

Canadian Museum
Musée canadien

FOR HUMAN RIGHTS

POUR LES DROITS DE LA PERSONNE



Summary of Corporate Plan and
Operating and Capital Budgets
for 2011-2012 to 2015-2016

Canada

Canadian Museum for Human Rights
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Winnipeg, Manitoba
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1 CORPORATE PROFILE

1.1 MANDATE

The mandate of the Canadian Museum for Human Rights (CMHR; the Museum; the Corporation) as established in the *Museums Act* is:

“TO EXPLORE THE SUBJECT OF HUMAN RIGHTS, WITH SPECIAL BUT NOT EXCLUSIVE REFERENCE TO CANADA, IN ORDER TO ENHANCE THE PUBLIC’S UNDERSTANDING OF HUMAN RIGHTS, TO PROMOTE RESPECT FOR OTHERS AND TO ENCOURAGE REFLECTION AND DIALOGUE.”

The Museum’s public policy role is expressed in the preamble of the *Museums Act*, which states each national museum:

“Plays an essential role, individually and together with other museums and like institutions, in preserving and promoting the heritage of Canada and all its peoples throughout Canada and abroad, and in contributing to the collective memory and sense of identity of all Canadians; and

Is a source of inspiration, research, learning and entertainment that belongs to all Canadians and provides, in both official languages, a service that is essential to Canadian culture and available to all.”

1.2 VISION

In establishing the CMHR’s vision and values statements, the Board of Trustees and Senior Management were informed by extensive dialogue with Museum stakeholders through cross Canada Public Engagement sessions, targeted consultations and the Museum’s internal strategic planning exercise. While the Museum’s vision will continue to evolve, a consensus around the following statement has been achieved.

“To be an exceptional Canadian and international institution that provides Canadians and visitors with an understanding of the history of and continuing global struggle to defend human rights including Canada’s important role in that journey; promotes respect for the dignity and rights of all citizens; provides extensive learning opportunities, debate, dialogue and scholarship on human rights issues; celebrates exemplars of the human spirit; and is a catalyst for positive individual action.”

1.3 FOUNDATIONAL PRINCIPLES

The Canadian Museum for Human Rights is envisioned to be a national and international destination, a centre of learning where Canadians and people from around the world can engage in discussion and commit to taking action for change. In pursuit of this vision, the Museum will consider human rights in a variety of perspectives including:

- Struggles for freedom, peace, inclusion and equality;
- Legal and moral commitments which respect the dignity of all;
- Social and legal systems which set out individual and collective rights to address injustices and accountabilities;
- Areas where the exercise of human rights may be in tension; and
- A language of hope for the future.

Human rights principles are universality, inalienability, indivisibility, interdependency and interrelatedness. Human rights include, but are not exclusive to civil, political, economic, cultural and social rights and can only be fully realized when individual, collective and global dimensions are integrated. A key part of the Museum's approach to human rights is examining situations where rights are being denied or violated, the implications, and the variety of ways in which rights have been or can be recognized. The relationship between the rights and the way in which they influence people's lives is at the heart of the CMHR's exploration and examination of human rights.

The Museum's approach includes multiple perspectives on human rights, invites informed discussion, facilitates understanding, respects human dignity, encourages accountability, and inspires visitors to effect human rights change in thought and action. It rests on the following ideas:

- Human rights pertain to ordinary experiences and everyday life.
- Ongoing effort is required to secure human rights for all people.
- Each person has a responsibility to be vigilant, to bear witness and to act.
- While Canada continues to struggle with human rights issues it has also played a unique role in advancing human rights worldwide.
- A commitment to human rights shapes Canadian values.

In examining and presenting human rights issues, the Museum will remain current and energized, providing a voice to those who have suffered violations and inspiration to those engaged in the struggle for human rights. Through extraordinary architecture, engaging exhibits, compelling experiences, both in the Museum and virtually, the Museum provides exceptional opportunities for people to change thought and action.

1.4 CORE COMPETENCIES

A shared set of core competencies is a critical ingredient in any organization's success. The following competencies support the Museum's vision and goals and are integrated into the Museum's operational and staff performance planning.

- **OBJECTIVITY:** THE MUSEUM'S PROGRAMS AND EXHIBITS WILL BE INFORMED BY MULTIPLE PERSPECTIVES AND ADDRESS HUMAN RIGHTS ISSUES IN A PROACTIVE, BALANCED FASHION.
- **INNOVATION:** THE MUSEUM WILL TAKE ADVANTAGE OF THE LATEST DIGITAL TECHNOLOGIES AND INTERACTION DESIGN METHODOLOGIES TO ENSURE THE RICHEST EXPERIENCE FOR ITS AUDIENCES.
- **ACCESSIBILITY & INCLUSIVENESS:** THE MUSEUM WILL BE A WELCOMING PLACE IN BOTH OFFICIAL LANGUAGES FOR CANADIANS AND VISITORS OF ALL AGES, GENDERS, ORIENTATION, ABILITIES, CULTURES, AND BELIEFS.
- **EDUCATION & LEARNING:** THE MUSEUM WILL TAKE AN ACTIVE ROLE IN EDUCATION, PARTNERING WITH EDUCATIONAL INSTITUTIONS AND MORE INFORMAL PROGRAMS TO ENCOURAGE LIFE-LONG LEARNING ABOUT HUMAN RIGHTS, AND TO PROVIDE THE TOOLS TO USE THAT GAINED KNOWLEDGE IN PRACTICE.
- **COLLABORATION:** THE MUSEUM WILL BE ENGAGED WITH LOCAL, NATIONAL AND GLOBAL PARTNERS TO ACHIEVE ITS OBJECTIVES.
- **LEADERSHIP & SOCIAL RESPONSIBILITY:** THE MUSEUM WILL BE A VOICE FOR THE PROMOTION OF HUMAN RIGHTS THROUGH ITS INSTITUTIONAL PROGRAMMING AND ITS ENGAGEMENT IN THE COMMUNITY
- **ACCOUNTABILITY & TRANSPARENCY:** THE MUSEUM WILL ESTABLISH AN EXCEPTIONAL GOVERNANCE, AND CORPORATE AND FINANCIAL MANAGEMENT REGIME IN THE SERVICE OF THE PUBLIC TRUST.
- **ENVIRONMENTAL STEWARDSHIP:** THE MUSEUM BUILDING WILL BE CONSTRUCTED TO QUALIFY FOR LEED SILVER DESIGNATION AND MUSEUM OPERATIONS WILL REFLECT A COMMITMENT TO SUSTAINABLE ENVIRONMENTAL PRACTICES.
- **SOUND RESEARCH:** THE MUSEUM WILL USE HIGH STANDARDS OF RESEARCH AND SCHOLARSHIP TO INFORM OUR EXHIBITIONS AND PROGRAMS PROVIDING A VARIETY OF PERSPECTIVES ON HUMAN RIGHTS, AND LINK WITH OTHER INDIVIDUALS AND INSTITUTIONS IN THIS EFFORT.

1.5 HISTORY

The Canadian Museum for Human Rights was created in 2008 through an amendment to the *Museums Act*, which established the Museum as the first national museum to be created since 1967 and the first to be located outside of the National Capital Region. With its creation, the dream of the late Dr. Israel Asper to establish a national museum dedicated to the exploration of human rights in Winnipeg, Manitoba was realized.

Unique for a national museum, the costs of constructing this new institution were shared by both private and public stakeholders including the three levels of

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government, the Forks Renewal Corporation and the Friends of the Canadian Museum for Human Rights which committed, at the time, to raising 40% of the funds required through private sector donations. This arrangement was formalized in a historic *Definitive Agreement* signed in February 2008.

The Governor in Council appointed the first eight members of the Board of Trustees in August 2008. Two further members were appointed in June 2009 with the last member being appointed in March 2011. The President and Chief Executive Officer was appointed in September 2009 and joined the Executive Team in November 2009.

Work began on a home for the Museum in the summer of 2008 with an archaeological dig completed in accordance with the requirements of Manitoba's *Heritage Resources Act*. Actual construction of the Museum building began in April, 2009 and as of March 2011, the building is 95% tendered, the concrete structure and foundations are complete and the steel structure is well underway.

1.6 GOVERNING LEGISLATION

Under the *Museums Act*, the Canadian Museum for Human Rights is a distinct legal entity, wholly-owned by the Crown, which operates at arm's length from the Government in its day-to-day operations, activities and programming. As a Crown corporation and as a member of the Canadian Heritage Portfolio, the Museum contributes to the achievement of the Federal Government's broad policy objectives.

As an agent of Her Majesty and a parent Crown Corporation, the Museum is governed by the control and accountability regime established under Part X of the *Financial Administration Act*. The Museum is also required to comply with a range of provisions in other statutes, including: the *Federal Accountability Act*; the *Access to Information Act*; the *Privacy Act*; the *Criminal Code of Canada*; the *Official Languages Act and Regulations*; and the *Canada Labour Code*, among others.

1.7 GOVERNANCE STRUCTURE

Under the *Museums Act*, the Museum's Board of Trustees serves as its governing body and is accountable to Parliament for the stewardship of the Museum, through the Minister of Canadian Heritage and Official Languages. The Minister is also the link between the Museum and the Cabinet. The legislation provides for a Board of up to eleven members, appointed by the Governor-in-Council on the advice of the Minister of Canadian Heritage and which represents all regions of the country. The eleven members on the Board of Trustees hail from the following regions: Atlantic Canada, Québec,

Ontario, Manitoba, Alberta and British Columbia. The Board of Trustees is independent from Management and provides strategic direction and oversight to the Corporation.

The roles and responsibilities of the Board of Trustees and its Committees are set out in the Museum's By-Laws and in the Terms of Reference as appropriate. Two Committees were established under the By-Laws, an Executive Committee that does not meet separately, rather functioning instead within the Board as a Committee of the Whole, and an Audit Committee whose purpose is to assist the Board of Trustees to fulfill its oversight responsibilities to the Crown under the *Financial Administration Act*. The Audit Committee oversees and holds Management accountable for the corporation's standards of integrity and behaviour, its reporting on financial information, its internal control systems and its results.

The *Museums Act* vests responsibility for the day-to-day management of the Museum in its Director as the President and CEO of the Corporation. Management is accountable for the day-to-day management of the Museum's performance, its long-term viability and the achievement of its objectives.

1.8 ORGANIZATIONAL STRUCTURE

As a start-up institution, the Museum's organizational structure continues to evolve. Staffing is proceeding in phases as we build to a full complement of an estimated 150 personnel for the Museum's Opening. Staffing plans are reviewed by the Executive Team on a quarterly basis to ensure that recruitment critical to meeting the Museum's goals proceeds while remaining attentive to budgetary constraints. As of March 2011 the Museum has a complement of 50 full time employees, 1 part time term, 1 employee on Interchange, 1 casual employee and 3 contract positions.

2 STRATEGIC ISSUES - PLANNING PERIOD 2011-2012

The Museum's primary objective is to achieve the mandate established for it by Parliament in the most effective way possible. This section outlines the environment in which the Museum has been operating and the key strategic issues facing the Museum in future. Combined with the assessment of past performance just described, it forms the basis on which the Museum has defined its key objectives and strategies for the planning period.

2.1 ENVIRONMENTAL SCAN

The environment in which the Museum conducts its business has a direct impact on its success. Both external and internal factors affect the Museum's ability to construct its

facility within budget, to attract visitors to the Museum once it has opened its doors, to recruit and retain a skilled and professional workforce and to fund its ongoing operations. The following summarizes the strengths, opportunities and challenges facing the Museum in the foreseeable future.

STRENGTHS AND OPPORTUNITIES

Many positive factors in the internal and external environment are providing momentum to the Canadian Museum for Human Rights as it enters its first years of operation:

GOVERNMENT AND INSTITUTIONAL SUPPORT AT ALL LEVELS

By creating the Canadian Museum for Human Rights, the Government of Canada has given voice to its commitment to human rights by celebrating Canada's achievements, acknowledging its past and advocating for human rights around the world.

The Province of Manitoba and the City of Winnipeg have similarly demonstrated their strong commitment to advancing human rights by contributing to establishing a museum that will "pay tribute to past human rights successes, while helping to educate and teach us about the struggles of today and tomorrow."¹ In addition, on April 27, 2011, the City of Winnipeg approved an additional contribution of \$3.63 million to the Museum.

Tremendous support for the Museum has also come from numerous stakeholders, including the Provincial and Municipal tourism authorities, the Manitoba, Winnipeg and Aboriginal Chambers of Commerce, the Manitoba Federation of Labour, the Winnipeg Convention Center and Winnipeg's key museums and cultural institutions.

Strong relationships are being fostered informally as well as through memoranda of understanding with key constituents including: the other National Museums, Library and Archives Canada, the National Film Board, CBC/Radio-Canada, Rotary International, the Global College at the University of Winnipeg, the University of Manitoba as well as institutions in Europe and in the United Kingdom. The Museum's leadership will continue to develop and nurture these and new relationships with key stakeholders.

COMMUNITY SUPPORT

The CMHR continues to garner strong support from and create linkages with individuals, rights organizations and ethno-cultural community groups. An on-going series of public consultations has revealed a strong public belief in the Museum's mandate. The Museum conducted tours of the construction site over the summer involving over 450 visitors and 90 tourism industry representatives. The sense of excitement continues to build as the building takes shape. From November 2009 to November 2010, there were over 180,000 visits to the Museum's website with approximately 790,000 page views. Interaction with the Museum through social media is significant. The Museum had a

¹ Premier Gary Doer, News Release, April 2007.

goal of reaching 1000 fans on Facebook by August 2010 and this goal was achieved in July 2010. The Museum now has over 2400 fans and this number increases daily.

ABORIGINAL COMMUNITY SUPPORT

The support of the local Aboriginal community continues to be critical to the Museum's success and efforts continue to nurture strong relationships with Aboriginal peoples and their leadership. The Museum has established an Elders Council to provide advice and counsel. At their suggestion, an outdoor terrace which will be used for smudging ceremonies was incorporated into the Museum's building design and a Sunrise Ceremony to honour the spirits took place at the construction site at the Summer Solstice in 2010. An Aboriginal Youth Council has been established to bring their unique perspective to the development of the Museum's content.

The Museum's leadership has recruited an Aboriginal Advisor to the Executive team to continue to develop and foster strong relationships with Aboriginal communities.

PRIVATE SUPPORT AND FUNDRAISING

The Friends of the Canadian Museum for Human Rights (the Friends) have had outstanding success in raising the funds required to create the Museum. To date \$125 million confirmed pledges and commitments from the private and public sectors have been raised.

In April 2011, the Friends announced the recruitment of a full time Chief Executive Officer, who is part of the Museum's Senior Management Team, and who will be instrumental in broadening the Friends' fundraising base in close alignment with the Museum's priorities and objectives. Davorka (Dav) Cvitkovic is widely recognized as one of the most accomplished fundraising professionals in Canada. She has designed and executed successful multi-million dollar campaigns provincially (BC), nationally and internationally. She has held key leadership positions at Simon Fraser University, Royal Roads University (Victoria), and most recently as Vice President for University Advancement at Holy Names University - founded by French Canadians and located in Oakland, California. As Chair of the Canadian Arthritis Society's national revenue development team, Cvitkovic pioneered the now-widely recognized "Joints in Motion" fundraising campaign and more than doubled revenue streams for the Arthritis Society in B.C. She holds an MBA in marketing and an undergraduate business degree in finance from Simon Fraser University, and is a past recipient of the Canadian Council for the Advancement of Education's Rising Star award.

RISKS AND CHALLENGES

Despite the overwhelmingly positive environment, there are also numerous challenges facing the Museum. The Leadership Team is developing its strategies and plans in a way that responds to these challenges:

ECONOMIC UNCERTAINTY

The Friends' fundraising efforts continue to be successful with \$125 million raised to date from the private and public sectors. The Museum is confident in its ability to ultimately raise the remaining \$22 million to complete the building project. The slower pace of economic recovery may result in the fundraising campaign taking longer than originally planned.

RISKS RELATED TO CAPITAL CONSTRUCTION

All capital projects are subject to a wide range of risks that need to be carefully managed, including the risk of cost over-runs. The Board of Trustees and Management have put in place appropriate mechanisms to continually monitor and manage risks associated with the project including:

- Delivering the project through the Construction Management Method which is based on a collective team approach to construction.
- Adopting the Value Engineering Process to develop ways of lowering costs while still meeting program requirements.
- Developing specific risk mitigation strategies to address such key risk areas as the cost of caissons and piling; structural steel, the cost and complexity of the exterior glazing, the impact of foreign exchange fluctuations, potential threats to labour force availability, and the cost of potential scheduling changes.
- Putting in place a sound project monitoring and reporting framework.

RISKS RELATED TO COSTS OF ONGOING OPERATIONS

The Friends' original 2006 estimate for the operating costs of the Museum, on which the Government based its expectations for ongoing support, was \$21.7 million. Although the forecast appears to have been appropriate for the scale of the building and the Friends' envisaged programming, there are two issues which will need to be addressed as the Museum works with the Department of Canadian Heritage to finalize its longer-term budgets.

The Museum will be seeking the government's approval to augment the operating funds already committed by an amount sufficient to cover the required payments in-lieu of taxes (PILT).

Inflation may be a factor in building operations once the Museum is open to the public.

The Museum is developing revenue opportunities which could be allocated to operations rather than to programming, if those operational pressures are not funded elsewhere.

CONTROVERSIAL SUBJECT MATTER

Public discourse on human rights can by nature be difficult, controversial and political. It is important for the Museum to develop a reputation for integrity in its exhibitions, research and scholarship and to develop mechanisms to engage as wide a set of

perspectives as possible, to be engaging and inclusive, to present multiple perspectives objectively and to respond to the inevitable criticism it will face. The Board of Trustees and the Museum are committed to encouraging public debate, acknowledging the wide variety of legitimate, if not always consistent, perspectives and squarely facing controversy as it arises.

Considerable debate about some aspects of the Museum content and exhibits has already been generated. The Museum remains transparent on its selection criteria and its basis for the exhibition program. We continue to actively engage governments, the media and the public to mitigate risks from misinformation and to build credibility.

MUSEUM DETRACTORS

While the Museum has garnered a broad spectrum of public supporters, it also has its detractors, some of whom will argue that the Museum is too expensive and may become a drain on taxpayers. Opposition with respect to the content of the Museum has primarily come from individuals and organizations who oppose more contemporary perspectives on Human Rights. Others have expressed concern that the Museum will focus only on one or two events in Human Rights history and/or will only present one perspective. In some cases, separate organizations from the same community have expressed diverging opinions on the project. The Museum continues to respond to criticism and to address the public opinion risks associated with its detractors while being mindful of its status as a national museum and its goal of encouraging discussion and debate.

OPERATIONAL CHALLENGES

As a new entity, the Museum has made great strides in developing governance and management mechanisms that reflect best practices, however much still remains to be accomplished and the heavy agenda facing the Board and Leadership Team will require a continued focus on the expeditious development and adoption of appropriate policies, procedures, structures and systems.

With staffing levels and workloads increasing, integrating and equipping a diverse and fully bilingual workforce into this rapidly growing environment is key to ensuring that the Museum meets its strategic and operational objectives.

2.2 STRATEGIC PRIORITIES

The Board of Trustees has affirmed the following priorities as appropriate for the planning period. They form the basis of the Museum's key results and activities for the planning period:

- To manage all aspects of the Building Construction Project in a fiscally sound, transparent and accountable manner, employing effective risk-management practices throughout.
- To develop the Museum’s content and programming through ongoing consultation and engagement of organizations, individuals and stakeholders across Canada and around the world.
- To manage the development of the inaugural exhibits within the budget available and on schedule.
- To adopt sound and efficient governance and stewardship practices that will facilitate the alignment of resources with priorities and full accountability to Canadians for results.
- To retain the necessary human resources both for the start-up and the longer-term.
- To work with the Friends to raise the remaining \$22M in capital funding.

3 PROGRAMS AND ACTIVITIES 2011-2012

To carry out its legislated mandate, the Museum’s programs and activities are designed to achieve the following strategic outcome:

Enhanced knowledge and understanding of human rights, respect for others and public dialogue through the exploration and presentation of the subject of human rights, reflecting a special but not exclusive perspective on Canada.

As a start-up institution and a new federal Crown Corporation, the Museum’s Program Activity Architecture (PAA) reflects an organization in its early stage of development.

Within its approved PAA, the Museum has three key activities:

- **MUSEUM CONTENT AND PROGRAM**
- **PERMANENT BUILDING AND TEMPORARY ACCOMMODATION**
- **STEWARDSHIP AND CORPORATE MANAGEMENT**

3.1 MUSEUM CONTENT AND PROGRAM

Description: The CMHR is intended to be an “idea museum,” focused less on the collection of artefacts and more on the interpretation or ideas around sensitive and complex subjects. In becoming Canada’s first such museum – also believed to be the first in the world dedicated to the broad exploration of human rights – the CMHR is breaking new ground. In its early years, the Museum will be spending considerable energy to establish an innovative and unique museum program.

Objective:

That the Museum's content and programming is objective, innovative and accessible and affects the way people think and behave towards the rights of others, and that it is developed through ongoing consultation and engagement.

Key Results:

- *The Museum develops accessible, engaging and enriching exhibits that provide a range of perspectives – in both official languages – that promote reflection and dialogue, create an environment for change and motivate visitors to take action to promote human rights.*
- *The Museum develops education, training, learning and community programs that complement and reinforce its exhibits.*
- *The Museum develops a framework for sound research and scholarship.*
- *The Museum develops an approach to global outreach, engagement, accessibility and service.*

3.2 TEMPORARY ACCOMMODATION AND PERMANENT BUILDING

Description: The Museum is being built at the Forks, a breathtaking, historic site located at the junction of the Red and Assiniboine Rivers in Winnipeg. The facility will be a world-class iconic structure worthy of its content and designed to inspire generations of Canadians and international visitors.

The Museum's Board and Executive Team are heavily involved in managing all stages of the capital construction project leading to the public opening. The Board is fully accountable for overseeing all aspects of the building project, including establishing the time-frames for construction and managing risks throughout. In the interim, temporary accommodation at the Victory Building and at a neighbouring space is also being provided. By the Museum's opening, appropriate mechanisms to provide for effective, efficient operations and maintenance and its ongoing security, accessibility and sustainability will have to be established.

Objective:

That all aspects of the Building Construction Project are managed in a fiscally sound, transparent and accountable manner, ensuring environmental stewardship and employing effective project and risk-management practices throughout.

Key Results:

- *Decisions related to the building's design lead to the construction of an iconic facility that is appropriate to meet the Museum's mandate and objectives and will endure as a treasured landmark for generations.*
- *The building construction project is governed by an effective project management regime including a robust strategy to manage risks related to the project.*
- *The Museum engages the local Aboriginal community at appropriate times throughout the design and constructions processes.*
- *Decisions related to the building (both capital and operational) are sound, are based on appropriate analysis and study and stand up to public scrutiny and provide for effective, long-term operational sustainability.*
- *Appropriate interim and permanent accommodations are provided.*

3.3 STEWARDSHIP AND CORPORATE MANAGEMENT

Description: The Museum is committed to establishing a governance and management regime that embodies the highest standards of efficiency, effectiveness, accountability and transparency in the service of the public trust. The Museum is adopting best practices in corporate governance and administration to provide for the sound and rigorous stewardship of its resources. Recruitment of the necessary talent to permit the Museum to attain its goals and to function in both official languages remains a priority. Appropriate structures, processes, policies, practices and tools – particularly in the areas of financial, human and information management have been established and continue to be refined.

The Government expects that its national museums will build the capacity to raise private sector funds and generate revenues, and these objectives will be pursued with vigour by the Museum. The Friends of the CMHR continue to play an important role in raising funds to meet the capital shortfall and Management is moving forward on a plan to establish an on-going mechanism for fundraising for the Museum. The Museum is also committed to optimizing its revenue-generation capacity once it is open to the public.

Objectives:

That the Museum adopts sound and efficient governance and stewardship practices that facilitate the alignment of resources with priorities and full accountability and transparency to Canadians for results; and that the Museum recruits and retains the necessary human resources both for the start-up and the longer-term.

Key Results:

- *The Corporation meets or exceeds recognized FAA and Treasury Board standards for Corporate Governance. Financial Resources are allocated in a manner designed to achieve the priorities of the Corporation.*
- *The Corporation has strong working relationships with all levels of government and other stakeholders to build support in the community for its mission.*
- *The Corporation has in place the policies, procedures and systems that are conducive to sound management and accountability.*
- *The Corporation attracts and recruits the talent and expertise necessary both for the start-up and the longer-term. The Museum has a workplace that is fair, enabling, healthy and safe and a workforce that is productive, principled, sustainable, adaptive and representative of both official languages and the diversity inherent in Canadian society.*
- *The Corporation establishes the capacity to generate ongoing private-sector contributed funds. Upon its opening, the Museum will be in a position to generate earned revenues.*
- *The Museum garners a high level of awareness and public support through strong, effective marketing and communications strategies and positive visitor experiences.*

4 ASSETS

4.1 REAL PROPERTY

The Museum is being built on two parcels of land in Winnipeg, transferred from the City of Winnipeg and The Forks Renewal Corporation. The Museum is currently occupying office space in the Federal Government's Victory Building at 269 Main Street in Winnipeg to house Museum staff during the construction. As the Museum workforce continues to expand, some staff units have moved to neighbouring office space at 1 Wesley Avenue.

4.2 FINANCIAL RESOURCES

CAPITAL FUNDS

The *Definitive Agreement* signed by the Federal Government and the contributing parties on February 1, 2008, established contributions of \$265 million for capital construction and fit-up of the Museum - \$100 million from the Government of Canada, \$40 million from the Province of Manitoba, \$20 million from the City of Winnipeg and \$105 million from the Friends of CMHR.

As of March 31, 2011 the Federal Government has provided \$90 million. The remaining \$10 million is included in the capital reference levels for 2011-12.

The cash contributions from the Province of Manitoba and the City of Winnipeg and the first three instalments from Friends of CMHR have been paid. Per the *Definitive Agreement*, the final instalment of \$20.06 million was received from the Friends of CMHR in April 2011.

Preliminary estimates for the project based on a 2006 schematic building design were \$265 million. In 2008, at the end of the design development phase, when there was sufficient detail to obtain accurate costing, the cost of the building and exhibitions, including adjustments required to qualify the building for a LEED silver designation and to reduce long-term operating costs, excluding completing the theatre and temporary gallery space, was determined to be \$310 million. The Board of Trustees requested and the Friends of the Museum agreed to raise the funds required to complete the building project from sources in the public and private sectors. As of March 2011, Friends has \$125 million in confirmed pledge commitments from the private sector of which \$85 million has been collected to date. On April 27 2011, the City of Winnipeg approved an additional contribution of \$3.63 million to the Museum. The CMHR and Friends of CMHR continue to work in close collaboration to raise the remaining \$22 million. In 2011-12 there are significant fundraising opportunities that will be pursued with an expanded Friends of the CMHR organization led by a new Chief Executive Officer.

OPERATING FUNDS

Based on early estimates in 2006, the Museum's annual operating budget to be funded by parliamentary appropriation was set at \$21.7 million.

The City of Winnipeg has now received payments for both 2009 (partial year) and 2010 property taxes from Public Works and Government Services Canada (PWGSC) on behalf of CMHR PILT. The CMHR will be seeking the Government's approval to augment the operating funds already committed by an amount sufficient to cover the obligations placed on it by the *PILT Act*.

In accordance with the Federal Government's directives regarding cost containment, the Museum has put measures in place to effect reductions in variable costs. Staffing plans are reviewed quarterly and only positions directly related to the Museum's core business are being filled. All staff travel, hospitality and conference costs must be pre-approved by the President and CEO. Expenses related to the CEO's travel and conference costs are pre-approved by the Board of Trustees.

Once it is operational, the Museum expects to be in a position to augment its base budget through fundraising and revenue-generation and is mindful that the Government expects the national museums to do so. The future operating budgets the Museum presents to the Government will reflect the further analysis that is required to project the scope for contributed and earned revenue generation.

5 PERFORMANCE AGAINST 2010-2011 OBJECTIVES

The Museum's 2010-2011 to 2014-2015 Corporate Plan established objectives and key results for each Program Activity and committed the Museum to numerous key activities to be completed before April 1, 2011. The Museum is largely on track to achieve its plans. The following highlights the Museum's performance against objectives.

5.1 MUSEUM CONTENT AND PROGRAM

KEY ACCOMPLISHMENTS

Goals set for 2010-2011 have largely been met with the exception of developing the area of education and learning where finding a suitable Director of Learning and Programming has taken longer than anticipated. Following are key accomplishments:

- Multi-departmental Exhibit Fit-Up and Design Development Teams have been established to ensure an integrated collective approach to construction and development of the exhibits, bringing Exhibit Design Development to 100% completion.
- A Research Team of 6 specialists has been hired and research to develop content packages for the inaugural exhibits is well advanced.
- Initiated the Champions Oral History Project, a one-year pilot project to interview human rights champions – people who are recognized for their contributions to the advancement of human rights. While 10-12 interviews were planned, expectations were significantly exceeded with 23 interviews completed. This project will be evaluated to establish best practices for an ongoing oral history program.
- Content for the exhibits is well advanced through extensive public engagement, significant in house research and advice from outside advisors such as the Human Rights Advisory Council. The Council is comprised of 17 members representing broad interests in human rights was established with a mandate to provide counsel to the Museum's CEO. The Council has met five times.

- Support to content development is being further strengthened through partnerships with content-holding organizations including Library and Archives Canada, CBC/Radio-Canada and the National Film Board/Office National du Film. The Museum is committed to taking advantage of the expertise and talent of established organizations and sharing the collections and materials they hold.
- Strengthened capacity with respect to Aboriginal relations by recruiting an Executive Advisor, Aboriginal relations reporting to the Chief Executive Officer and establishing an Aboriginal Youth Council.

5.2 TEMPORARY ACCOMMODATION AND PERMANENT BUILDING

KEY ACCOMPLISHMENTS

The goals established for 2010-2011 have largely been met and after 18 months of construction the building is still projected to be completed in 2012. Following are key accomplishments:

- 95% of the building has been tendered and costs confirmed by contract
- The concrete structure is complete.
- Structural steel for the roots and the great hall commenced and is on schedule.
- Structural steel for the mountain and cloud commenced in 2010.
- Construction is expected to be completed as planned in 2012.

5.3 STEWARDSHIP AND CORPORATE MANAGEMENT

KEY ACCOMPLISHMENTS

The Museum continued to build on governance and stewardship practices. The goals set for 2010-2011 have in large part been achieved. Key accomplishments are highlighted below:

- Vision and values were reviewed with the Senior Management team at a planning retreat in September 2010 with a view to fully integrating them into the Museum's operation.
- Interim procedures for managing Access to Information Requests were developed.
- A fully developed Performance Management regime for employees that cascades from the Corporate Plan was launched and managers and employees trained.
- A Strategic Framework for Human Resources management was implemented.
- An internal issues management process designed to address issues in a coordinated fashion across the organization was initiated.

6. KEY RESULTS, ACTIVITIES AND OUTCOMES

The Museum's key results and activities over the planning period focus squarely on completing construction of the building within the prescribed budget and according to the established schedule, raising the balance of capital funds, assuring bridge financing to fund the Museum completion on schedule, developing state of the art exhibits based on a foundation of solid research and scholarship and continuing to develop and implement the governance and corporate management policies and practices to operate in an efficient and effective manner.

The following table outlines the Museum's commitments for over the five-year planning period and objectives, strategies and performance measures for the 2010-2011 fiscal year.

6.1 MUSEUM CONTENT AND PROGRAM

<p>Objective: That the Museum's content and programming affects the way people think and behave towards the rights of others, and that it is developed through ongoing consultation and engagement of Canadians.</p>		
<p>Sub Program Activities: Exhibitions and Interpretation; Educational Programming; Research and Scholarship; Outreach and Engagement;</p>		
Key Results	Key Activities for 2011-2012	Five-Year Performance Outcomes (By Year-End 2016)
<p>The Museum develops accessible, engaging and enriching exhibits that provide a range of perspectives—in both official languages—that promote reflection and dialogue, create an environment for change and motivate visitors to take action to promote human rights.</p>	<p>Undertake exhibit fabrication and graphics production to realize the 100% Design Development completed in 2010/2011.</p> <p>Establish a data network including access to databases and distributed network from exhibits, kiosks, web site, 3rd party web platforms through multiple devices.</p> <p>Implement evaluation protocols for the Museum including audit, prototyping, exhibition, program evaluation and usability.</p>	<p>The Museum will be recognized as a world-class venue for the exploration and discussion of issues within its mandate, in collaboration with diverse groups of Canadians.</p> <p>The Museum's exhibitions will be at the forefront of new media applications.</p> <p>The Museum will have developed metrics to assess the impact of its programming on visitors.</p>

6.1 MUSEUM CONTENT AND PROGRAM (CONT'D)

Key Results	Key Activities for 2011-2012	Five-Year Performance Outcomes (By Year-End, 2016)
<p>The Museum develops education, training, learning and community programs that complement and reinforce its exhibits.</p>	<p>Complete outlines and define detailed programs with respect to the programming framework for education, training and learning.</p> <p>Develop and approve policy and framework for community programs.</p> <p>Develop a policy framework for museum programs.</p>	<p>The Museum will be recognized for the innovation, quality and scope of its education, training, learning and community programming.</p>
<p>The Museum establishes a program of sound research and scholarship.</p>	<p>Prepare preliminary exhibition text.</p> <p>Complete directed research to support exhibition development including image research.</p> <p>Develop a policy framework for research and scholarship including ethical guidelines.</p> <p>Establish an Oral History Program.</p> <p>Establish an Applied Scholarship Program including planning colloquia and other events.</p>	<p>The Museum will be recognized for the quality, integrity, balance and impact of its research and scholarship, based on a strategy for ongoing research.</p>

6.1 MUSEUM CONTENT AND PROGRAM (CONT'D)

Key Results	Key Activities for 2011-2012	Five-Year Performance Outcomes (By Year-End, 2016)
<p>The Museum develops an approach to global outreach, engagement, accessibility and service.</p>	<p>Develop the Public Engagement Plan for 2011-2012 and beyond, with consideration given to Research, Content and Scholarship.</p> <p>Establish procedures to foster dialogue with existing participants in the Public Engagement process.</p> <p>Develop the Youth Advisory Board in order to hear youth perspectives throughout the development of the Museum including but not limited to content, programming and visitor experience.</p> <p>Develop a framework and policy for universal design implementation in exhibits, new media, collection resources, and programs.</p>	<p>The Museum will be seen as a Canadian institution that reaches all citizens across the country and international audiences through its programming and services.</p> <p>A strategy will be in place for ongoing global outreach, engagement, accessibility and service.</p>
<p>The Museum establishes a reference and collections centre to support research, scholarship, exhibitions and museum programs.</p>	<p>Acquire and manage archives, library and museum materials as governed by the Collections Policy to support the Museum's mandate and activities.</p> <p>Establish temporary physical and digital secure storage of collections according to professional standards and best practices.</p> <p>Develop a plan for long-term storage of collections, customize, implement Archives, Library and Museum (ALM) software and develop and implement procedures for managing archives and collections in keeping with professional standards and best practices.</p>	<p>The Museum's Reference and Collections Centre will be of the highest calibre, will operate in keeping with professional standards and best practices and will have the resources required to support the Museum's programs.</p>

6.2 TEMPORARY ACCOMMODATION AND PERMANENT BUILDING

<p>Objective: That all aspects of the Building Construction Project are managed in a fiscally sound, transparent and accountable manner, employing effective project and risk-management practices throughout.</p> <p>Sub Program Activities: Capital Construction; Building Operations; Temporary Accommodation</p>		
Key Results	Key Activities for 2011-2012	Five-Year Performance Outcomes (By Year-End, 2016)
Decisions related to the building's design lead to the construction of an iconic facility that is appropriate to meet the Museum's mandate and objectives and will endure as a treasured landmark for generations.	<p>Structural steel to be installed and hand-off to curtain wall.</p> <p>Curtain wall installation.</p> <p>Fit-up of exhibition spaces contracted, sub-contracting tendered and awarded and construction started.</p>	<p>The building construction will be completed in 2012.</p> <p>The completed building will be widely recognized in the media and by visitors as a national treasure, whose design is an integral part of the transformative impact of the Museum visit.</p>
The building construction project is governed by an effective project management regime including a robust strategy to manage risks related to the project.	<p>Regular review of the budget forecast/risk matrix.</p> <p>Project Management of Exhibit Fit-up completed in conjunction with building substantial completion.</p>	The Auditor General's Annual Audits will acknowledge the sound governance, project management and risk management practices around the construction project.
The Museum engages the local Aboriginal community at appropriate times throughout the design and construction processes.	<p>Develop and implement a plan for ongoing engagement of Aboriginal community that will be managed laterally across the organization.</p> <p>Integrate Aboriginal input into exhibition design and fit-up. Identify key ceremonies and programs that may impact constructions and construction elements that will affect execution.</p>	<p>Strong partnerships will be in place with the local Aboriginal community for ongoing dialogue and input into the building, the exhibits, programs and services:</p> <ul style="list-style-type: none"> • Terms of reference and regularly scheduled meetings for the Elders and Youth Advisory Councils to provide updates and seek recommendations for ongoing and planned Museum activities will be in place. • Concurrently, focus groups to seek input from Aboriginal people from throughout Canada with respect to themes will have taken place.

6.2 PERMANENT BUILDING AND TEMPORARY ACCOMMODATION (CONT'D)

Key Results	Key Activities for 2011-2012	Five-Year Performance Outcomes (By Year-End 2016)
<p>Decisions related to the building (both capital and operational) are sound, are based on appropriate analysis and study and stand up to public scrutiny and provide for effective, long-term operational sustainability.</p>	<p>Monitor negotiations between Public Works Canada and City of Winnipeg with respect to Payment-in-Lieu of Taxes to ensure the best interests of CMHR are considered.</p> <p>Begin developing best practices, policies and procedures for Facilities Management.</p>	<p>The Museum building is fully operational, with optimized systems.</p> <p>Appropriate maintenance and security of the Museum's capital assets will be performed efficiently, meeting or exceeding recognized standards.</p>
<p>Appropriate interim and permanent accommodations are provided.</p>	<p>Additional office and prototype space is acquired.</p> <p>Development of a permanent Facility Management Plan.</p> <p>Finalize workspace planning for the new building.</p> <p>Operationalize the building: begin preparation of multi-departmental operational plan for a variety of functions including:</p> <ul style="list-style-type: none"> • Visitor experience and services • Events management • Learning and Programming • Temporary Exhibits • Changing Exhibits 	<p>Temporary space requirements will have been achieved and will no longer be required.</p> <p>The completed building will operate under best practices and policies and offer a high quality working environment for its employees.</p>

6.3 STEWARDSHIP AND CORPORATE MANAGEMENT

<p>Objectives: That the Museum adopts sound and efficient governance and stewardship practices that facilitate the alignment of resources with priorities and full accountability to Canadians for results. That the Museum recruits and retains the necessary human resources both for the start-up and the longer-term.</p> <p>Sub Program Activities: Corporate Governance; Administration; Private Sector Fundraising and Other Revenue Generation; Marketing and Communications</p>		
Key Results	Key Activities for 2011-2012	Five-Year Performance Outcomes (By Year-End 2016)
<p>The Corporation meets or exceeds FAA and Treasury Board standards for Corporate Governance. Financial Resources are allocated in a manner designed to achieve the priorities of the Corporation. The Corporation has in place the policies, procedures and systems that are conducive to sound management and accountability.</p>	<p>Develop mechanisms to ensure the incorporation of the Museum's values in day-to-day decision-making.</p> <p>Update and maintain an Operational Plan to implement the Corporate Plan.</p> <p>Obtain capital bridge financing to ensure funds are available to complete the building.</p> <p>Obtain approval for 5 year operational funding including amounts to offset PILT for 2012-2013 to 2016-2017.</p> <p>Implement a program to manage the Corporation's obligations under the <i>Access to Information Act</i>.</p> <p>Establish and implement a Corporate Performance Management Regime that allows for on-going course correction, risk management and transparent reporting.</p> <p>Create and implement an Employee Code of Conduct</p> <p>Implement Standards on Quarterly Financial Reports as required by TB.</p>	<p>The Museum will meet or exceed recognized FAA and Treasury Board standards for Corporate Governance, including a robust performance management regime and integrated risk management.</p> <p>The Museum will fully exercise its responsibilities under federal legislation and in accordance with best governance practices.</p> <p>Human, material and financial resources will be aligned with the Museum's priorities.</p>

6.3 STEWARDSHIP AND CORPORATE MANAGEMENT (CONT'D)

Key Results	Key Activities for 2011-2012	Five-Year Performance Outcomes (By Year-End 2016)
	<p>Reclassify the Museum to a Government Not-for-Profit and adopt accounting framework under PSAB.</p> <p>Develop Employment Equity reporting per Federal requirements.</p> <p>Develop an Internal Audit Plan</p> <p>Develop a Board Assessment mechanism and finalize succession planning process.</p> <p>Conduct a review of all Board Corporate Policies and Instruments and make revisions as appropriate.</p>	
<p>The Corporation has strong working relationships with all levels of government and other stakeholders to build support in the community for its mission.</p>	<p>Establish key partnerships and objectives with federal Crown Corporations and Agencies and establish criteria and implement a process to identify partnerships and objectives with Non Government Organizations, scholarly organizations and Intergovernmental Organizations.</p> <p>Define, develop and implement an issues management process.</p>	<p>The Corporation is a recognized leader in the federal crown corporation network and has influence on and input into government policies at all levels that may impact on the Museum's effective delivery on its mandate.</p> <p>Issues will be managed in a timely and consistent fashion and will reflect positively on the Museum's goals of transparency, accountability and respectful dialogue.</p>

6.3 STEWARDSHIP AND CORPORATE MANAGEMENT (CONT'D)

Key Results	Key Activities for 2011-2012	Five-Year Performance Outcomes (By Year-End 2016)
<p>The Corporation has the policies, procedures and systems that are conducive to sound management and accountability.</p>	<p>Further develop corporate and operational policies and procedures with a focus on the following:</p> <ul style="list-style-type: none"> • Communications • Accounting and Finance • Information Technology • Records and Information Management • Facilities Planning and Management. • Integrated Risk Management. <p>Implementation of an Enterprise Resource Planning System (ERPS)</p>	<p>The Museum will have appropriate policies and financial controls in place to provide for sound management of its human, financial, information and IT resources.</p> <p>The Office of the Auditor General will have given an unqualified opinion on the Museum's annual financial statements and the outcome of the Special Examination will recognize the soundness of the Museum's management system.</p>
<p>The Corporation attracts and recruits the talent and expertise necessary for both the start-up and the longer-term through the establishment of best practices.</p> <p>The Corporation has a work-place that is fair, empowering, healthy and safe and a workforce that is productive, principled, sustainable, adaptive and representative of both official languages and the diversity inherent in Canadian society.</p>	<p>Formalize the Museum's Official Languages Policy in the workplace</p> <p>Monitor the workforce and staffing plan to meet the needs of the organization.</p> <p>Develop mechanisms to promote effective internal communications including formalizing a Joint Management/Employee Committee</p> <p>Develop a volunteer recruitment and retention framework and make recommendations regarding external mentorship, internship, training and partnerships strategy.</p>	<p>All positions will have been staffed.</p> <p>Succession Plans will be in place for key positions.</p> <p>The Museum's workforce reflects the diversity of Canadian society and is representative of both official languages.</p> <p>Regular employee satisfaction surveys confirm that employees:</p> <ul style="list-style-type: none"> • Understand the Museum's mission and how their work contributes. • Have the skills and competencies required to do what is expected. • Have the tools and working environment required to perform effectively. • Are rewarded for their contributions.

6.3 STEWARDSHIP AND CORPORATE MANAGEMENT (CONT'D)

Key Results	Key Activities for 2011-2012	Five-Year Performance Outcomes (By Year-End 2016)
	Implement an employee engagement survey.	
The Corporation establishes the capacity to generate ongoing private-sector contributed funds. Upon its opening, the Museum will be in a position to generate earned revenues.	<p>Implementation of the private sector contributed revenue framework for the Museum.</p> <p>Implementation of the earned revenue strategy including business plan and forecasting for:</p> <ul style="list-style-type: none"> Admissions/Ticketing /Membership Rentals Retail Food /Beverage and catering Branding and licensing Sponsorships 	<p>The Museum will be attracting contributed private sector income to support ongoing programming and activities, through a strong and effective foundation.</p> <p>The Museum will have established the necessary plans and infrastructure to generate earned revenues through a range of sources, including special events and on-site sales.</p>
The Museum garners a high level of awareness and public support through strong, effective marketing and communications strategies and positive visitor experiences.	<p>Lead an economic development impact study on direct and indirect benefits for the City and the Province as a result of the opening of the Museum.</p> <p>Implement communications strategies to support the Museum's key activities: construction of iconic building, content, brand, Museum opening including an issues management plan.</p> <p>Implement, integrate and monitor the Brand Strategy in all CMHR activities.</p>	The Museum will be positioned as the premier global human rights destination and an internationally recognized centre for learning and dialogue.

6.3 STEWARDSHIP AND CORPORATE MANAGEMENT (CONT'D)

Key Results	Key Activities for 2011-2012	Five-Year Performance Outcomes (By Year-End 2016)
	<p>Implement a marketing strategy that includes destination marketing, marketing to mainstream human rights, building architecture and earned revenue marketing.</p> <p>Create and begin to implement a plan for the Museum's Grand Opening.</p>	<p>Surveys will indicate that visitors they have had an experience that exceeds their expectations and will generate return visits.</p>

7 OPERATING AND CAPITAL BUDGETS

7.1 CAPITAL BUDGET

The capital budget reflects the total project budget of \$310 million. The funding is required for the base building construction and for the fit up, fabrication and installation of the exhibitions in order for construction to be completed on schedule by the end of 2012. The major base building expenditures in 2011–2012 are for completion of the structural steel, the glass curtainwall and the mechanical and electrical systems. The majority of the expenses for the fit up and fabrication of the exhibitions will be incurred in 2011–2012.

The Friends of the CMHR agreed to raise the remaining \$45 million to complete the building project from sources in the public and private sectors. The City of Winnipeg has approved an additional \$3.63 million for the Museum.

Having already raised \$23 million of the remaining \$45 million, the Board and Friends continue to work in close collaboration to raise the remaining \$22 million. In 2011–2012 there are significant fundraising opportunities that will be pursued with an expanded Friends organization led by a new CEO.

7.2 OPERATING BUDGET

The reference levels for the appropriations in 2011–2012 are \$21.7 million.

The projected expenses for 2011–2012 reflect the growth the Museum expects in the years prior to opening and will enable it to deliver on the key activities outlined in the Corporate Plan. The 2011–2012 appropriations of \$21.7 million will be used to fund staffing, professional services and exhibit development costs required to develop this new national museum from the ground up. The budget also allows for marketing costs to begin promoting the Museum across Canada and around the world. Conference tour operators plan at least 2 years in advance therefore marketing of the Museum in 2011–2012 is tantamount in order to attract these events and visitors to the Museum for its opening.

Construction management, research, story gathering, content development, exhibit development, programming and IT development continue to be important priorities in 2011–2012 in order to have the museum building complete with 47,000 square feet of interactive, engaging, informative, accessible and state of the art exhibitions and programs ready for opening, as well as a robust web site that provides access to the Museum globally.

In 2011–2012 the Museum will return to seek approval of ongoing operating funding. These budgets will project the scope for earned revenue generation after opening and the contributed revenue that will be expected once the capital campaign for the project is complete. The Museum will also be seeking the Government's approval to augment the operating funds by an amount sufficient to cover the obligations placed on it by the Federal *Payments in Lieu of Taxes Act*.

8 OPERATING AND CAPITAL BUDGETS

8.1 PRO-FORMA BALANCE SHEET, MARCH 31, 2010 TO 2016 (in thousands of dollars)

	FY 2009-2010 Actual	FY 2010-2011 Forecast	FY 2011-2012 Projection	FY 2012-2013 Projection	FY 2013-2014 Projection	FY 2014-2015 Projection	FY 2015-2016 Projection
Assets							
Cash & cash equivalents	736	1,193	1,193	1,193	1,193	1,193	1,193
Accounts Receivable and other current assets	667	1,100	1,100	1,100	1,100	1,100	1,100
Current portion of holdback account	1,155	4,547	10,595	-	-	-	-
Restricted cash & investments	87,979	82,587	7,336	-	-	-	-
Assets under construction	71,558	141,183	274,432	-	-	-	-
Capital Assets							
Land	4,979	4,979	4,979	4,979	4,979	4,979	4,979
Building	-	-	-	256,923	256,923	256,923	256,923
Furniture & Fixtures	533	1,075	1,745	4,745	4,745	4,745	4,745
Exhibits	-	-	-	37,747	37,747	37,747	37,747
Holdback account	1,948	1,768	-	-	-	-	-
Total Assets	169,555	238,432	1,745	306,687	306,687	306,687	306,687
Liabilities & Equity of Canada							
Accounts Payable and other current liabilities	5,571	6,534	6,534	1,136	1,136	1,136	1,136
Current portion of holdback account	1,155	4,547	10,595	-	-	-	-
Deferred funding related to property & equipment							
Deferred capital contributions (Note 2)	35,204	80,283	158,831	166,131	171,131	175,131	179,131
Deferred capital funding (Note 1)	47,219	87,393	97,393	97,393	97,393	97,393	97,393
Interest earned	4,250	4,389	4,505	4,505	4,505	4,505	4,505
Deferred Parliamentary Appropriations	532	1,074	1,744	1,744	1,744	1,744	1,744
Bridge Financing	-	-	21,000	35,000	30,000	26,000	22,000
Holdback account	1,949	1,768	-	-	-	-	-
Equity of Canada							
Other Comprehensive Income (Note 2)							
Province	40,001	40,001	43,376	46,751	46,751	46,751	46,751
City	18,870	19,500	21,425	23,050	23,050	23,050	23,050
Friends	45,042	67,172	88,482	90,782	95,782	99,782	103,782
Other Assistance	2,430	2,430	2,430	2,430	2,430	2,430	2,430
Interest earned	106,343	129,103	155,713	163,013	168,013	172,013	176,013
Less: deferred / recognized	2,423	2,838	3,110	3,110	3,110	3,110	3,110
	-35,196	-80,275	-158,823	-166,123	-171,123	-175,123	-179,123
	73,570	51,666	-0	-0	-0	-0	-0
Retained earnings	105	778	778	778	778	778	778
Total Liabilities & Equity of Canada	169,555	238,432	301,380	306,687	306,687	306,687	306,687

Note 1:

Deferred capital funding includes the WED funds of \$27 million and federal capital funding of \$70 million and related investment income.

The deferred funding is amortized over the same period as the asset purchased.

Note 2:

Other Comprehensive Income represents the contributions in cash and in kind by the other parties to the Definitive Agreement. The contributions are transferred to the Deferred capital contributions as they are used to fund the Assets under construction. The deferred contributions are amortized over the same period as the asset purchased.

8.2 Pro-Forma Statement of Income and Retained Earnings, Years ending March 31, 2010 to 2016 (in thousands of dollars)

	FY 2009-2010 Actual (Note 1)	FY 2010-2011 Forecast (Note 1)	FY 2011-2012 Projection (Note 1)	FY 2012-2013 Projection (Note 2)	FY 2013-2014 Projection (Note 2)	FY 2014-2015 Projection (Note 2)	FY 2015-2016 Projection (Note 2)
Government Funding							
Parliamentary Appropriations							
Main Estimates	1,500	21,050	21,700				
Supplementary Estimates B	5,200	-5,200	-				
Carry-forward to 2009/2010	1,900	-	-				
Subtotal	8,600	15,850	21,700	-	-	-	-
Amounts used to Purchase Depreciable Assets	-814	-977	-1,000				
Amortization of Deferred Capital Funding	254	262	330				
Total Parliamentary Appropriation	8,040	15,135	21,030	-	-	-	-
Revenue of the Corporation							
General Admissions & Programs	-	-	-				
Facility Rentals & Food Services	-	-	-				
Retail Sales & Other	21	23	50				
Donations	-	-	-				
Other government assistance	-	-	-				
	21	23	50	-	-	-	-
Expenses							
Museum Content and Program	3,178	7,713	11,152				
Accommodation	901	1,699	3,175				
Stewardship & Corporate Management	3,959	5,073	6,753				
	8,038	14,485	21,080	-	-	-	-
Variance	23	673	-	-	-	-	-

Note 1:

In 2009 the corporation requested and received approval for the operating funding reference levels for 2009-2010 to be increased by \$5.2 million (providing a total of \$8.6 million for 2009-2010) and for the reference levels for 2010-2011 to be \$15.85 million (\$21,050 million net of the reprofiled amount of \$5.2 million) and 2011-2012 to be \$21.7 million.

Note 2:

In 2011-2012, the corporation will present the Government with detailed operating budgets to seek approval for an appropriate level of ongoing operational funding for the corporation. As a Federal Crown Corporation CMHR falls under the Federal PILT Act and accordingly will pay property taxes to the City of Winnipeg.

The amount has not yet been determined and has not been included in previous operating cost estimates. The Museum will be seeking funding from the Federal government to cover the PILT payments.

8.3 Pro-Forma Statement of Cash Flows, Year ended March 31, 2011 to 2016 (in thousands of dollars)

	FY 2009-2010 Actual (Note 1)	FY 2010-2011 Forecast (Note 1)	FY 2011-2012 Projection (Note 1)	FY 2012-2013 Projection (Note 1)	FY 2013-2014 Projection (Note 1)	FY 2014-2015 Projection (Note 1)	FY 2015-2016 Projection (Note 1)
Operating activities:							
Cash receipts (parliamentary appropriation) (Note 1)	8,600	15,850	21,700	0	0	0	0
Cash paid (employees and suppliers)	-7,890	-14,205	-20,750	0	0	0	0
Other income	21	23	50	0			
	731	1,668	1,000	0	0	0	0
Investing activities:							
Investment in building project	-52,310	-68,995	-131,699	-28,636	0	0	0
Acquisition of property and equipment	-567	-834	-1,000	0	0	0	0
Investments - (Increase)/decrease in restricted cash	-70,176	5,932	75,251	7,336	-	-	-
	-123,053	-63,897	-57,448	-21,300	0	0	0
Financing activities:							
Parliamentary appropriation for the investment in building project and related income (Note 2)	20,059	40,139	10,116	0	0	0	0
Restricted contributions from non-owners and related investment income	102,180	22,545	25,332	7,300	0	0	0
Bridge financing			21,000	14,000			
	122,239	62,684	56,448	21,300	0	0	0
Increase in cash and cash equivalents	-83	455	0	0	0	0	0
Cash and cash equivalents, beginning of year	819	736	1,191	1,191	1,191	1,191	1,191
Cash and cash equivalents, end of year	736	1,191	1,191	1,191	1,191	1,191	1,191

Note 1:

In 2009 the corporation requested and received approval for reference levels to be increased by \$5.2 million for 2009-2010 (the reprofiled amount), \$15.85 million for 2010-2011 (net of reprofiled amount) and \$21.7 million for 2011-2012. In 2011-2012, the Museum will again seek the Government's approval for an appropriate level of ongoing operating funding for the corporation.

Note 2:

In June, 2009, Treasury Board approved \$70 million of capital funding to be included in the reference levels over three years; \$20 million in 2009-2010, \$40 million in 2010-2011 and \$10 million in 2011 - 2012.

8.4 Capital Budget, Years ending March 31, 2009 to 2016 (in thousands of dollars)

	FY 2008/09 Actual (Note 2)	FY 2009/10 Actual	FY 2010/11 Forecast	FY 2011/12 Projection	FY 2012/13 Projection	FY 2013/14 Projection	FY 2014/15 Projection	FY 2015/16 Projection	Total
Projected Capital Expenditures: (Note 1)									
Base Building Construction	1,356	44,846	60,446	95,010	17,136				218,794
Architects, Engineers & other consultants	12,977	8,510	3,300	888	300				25,975
Permits and Fees	-	370	180	-	-				550
Contingency	-	-	1,500	1,438	-				2,938
Schedule Recovery Plan and Other Contingency	-	-	-	4,404	900				5,304
Communication, Data Cabling, Interior F&F, Signage	-	-	1,200	4,662	500				6,362
Exhibit Space Fit Out	-	-	-	4,447	800				5,247
Exhibit Design & Construction	2,115	1,383	3,000	22,400	3,602				32,500
Total Building in Progress	16,448	55,109	69,626	133,249	23,238	-	-	-	297,670
Funded by: (Note 1)									
Government of Canada - appropriations	-	20,000	40,000	10,000	-				70,000
Government of Canada - WED funds	27,000	-	-	-	-				27,000
Province of Manitoba	40,000	-	-	-	-				40,000
City of Winnipeg	16,000	370	630	300	-				17,300
Friends of CMHR	20,480	24,550	24,430	20,060	-				89,520
Amendment to Friends on CMHR payment schedule	-	-	-2,300	-	2,300				-
MTS Gift in Kind	-	-	-	1,250	-				1,250
Bridge financing required (Note 3)	-	-	-	26,000	19,000				45,000
Interest earned on investments	6,212	460	540	388	-				7,600
Total Sources	109,692	45,380	63,300	57,998	21,300	-	-	-	297,670
Annual Net cash flow	93,244	-9,729	-6,326	-75,251	-1,938				
Cumulative "Cash" on Hand	93,244	83,515	77,189	1,938	-	-	-	-	-

Note 1:

The Total Project Budget is \$310 million. The Definitive Agreement provides for the contributions from the Parties to be paid partly in cash and partly in kind. The capital budget accounts for the capital contributions and disbursements that will be paid in cash and in kind. The difference between the Total Project Budget of \$310 million and the expenditures of \$297.7 million above are the in-kind contributions of Winnipeg for the land and the Friends operational and financing costs as well as the initial contribution from Canada, paid by WED to Friends for the feasibility study and other initial costs prior to the museum being established.

Note 2:

The construction contract was signed in 2008-2009, fulfilling the final requirement to release the escrow funds and therefore, the escrow funds were recorded by the Museum in 2008-2009.

Note 3:

The Friends of the CMHR have committed to raising the additional \$45 million, in addition to its original contribution, from the public and private sectors. The City of Winnipeg has approved an additional contribution of \$3.63 million. Friends have raised an additional \$20 million in pledges from the private and public sectors and continue their efforts to raise the remaining balance of \$22 million.