artifacts, general liability insurance, wrong-doing, and related risks. This third-part insurance is in addition to coverage granted through the *Financial Administration Act*.

Risk Avoidance – The Museum’s strategic plan is intended to provide key focus for its leadership which will steer decision making to support only those efforts that are aligned. Further enhancement of its ERM framework will include development of risk tolerance levels which will further guide decision making.

Risk Mitigation / Limitation – The CMHR mitigates its risks in the following manners:

- Internal audit function and special examinations provide for independent third-party insight into policies, procedures and controls and provide recommendations for improvement.

- Financial audits are performed on an annual basis and findings are reported through this process.
- Governance and oversight mechanisms through the Treasury Board Secretariat, the Department of Canadian Heritage, and the Board of Trustees provide for a level of assurance that the CMHR is in compliance with appropriate governance mechanisms.
- Policies, procedures, training and internal controls are in place for a wide variety of functions across the organizational levels of the CMHR.
- The CMHR also works with third-party experts in appropriate areas, including the Canadian Centre for Cyber Security.

Risk Acceptance – The CMHR’s ERM framework follows a residual risk model which is intended to convey the level of risk remaining after appropriate mitigation measures are in place. This recognizes that there will always be a level of risk acceptance related to the Museum’s operations.

Within the overall ERM framework, the CMHR continues to face specific financial pressures as follows:

- Short digital lifecycles – the CMHR continues to face financial challenges to replace and renew its digital infrastructure as it relates to core museum content.
- Information technology network infrastructure – Specific lifecycle projects, including replacement of its data centre at a cost of \$1.5 million, will continue to impact sustainability efforts.
- CMHR's iconic building – Maintenance projects have been, and will continue to be, deferred if funds are not available. Longer-term replacement of major building components such as the glass "cloud" and building mechanical systems will entail significant cost that cannot be covered by the current level of appropriations.
- Inflation and annual increases in payments in lieu of taxes (PILT) – Appropriations are not indexed for inflation or PILT increases. Wage levels within the local market have increased significantly and are causing increases in both personnel costs through cost-of-living adjustments and in the value of contracts with third-party service providers.
- Cyber security – This represents an ongoing risk to the CMHR and a comprehensive platform is in place to help mitigate this risk. This includes internal resources, contracted third-party experts, and collaboration with Government of Canada’s Canadian Centre for Cyber Security.

Expected Results and Performance Indicators

The CMHR continues to mature its progress measurement and data collection processes. The CMHR will evolve the way in which reports on its progress by utilizing quantitative and qualitative data to provide greater insight into what is driving its key performance indicators, and employing new methods of evaluation to measure the impact of its work in support of its vision of **a world where everyone values human rights and takes responsibility for promoting respect and dignity for all**.

The performance indicators set out in Planned Results demonstrate the Museum's progress in addressing the near-term strategic outcomes that the CMHR is striving to achieve:

- **National Reach:** grow our presence as a museum for all Canadians, from coast-to-coast-to-coast. Key indicators: Outreach, Online Visitors and Social Media Interactions.
- **Sustainability:** make an impact that is sustainable today, and for future generations (Sustainability). Key indicators: Onsite Visitors, Earned Revenue, and Community Access.
- **Equity:** build a team that is engaged, effective, representative, and grounded in human rights practice. Key indicator: Workplace Representation.

4.0 Financial overview

The CMHR receives annual appropriations from the Government of Canada, which it supplements with revenue-generating activities and contributions from its independent foundation, Friends of the CMHR. For 2025-26, the Museum is projecting a balanced budget which will be achieved through moderate reductions across its operating expenses. For 2026-27 and onwards the Museum is projecting deficits which would be offset in the event future funding for compensation pressures is provided. The operating expense reductions for 2025-26 will primarily be in categories identified in Budget 2023 as key areas, including travel, conference and hospitality, consultant expenses, and general operating expenses.

Macro-economic factors will continue to impact earned revenues. This, combined with inflation-driven increases to operating expenses, will challenge the CMHR to achieve the budgetary targets set out in this plan.

In 2025-26, the CMHR will receive \$26.9 million as its base parliamentary appropriations to fund operations. This will be supplemented by \$1.7 million in Support for National Museums funding which is set to expire at the end of 2025-26. This additional \$1.7 million in funding is pending parliamentary approval.

The financial management of the corporation is overseen by the Chief Financial Officer and the in-house finance and accounting department. This department is responsible for

monitoring, controlling and reporting on the corporation's financial resources. The department reports financial information on a quarterly basis through the Audit and Finance Committee of the Board of Trustees.

4.1 Operating Budget

The CMHR is projecting operating revenues of \$2.3 million, which represents a moderate decrease from budget 2024-25 (\$2.9 million). Continued economic uncertainty resulted in the CMHR not being able to meet its 2024-25 revenue targets and as a result more conservative targets have been set for 2025-26. This represents the most significant variance in its operating budget year-over-year. All other operating expenses are expected to remain within prior year levels as part of management's financial sustainability plan.

The operating budget on a cash basis is \$31.7 million and is allocated between the core responsibilities as follows:

- Museum content, programs and engagement: \$14.2 million;
- Accommodations: \$7.8 million (including PILT of \$2.8 million); and
- Internal services: \$9.7 million.

The CMHR has forecasted stabilization of personnel costs. Forecasted increases to personnel costs as a result of cost-of-living adjustments related to the collective bargaining process will be offset by realignment and optimization of existing positions.

The Museum's cash position is decreasing from prior years as the CMHR will have completed two major exhibitions in recent years and has drawn down on reserves and deferred revenues that were associated with their development. This represents the largest variance in the cash position year-over-year.

4.2 Capital budget

The capital budget for 2025-26 is \$2.9 million

The shovel-ready design for the Digital Learning Centre (DLC) and its construction is a key aspect of the CMHR's long-term sustainability strategy and continues to be a priority. The DLC will enable the CMHR to:

- significantly expand the breadth and reach of its virtual and onsite human rights education programming, including to rural and northern communities;
- improve sustainable participation (minimizing the Museum's carbon footprint);
- increase event and programming space to attract more tourism and conferences to Winnipeg, and
- create significant opportunities to establish the CMHR as a premiere resource for the public on human rights in Canada and internationally.

The capital budget includes continued core gallery renewal to address content gaps, ongoing information technology infrastructure renewal, visitor experience projects such

as development of the interior and exterior public spaces and ongoing digital life cycle recapitalization.

Aside from project-based capital items, the capital budget is based on life-cycle plans developed for three major areas: facilities, exhibitions and digital and network infrastructure.

The capital budget for 2025-26 does not include the development of a major exhibition and this represents the most significant variance in its capital budget year-over-year.

4.3 Planned results

2023-24 data is noted where reliable and for reference only. Results achieved against previous targets in our Corporate Plan are communicated in the [CMHR's Annual Report](#).

2024-25 data is estimated where there is sufficient data to do so. All mid-term and long-term performance or growth targets will be updated during the planning period.

KEY INDICATORS

	<i>Indicator</i>	<i>Definition</i>	<i>2023/24 Actual Results</i>	<i>2024/25 Projection</i>	<i>2025/26 Target</i>	<i>Mid-term Target (2-3 years)</i>	<i>Long-term Target (5 years)</i>
NATIONAL REACH <i>The Museum has a national presence, from coast to coast to coast.</i>	Outreach	Total number of outreach products or programs delivered outside of the Museum to provinces and territories across Canada	N/A	7	12	20	30
	Online Visitors	Total number of visits to the CMHR's website	1,377,430	1,500,000	1,500,000	1,700,000	1,900,000
	Social Media Interactions	Total number of interactions with the Museum's social media posts	N/A	180,000	180,000	180,000	180,000
SUSTAINABILITY <i>The Museum makes an impact that is sustainable today and for future generations.</i>	Onsite Visitors	Total number of visitors to the Museum	218,020	213,495	217,590	223,862	243,977
	Earned Revenue	Total number of dollars of revenue earned	\$2,329,000	\$1,809,000	\$2,273,000	\$2,488,000	\$2,929,000
	Community Access	Number of visitors who access the Museum through free offerings	43,923	84,100	44,897	45,000	47,500
EQUITY <i>The Museum has a team that is engaged, active, representative and grounded in human rights practice.</i>	Workplace Representation						
		Women	53%	55%	>50%	>50%	>50%
		Indigenous	11%	18%	>18%	>18%	>18%
		Racialized or ethnic group	26%	24%	>25%	>25%	>25%
		Persons with disabilities	33%	25%	>25%	>25%	>25%

5.0 Financial statements and budgets

5.1 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 2024-25 is based on the actual results for the first two quarters.

Table 1: Summary of revenues and operating costs (cash basis, in thousands)

Table 1: Summary of revenues and operating costs on the cash basis (in \$ thousands)

(Prepared on a cash basis)	2023-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Budget	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-30 Projection
Main Estimates	25,458	25,458	25,458	25,458	25,458	25,458	25,458	25,458
Compensation adjustment	2,061	1,449	1,449	1,449	1,449	1,449	1,449	1,449
Additional Funding <i>(1)</i>	1,340	1,683	1,683	1,683	-	-	-	-
Budget 2024 -refocusing Gov't spending	(65)	-	-	-	-	-	-	-
Parliamentary Appropriations	28,794	28,590	28,590	28,590	26,907	26,907	26,907	26,907
Parliamentary Appropriations deferred/used	2,910	500	1,598	2,208	2,082	2,127	2,277	2,167
Amounts used to purchase depreciable assets	(2,435)	(2,040)	(2,757)	(2,891)	(2,082)	(2,127)	(2,277)	(2,167)
Parliamentary Appropriations	29,269	27,050	27,431	27,907	26,907	26,907	26,907	26,907
Contributed revenue - Friends	438	600	143	160	500	600	600	600
Contributed revenue - Friends, Be an Upstander National Outreach	-	-	180	440	800	800	800	800
Contributed revenue - LGBTQ Purge	230	1,000	1,664	180	-	-	-	-
Operating revenue	2,329	2,895	1,869	2,273	2,488	2,924	2,929	2,929
Other revenue	689	500	804	724	600	600	500	500
Total Revenue	32,955	32,045	32,091	31,684	31,295	31,831	31,736	31,736
Expenses								
Museum Content, Programs & Engagement	14,806	14,110	15,081	14,212	14,856	15,520	16,203	16,907
Accommodation – facility operations	5,028	5,230	4,802	4,958	4,733	4,810	4,890	4,972
Accommodation - PILT	2,684	2,750	2,750	2,800	2,800	2,850	2,900	2,950
Internal Services	9,624	9,440	9,626	9,714	9,428	9,804	10,190	10,589
Total Operating Expenses	32,142	31,530	32,259	31,684	31,818	32,984	34,183	35,417
Excess (Deficit) of Revenue over Expenses	813	515	(168)	0	(523)	(1,153)	(2,447)	(3,681)

(1) - For 2025-26, this funding is pending parliamentary approval.

5.2 Financial Planning Assumptions and Projections

The CMHR forecasts a balanced budget for 2025-26. The CMHR has prepared the operating budget under the assumption of a one year renewal of the Support for National Museums funding. Furthermore, challenging operating conditions have resulted in operating revenues being budgeted at a lower level than the previous year. The main mechanism through which the CMHR will achieve balanced budgets is reductions to its operating expenses, which in the longer term would impact its ability to deliver its mandate.

5.2.1 Parliamentary appropriations

The CMHR's parliamentary appropriations in 2025-26 are \$28.6 million. These include:

- \$26.9 million base appropriations (including \$2.8 million for PILT)
- \$1.7 million in Support for National Museums funding which is set to expire at the end of 2025-26. This additional \$1.7 million in funding is pending parliamentary approval.

The financial statements (see 5.5 through 5.9) are completed on an accrual basis and reflect the recognition of deferred capital funding. Appropriations received to fund the capital assets, including the original building project, are initially deferred and then recognized as revenue over the same period as the capital assets purchased are amortized. The recognition of the deferred capital appropriations is offset by the amortization expense (included in Accommodations) for the related capital assets. The 2025-26 budget for recognition of deferred capital appropriations is \$7.0 million.

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

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

Sources of Operating Revenue	2023-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Budget	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-30 Projection
General Admission	749	1,126	568	742	824	1,030	1,030	1,030
Public Programs	71	11	35	16	18	22	22	22
Membership Revenue	59	73	58	64	71	89	89	89
Education Programs	5	30	30	30	15	20	25	25
General Admissions, Memberships & Programs	884	1,240	691	852	927	1,161	1,166	1,166
Retail (Boutique & E-store)	581	657	411	505	561	701	701	701
Restaurant & Catering Commissions	203	287	193	185	205	257	257	257
Facility Rentals & Events Revenue	661	711	574	581	645	806	806	806
Commercial Operations	1,445	1,655	1,178	1,271	1,411	1,764	1,764	1,764
Total On site Operating Revenue	2,329	2,895	1,869	2,123	2,338	2,924	2,929	2,929
Total On site Visitation	218	242	213	218	224	230	237	244
Total On site Operating Revenue per Visitor (in dollars)	11	12	9	10	10	13	12	12
Travelling Exhibitions Revenue (Off-site)	0	0	0	150	150	0	0	0
Total Operating Revenue	2,329	2,895	1,869	2,273	2,488	2,924	2,929	2,929

5.5 PRO-FORMA STATEMENT OF FINANCIAL POSITION
YEARS ENDING MARCH 31, 2024 TO 2030 (IN THOUSANDS OF DOLLARS)
Prepared on an accrual basis

	FY 2023-2024 Actual	FY 2024-2025 Budget	FY 2024-2025 Forecast	FY 2025-2026 Budget	FY 2026-27 Projection	FY 2027-28 Projection	FY 2028-29 Projection	FY 2029-30 Projection
Assets								
Cash & cash equivalents	9,037	4,555	8,869	8,869	8,346	7,193	4,746	1,065
Investments	23,031	26,510	20,769	18,561	16,479	14,352	12,075	9,908
Accounts receivable and other current assets	916	887	916	916	916	916	916	916
Collections	1	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	4,979
Building	295,242	296,050	296,439	297,700	298,300	299,000	299,700	300,400
Equipment and furnishings	13,602	13,658	13,602	14,552	15,269	15,816	16,383	16,947
Exhibits	51,944	53,638	53,357	53,757	54,222	54,772	55,522	56,272
Accumulated depreciation	(135,565)	(149,805)	(149,212)	(162,992)	(176,792)	(190,622)	(204,382)	(218,035)
Capital assets: under construction	1,445	1,767	1,445	1,445	1,445	1,445	1,445	1,445
Total Assets	264,632	252,240	251,165	237,788	223,165	207,852	191,385	173,898
Liabilities & Equity of Canada								
Accounts payable and other current liabilities	3,699	3,140	3,699	3,699	3,699	3,699	3,699	3,699
Obligations under capital lease	1,470		1,323	1,043	743	413	153	-
Deferred revenue	1,250	632	586	586	586	586	586	586
Deferred contributions	18,835	18,548	17,237	15,029	12,947	10,820	8,543	6,376
Deferred contributions related to capital assets	225,198	215,306	214,308	203,419	191,701	179,998	168,515	157,029
Net Assets:								
Unrestricted	9,201	9,635	9,033	9,033	8,510	7,357	4,910	1,229
Invested in capital assets	4,979	4,979	4,979	4,979	4,979	4,979	4,979	4,979
Total Liabilities & Equity of Canada	264,632	252,240	251,165	237,788	223,165	207,852	191,385	173,898

NOTES:

Note 1:

Deferred contributions represent appropriations deferred for future operational and capital needs.

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.

5.6 PRO-FORMA STATEMENT OF OPERATIONS

YEARS ENDING MARCH 31, 2024 TO 2030 (IN THOUSANDS OF DOLLARS)

Prepared on an accrual basis

	FY 2023-2024 Actual	FY 2024-2025 Budget	FY 2024-2025 Forecast	FY 2025-2026 Budget	FY 2026-27 Projection	FY 2027-28 Projection	FY 2028-29 Projection	FY 2029-30 Projection
Parliamentary Appropriations								
Parliamentary appropriations - Mains	25,458	25,458	25,458	25,458	25,458	25,458	25,458	25,458
Compensation adjustment	2,061	1,449	1,449	1,449	1,449	1,449	1,449	1,449
Parliamentary appropriations - Recovery/Infrastructure	1,340	1,683	1,683	1,683	-	-	-	-
Budget 2024 -refocusing Gov't spending	(65)	0	0	-	-	-	-	-
Amounts used to purchase depreciable Assets/Capital	(2,435)	(2,040)	(2,757)	(2,891)	(2,082)	(2,127)	(2,277)	(2,167)
Restricted for capital acquisitions (deferred) used	2,910	500	1,598	2,208	2,082	2,127	2,277	2,167
Amortization of Deferred Capital Funding, restricted amounts used in current year	6,351	7,000	7,000	7,000	7,000	7,000	7,000	7,000
	35,620	34,050	34,431	34,907	33,907	33,907	33,907	33,907
Contributed Revenue								
Recognition of prior years' contributions	6,539	6,500	6,500	6,500	6,500	6,500	6,500	6,500
Contributions or new Revenue	668	1,600	1,987	780	1,300	1,400	1,400	1,400
Program sponsorships & grants	-	-	-	-	-	-	-	-
	7,207	8,100	8,487	7,280	7,800	7,900	7,900	7,900
Revenue of the Corporation								
Operating & other revenue	3,018	3,395	2,673	2,997	3,088	3,524	3,429	3,429
Total Revenue	45,845	45,545	45,591	45,184	44,795	45,331	45,236	45,236
Expenses								
Museum Content, Programs & Engagement	14,806	14,110	15,081	14,212	14,856	15,520	16,203	16,907
Accommodations - before PILT & Amortization	5,028	5,230	4,802	4,958	4,733	4,810	4,890	4,972
Amortization	12,890	13,500	13,500	13,500	13,500	13,500	13,500	13,500
PILT - Annual amount	2,684	2,750	2,750	2,800	2,800	2,850	2,900	2,950
Internal Services	9,624	9,440	9,626	9,714	9,428	9,804	10,190	10,589
Total Expenses	45,032	45,030	45,759	45,184	45,318	46,484	47,683	48,917
Excess (deficit) of revenue over expenses <i>Note 1</i>	813	515	(168)	(0)	(523)	(1,153)	(2,447)	(3,681)

NOTES

Note 1

The deficit of revenue over expenses in year 2024-2025 projected to be funded by the unrestricted net assets

5.7 PRO-FORMA STATEMENT OF CASH FLOWS
YEARS ENDING MARCH 31, 2024 TO 2030 (IN THOUSANDS OF DOLLARS)
Prepared on an accrual basis

	FY 2023-2024 Actual	FY 2024-2025 Budget	FY 2024-2025 Forecast	FY 2025-2026 Budget	FY 2026-27 Projection	FY 2027-28 Projection	FY 2028-29 Projection	FY 2029-30 Projection
Operating activities:								
Cash receipts (parliamentary appropriations)	28,322	26,550	27,205	25,699	24,825	24,780	24,630	24,740
Cash receipts (customers)	2,850	3,395	2,673	2,997	3,088	3,524	3,429	3,429
Cash receipts (contributions & sponsorships (Note 1))	1,173	600	323	780	1,300	1,400	1,400	1,400
Cash paid (employees and suppliers)	(31,585)	(31,530)	(32,259)	(31,684)	(31,818)	(32,984)	(34,183)	(35,417)
Other income	-	-	-	-	-	-	-	-
	760	(985)	(2,058)	(2,208)	(2,605)	(3,280)	(4,724)	(5,848)
Capital activities:								
Acquisition of capital assets	(2,237)	(2,040)	(2,757)	(2,891)	(2,082)	(2,127)	(2,277)	(2,167)
Obligation under capital lease	65		147	280	300	330	260	153
	(2,172)	(2,040)	(2,610)	(2,611)	(1,782)	(1,797)	(2,017)	(2,014)
Investing activities:								
Proceeds from (acquisition of) Investments	6,056	500	1,890	2,208	2,082	2,127	2,277	2,167
	6,056	500	1,890	2,208	2,082	2,127	2,277	2,167
Financing activities:								
Parliamentary appropriations used for capital activities	472	2,040	1,385	2,891	2,082	2,127	2,277	2,167
Restricted contributions from non-owners and related investment income	678	1,000	1,372	0	0	0	0	0
Obligation under capital lease	(65)		(147)	(280)	(300)	(330)	(260)	(153)
	1,085	3,040	2,610	2,611	1,782	1,797	2,017	2,014
Increase (decrease) in cash and cash equivalents	5,729	515	(168)	(0)	(523)	(1,153)	(2,447)	(3,681)
Cash and cash equivalents, beginning of year								
Operating cash	3,308	4,040	9,037	8,869	8,869	8,346	7,193	4,746
Holdback account	0	0	0	0	0	0	0	0
	3,308	4,040	9,037	8,869	8,869	8,346	7,193	4,746
Cash and cash equivalents, end of year								
Operating cash	9,037	4,555	8,869	8,869	8,346	7,193	4,746	1,065
Holdback account	0	0	0	0	0	0	0	0
	9,037	4,555	8,869	8,869	8,346	7,193	4,746	1,065

Note 1:

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

5.8 CAPITAL BUDGET
YEARS ENDING MARCH 31, 2024 TO 2030 (IN THOUSANDS OF DOLLARS)
Prepared on an accrual basis

	FY 2023-2024 Actual	FY 2024-2025 Budget	FY 2024-2025 Forecast	FY 2025-2026 Budget	FY 2026-27 Projection	FY 2027-28 Projection	FY 2028-29 Projection	FY 2029-30 Projection
Projected Capital Expenditures:								
Digital Learning Centre	-	-	-	-	-	-	-	-
Museum arrival experience and community plaza	-	500	-	-	-	-	-	-
Travelling exhibits	1,791	1,000	1,372	-	-	300	500	500
IT infrastructure	101	380	147	447	447	447	447	447
End user computer equipment	-	50	-	175	100	60	60	100
Info security	-	110	-	120	120	120	120	120
Software renew/replace	-	350	-	138	-	200	150	-
Digital exhibit hardware	372	-	41	200	250	100	100	100
Gallery renewal	-	100	-	50	50	50	50	50
Core exhibit renewal	31	150	-	150	165	100	100	100
Lifecycle replacements	-	-	254	607	300	300	300	300
Facility projects	140	400	943	654	300	400	400	400
Visitor experience projects	-	-	-	150	50	50	50	50
Brand Refresh	-	-	-	200	300	-	-	-
Total capital cost	2,435	3,040	2,757	2,891	2,082	2,127	2,277	2,167

Funded by:

Annual Operating	472	1,540	547	683	-	-	-	-
New funding - FCMHR	-	-	-	-	-	-	-	-
New funding - LGBTQ2+ Purge	162	1,000	1,000	-	-	-	-	-
Deferred Contributions - LGBTQ2+ Purge	-	-	372	-	-	-	-	-
Deferred Appropriations	1,801	500	838	2,208	2,082	2,127	2,277	2,167
Total Sources	2,435	3,040	2,757	2,891	2,082	2,127	2,277	2,167

5.9 PRO-FORMA
YEARS ENDING MARCH 31, 2024 TO 2030 (IN THOUSANDS OF DOLLARS)
Prepared on an accrual basis

	FY 2023-2024 Actual	FY 2024-2025 Budget	FY 2024-2025 Forecast	FY 2025-2026 Budget	FY 2026-27 Projection	FY 2027-28 Projection	FY 2028-29 Projection	FY 2029-30 Projection
Net assets, beginning of year	13,367	14,099	14,180	14,012	14,012	13,489	12,336	9,889
Excess of revenue over expenses	813	515	(168)	(0)	(523)	(1,153)	(2,447)	(3,681)
Net change in accumulated remeasurement losses	-	0	-	0	0	0	0	-
Net assets, end of year	14,180	14,614	14,012	14,012	13,489	12,336	9,889	6,208