CANADIAN MUSEUM FOR HUMAN RIGHTS

Photo: Aaron Cohen

SUMMARY CORPORATE PLAN 2013-2014 TO 2017-2018

OPERATING AND CAPITAL BUDGETS 2013-2014

Canadian Museum FOR HUMAN RIGHTS
Musée canadien POUR LES DROITS DE LA PERSONNE

Canada

BOARD OF TRUSTEES

(As of June 30, 2013)

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Lisa Pankratz, F.C.A., C.F.A	Vancouver, British Columbia	June 18, 2013*
Pauline Rafferty	Victoria, British Columbia	May 30, 2016
Deena Spiro	Toronto, Ontario	May 30, 2016

2 vacant positions

** On the expiration of the term, the incumbent trustee continues in office until a successor is appointed.*

EXECUTIVE LEADERSHIP

President & Chief Executive Officer	Stuart A. Murray	November 1, 2014

EXECUTIVE SUMMARY

Currently under construction in Winnipeg, Manitoba and scheduled to open in 2014, the Canadian Museum for Human Rights ("CMHR" or the "Museum") will explore the subject of human rights to enhance the public's understanding, promote respect for others and encourage reflection and dialogue.

The 2012-2013 fiscal year saw significant progress in key priority areas. Following an independent third-party assessment which affirmed the feasibility of a 2014 opening within an overall capital budget of $351 million, the Museum moved quickly to implement a number of critical success factors that had been identified in the third-party report. Key among these, a Project Director was engaged to oversee the remainder of the capital project. In March 2013, construction of the 24,155 square metre base building was substantially complete.

Work also continued on development of the Museum's exhibits and programs. An arm's-length review of the full content planned for exhibits, which will also inform public and educational programming, was conducted to assess balance and ensure completeness. The development and realization of the Museum's exhibits and programs will continue at a rapid pace over 2013-2014. Work on text writing, media production and sourcing of art, artifacts and images is now well underway, while a highly regarded fabricator has been engaged to bring the built exhibits to life. An innovative Museum Attendants Program is being developed as part of a larger integrated Visitor Experience Framework that will ensure the Museum visitors' journey is seamless, welcoming, compelling and engaging from the moment they arrive on site.

Key Corporate Results

As the Museum moved from construction to a fully operational institution, it was important to revisit the long-term objectives of the corporation to reflect this shift in focus.

As such, the Museum has adopted the following revised set of Key Corporate Results, which will direct long-term planning over the period of this Plan:

I. **EXHIBITS & VISITOR EXPERIENCE** – Expected Key Result: The Museum provides integrated visitor experiences to ensure a seamless, welcoming and engaging human rights journey. Museum exhibits and programming fulfill the mandate of the Museum, encourage reflection and dialogue and engender a sense of ownership and connection to the institution for all visitors. The Museum's exhibitions are inclusive, accessible and at the forefront of new media applications. The Museum is recognized nationally and beyond as a prime tourist destination.

II. **OUTREACH & ENGAGEMENT** – Expected Key Result: The Museum is nationally and internationally recognized for the innovation, quality and scope of its interpretive programming. The Museum is seen as a national institution that reaches Canadian and international audiences through its programming and services.

III. **MUSEOLOGICAL RESEARCH & COLLECTIONS** – Expected Key Result: The Museum is recognized as a national and international venue for the exploration of and dialogue on human rights issues and for the quality, integrity, balance and impact of its research and scholarship functions. The Museum's Oral History Program and database of human rights scholarship continue to grow to inform exhibits and programming and to fulfill the Museum's mandate by collecting and preserving human rights stories.

IV. **STEWARDSHIP & CORPORATE MANAGEMENT** – Expected Key Result: The Museum operates under policies, procedures and systems that are consistent with sound museum management and accountability practices while allowing the corporation to be flexible and responsive to changing conditions. The Museum is recognized as a respectful, engaging and supportive place to work and continues to attract and retain quality employees.

V. **EARNED REVENUE & DEVELOPMENT** – Expected Key Result: The Museum is able to augment its annual appropriations to offset costs of operations and program delivery through earned revenue, notably: retail, admissions, memberships and facility rental; corporate sponsorships; and collaborative relationships. The Museum supports the fundraising campaign of the Friends of the CMHR.

VI. **ACCOMMODATIONS** – Expected Key Result: The Museum efficiently manages its temporary accommodations. The new Museum facility is operational, fully accessible and meets LEED Silver targets and projected efficiencies with an IT infrastructure that supports operations and programming, and meets quality standards and needs. Permanent and temporary accommodations provide a secure environment for both staff and the public.

VII. **LEADERSHIP & NATIONAL ROLE** – Expected Key Result: The Museum plays a national leadership role and assists the local, national and international museum community to deliver a cultural and heritage experience to Canadians.

Strategic Priorities and Risk Analysis

To help fulfill the Museum's long-term expectations for key corporate results, the focus during 2013-2014 will be on four strategic priorities moving forward to an inaugural opening in 2014 (date to be confirmed) and becoming a fully-operational museum beyond that date. These strategic priorities form the basis of the Museum's five-year commitments and key goals/activities for the first two years of the plan.

#1 - PROJECT MANAGEMENT - The Museum will continue to diligently manage all aspects of the project with a particular focus on ensuring that the master project schedule leading up to an inaugural opening in 2014 is met and that expenses do not surpass the $351 million budget.

#2 - INAUGURAL OPENING - The Museum will focus its efforts on completing a suite of inaugural exhibits and programming that fulfill the mandate of the organization, meet the expectations of Canadians, and are a source of pride for all Canadians at the inaugural opening.

#3 - BRINGING THE MUSEUM TO CANADIANS - The Museum will continue to make efforts to ensure that it is accessible to all Canadians across the country and will continue to engage various communities in the development of programs and activities.

#4 - EFFICIENCY & OPTIMIZATION - The Museum will make ongoing efforts to improve productivity, contain costs, increase efficiency and maximize savings wherever it is possible to do so without compromising the other strategic priorities.

The Museum identified the following key risk areas with mitigation strategies for the planning period, which helped inform the strategic priorities above.

Completing the Museum on schedule for a 2014 inaugural opening and within the $351 million budget. An experienced Project Director has been engaged to drive the integration of all project components, to ensure adherence to schedule, and to deliver the project on budget.

Retaining and attracting key staff integral to the development and progress of the Museum. The Museum is engaging team resources to drive a common vision and strategy and foster teamwork among staff, while also enhancing its hiring techniques and completing an analysis of staff retention.

Meeting earned and contributed revenue targets after opening and helping ensure the Friends of the Canadian Museum for Human Rights raise funds necessary to meet its financing obligations. The Museum will form strategic relationships with other organizations to share resources and achieve mutual goals in an effort to offset costs for programming, opening events, ongoing content development and other operational expenses. The Museum will also continue to support the Friends' fundraising efforts.

Managing and/or meeting the expectations of donors, partners and the Canadian public. Supported by a stakeholder relations work unit, the Museum continues to engage with communities and individuals. A comprehensive strategic communications plan has been developed for this purpose.

To support the realization of this Plan, an increase in staffing numbers is planned over 2013-2014 and 2014-2015 to fully staff Museum operations leading up to inaugural opening.

The CMHR's total operating budget for 2013-2014 will be $21.752 million: $21.7 million in parliamentary appropriations and an estimated $52,000 in revenue. The forecasted capital spending is $40.56 million in 2013-2014 to substantially complete the interior building fit-up of the public and exhibit spaces, and exhibit design, construction and installation.

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1.0 MANDATE OF THE MUSEUM

1.1 MANDATE & GUIDING PRINCIPLES

The mandate of the Canadian Museum for Human Rights, as described in the *Museums Act*, is:

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

The CMHR aspires to offer its visitors an inspiring encounter with human rights while exceeding Canadians' expectations for meaningful public consultation.

The Museum's mission statement and vision are articulated in the following guiding principles:

Inspiring Human Rights Reflection and Dialogue

The Canadian Museum for Human Rights is the kind of astounding project that comes along once in a generation, showing our commitment to freedom and democracy. It shares information about human rights events and champions and invites ongoing participation in ever-evolving human rights conversations. The Museum fosters an appreciation for the importance of human rights, spurs informed dialogue, and invites participants to identify the contemporary relevance of the human rights events of yesterday and today, of home and abroad. It is an inspiring place where participants can learn about and discuss the commitments that individuals and peoples have made to advance the cause of human rights across Canada and around the world.

Canadians' Commitment to Human Rights

Canada has a long history; it is a place that strives to respect diversity and the rule of law; it is a place with high standards for itself and for others. The Canadian Museum for Human Rights is a ground breaking, innovative museological experience that shares the global development of human rights concepts and Canada's role within it. We are endowed with inherent human rights and responsibilities, which have been articulated and codified over time in treaties, policies, laws, and declarations. The Canadian Museum for Human Rights provides a safe and exciting space to cultivate respect and gratitude for our inheritance of these rights. The Museum is a testament to our honest struggle always to be better today than yesterday and better tomorrow than today through affirming and protecting fundamental freedoms.

An Amazing Encounter Between Architecture and Human Rights

The iconic Canadian Museum for Human Rights has been purposefully situated at a historic junction where two rivers meet, known as The Forks in Winnipeg, near the very centre of Canada. For over five thousand years, this area has been an important meeting place and starting point for journeys onwards. The visionary building honours this tradition of meeting and sharing by inviting people to participate in a human rights journey. From its roots to its winding pathway to the clouds to its multimodal digital presence, the Canadian Museum for Human Rights is a symbol of universal human rights advancement.

Dynamic and Accessible Human Rights Content

The Canadian Museum for Human Rights has re-envisioned the museum experience by embracing an approach to inclusive design that will set new Canadian and world standards for universal accessibility. Merging form and content, both in person and online, through immersive programming and digital initiatives, the Canadian Museum for Human Rights relays the stories of human rights turning points and provides unparalleled, inclusive access to human rights content.

A Reliable Human Rights Learning Resource

The Canadian Museum for Human Rights is dedicated to delivering objective, balanced, and trustworthy information about a broad spectrum of human rights topics. Partnering with the best organizations and institutions, the Canadian Museum for Human Rights ensures the integrity, accuracy, and credibility of its collected and disseminated research. Through its resources, participants can critically engage with the Museum's content, construct their own points-of-view, and share human rights stories with others. The Canadian Museum for Human Rights strives to be a trusted source of human rights information for Canada and the world.

1.2 ALIGNMENT WITH GOVERNMENT PRIORITIES

As a national museum, the Canadian Museum for Human Rights is a member of the Canadian Heritage Portfolio and as such is tasked with contributing towards the achievement of the Government of Canada's policy objectives related to the outcome areas described below and aligning its program outcomes with the whole-of-government framework.

Aligned outcome areas:

- *A vibrant Canadian culture and heritage; and*
- *A diverse society that promotes linguistic duality and social inclusion.*

2.0 CORPORATE PROFILE

2.1 GOVERNING LEGISLATION

The Canadian Museum for Human Rights is a Crown corporation established in 2008 by an amendment to the *Museums Act.*

In addition to the *Museums Act,* the CMHR is governed by Part X of the *Financial Administration Act*. It also complies with other statutes, including: the *Access to Information Act*; the *Privacy Act*; the *Public Servants Disclosure Protection Act*; the *Official Languages Act*; and the Canada *Labour Code.*

2.2 GOVERNANCE STRUCTURE

The Board of Trustees serves as the governing body for the corporation and is accountable to Parliament for the stewardship of the Museum through the Minister of Canadian Heritage and Official Languages. The *Museums Act* provides for a Board of up to eleven members, appointed by the Minister of Canadian Heritage and Official Languages with the approval of the Governor in Council. The Board of Trustees has the primary responsibility for ensuring that the Museum fulfills its mandate and public policy role, that the financial, capital, and human resources entrusted to the institution are administered in the best interests of the Museum and the public, and that strategic issues affecting the Museum's business and affairs are given proper consideration.

The work of the Board is supported by four Committees: the Audit Committee, the Human Resources & Governance Committee, the Content Committee, and the Executive Committee. A quorum for the Board and its Committees is comprised of at least one half of the members, except as may be modified by the Board.

The Audit Committee is tasked with oversight of the Museum's standards of integrity, reporting of financial information, internal control systems, and overall performance. The Audit Committee also ensures the Museum performs all the requirements set out in Section 148 of the *Financial Administration Act*.

The role of the Human Resources & Governance Committee is to assist the Board in fulfilling its obligations related to human resource and compensation policy, as well Board and senior management succession planning and development. In addition, the Human Resources & Governance Committee is responsible for making recommendations regarding Board effectiveness and general governance matters.

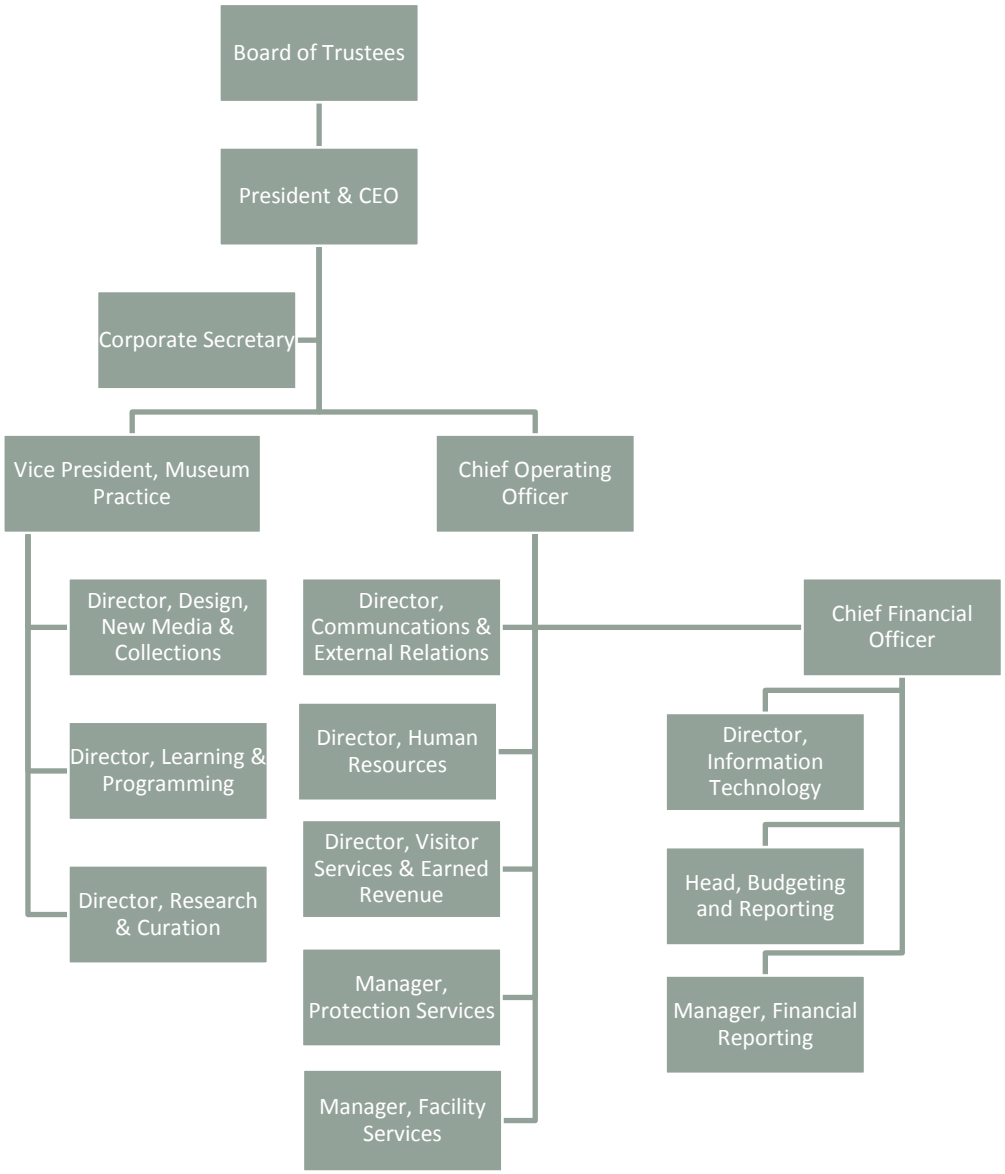
The Content Committee is responsible for oversight of matters directly affecting the overall visitor experience, particularly as it relates to the fulfillment of the Museum's mandate, vision and guiding principles.

The Executive Committee, which consists of the Chair of the Board, the Chair of the Audit Committee, the Chair of the Human Resources & Governance Committee, and the Chair of the Content Committee, was established to help expedite decisions in between Board meetings if necessitated by unusual circumstances.

The Museum's second Annual Public Meeting was held in Winnipeg on December 6, 2012 and Webcast live to enable broad public participation. The meeting featured an update on Museum activities and provided members of the public with an opportunity to ask questions. The Chair of the Board and the President and Chief Executive Officer delivered opening remarks, followed by an update of finances and construction by the Chief Financial Officer. Members of the Museum's research and programming team participated in a panel discussion, chaired by the Director of Communications & External Relations, designed to showcase the range of work underway in preparation for inauguration. Four other Board members were present at the meeting.

The President and Chief Executive Officer, supported by an Executive Management team, is accountable to the full Board of Trustees for the day-to-day administration of the Corporation's performance, long-term viability, and the achievement of its objectives. The President & CEO is an *ex officio,* non-voting member of each of the Board's committees.

Governance Structure



2.3 PROGRAM ALIGNMENT ARCHITECTURE

The Museum's parliamentary appropriations are allocated according to its Program Alignment Architecture as follows:

1. Stewardship and Corporate Management:
   - Corporate Governance
   - Administration
   - Earned Revenue Generation
   - Marketing, Communications & Collaborative Relationships

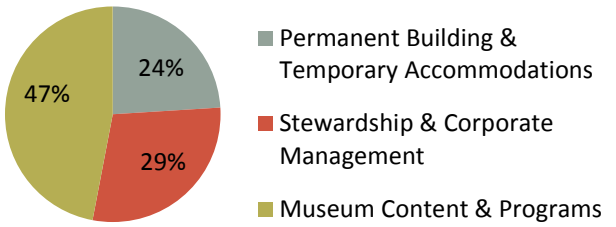
2. Accommodation:
   - Building Operations
   - Temporary Accommodation

3. Museum Content and Programs:
   - Accessible and Engaging Exhibits
   - Educational Programming that Promotes Reflection and Dialogue
   - Sound Research and Scholarship
   - National Outreach, Engagement and Service

2.4 EXPENSES BY PROGRAM

Graph 1 shows the breakdown of the Museum's 2013-2014 operating budget of $21.752 million in expenses by Program. For a description of expenses under each Program, see pages 30 to 31.

GRAPH 1. OPERATING EXPENSES BY PROGRAM 2013-2014



3.0 STRATEGIC ISSUES

3.1 ENVIRONMENTAL SCAN

The CMHR must be responsive, adaptive, and connected to the environment in which it operates. Social, economic, and technological trends have the potential to impact the success of the Museum in both the short and long term.

Shifting Demographics: The Museum must be accessible to all visitors, including those whose first language is not English or French, and find ways to become a destination for all sectors of the Canadian population.

Education and Programming Environment: Growing public awareness and action related to human rights is evident in Canada, particularly in the education system. Easily accessible programs and resources for educators that support curricula in all provinces and territories are in high demand and can also create opportunities for new types of donors, grants and sponsorships.

Economic Environment: In this period of slow economic growth and fiscal restraint, the Museum will need to reflect the adjustments that governments and Canadians are making across the country. While philanthropy was impacted by the recent global financial crisis, charitable giving is recovering. The CMHR continues to form strategic alliances to share costs and resources to achieve complimentary goals.

New Media and Technology: As a new entity, the Museum has the opportunity to integrate technology that will provide visitors with a seamless experience across personal devices, providing collection-related rich media, making online resources readily available, engaging visitors in creating exhibits, digitizing collections, and facilitating civic and social engagement. New media also provides an opportunity for the Museum to reach passionate niche audiences from around the world.

Tourism: Winnipeg's tourism figures are on the rise and are predicted to continue to increase. Local, provincial and national organizations recognize the opportunity that exists with making the Museum a destination attraction.

3.2 RISK ANALYSIS

The Museum has identified the following key areas of risk and mitigation strategies:

Completing the Museum on schedule for a 2014 inaugural opening and within the $351 million budget. An experienced Project Director has been engaged to drive the integration of all project components, to ensure adherence to schedule, and to deliver the project on budget.

Retaining and attracting key staff integral to the development and progress of the Museum. As the organization matures, the Museum continues to enhance and improve its hiring techniques to ensure that the best possible candidates are selected to fill key positions. Management is also engaging team resources to foster teamwork and to drive a common vision and strategy among staff.

Meeting earned and contributed revenue targets after opening and helping ensure that the Friends of the CMHR raise funds necessary to meet its financing obligations. The Museum has developed multiple strategies to further assist in funding programming and opening events, as well as to cost-share ongoing content development and research and other operational expenses. The Museum will continue to support the Friends' fundraising efforts by providing use of CMHR facilities, guided site tours, speakers for public engagements, and materials related to Museum content and exhibits.

Managing and/or meeting the expectations of donors, collaborators and the Canadian public. Engagement with communities and individuals has informed the process of determining which stories will be featured in the Museum and how they will be featured, and has also been a platform for the development of key collaborative relationships within the Museum's education and public programs. Supported by a stakeholder relations work unit, the Museum will continue this engagement leading up to and beyond inauguration. A comprehensive strategic communications plan has been developed to further achieve key communications objectives to targeted audiences in addition to the broader public.

The Museum will also continue to build a strong foundation of inclusion, participation, and respect with Aboriginal communities, including First Nations, Inuit, and Métis, by engaging them to assist in the creation of programs that reflect how Canada's Aboriginal people view the world and issues related to rights and humanity.

3.3 STRATEGIC PRIORITIES

To make progress on the Museum's long-term corporate results, given the key environmental factors and risk areas identified above, over the course of the next two years the Museum will focus its attention on the following four strategic priorities as set by the Board of Trustees:

#1 PROJECT MANAGEMENT - The Museum will continue to diligently manage all aspects of the project with particular focus on ensuring that the master project schedule leading up to an inaugural opening in 2014 is met and that expenses do not surpass the $351 million total project budget.

#2 INAUGURAL OPENING - The Museum will focus its efforts on completing a suite of inaugural exhibits and programming that fulfill the mandate of the organization, meet the expectations of Canadians, and are a source of pride for all Canadians at the inaugural opening.

#3 BRINGING THE MUSEUM TO CANADIANS - The Museum will continue to make efforts to ensure that it is accessible to all Canadians across the country and will continue to engage various communities in the development of programs and activities.

#4 EFFICIENCY & OPTIMIZATION - The Museum will make ongoing efforts to improve productivity, contain costs, increase efficiency, and maximize savings wherever it is possible to do so without compromising the other strategic priorities.

3.4 PERFORMANCE AGAINST 2012-2013 OBJECTIVES

Most visible of the Museum's many achievements over the past fiscal year was the completion of the building's exterior with the installation of the final piece of glass of this one-of-a-kind architectural gem. As of March 2013, the exterior building was complete, with only landscaping remaining for the spring 2013.

Behind the scenes, the Museum reached a milestone of another kind. After years of consultation, development and draft design, the Museum marked the beginning of a vital transition from planning to operations. The focus of its exhibits, programs and interior spaces moved from conception to construction; from design to production.

Museum operations through 2012-2013 adhered to the project-completion benchmarks established in partnership with the CMHR's external project director. The project director provided externally monitored oversight of all major project activities, including the contract tendering process, schedule and cost management and management control of content decision.

The office space fit-up for employees originally scheduled for February 2013 was postponed by several months as a cost efficiency measure and so as not to disrupt work productivity or expose employees to construction hazards.

Operationalizing the Museum will remain a primary focus in the lead-up to its opening in 2014. This work continued in 2012-2013 with the development of the Museum's membership sales

program and public and educational programs. Pre-inaugural programming already underway in 2012-2013 included a multi-city lecture series to school visits, guided tours and more than 90 keynotes and presentations delivered by Museum staff.

In the spirit of consultation and dialogue that has guided every aspect of exhibit and program creation, more partners were welcomed to the Museum family in 2012-2013. Work with the 200,000-member Canadian Teachers' Federation, as one significant example, is leading to the creation of the first-ever human rights learning toolkit for educators, a resource that will change the way Canada's students learn about human rights.

In human resources, recruitment began for the first visitor-facing staff members and planning was initiated for a volunteer drive in early 2014.

4.0 KEY RESULTS, STRATEGIES AND PERFORMANCE MEASURES

This Plan covers a period of great change for the Museum. During this time it will shift from a construction site to a fully operational Museum offering a full complement of services to the public.

In anticipation of this shift, new Key Corporate Results were developed during 2012-2013 to further refine the long-term goals of the Museum in seven different areas. These areas are:

- Exhibits & Visitor Experience;
- Outreach & Engagement;
- Museological Research & Collections;
- Stewardship & Corporate Management;
- Earned Revenue & Development;
- Accommodations; and
- Leadership & National Role.

The Museum has also begun to refine its strategic and business planning processes as well as develop a suite of measurement tools to assess its performance under each objective. Performance indicators and targets will be more fully developed in 2013-2014 and following the opening of the Museum in 2014-2015.

4.1 KEY RESULT AREA #1: EXHIBITS & VISITOR EXPERIENCE

Expected Key Result:

The Museum provides integrated visitor experiences to ensure a seamless, welcoming, and engaging human rights journey. Museum exhibits and programming fulfill the mandate of the Museum, encourage reflection and dialogue, and engender a sense of ownership and connection to the institution for all visitors. The Museum's exhibitions are inclusive, accessible and at the forefront of new media applications. The Museum is recognized nationally and beyond as a prime tourist destination.

Strategic Initiatives:

Initiative 1.1 - Public Programs
The Museum will develop a diverse range of activities, programs and events for both the inaugural opening as well as the period following the opening events. Public programming will include tours, lectures, drama, music, art and hands-on activities designed to enhance the visitor experience, draw new visitors, and encourage repeat visits. A targeted Aboriginal Program will be developed in collaboration with Aboriginal communities and Elders, in addition to a public tour program that will interpret the importance of the location of the Museum within the landscape of Treaty #1 and deepen visitors' understanding of how Canada's Aboriginal people view the world and issues related to rights and humanity.

Initiative 1.2 - Engaging and Immersive Exhibits
The content featured in the Museum's exhibits will be ever-changing and dynamic, delivered through a variety of mediums including objects, artifacts, built environments, immersive film, technology, and new media. The Museum will offer a unique experience with each visit.

Initiative 1.3 - Visitor Admissions and Services
The Museum will plan and operationalize all aspects of visitor service functions to ensure that visitors enjoy a seamless and welcoming experience from the moment they step through the doors until long after they have left the building. The centerpiece of Visitor Services will be a Museum Attendants Program that provides a cost-effective and engaging alternative to the more conventional museum security and front-line staffing models. All Museum services will be offered in both official languages.

Initiative 1.4 - Inclusive Design
The Museum will employ an inclusive design approach to its content, delivery mechanisms, programming, operations and services. The goal of inclusive design is to create an equivalent experience for people of all ages, abilities and cultures. The Museum will continue to actively engage representatives from a variety of communities with different abilities, access, and universal and inclusive design interests to advise the Museum on how to be universally inclusive

and accessible. This will also allow the Museum to improve its sustainability and efficiency, as well as to more fully engage its visitors.

Initiative 1.5 - Opening Ceremonies
The Museum will plan and deliver a series of initiatives and events that will engage and reach audiences from across Canada and beyond our nation's borders. These events will take place over a period of several months prior to opening. A task force comprised of Museum staff and external consultants will spearhead the development of a complete Inaugural Opening Ceremonies plan.

Exhibits & Visitor Experience Performance Measures:

OUTCOME	INDICATOR	TARGET 2013-2014	TARGET 2014-2015
Visitors to the Museum are enriched by their experience and have a deepened understanding of the subject matter. Visitors' needs and requirements were met during their visit.	Visitor satisfaction surveys and focus groups feedback	n/a	Baseline data collection
	Public programming satisfaction surveys and focus groups feedback	n/a	Baseline data collection
Participation and use of the Museum's onsite offerings.	Museum attendance	n/a	170,000 visitors
	Museum memberships	n/a	5,000 memberships
	Summer Tour participants	2,000 participants	Tours will not continue past inaugural opening
	Museum Public Programs participants	n/a	Baseline data collection

4.2 KEY RESULT AREA #2: OUTREACH & ENGAGEMENT

Expected Key Result:

The Museum is nationally and internationally recognized for the innovation, quality and scope of its educational interpretive programming. The Museum is seen as a national institution that reaches Canadian and international audiences through its programming and services.

Strategic Initiatives:

Initiative 2.1 - Education Programs
The Museum will be working in collaboration and cooperation with provincial and territorial school educators from across the country to develop inaugural education programs with pre- and post-visit support information that will complement curricula and enrich the educational offerings on human rights. This will encourage Canadian school groups and individual students to travel to Winnipeg to experience the Museum and take part in human rights education programs.

Initiative 2.2 - National Student Program
The Museum will plan, develop and deliver a National Student Program that will provide multiple entry points and program choices for participants. The National Student Program will be piloted in 2015 through collaborations with other organizations that have similar goals. This will allow the Museum to test and hone the program with a moderate number of students while engaging other organizations to help reduce the delivery costs of the program.

Initiative 2.3 - Public Engagement
The Museum will continue to expand the human rights conversation and engage Canadians in a meaningful, ongoing dialogue to nourish a sense of genuine connection to the Museum. The Museum will continue to build relationships with community organizations in an effort to respond to potential concerns, garner increased support for the Museum, and further support Museum research and programming. This will include the proactive engagement of communities whose stories are not addressed in the inaugural exhibits to ensure that their stories are heard and integrated wherever possible into future planning.

Initiative 2.4 - Communication
The Museum will deepen public understanding of why it is being built and what it will do. Through expanded use of news and social media, the Museum will work to cultivate public confidence, communicate its benefits and value, and clarify misconceptions about its mandate and purpose.

Initiative 2.5 - Web Presence and Online Experience
The Museum will continue to expand its presence online, and will develop and deliver web-based programs to serve a national audience. The Museum will share human rights information found elsewhere online and personal human rights stories, and will initiate reaction and reflection without taking sides.

Outreach & Engagement Performance Measures:

OUTCOME	INDICATOR	TARGET 2013-2014	TARGET 2014-2015
The Museum is able to reach a national audience.	Baseline data on social media, website and other communications mediums are being collected. Specific performance indicators and targets will be developed in 2013-2014.	Baseline data collection	To be developed
Participation and use of the Museum's online offerings.			

4.3 KEY RESULT AREA #3: MUSEOLOGICAL RESEARCH & COLLECTIONS

Expected Key Result:

The Museum is recognized as a national and international venue for the exploration of and dialogue on human rights issues and for the quality, integrity, balance and impact of its research and scholarship functions. The Museum's Oral History Program and database of human rights scholarship continue to grow to inform exhibits and programming and to fulfill the Museum's mandate by collecting and preserving human rights stories.

Strategic Initiatives:

Initiative 3.1 - Sound Research and Scholarship
The Museum will maintain a research department of in-house subject matter experts and scholars to develop and maintain current and relevant foundations for the Museum's exhibits and programs. The research department will continue to support sound research practices and facilitate the development of original human rights-based research practice and scholarly output by pursuing intensive participatory inquiry (engaging with communities and individuals whose stories the Museum is telling, including Indigenous peoples), focusing on the exploration of archival, library, and museum holdings, critically engaging with and evaluating source materials, and consulting with outside experts.

Initiative 3.2 - Collections and Oral History Program
Museums are typically built on physical collections; however, the CMHR is a museum that is based on ideas, stories and dialogue. As such, oral history will play an important role in the Museum's research and collection development and will contribute to the preservation and sharing of human rights experiences in Canada and beyond. Oral histories of well-known and lesser-known human rights defenders will be captured and preserved. Footage from these interviews will be used to support exhibits, programs and the Museum's Reference Centre.

Initiative 3.3 - Publishing and Professional Activities

In addition to maintaining relevant and up-to-date exhibits and programs, the Museum will ensure that its research and subject matter expertise is shared with both the academic and popular community through symposiums, workshops and other events. Likewise, engagement in scholarly and popular publishing activities will be critical. To this end, the Museum will develop a publishing program which will include both print and online publications. These activities will ensure that the Museum develops a prominent and robust presence in the broader discourse on human rights.

Initiative 3.4 - Collaboration with Research Institute

The Museum will continue to cultivate collaborative relationships with academic and research institutions. These relationships are essential as they facilitate access to important and varied scholarly resources, allow the Museum to be on the cutting-edge of research praxis, and open up an array of exciting collaborative opportunities.

Museological Research & Collections Performance Measures:

OUTCOME	INDICATOR	TARGET 2013-2014	TARGET 2014-2015
A representative national collection is sustained.	Number of oral histories captured	132	140
The Museum is known for its expertise on the subject of human rights research.	Number of speaking engagements, guest lectures and presentations by Museum staff	12	12
	Number of scholarly works in process for academic publication	3	3

4.4 KEY RESULT AREA #4: STEWARDSHIP & CORPORATE MANAGEMENT

Expected Key Result:

The Museum operates under policies, procedures and systems that are consistent with sound museum management and accountability practices while allowing the corporation to be flexible and responsive to changing conditions. The Museum is recognized as a respectful, engaging, and supportive place to work and continues to attract and retain quality employees.

Strategic Initiatives:

Initiative 4.1 - Comprehensive Policies and Procedures
The Museum will develop a comprehensive suite of policies and processes to support and guide all Museum activities and facilitate the alignment of resources with priorities. As with any start-up organization of this size, the process of identifying and creating all required policies is extensive.

Initiative 4.2 - Strategic Planning, Budgeting and Performance Management
The Museum is refining its budgeting processes and strategic planning cycle to support long-term operational planning. In 2013-2014, the Museum will begin to develop a performance measurement framework that will allow the Museum to better understand its successes and address any areas for improvement. This will include a complete set of Key Performance Indicators and robust reporting mechanism.

Initiative 4.3 - Transparent and Accountable Operations
The Museum has established best practices in corporate governance and administration to provide for the sound and rigorous stewardship of its resources. The Museum is committed to operating transparently and ensuring that the corporation is fully accountable and accessible to its stakeholders. The Museum's Code of Business Conduct and Ethics, which guides all employees, volunteers, contractors, and consultants, is intended to enhance public trust in the organization, to maintain and enhance the Museum's reputation for integrity and ethical behaviour, and to provide an avenue for employees to raise any issue or concern with confidence that it will be respectfully received and responsibly addressed. The Museum is also currently developing a system to manage and account for the corporation's records and information assets, and is implementing a new program to improve the Museum's ability to respond to requests under the *Access to Information Act* and the *Privacy Act.*

Initiative 4.4 - Staff Training and Professional Development
The Museum is committed to the advancement of its employees' skills, knowledge, and abilities in order to develop a workforce that meets the present and future needs of the organization. A full-time term position has been added to the organizational structure to enable completion of a training strategy and to coordinate and manage the training of the front-line staff in the months leading up to the inaugural opening. Ongoing organizational and professional development training will continue to be offered to all Museum staff. The Museum will also develop a team of highly engaged volunteers to help the CMHR realize its vision, particularly with respect to the visitor experience, by providing a variety of important services to the public.

Initiative 4.5 - Employee Attraction and Retention
The Museum aspires to attract and retain a team of highly engaged employees who are representative of the diverse communities it serves and endeavours to ensure equal access to employment, resources and support. The Museum will continue to enhance its performance

management system to ensure that all employees receive clear, well-documented direction about their goals, as well as regular, effective coaching and feedback. A Respectful Workplace Policy was put in place to prevent harassment and discrimination of employees and to deal quickly and effectively with destructive workplace conflict or incidents should they occur. Respectful Workplace training will continue to be provided to all staff.

Initiative 4.6 - Official Languages

The Museum is committed to promoting respect for Canada's official languages and will provide a high level of service to the public in both French and English. Although the *Official Languages Act* designates Winnipeg as an English region for language-of-work purposes, the Museum is a national organization committed to surpassing the responsibilities required in unilingual regions. The Museum has developed an Official Languages Policy that guides its internal operations as well as its service to the public and internal operations. The Museum continues to integrate a bilingual work environment and encourage employees to work in the official language of their choice.

Stewardship & Corporate Management Performance Measures:

OUTCOME	INDICATOR	TARGET 2013-2014	TARGET 2014-2015
The Museum supports a workplace that is respectful, inclusive and impactful.	Number of Respectful Workplace Policy and/or Code of Business Conduct & Ethics violations	No violations.	No violations.
The Museum operates in a transparent and accessible manner.	Number of well-founded complaints to the Offices of the Privacy and Information Commissioners	No well-founded complaints.	No well-founded complaints.
	Number of well-founded complaints to the Official Languages Commissioners	No well-founded complaints.	No well-founded complaints.

4.5 KEY RESULT AREA #5: EARNED REVENUE & DEVELOPMENT

Expected Key Result:

The Museum is able to augment its annual appropriations to offset costs of operations and program delivery through earned revenue, notably: retail, admissions, memberships, and facility rental; corporate sponsorships; and collaborative corporate relationships. The Museum supports the fundraising campaign of the Friends of the CMHR.

Strategic Initiatives:

Initiative 5.1 - Earned Revenue
Using a tiered-membership sales strategy, which entails multiple price-points and categories of memberships, the Museum will begin to be able to supplement government appropriations when it begins to market memberships in 2013-2014 and with the revenue generated through admissions once the Museum opens in 2014-2015. Although the restaurant and catering at the Museum will be contracted out to a third party, the Museum will actively market the various spaces in the Museum available for event rentals and will also continue to expand its line of branded merchandise, which will be for sale in the retail store on the main floor of the Museum. Merchandise will also continue to be available for purchase online. Near the end of the planning period, the Museum expects to be in position to begin developing and marketing a series of travelling exhibits for loan to other institutions.

Initiative 5.2 - Marketing the Museum
The Museum will develop an integrated marketing strategy with the Friends of the CMHR with the aim of both promoting the Museum's inaugural opening in 2014 and supporting the fundraising efforts of the Friends. With the forthcoming announcement of an opening day, the Museum will embark on a series of high-impact marketing initiatives to heighten interest and curiosity in the Museum and will collaborate with local, national and international counterparts to celebrate the Museum's inauguration. The Museum will also aim to leverage key opinion leaders' support for the project to both inspire potential donors and generate support from key stakeholders.

Initiative 5.3 - Strategic Collaborative Relationships and Project Funding
Strategic collaborative relationships and project funding will allow the Museum to further offset the delivery costs associated with programming and other operating expenses. In 2013-2014, the Museum will review with the Friends accessing endowments, grants and other forms of financial support for specific future projects from philanthropic organizations, corporations and individual donors. The Museum will also continue to seek out mutually beneficial collaborative relationships and alliances with the goal of creating operational efficiencies, reducing expenditures, raising the profile of the Museum and assisting with program and content delivery.

Earned Revenue & Development Performance Measures:

OUTCOME	INDICATOR	TARGET 2013-2014	TARGET 2014-2015
Museum is able to support its operations and programming through earned revenue.	Total value of all revenue-generating commercial activities (including retail sales, admissions, memberships and facility rentals)	$52,000	$1,533,000
	Total value of programming sponsorships and foundation grants secured through the Friends	n/a	$200,000

4.6 KEY RESULT AREA #6: ACCOMMODATIONS

Expected Key Result:

The Museum efficiently manages its temporary accommodations. The new Museum facility is operational, fully accessible, and meets LEED Silver targets and projected efficiencies with an IT infrastructure that supports operations and programming, and meets quality standards and needs. Permanent and temporary accommodations provide a secure environment for both staff and the public.

Strategic Initiatives:

Initiative 6.1: Efficient Building Operations and Facility Management
In 2013-2014, possession of the building will for the first time be entirely held by the Museum and the Museum will be responsible for assuming all related operational requirements and expenses. Key facilities staff positions will continue to be filled, a Building Operations Manual will be completed, and a Facility Management Plan will be developed and integrated into all aspects of museum operations. The Museum will carefully monitor all expenses relating to the building to ensure that costs are contained or even minimized wherever possible, and has committed to developing a Green Management Program to further plan for long-range cost and resource efficiencies.

Initiative 6.2: Productive and Secure Spaces
The Museum will strive to create a warm and inviting atmosphere that encourages debate and discussion without compromising the security and safety of its visitors, volunteers and staff. Uniformed security guards led by a centralized security unit will be located throughout the

Museum; however, the Museum Attendants Program will also be utilized to provide preliminary security services to create a less imposing atmosphere. Using the Policy on Government Security to guide its planning, the Museum will be developing a series of processes including an Emergency Management Plan and a Business Continuity Plan to ensure that appropriate measures are in place to identify and assess threats, reduce risk, and respond to any incidents. The Museum will also continue the process of developing an Information Security Management System to ensure that all information assets are appropriately safeguarded.

Accommodations Performance Measures:

OUTCOME	INDICATOR	TARGET 2013-2014	TARGET 2014-2015
Fiscal resources are allocated and utilized in a manner which optimizes the achievement of the priorities of the Museum.	Total Operating Cost per gross m^2	Baseline data collection	Baseline data collection
	Green Building Program	LEED status awarded	Green Building Program is maintained
IT and Facilities functions are effective in supporting and facilitating the business needs of the department and all its work units.	Total uptime of IT systems during business hours	Baseline data collection	99.999% uptime
The Museum provides a safe and secure environment for visitors, staff, volunteers and other guests.	Security Services Incident Severity Index	Baseline data collection	Baseline data collection

4.7 KEY RESULT AREA #7: LEADERSHIP & NATIONAL ROLE

Expected Key Result:

The Museum plays a national leadership role and assists the local, national, and international museum community to deliver a cultural and heritage experience to Canadians.

Strategic Initiatives:

Initiative 7.1 – Institutional Collaborative Relationships and Knowledge Sharing
As a Canadian Heritage portfolio organization responsible for the implementation of Canada's museum policy, the Museum seeks to assist other members of the museum community in delivering their mandate to Canadians. As the Museum continues to work towards its inaugural opening, the focus in the coming years will be on developing collaborative opportunities with other cultural institutions in Manitoba. Through the National Student Program, the Museum will look for opportunities to coordinate with other local museums and encourage broader visitation and participation in the exhibitions and programs that are being offered elsewhere. The Museum is also exploring the possibility of extending the reach of its professional development initiatives by inviting local cultural institutions to participate in the training and development sessions offered to CMHR staff.

Initiative 7.2 – Participation and Membership in Museum Organizations
Professional associations provide an important venue for sharing knowledge, encouraging innovation and identifying potential collaborative relationships and strategic alliances across all aspects of Museum operations. The Museum will continue its membership in key organizations such as the Canadian Museums Association, the Association of Manitoba Museums, the International Association of Museum Facility Administrators, and the International Council of Museums, among many others.

Initiative 7.3 – Collaboration with Other National Museums
The Museum is part of ongoing collaboration with the other National museums to share knowledge and experience, and to identify joint initiatives to achieve efficiencies and increase effectiveness.

Performance Measures

Performance measures for Leadership and National Role area will be developed in 2013-2014.

5.0 FINANCIAL STATEMENTS

5.1 OPERATING BUDGET DISCUSSION

The Museum's operating appropriations are $21.7 million annually. It expects $52,000 in revenues in 2013-2014 for a total operating budget of $21.752 million for 2013-2014. (Pro-Forma Financial Statements are found beginning on page 34.)

In keeping with the strategic priorities established for the first two years of the plan, the focus of the Museum's activities for 2013-2014 will be to:

- Complete the capital project, including gallery fit-up and exhibit fabrication and installation;
- Continue development of the infrastructure, content and programs for inauguration;
- Implement marketing strategies and continue awareness campaigns, including the Museum's web presence and online experience;
- Complete plans for operational readiness to open the Museum to the public in 2014-2015; and
- Begin the transition to operational readiness.

In 2014-2015 and beyond the focus of the Museum's activities will be to:

- Welcome the public to the Museum;
- Begin to generate revenue through attendance, membership fees, programming, rental of facilities and retail sales;
- Hire and train the operational staff;
- Deliver a memorable and successful inaugural opening; and
- Begin to deliver public and educational programming.

After inauguration, the CMHR expects to supplement the parliamentary appropriations through a number of funding sources, including revenues, sponsorships and philanthropic support.

Given that CMHR is located outside the National Capital Region and is an 'idea' or 'dialogue' museum, there is limited comparative data. Budgetary projections are based primarily on the following sources:

- The 2006 Operating Business Plan prepared for the Friends of the CMHR;
- Facility operations benchmark data provided by the International Association of Museum Facility Administrators (IAMFA) and equipment manufacturers;
- Comparisons to other national museums as appropriate; and
- Studies completed for or by CMHR staff, including market analysis.

Key Financial Planning Assumptions

Sources of Revenue

1. Admissions, Memberships and Programs

No revenue from Admissions, Memberships and Programs is projected for 2013-2014, as the Museum will not be open.

Admission Revenue - Admission revenue will begin to be generated after opening, therefore no admission revenue is projected in 2013-2014.

Membership Revenue - Following development of a tiered-membership sales strategy in 2012-2013 which will provide different categories of memberships for families, seniors, students, major donors and others, the Museum will begin to market memberships in 2013-2014, with sales to begin in 2014-2015.

Public and Educational Programming Revenue - It is assumed that the Museum will continue to provide free summer tours to the public leading up to inauguration and that the Museum will generate revenue from fees for public adult and children's programs commencing in January 2015.

As a new Museum, CMHR is assessing its capacity and has developed a five-year plan to build up the education programs over time. There is significant potential for these programs given the volume of students who attended programs at similar institutions, the programs that are being developed, the interest in the Museum, and the many unique aspects of the Museum and its subject matter.

2. Commercial Operations

Retail Revenue - the Museum has been selling CMHR giftware, apparel and other branded merchandise in advance of opening in order to create awareness and to test the response to various products. The Museum anticipates a modest increase in pre-inaugural retail sales through 2013-2014 as the Museum's retail presence and brand awareness continues to grow. Revenue will increase substantially upon the opening of the on-site store which is assumed to coincide with the opening of the Museum.

Facility Rentals - it is assumed that facility rentals will begin to be taken in 2013-2014 for events dates beginning in 2015. Bookings will be ramped up slowly in order to ensure that excellent customer service is provided during the early learning stages. The main rental spaces will include halls, classrooms, the restaurant and an interior terrace.

Café/Restaurant – It is assumed that operation of the Museum's Café/Restaurant will be contracted out. No revenue has been assumed from the Café/Restaurant.

Other – A nominal amount has been budgeted for revenue from branding, licensing and copyright. Potential revenue from this source will be investigated further in future years.

3. Programming Sponsorship and Foundation Grants

The capital campaign of the Friends of the CMHR will remain its fundraising focus until the Friends' loan, obtained with a guarantee from the Province of Manitoba to complete the capital project, is repaid. Recognizing that additional funds raised for non-capital projects will require prior approval from the Province of Manitoba, opportunities with organizations that support public and educational programs, as opposed to capital contributions, may also be pursued through the Friends in 2013-2014 to assist with developing and delivering programs.

Expenses

1. General

Expenses in the Operating Budget have been allocated as per the Program Alignment Architecture, in accordance with the priorities of the Museum, and will remain within the total of parliamentary appropriations and earned revenue of the Museum. The Museum has developed multiple strategies to further assist in funding programming and inaugural events, as well as to cost-share on-going content development, research and other operational expenses.

Staffing

To support the realization of the long-term corporate objectives, an increase in staffing numbers is planned over the next two years to fully staff Museum operations leading up to the inaugural opening, largely in the areas of Earned Revenue, Visitor Services, Protection Services, and Learning & Programming.

2. Other Expenses

Museum Content and Program

Museum Content and Program expenses pertain to work developing the content, exhibits and programs for the inaugural exhibits. The expenses include:

- Creating the Enterprise Content Management and the website which are the foundation of the exhibits;
- Developing the media and technology software for the exhibits;
- Purchasing and implementing information technology hardware and software infrastructure related to visitor services, exhibits and programs;
- Developing the educational and public programs and related materials;
- Engaging communities across Canada;
- Purchasing furniture and equipment related to visitor services, exhibits and programs; and

- Professional services to monitor the schedule and budgets related to the creation of the content, exhibits and programs for inauguration.

In 2013-2014, these projected expenses will include the continued development of the inaugural exhibitions and programming. In 2014-2015 and subsequent years, they will include the delivery of content and programs by the Museum.

Accommodation

Accommodation expenses include:

- Temporary space to accommodate growing staff numbers;
- Acquisition of information technology hardware and software infrastructure;
- Additional staff in facilities and security required in preparation for the completion of the building; and
- An allowance for furniture, equipment or other assets required to operate the new building.

These projected expenses in 2013-2014 reflect a transition year with the operating costs of the new building overlapping the costs for the temporary space. A decision on the optimum time for moving staff will consider costs as well as the productivity of staff that could be adversely affected by the dust and noise that will be generated during the fit-up of the gallery spaces in the building. Costs related to operating the new building including contracts for security, housekeeping and landscaping will be minimized as much as possible until inauguration in 2014.

Stewardship and Corporate Management

Stewardship and Corporate Management costs include:

- Consulting costs related to the information technology infrastructure, systems, network, records management and information security;
- Costs to acquire and begin implementing the software for ticketing, memberships and commercial operations which include space rentals and the retail point of sale system;
- Additional staff in the area of earned revenue in order to begin to prepare the policies, procedures and processes for admissions, memberships, space rentals and retail; and
- Development of a marketing strategy and collateral materials.

These projected costs in 2013-2014 will also include the seed money required for the inaugural opening events. A plan for the inaugural events is in process and the Museum will work closely with the Friends of the CMHR to obtain sponsors and donations to cover any related additional costs.

5.2 CAPITAL BUDGET DISCUSSION

The total capital budget for the project is $351 million. The capital spending for the fiscal year 2013-2014 is projected at $40.56 million. For budget purposes, a 2014 opening date has been assumed. Details are provided in the Capital Budget on page 39.

In 2011-2012, the Government of Canada provided financial flexibility for the capital project. It authorized the reprofile of $10 million in appropriations for use toward capital in 2012-2013, and the advanced use of future years' appropriations totalling $35 million for capital over 2012-2013 ($25M) and 2013-2014 (10M$), which will be repaid by reducing appropriations beginning in 2018-2019.

Financing through the Friends of the Canadian Museum for Human Rights and secured by a guarantee from the Province of Manitoba will provide the balance of the funds required.

Planned spending

Base Building

The Base Building reached substantial completion on March 31, 2013. Commissioning of electrical and mechanical systems and code review by the City of Winnipeg will continue into the summer as the various heating, cooling and life safety systems are activated.

Communication, Data Cabling, Interior Furniture, Fixtures and Equipment, Signage

The cost for these items was reduced from the original estimates as the cost of the audio visual system for the Base Building was moved in the budget to Base Building cost in 2012-2013 in order to be completed as part of that scope of work. In 2013-2014, furniture and equipment purchases will be minimized where possible and alternate purchase strategies such as leasing will be considered for necessary equipment.

Exhibit Space Fit-up

The expenses incurred to date are for the architectural and engineering work to prepare the exhibit space fit-up construction drawings. Tendering of the Fit-up components occurred later than initially planned as it was important to ensure the drawings were complete in order to avoid unforeseen cost increases. In addition, the contracting of the audio visual integrator was delayed due to the funding uncertainty which in turn delayed the tendering of the exhibit electrical contract. The Fit-up schedule required for a 2014 opening is tight but achievable.

Exhibit Design and Construction

The Exhibit Fabrication and Installation, the Audio-Visual Integration, and a portion of the Media and Technology projects contained in this cost category, have been tendered and awarded. All contracts are at or under budget and are being monitored closely.

The design assist phase for exhibit fabrication has begun which will overlap with exhibit prototyping and shop drawings in order to allow for construction of the exhibits to begin in the fall of 2013.

The development and production of the software for the interactive exhibits has begun. The contracts for the software and media production of the story niches and the media literacy theatre have recently been awarded, as well as some of the major films.

All remaining exhibit related contracts are expected to be tendered and contracted by summer 2013.

5.3 PRO-FORMA STATEMENT OF FINANCIAL POSITION
YEARS ENDING MARCH 31, 2012 TO 2016 (IN THOUSAND OF DOLLARS)

Actual prepared on an accrual basis, projections on a cash basis

	FY 2011-2012 Actual	FY 2012-2013 Actual	FY 2013-2014 Projection	FY 2014-2015 Projection	FY 2015-2016 Projection
Assets					
Cash & cash equivalents	4,972	6,871	6,888	6,914	7,033
Accounts receivable and other current assets	1,584	1,223	1,223	1,223	1,223
Current portion of holdback account	9,884	11,797	-	-	-
Restricted cash & investments	31,454	22,160	9,499	-	-
Capital assets: in use					
Land	4,979	4,979	4,979	4,979	4,979
Building *(Note 1)*	-	-	286,557	302,214	302,214
Equipment and furnishings	3,006	3,713	8,944	8,944	8,944
Exhibits *(Note 1)*	-	-	-	36,770	36,770
Capital assets: under construction *(Note 1)*	227,464	286,070	37,758	-	-
Holdback account	-	-	-	-	-
Total Assets	283,343	336,813	355,848	361,044	361,163
Liabilities & Equity of Canada					
Accounts payable and other current liabilities	11,359	14,717	7,217	3,877	3,877
Current portion of holdback account	9,884	11,797	-	-	-
Deferred contributions					
Government of Canada	97,000	137,806	147,806	147,806	147,806
Province	40,000	40,000	40,000	40,000	40,000
City	18,898	18,898	19,000	19,000	19,000
Friends	88,332	92,854	121,382	127,882	127,882
Other Assistance	2,430	2,430	2,430	2,430	2,430
	246,660	291,988	330,618	337,118	337,118
Interest earned	4,281	4,225	4,225	4,562	4,562
Less: deferred / recognized	(227,250)	(284,893)	(328,684)	(341,680)	(341,680)
	23,691	11,320	6,159	0	0
Deferred contributions related to capital assets					
Government of Canada *(Note 2 et 3)*	96,103	137,141	163,877	163,877	163,877
Other than Government of Canada	134,367	152,642	169,382	184,051	184,051
	230,470	289,783	333,259	347,928	347,928
Holdback account	-	-	-	-	-
Net Assets:	7,939	9,196	9,213	9,239	9,358
Total Liabilities & Equity of Canada	283,343	336,813	355,848	361,044	361,163

Note 1:
The Pro-Forma Statement of Financial Position assumes that the base building will be capitalized in 2013-2014, exhibit fit up will be capitalized to Building in 2014-2015 and Exhibits will be capitalized in 2014-2015, each reducing Capital Assets: under construction respectively.

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 therefore 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.

Note 3:
It is assumed that the $7 million soft costs (from operations) have been included in deferred contributions related to capital assets. The deferred funding is amortized over the same period as the asset purchased. For the purposes of these pro-forma financial statements amortization has not been reflected.

5.4 PRO-FORMA STATEMENT OF OPERATIONS
YEARS ENDING MARCH 31, 2012 TO 2016 (IN THOUSANDS OF DOLLARS)

Actual prepared on an accrual basis, projections on a cash basis.

	FY 2011-2012 Actual	FY 2012-2013 Actual	FY 2013-2014 Projection *(Note 1)*	FY 2014-2015 Projection *(Note 1)*	FY 2015-2016 Projection *(Note 1)*
Government Funding					
Parliamentary Appropriations					
Main Estimates	21,700	-	21,700	21,700	21,700
Supplementary Estimates B	-	21,700	-	-	-
Reprofile to 2012-13 capital use	(10,000)	-	-	-	-
Subtotal	11,700	21,700	21,700	21,700	21,700
Amounts used to Purchase Depreciable Assets	(1,375)	(2,427)	-	-	-
Restricted for capital acquisitions (deferred contributions)	-	(5,806)	-	-	-
Amortization of Deferred Capital Funding, restricted amounts used in current year & paylist expenditure reimbursement	469	1,028	-	-	-
Total Parliamentary Appropriation	10,794	14,495	21,700	21,700	21,700
Revenue of the Corporation *(Note 2)*					
General Admissions, Memberships & Programs	-	-	-	1,215	1,850
Commercial Operations	61	92	52	318	839
Program sponsorships & grants	-	-	-	200	400
Other government assistance	-	-	-	-	-
	61	92	52	1,733	3,089
Expenses					
Museum Content and Program	4,222	5,612	10,140	11,066	12,084
Accommodation	1,571	2,942	5,229	5,591	5,873
Stewardship & Corporate Management	5,128	5,124	6,366	6,750	6,713
	10,921	13,678	21,735	23,407	24,670
Excess of (expenses over revenue) revenue over expenses	(66)	909	17	26	119

Note 1:
As a Federal Crown Corporation CMHR falls under the *Federal Payment in Lieu of Taxes Act* and accordingly will pay property taxes to the City of Winnipeg. The final amount of Payments in Lieu of Taxes has not yet been determined and has not been included in previous budgets or operating cost estimates.

Note 2:
While the opening date of the Museum has not yet been established, a 2014 date has been assumed for budget purposes. CMHR is a new national museum and the first to be established outside of the National Capital Region. Every effort will be made to maximize revenues however a conservative approach has been taken to the gross revenue budget assumptions.

5.5 PRO-FORMA STATEMENT OF CASH FLOWS
YEARS ENDING MARCH 31, 2012 TO 2016 (IN THOUSAND OF DOLLARS)

Prepared on a cash basis

	FY 2011-2012 Actual	FY 2012-2013 Actual	FY 2013-2014 Projection	FY 2014-2015 Projection	FY 2015-2016 Projection
Operating activities:					
Cash receipts (parliamentary appropriation)	11,700	21,700	21,700	21,700	21,700
Cash paid (employees and suppliers)	(10,607)	(11,573)	(22,050)	(21,397)	(24,670)
Other income	51	98	52	1,733	3,089
	1,144	10,225	(298)	2,036	119
Capital activities:					
Investment in building project	(78,302)	(53,447)	(57,542)	(18,009)	-
Acquisition of property and equipment	(237)	(1,775)	(5,231)	-	-
	(78,539)	(55,222)	(62,773)	(18,009)	-
Investing activities:					
Proceeds from (acquistion of) Investments	38,313	12,878	-	-	-
	38,313	12,878	-	-	-
Financing activities:					
Parliamentary appropriation for the investment in building project and related income	11,223	35,745	10,000	-	-
Restricted contributions from non-owners and related investment income	21,685	3,823	28,630	6,500	-
Other funding	-	-	-	-	-
	32,908	39,568	38,630	6,500	-
Increase (decrease) in cash and cash equivalents	(6,174)	7,449	(24,441)	(9,473)	119
Cash and cash equivalents, beginning of year					
Operating cash	4,356	4,972	6,871	6,888	6,914
Restricted cash and cash equivalents	31,083	18,523	22,160	9,499	-
Holdback account	4,114	9,884	11,797	-	-
	39,553	33,379	40,828	16,387	6,914
Cash and cash equivalents, end of year					
Operating cash	4,972	6,871	6,888	6,914	7,033
Restricted cash and cash equivalents	18,523	22,160	9,499	-	-
Holdback account	9,884	11,797	-	-	-
Holdback account	33,379	40,828	16,387	6,914	7,033

5.6 CAPITAL BUDGET

YEARS ENDING MARCH 31, 2009 TO 2015 (IN THOUSAND OF DOLLARS)

Prepared on a cash basis

	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Actual	FY 2013-2014 Projection	FY 2014-2015 Projection	Total
Projected Capital Expenditures:								
Base Building Construction	1,356	44,846	65,664	78,388	53,600	6,323	300	250,477
Base Building Contingency	-	-	-	-	-	1,760	-	1,760
Architects, Engineers, Consultants, Permits & Fees	12,977	8,880	4,102	3,530	1,767	744	-	32,000
Communication, Data Cabling, Interior F&F, Signage	-	-	-	20	720	3,880	235	4,855
Exhibit Space Fit Out	-	-	518	709	292	11,008	2,595	15,122
Exhibit Design & Construction	2,115	1,383	1,477	1,500	1,911	16,845	11,539	36,770
Total project in progress	**16,448**	**55,109**	**71,761**	**84,147**	**58,290**	**40,560**	**14,669**	**340,984**
Land (net cash)	2,500	-	-	-	-	-	-	2,500
Interest earned on investments	(6,212)	(460)	(740)	(1,291)	56	-	(337)	(8,984)
Feasibility Study and Friends costs	16,000	-	-	-	500	-	-	16,500
Total project cost	**28,736**	**54,649**	**71,021**	**82,856**	**58,846**	**40,560**	**14,332**	**351,000**
Funded by:								
Government of Canada - Definitive Agreement	30,000	20,000	40,000	10,000	-	-	-	100,000
Operating funding to be used for capital	-	-	-	-	10,000	-	-	10,000
Operating funding to be used for capital	-	-	-	-	25,000	10,000	-	35,000
Operations - Soft costs	-	-	2,700	600	613	2,500	587	7,000
								152,000
Province of Manitoba	40,000	-	-	-	-	-	-	***40,000***
City of Winnipeg	18,500	370	28	-	-	102	-	***19,000***
Friends of CMHR	20,480	24,550	24,430	20,560	1,000	-	-	91,020
Amendment to Friends on CMHR payment schedule	-	-	(2,300)	-	2,300	-	-	-
MTS Gift in Kind	-	-	-	-	722	528	-	1,250
Friends administration costs & finance costs	12,230	-	-	-	500	-	-	12,730
Additional commitment and restricted pledge	-	-	-	-	500	28,000	6,500	35,000
								140,000
Total Sources	**121,210**	**44,920**	**64,858**	**31,160**	**40,635**	**41,130**	**7,087**	**351,000**
Annual net cash flow	92,474	(9,729)	(6,163)	(51,696)	(18,211)	570	(7,245)	-
Cumulative cash available	92,474	82,745	76,582	24,886	6,675	7,245	-	-

ANNEX: CORPORATE HISTORY

Created in 2008 under the *Museums Act,* the Canadian Museum for Human Rights is unique among national museums in Canada in that it evolved into an agreement between the Government of Canada, the Province of Manitoba, the City of Winnipeg, the Forks North Portage Partnership and the Friends of the Canadian Museum for Human Rights. In an unprecedented grassroots fundraising effort, people from around the world adopted the vision of the Museum as their own. Through their donations, volunteer efforts and support, the Friends have raised as of January 2013, a total of $138 million in private-sector funds towards the capital campaign.

The CMHR is the first national museum in Canada's history to be built and developed by all levels of government in cooperation with the private sector.

In terms of public funding, as per the Definitive Agreement signed by all parties in 2007, the Government of Canada has contributed $100 million, the Province of Manitoba $40 million and the City of Winnipeg $20 million toward the capital costs of the Museum.

Winnipeg, Manitoba is one of Canada's most diverse communities, attracting immigrants from around the world, and is strengthened by significant First Nations, Métis and Francophone populations. Winnipeggers are building plans and relationships to become the world's destination for human rights dialogue, learning and advocacy. As a significant cultural destination, Winnipeg is also currently integrating human rights themes and threads into its world-class dance, theatre, art, and music productions.

Located in the centre of the city, at The Forks of the Red and Assiniboine rivers, the Museum sits on land that has been a meeting place for thousands of years. It has a history as a North American centre of immigration, trade, commerce and, most importantly, as the place to which Indigenous Peoples from every corner of North America have come for over 6,000 years to resolve conflict and live together in peace.

The contributors to the CMHR and the people they represent (the Government of Canada, the Province of Manitoba, the City of Winnipeg, the Friends and the Forks North Portage Renewal Corporation) have specific expectations of the CMHR to not only deliver on the mission and purpose as outlined in this plan, but also to deliver economic and social benefits to the community in which the Museum operates and to deliver on these expectations in a fiscally and socially responsible manner.

Architecture

The Museum's signature architecture symbolizes a journey of hope for a changed world. The architect, Antoine Predock, was chosen in 2005 as the winning entry for what was one of Canada's largest international architectural competitions. Predock has created a path for the visitor from darkness to light – from awareness to inspiration – and from the roots of humanity in Mother Earth to an aspirational stairway of hope in the sky. Throughout the journey, visitors will encounter a series of ramps connecting them to multiple human rights stories, events, and exemplars from Canada and around the world. The Museum comprises 24,600 square metres of space, including over 4,400 square metres of exhibit space attached to nearly a kilometre of bridges leading people to the Tower of Hope, a 23-storey glass structure overlooking the horizon.

Great Hall: Visitors will enter the Museum between two of the large stone arms, or "roots" of the building that extend outward, symbolizing Aboriginal respect for the land and the ancient roots of people's quest for human rights. As visitors enter the building, they will find themselves in the Great Hall, a lively hub of orientation and communal gathering. The hall will offer access to a theatre and changing exhibition gallery (both to be completed post-opening) as well as amenities such as the ticketing and information desk, café and Museum store.

Garden of Contemplation: This architecturally stunning garden, accessible along many points of the visitor journey, hovers above the Great Hall. Water, rock and plants suggest a place of healing and solace amid reflections of earth and sky. It's a place of community with elements that honour First Nations' relationship to the land and reinforces the fundamental environmental ethic that grounds the building.

Tower of Hope: The visitor journey culminates in the breathtaking Tower of Hope. In the words of architect Antoine Predock, "It could be seen as a kind of a beacon at night glowing. The Tower of Hope is the culmination of the visitor's experience. You would come through a rather interestingly circuitous route, via ramp ways, via gallery sequences, finally through the Tower of Hope where (people) can go up to a higher vantage point, look out across the prairie and process what they've been through in the building."