

CANADIAN MUSEUM FOR HUMAN RIGHTS



Photo: Aaron Cohen

SUMMARY OF THE 2018-2019 TO 2022-2023 CORPORATE PLAN AND THE 2018-2019 OPERATING AND CAPITAL BUDGETS

1.0 Executive Summary

Corporate Overview:

By examining and celebrating stories from across Canada and around the world, the CMHR is stimulating thought, dialogue and action. Ultimately, the CMHR is creating inspiring encounters with human rights.

Located in the heart of Canada, at the confluence of major rivers and historic cultures, the CMHR is a place of hope and optimism; a place that encourages people from all walks of life to connect with something much larger than themselves and to acknowledge that they have a direct stake in building a better world.

The journey of bringing the Canadian Museum for Human Rights to life was itself a uniquely Canadian undertaking. More than 8,500 individual donors came together in common purpose in what would become one of the most successful private fundraising efforts of its kind among cultural institutions in Canada. These generous citizens were joined by elected officials at all three levels of government, who supported the vision of a national human rights museum irrespective of political affiliation. Indeed, it was a unanimous vote in the House of Commons that enshrined the CMHR under Canada's *Museums Act*.

In 2016-17, its second full fiscal year of operations, the Museum welcomed 295,300 visitors, achieving the annual visitation target of 291,300 visitors. Revenue targets, aided by an elevated interest in facility rentals for conferences, lectures and other events, also exceeded first-year projections. Educational programs directed at youth and school groups have been fully subscribed.

The Museum is attracting visitors from near and far to see the iconic building with its human rights symbolism and to be moved and inspired by an immersive, innovative and interactive museum experience, both of which stand unique in the world. It is having the economic impact on Winnipeg that it had anticipated, with 61% of visitors coming from outside of Winnipeg in 2016-17. Visitor surveys conducted in the summer of 2017, indicate that 95% of respondents said they were satisfied or very satisfied with the Museum experience and 93% said they left feeling inspired by their visit. Visitors also indicated they would not only be likely to return to the Museum in the near future, but would be very likely to recommend a visit to the Museum to others.

The Museum continues to conduct visitor satisfaction surveys as part of its commitment to measuring the impact and success of its operations and to assist with continuous improvement.

The Museum has been honoured to win more than 40 local, national and international awards for innovation in digital media, accessibility, interactive exhibits, design, engineering, documentary and short films, workforce planning and talent management, outstanding employer, tourist attraction and destination.

New York based *Travel + Leisure* magazine called the Museum “one of the top five coolest” new attractions in the world. The Museum was also instrumental in Winnipeg being named one of the top 20 must-see destinations in the world for 2016 by *National Geographic Traveler* magazine, a prestigious list seen by millions. In 2017, the Museum was voted the second top Canadian attraction (only after Quebec City) by voters in a *USA Today* travel poll, once again raising the profile of Winnipeg and the Museum to a global audience.

Strategic Goals

In 2016, the Board of Trustees and senior leadership revised the strategic plan for the five years beginning 2017-18, to refine the focus of Museum operations and incorporate the lessons learned since opening. In 2017, the Board updated the strategic plan for 2018-19, the second year of the five-year plan, which includes five goals to guide Museum operations and activities.

Our Goals

- | | |
|----------------------------------|--|
| Visitor Experience: | The Museum delivers an inspiring, relevant and memorable experience to each of its visitors, using the metanarrative as the guiding principles. |
| Audience Reach: | The Museum grows and retains its audience within the local market, across Canada and internationally. |
| Recognized Leader: | The Museum grows its reputation as a recognized leader for human rights education, inclusion, reconciliation and museological practice. |
| Financial Sustainability: | The impact of the Museum’s revenue-generating activities, allocations from the federal government, support from fundraising activities, including sponsorships, and ongoing cost controls allow the Museum to maintain and continually renew its programs and infrastructure. An entrepreneurial culture will be promoted at the Museum. |

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

Key considerations through 2018-19 and beyond:

The Board and Executive of the CMHR are committed to building on the Museum's considerable successes. A defining hallmark of the Canadian Museum for Human Rights is its ability to inspire future generations. The results achieved during the Museum's first three years demonstrate that sustained federal support for the Canadian Museum for Human Rights will deliver identifiable and significant benefit not just to the CMHR's future visitors, but to all of Canada and beyond.

The Museum, under the guidance of the Board and President and CEO, established the following priorities for the five-year planning period that began in 2017-18:

- **Expand remote and web-based offerings** to more fully deliver on its mandate to reach citizens – youth in particular – in all regions of Canada.
- **Launch a travelling exhibition program** by developing CMHR branded travelling exhibitions to bring an in-person Museum experience to Canadians in their own communities.
- **Continue to exhibit temporary exhibitions loaned by other institutions** and align them with the CMHR's mandate, ensuring that the leading and award-winning CMHR standards of inclusivity and engagement continue to be met.
- **Secure funding and complete the Digital Learning Centre** (the theatre space) to significantly enhance the Museum's ability to engage and inspire visitors through film, plays, digital storytelling and first-person accounts of human rights challenges and triumphs not only on-site but also online in conjunction with the Digital Dialogue Initiative.
- **Expand formal and informal linkages with the national and international community** to continue to draw high-profile conferences, academics and dignitaries to help pursue the mandate of the Museum, in

turn delivering increased reputational and economic benefits to Winnipeg, Manitoba and Canada.

- **Develop nationally relevant learning resources** for educators and students in all parts of Canada, building on the success of online initiatives such as the CMHR's Human Rights Teaching Toolkit.
- **Expand the reach of the National Human Rights Leadership Program (previously the National Student Program):** A cornerstone of the original business plan, the program has been renamed in order to target markets beyond the original vision of high school students.

The Museum has made significant progress on these priorities in 2017-18 and will continue to focus on achieving the five strategic goals through these priorities in 2018-19, with particular emphasis on:

- **The Digital Dialogue Initiative:**
Goal: to expand the Museum's reach across Canada and the world.
Success measured by: increased digital interactions.
- **Mandela: Struggle for Freedom** – CMHR's first major branded travelling exhibition:
Goal: to attract new and return visitors and to increase the reach of the Museum.
Success measured by: increased on-site visitation including increased return visitors in 2018-19 and increased off-site visitation in 2019-20.
- **Revenue generation** - the Museum will seek to maximize revenue from new sponsorship activities and from commercial operations:
Goal: to secure funding in advance to allow for future planning of Museum Programs
Success measured by: increased revenues available for Programs.
- **A focus on results through continued development of an evaluation program:**
Goal: to have a framework to measure success, improve internal accountability and improve decision making.
Success measured by: improved reporting on the Strategic Plan and continued improvement in corporate results.
- **Content development and management:**
Goal: a digital collection, both owned and licenced, that supports Museum operations and Program development on all platforms.
Success measured by: increased interactions with digital collections through Museum Programs online and onsite.

It is important for the Museum to safeguard against exhibition content and technology becoming dated, less relevant or even obsolete in coming years. As the first national museum built in the digital age, in which core museum content is comprised not only of objects and artifacts but by bytes and data, the CMHR has a distinct, ongoing need to ensure its IT and AV infrastructures remain current and secure as technology continues to evolve. The Museum's IT infrastructure and its unique CMHR-developed Enterprise Content Management System are the "backbone" of all exhibition, collections, web, and mobile content. Sustainable funding for maintenance and renewal is critical to ensuring the Museum can maintain its digital collections in order to preserve Canadian heritage for future generations, as well as to maintain and build upon existing visitor numbers by delivering a contemporary visitor experience and a defined "reason to return" for years to come.

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1.0 Mandate

1.1 Mandate and Guiding Principles

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

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

The CMHR aspires to offer its visitors an inspiring encounter with human rights while exceeding Canadians’ expectations for balance, transparency, sound business practices and meaningful public consultation. The Museum aims to reflect, celebrate and build on Canada’s rich human rights heritage and to become a globally recognized destination for its definitive, iconic architecture and unique-in-the-world visitor experience. The CMHR is an embodiment of Canadians’ commitment to fundamental freedoms and democratic rights.

The Museum’s mandate, mission and vision are reflected in its metanarrative that provides five guiding principles:

Inspiring human rights reflection and dialogue

The Museum fosters an appreciation for the importance of fundamental freedoms and democratic rights, spurs informed dialogue and invites participants to identify the contemporary relevance of past and present human rights events, both at home and abroad. The museum is committed to an inspiring visitor experience unlike any other in the world.

Celebrating Canadians’ commitment to human rights

The citizens of Canada are endowed with inherent human rights and responsibilities, codified over time in treaties, policies, laws and declarations. The CMHR provides a safe and engaging space to cultivate respect, gratitude, understanding and ongoing improvement of this human rights inheritance. The Museum connects its visitors with opportunities to explore the global development of human rights concepts and Canada’s important role.

Meaningful encounters between architecture and human rights

The CMHR is purposefully situated at a historic junction where two rivers meet: an important meeting place and starting point for new journeys for more than

6,000 years. The Museum honours this tradition by inviting guests to participate in a human rights journey of their own, in a building significant for its architectural symbolism of human rights advancement.

Dynamic and accessible human rights content

The Museum aims to deliver an immersive, interactive and memorable experience for visitors of every background, age and level of ability. All participants will have access to an ever changing museum experience that reflects a design approach that sets Canadian and world standards for inclusion and universal accessibility.

A credible and balanced learning resource

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

1.2 Alignment with Government Priorities

As a national museum, the CMHR is a member of the Canadian Heritage Portfolio and actively contributes toward Government of Canada policy objectives as they relate to Canadian culture and heritage and a diverse society that promotes linguistic duality and social inclusion, including:

1. Plan to support the creative sector adapting to the digital shift in promoting Canadian culture that reflects Canada's diversity at home and abroad.

A major focus of the Museum's strategic plan is to continue to foster its culture of innovation and to expand its reach and engage visitors both on-site and online. Through the development and launch of a digital strategy, built on the IT infrastructure already in place, the Museum will ensure exhibition and related content is online and, more importantly, facilitate the creation of additional content by stakeholder engagement through ancillary platforms (e.g. social media, third party data/archives). Innovation is already evident at CMHR through virtual reality, augmented reality and the digital engagement already available within the Museum's exhibitions. The Museum's continued innovation will contribute to Canada's growth and prosperity.

2. Promote diversity and inclusion to enhance Canadians' sense of belonging and pride and to promote inclusive economic growth.

Diversity, inclusion, understanding and respect are at the core of CMHR's values for the development of exhibitions and programs, for welcoming its visitors and for providing an inclusive environment for staff. The CMHR will continue to incorporate the highest level of accessibility into its building, exhibitions, digital outreach, and visitor experience, promoting the understanding that diversity is not just to be accommodated, but appreciated through rich and meaningful experiences for everyone. The Museum aims to grow its reputation as a recognized leader for inclusion and will continue to promote diversity, enhancing Canadians' sense of belonging and pride and promoting inclusive economic growth.

3. Strengthen Canada's linguistic duality and advance Canadians' appreciation of the benefits of linguistic duality.

The Museum will continue to take positive measures to support the development of official language minority communities and to promote English and French.

4. Promote and celebrate Indigenous culture, and promote, revitalize and preserve Indigenous languages.

The Museum has exhibits and specialized tour programs that promote and celebrate Indigenous culture and views on human rights. Some stories in the Museum represent our growth as a nation, and some represent the growth we still have in front of us. In recent years, important discussions have been taking place all across this country about the devastating legacy of Indian residential schools. These violations are a part of our shared history, and need to be known and understood by all Canadians. The Museum has a number of exhibits that present the story of residential schools and explore both the ongoing and intergenerational impacts. The Truth and Reconciliation Commission has called on all of us, including the Canadian Museum for Human Rights, to play a role in reconciliation. We recognize that reconciliation is a long process. The Truth and Reconciliation Commission, in its summary report, called on the Museum to represent, "...the history of residential schools and Aboriginal people in ways that invite multiple, sometimes conflicting, perspectives, yet ultimately facilitate empathy, mutual respect and a desire for reconciliation that is rooted in justice." The Museum will continue to collaborate with communities and individuals as an important component of our approach. Through this collaboration, the Museum will develop and deliver relevant education and public programs, including an education program focused on Indian Residential Schools, to further engage visitors directly in discussions about reconciliation. It will continue to listen, learn and collaborate to make a meaningful contribution towards reconciliation. We are committed to participating in the process. As Justice Sinclair has said,

we must endeavor to become a society that champions human rights, truth and tolerance, not by avoiding this difficult history, but rather by facing it.

Through its 2018-19 fiscal year, the CMHR will continue to support and contribute to the Government of Canada's initiatives.

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 Multiculturalism. The *Museums Act* provides for a Board of up to eleven members, appointed by the Minister of Canadian Heritage and Multiculturalism with the approval of the Governor in Council. The Board of Trustees has the primary responsibility for ensuring that the Museum fulfils 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 that strategic issues affecting the Museum's business and affairs are given proper consideration.

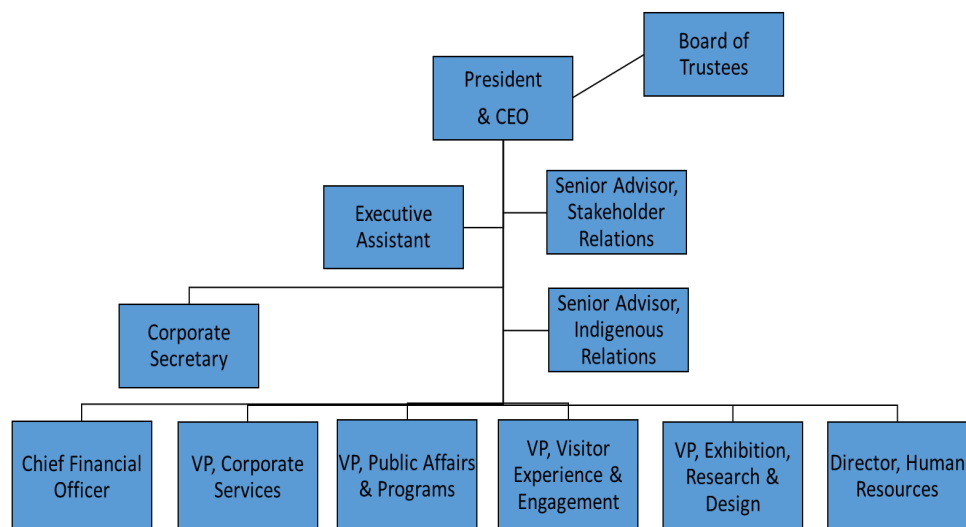
The Board of Trustees is responsible for developing the strategic priorities for the Museum. The strategic priorities for this planning period are included in Section 4.0.

The work of the Board is supported by five Committees: the Executive Committee, the Audit and Risk Management Committee, the Human Resources and Governance Committee, the Museum Programs Committee, and the Finance Committee.

The Museum's seventh Annual Public Meeting was held in Vancouver on March 21, 2018. The meeting included an update on Museum activities in the past year and provided members of the public with an opportunity to ask questions.

Governance and Management Structure

(As of January 1, 2018)



2.3 Core Responsibilities

Consistent with the Treasury Board of Canada Secretariat's Policy of Results (July 1, 2016), the CMHR adopted two Core Responsibilities, in addition to Internal Services, derived from the former Program Alignment Architecture. The Museum's budget is allocated according to its Core Responsibilities as follows:

1. Museum Content, Programs and Engagement:

- Accessible and engaging exhibitions
- Educational programming that promotes reflection and dialogue
- Sound and balanced research, scholarship and collections management
- National outreach, engagement and service
- Communications, marketing and collaborative relationships

2. Accommodations:

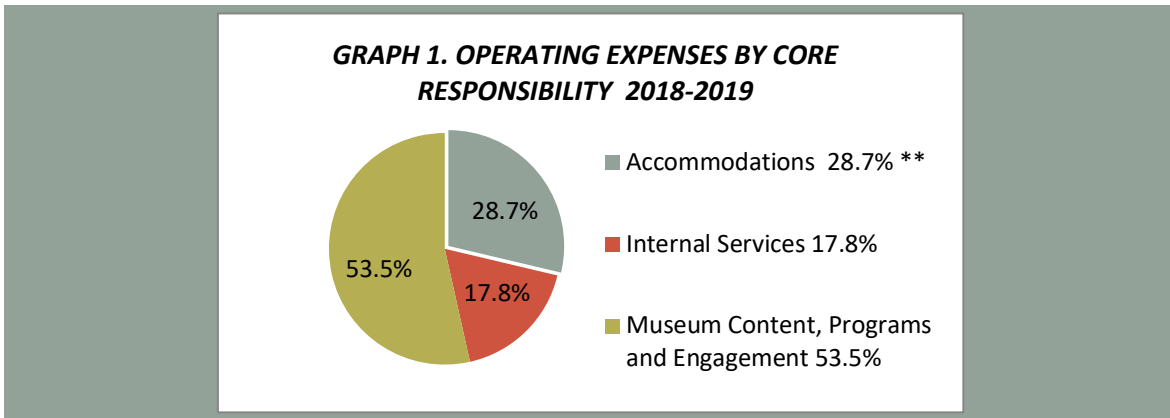
- Building operations
- Protection services
- Information technology infrastructure

3. Internal Services:

- Corporate governance
- Administration
- Earned-revenue generation

2.4 Expenses by Core Responsibility

Graph 1 shows the breakdown of the Museum's 2018-19 operating budget, on a cash basis of \$28.2 million in expenses by Core Responsibility (including annual Payments in Lieu of Taxes (PILT)). For a description of expenses under each Core Responsibility, see Section 5.1.



** Accommodation includes annual PILT of \$2.9 million, excludes amortization of \$14.9 million

3.0 Strategic Issues

3.1 Environmental Scan

In May 2016, as part of the strategic planning process, CMHR completed a facilitated SWOT (strengths, weaknesses, opportunities and threats) exercise and identified the following organizationally relevant drivers that helped inform the strategic plan and provide an appropriate foundation on which to establish realistic goals and performance measures for the next five years.

Audience Development and Visitor Expectations

- a) Personalized content/keeping pace with evolving visitor needs - there is a defined trend within the broader cultural and digital sectors toward a more personalized, participatory and relevant visitor experience. As the first Canadian museum built in the digital age, the CMHR has a distinct opportunity to offer visitors an interactive, participatory and personally meaningful experience both in person and across connected devices;
- b) Diversifying content/content that speaks to the whole of Canada - the ability of CMHR to reach a wider audience requires that the Museum increase the diversity of stories being preserved, told and collected and increase the variety of methods of how the stories are told;
- c) Audience identification - long-term audience retention, effective marketing and a continued ability to deliver meaningful content require the Museum to know who our audience is. Improved audience data/audience profiles were cited as essential to the success of future marketing efforts and the Museum's ability to tailor content and programs to the needs and interests of its visitors;
- d) Measuring impact - while the Museum has quantitative tools to measure visitorship and revenue targets, it has fewer means to measure the impact of its exhibitions and programs. The premise of measuring impact and tools to better evaluate the ways that the Museum is making a difference is seen as necessary to tracking success against the Museum's mandate; and
- e) Addressing geographic barriers - a participatory online experience that offers meaningful opportunity for dialogue has been identified as a key means to reach citizens in all areas of Canada. Travelling exhibitions continue to be viewed as an important means to acquaint more Canadians with CMHR.

Long-term Financial Sustainability

- a) Canada's government - the mandate and aspirations of the CMHR align directly with the stated policy goals of Canada's federal government. The CMHR is also uniquely positioned to help the government celebrate and share Canada's stories with the world. CMHR needs to clearly demonstrate how the CMHR is different from the other national museums, including practical considerations of being situated outside the National Capital Region, and secure long-term, predictable financial support;
- b) Aligning sponsorship and donorship with long-term needs - with the capital project now complete, investments from donors and sponsors must support ongoing initiatives and long-term priorities. The Museum must ensure its relationship with Friends supports these aims and has an opportunity to cultivate relations with existing and prospective donors and sponsors oriented around CMHR's future needs;
- c) Better data to expand marketing reach - improved audience data would better ensure that limited marketing dollars are invested in the right place; and
- d) Engaging stakeholders to advance CMHR objectives.

3.2 Critical Success Factors

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

Inspiring visitor experience: The Museum must continue to deliver a memorable, relevant and meaningful experience to its visitors, aligned with the Museum's metanarrative - objective, innovative, accessible and balanced. As the Museum matures, the CMHR must aim to keep pace with evolving technologies and visitor expectations.

Financial sustainability: The Museum must secure sustainable, predictable funding sufficient to support all core operations and the continual renewal and development of CMHR programs through federal appropriations, support from the Friends and earned revenues. The Museum must enhance and diversify revenue-generating activities, work with Friends on sponsorship opportunities, while continuing to realize internal cost savings and efficiencies.

Expanded audience reach: The Museum must grow and retain its audience, not only locally but across Canada and abroad, in turn affirming the CMHR's role as a trusted institution for human rights resources.

Optimized human resources: Workloads and staff complement must allow the Museum to deliver on its mandate while ensuring resources are available to

respond to emerging opportunities. The Museum must align its priorities and ambitions with its sustainable operating capacity.

In pursuing the critical success factors the Museum is committed to innovative and entrepreneurial thinking and accountability.

3.3 Results achieved in 2017-18

The 2017-18 fiscal year continues to see significant progress in the Museum's operations.

The Museum projected 308,200 visitors for 2017-18 and is on track, welcoming 240,300 on-site visitors in the first nine months.

The Museum continues to be a sought-after venue for events large and small and expects to meet its revenue targets for the year.

Through its 2017-18 fiscal year, the CMHR continued to support and contribute to the Government of Canada's initiatives marking the 150th anniversary of Confederation connected to the themes of inclusion and diversity, reconciliation, youth, and the environment:

- *1867: Rebellion and Confederation*, originally conceived by the Canadian Museum of History, examined civil and political rights, democratic processes, responsible and accountable government;
- *Points of View: A national human rights photography exhibition*, close to a thousand crowd-sourced photo submissions were juried in four categories - freedom of expression, inclusion and diversity, reconciliation, and human rights and the environment;
- *Our Canada, My Story*, offered a series of films that profiled seven Canadians tackling human rights challenges;
- *Rights of Passage: Canada at 150* (previous working title *150 Years of Canadian Human Rights History*), presented an overview of 150 years of Canada's human rights history; and
- Participatory programming, including a Human Library.

The CMHR partnered with Canada 150 Signature Initiatives like The Walrus Talks, Experiences Canada's Canada 150 & Me project, REEL Canada's National Film Day, and the Confederation Centre for the Arts "The Dream Catchers". It also welcomed athletes, officials, and visitors from across the country during the Canada Games. Visitors were invited to take part in We Are Canada, an interactive digital mosaic.

The Museum also continued to explore the profoundly important concept of reconciliation, which is core to the Museum's mandate, through;

- relevant education and public programs, including a middle years education program focused on Indian Residential Schools;
- a Rights and Indigenous Peoples in Canada tour; and
- interviewing Canadian Museum Association conference attendees on the role of museums and museum professionals in reconciliation.

The Museum also took steps to incorporate reconciliation activities into its everyday operations including:

- Indigenous Perspectives Training to all its staff;
- Hosting a community garden in partnership with the Centre for Aboriginal Human Resource Development (CAHRD) and installing planters, built by CAHRD students.

The Museum held its first two lectures in a series entitled *After the Apology: Learning from historic injustices*. This first event, held in June 2017, explored the apology given to Residential School Survivors by the Government of Canada in 2008. The second event, held in Vancouver, focused on the internment of Japanese Canadians during the Second World War.

The Digital Dialogue Initiative (previously called the Digital Engagement Initiative) made significant progress in 2017-18 in developing the foundation for the web site that will encourage online engagement and dialogue and increase the reach of the Museum across Canada and the world. The new web site will be launched in May 2018.

The Museum began work on its first major CMHR branded travelling exhibition, *Mandela: Struggle for Freedom*. Developed in partnership with the Apartheid Museum in South Africa, the exhibition will examine themes of justice, freedom and equality, and shine a light on Canada's role in the fight against apartheid beginning in June 2018.

In addition, three temporary exhibits and installations were added within the Museum's core exhibitions which address current topics in human rights:

- *Canadian Doctors in the Field* shows the important work of Canadians to defend human rights;
- *Seeking Refuge* features an art installation by now 16-year-old Achilleas Souras, entitled *Save Our Souls* and videos which present the perspectives of the young Spanish artist and a young Syrian refugee who survived a crossing;
- *Seeking Safety*, a complementary installation to *Seeking Refuge*, looks at the plight of asylum seekers trying to reach safety in Canada.

In collaboration with the Louis Riel Institute/Manitoba Métis Federation, the CMHR has contributed to the development of a mobile app that explores significant Métis sites and rights-related stories.

The Museum completed its fourth visitor survey with excellent results continuing to be maintained. 95% of respondents said they were satisfied or very satisfied with the Museum experience, while 93% indicated they were left feeling inspired by their visit to the CMHR.

The Museum leveraged relationships with tourism partners to reach target markets in Canada, the U.S. and abroad. The Museum welcomed a total of 120 travel writers in the 2016-17 year and 75 travel writers in the first two quarters of 2017-18.

The Museum now offers 11 curriculum-based, accessible and inclusive educational programming for students from K-12. Thanks to sponsors, barriers to participation in these programs, such as bussing and admission costs, have been removed, allowing for more schools from outside of the city of Winnipeg to participate in these programs. The pilot project for the National Human Rights Leadership Program (previously the National Student Program) continues in collaboration with organizations that fund or otherwise facilitate student travel to Winnipeg and planning for the future of the program is well underway.

Focus groups and consultations continued to inform the Museum's learning resources and its approach to advanced and professional programs.

The Museum continues to establish baseline operating costs and continues to assess the life cycles of the facility equipment and IT infrastructure. Building warranty issues were also addressed in 2017-18 with replacement of tower glass units and repair of soffit condensation issues.

With funding provided through Budget 2016 Supporting Museum's Initiative, the Museum also implemented a new integrated point-of-sale system, creating efficiencies and providing improved information on visitors and members.

For further information on the Museum's recent results, please refer to the 2016-17 Annual Report.

4.0 Goals, Strategies and Performance Measures

The 2018-19 Corporate Plan covers the CMHR's fourth full year of regular operations.

Under the guidance of the Board and the President and CEO, the Museum aspires to continue on its path of innovation, achieving new "firsts" in the world and taking the Museum into exciting new areas to help its mandate flourish. The priority areas are: to expand the Museum's reach and impact across Canada and the world by developing online offerings that are more personalized and allow for more interaction, engagement and dialogue; to leverage marketing and communications opportunities to attract first time and repeat visitation; to continually refresh and evolve exhibitions, content and programming to build audiences and ensure offerings remain impactful and relevant; continuing to deliver a world-class museum experience that consistently exceeds visitor expectations; and building long-term financial sustainability.

The strategic plan was reviewed and updated in 2017. The updated core strategies and key initiatives are provided in sections 4.1 to 4.7.

The staff and Board of the Museum have a desire to not only meet expectations but constantly push the limits of what the Museum can accomplish. While the Museum has infinite opportunities, the challenge is that the Museum has finite resources. Some of the strategies and initiatives may need to be deferred until later in the planning period as resources are available.

Goals and key performance indicators

Goal area 1: Visitor experience

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

Key performance indicator:

Visitor Impact Score(s): CMHR will develop an encompassing metric to more effectively evaluate success in delivering an inspiring visitor experience over time. The visitor impact algorithm will provide a single measurement of a range of attributes including:

- Visitor satisfaction
- Visitors inspired
- Return visitation
- Membership renewal

While the Visitor Impact Score is being developed, the Museum will measure success using the following Visitor Experience performance indicators:

Visitor Experience		
GOAL: The Museum delivers an inspiring, relevant and memorable experience to each of its visitors, using the metanarrative as the guiding principles.		
Performance Indicators		2018-19 Target
Satisfaction	% visitors satisfied or very satisfied	>90%
General Impact	% visitors inspired by the Museum	>90%
Memberships	% renewals	53%
Under development: Key Indicator - Visitor Impact Score - combined weighted score of the secondary performance indicators		

Goal area 2: Audience reach

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

Key performance indicator: Total Museum Visitation (including onsite paid and unpaid; online and digital; and offsite and travelling exhibitions.)

While the Total Museum Visitation indicator is being developed the Museum will measure success using the following Audience Reach indicators:

Audience Reach		
GOAL: The Museum grows and retains its audience within the local market, across Canada and internationally.		
Performance Indicators		2018-19 Target
On-site Visitation	# of total onsite visitors	303,500
Off-site Physical Visitation *	# of visitors	100,000
Paid Admission	# of paid general admission visitors	102,400
Reach	% of paid general admission visitors from outside the Winnipeg market (> 2 hr radius)	60%
Student Visitation	# of students in person (Includes NHRLP (NSP), school and professional programs)	27,000
Memberships	Total # of members	6,200
National Reach	# opportunities showcasing CMHR on a national scale (Incl. digital components for remote audiences)	25
Under development: Key Indicator - Total Visitation (On-site, Off-site, Online)		

*Off-site Physical Visitation includes the physical visitation at off-site CMHR exhibitions, film viewings, speaker series events.

Goal area 3: Recognized leader

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

Key performance indicator: External consultative requests related to the four primary leadership areas.

The Museum will measure success using the following Recognized Leader indicators:

Recognized Leader		
GOAL: The Museum grows its reputation as a recognized leader for human rights education, inclusion, reconciliation and museological practice.		
Performance Indicators		2018-19 Target
Completed requests	Annually provide examples of completed external consultative requests, presentations and collaborations that reflect leadership in the 4 leadership areas	Results to be reported in June/19
Partnerships	# of new and renewed agreements with strategic benefits (benefits reported annually)	6
Government relations	Annually provide examples of support for, or amplification of, CMHR's message	Results to be reported in June/19

Goal area 4: Financial sustainability

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

Key performance indicator: Total funding from all sources exceeds expenditures required to deliver on the CMHR mandate.

The Museum will measure success using the following Financial Sustainability indicators:

Financial Sustainability		
GOAL: The impact of the Museum's revenue-generating activities, allocations from the federal government, support from fundraising activities and ongoing cost controls allow the Museum to maintain and continually renew its programs and infrastructure.		
Performance Indicators		2018-19 Target
Key Indicator - Fiscal management	Total funding exceeds expenditures required to deliver on CMHR mandate.	Breakeven
Earned revenue	Achieve budgeted revenue targets	\$3.4 million
Sponsorship revenue	Gross sponsorship revenue	\$350k
Contributions	Friends' Contributions	\$150k
Cost-effectiveness	Net income Boutique and Facility Rentals/Events	\$485k
LEAN Efficiencies	# of continuous improvements undertaken / Cost savings	2/\$100k

Goal area 5: People

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

Key performance indicators: Workforce and volunteer engagement.

The Museum will measure success related to People using the following indicators:

Our People		
GOAL: The Museum attracts and retains diverse, talented, motivated and engaged staff and volunteers who are invested in the CMHR's long-term success. The Museum supports its employees in working at their highest and best potential.		
Performance Indicators		2018-19 Target
Key Indicators - Employee engagement	% of employees engaged	76%
Volunteer engagement	% of volunteers engaged	75%
Employee retention	% retention - Inc part-time/Exc part-time	75/80
Volunteer commitment	Total volunteer hours	18,000
Service excellence	% visitor satisfaction w/ staff and volunteers	> 90%

4.1 Core strategy #1: Expand the Museum's audience reach via an enhanced digital presence and programs aligned with the Museum's metanarrative that reach beyond the local market.

Supports:

Goal area 1: Visitor experience

Goal area 2: Audience reach

Goal area 3: Recognized leader

Goal area 4: Financial sustainability

The development and launch of a digital strategy – along with travelling exhibitions and exhibitions at alternate venues – will allow the Museum to more fully deliver on its mandate by bringing an inspiring experience to visitors across Canada and abroad that aligns with the Museum's metanarrative. The Museum will identify and analyze necessary tradeoffs between targeting local, national and international visitors with respect to driving visitation and enhancing its audience reach.

Key Initiatives:

1. Digital Dialogue Initiative (DDI)

The Digital Dialogue Initiative involves significant development of the CMHR website to create a platform that will allow an online experience that transcends and complements the traditional boundaries between the physical facilities of the CMHR and its online offerings. The goal is to ensure exhibitions, programs, and related content, collections, and other scholarly human rights content is available online and, more importantly, facilitate dialogue and the creation of additional/supplemental content by stakeholders via ancillary platforms (e.g. social media, third party data/archives).

The initiative is expected to span the five-year planning period with short term objectives that are highly functional and will integrate onsite and online experiences. Longer term objectives will encourage dialogue, public participation and engagement, to help the Museum fully achieve its mandate by inviting people on journeys that may result in shifts in worldview or result in meaningful emotional connections.

The initiative will impact all divisions, requiring an allocation of both staff and budget resources, as well as revisions to development methodologies.

The deliverables will include:

Shorter-term

- a. Programming - Where practical, capture onsite programming for broadcasting online.
- b. Content - Asset tagging, categorization, data clean up and connection of the asset management system will be done to allow existing content to be available as dynamic online content.
- c. Information - Strengthen the capabilities of the Museum's website with advanced Shopify and Tessitura integration, including the integration of the Facility Rentals module.
- d. Education - Create a rich education portal that fosters learning, contributions and feedback.
- e. Exhibitions - Bring the in-gallery experience online by bringing to life stories currently presented in the Museum. Further implementation of dialogic, reflective and educational components and media-rich data visualizations. Three to five additional stories are expected to be added in 2018-19, designed to enhance the awareness of CMHR content and promote public engagement and dialogue.
- f. Repository - Expand the knowledge repository through the use of templates for new content, federated access, search and listings.
- g. Dialogic elements – Explore the potential for the DDI to provide entryways into global human rights conversations that are taking place on social media and online.
- h. Continue to ensure Museum Program development includes participatory and experiential designs that bridge both onsite and remote audience activities and that these elements remain core experiential aspects of the Museum's web presence.
For example:
 - *Mandela: Struggle for Freedom* exhibition engages both on-site and remote audiences in participative mixed-media and dynamic installations such as the Poster-Making activity;
 - The *Proclamation 1982 Augmented Reality* app and installation allows visitors a detailed an in-depth exploration of the Proclamation of the Constitution Act, 1982 (Canadian Charter of Rights and Freedoms) irrespective of geographic location.

Longer-term

- i. Design and develop a rich venue of user contributed 3rd party aggregated and contextualized content (e.g. Share your Story) for personalized reflection, value-added use, and participative discourse amongst all audience demographics.
- j. Develop a method of measuring the impact of online Programs as well as digital activity and interactions.

2. Museum Programs

The deliverables will include:

- a. Develop the schedule for travelling exhibitions, and identify associated public and education programming priorities to 2022-23 aligned with the Museum's mandate, metanarrative and strategic plan and taking into consideration available resources, expanding audience reach, driving visitation and the balance between targeting local, national and international visitors. Delivering some Programs will depend on sponsorship funding.
- b. Develop, install and deliver travelling exhibitions and related programming including:
 - i. *Mandela: Struggle for Freedom*
CMHR's first branded travelling exhibition will open in June 2018 and will be displayed in CMHR's Level 1 Gallery until December 2018, after which, it is expected to travel and be displayed in 4 to 5 other institutions in North America. Museum programs targetted at the general public, schools, and adult professional learners will also be developed.
 - ii. *War Measures Act*
Development of this exhibition and the related programming, in collaboration with the Canadian Museum of History, Canadian War Museum and the Musée de la civilisation will begin in 2018-19 for launch in 2020.
 - iii. *Technology and Human Rights*
Pre-development with Canada Science and Technology Museum will be undertaken in 2018-19.
 - iv. Continue to travel CMHR-developed exhibitions on a cost-neutral basis:
 - *Points of View*
 - *Our Canada, My Story*
 - *Weaving a Better Future*
 - CMHR Documentary Film Suite - Childhood Denied, Holodomor, Holocaust and Armenia films.

- c. Further expand the reach of programs through the following:
 - i. Develop and enhance existing online education resources over the planning period;
 - ii. Launch of the National Human Rights Leadership Program (previously the National Student Program) beyond the pilot program. Student travel subsidies will initially be implemented on a modest basis, with further expansion dependant on funding and sponsorships; and
 - iii. Develop on- and off-site programs with partners
Implement the strategy to develop and deliver programs to identified target university level and/or professional audiences in a sustainable way (i.e. Educators).

4.2 Core strategy #2: Focus on results and develop a Museum evaluation program

Supports:

Goal area 1: Visitor experience

Goal area 3: Recognized leader

Goal area 4: Financial sustainability

Goal area 5: People

A formalized evaluation program with a focus on results will give the Museum a structured, clear and consistent framework and allow the Museum to focus on results, measure success over time, create meaningful incentives to reach organizational goals, improve internal accountability, validate decisions, align with the metanarrative and ensure goals and objectives remain relevant to the Museum's audience. Improved audience data will support the CMHR in engaging potential visitors who have yet to visit the Museum, and will help ensure that limited financial resources for national and international promotion are focused where returns are likely to be highest.

Key Initiatives:

1. Improve audience data

Develop new methodologies and establish new evaluation programs to better understand visitor behaviours and better measure the impact of the Museum's Programs over time.

2. Improve corporate reporting

This initiative may span multiple years with the initial focus on developing effective reporting measures to support informed decision-making related to Program design and development, memberships and visitor services, and to improve reporting on the strategic plan.

The deliverables will include:

- a. Enhanced data on on-site and online audiences;
- b. Increased active participation by all departments to improve sharing and centralization of information and data to allow for consistent and coordinated analysis;
- c. A visitor-centric evaluation strategy to measure the success and impact of the Museum's Programs;
- d. Front-end, formative and summative evaluations for Museum Programs;
- e. Non-visitor study.

4.3 Core strategy #3: Leverage relationships with partners and stakeholders to advance CMHR objectives

Supports:

Goal area 2: Audience reach

Goal area 3: Recognized leader

Goal area 4: Financial sustainability

External partners frequently look to the Museum to fulfill requests that may benefit the partner organization. Moving forward, stakeholders that can help advance Museum goals will be more formally solicited and engaged -- in particular to expand the CMHR's profile in target markets, cultivate stronger relations with potential sponsors, stakeholders and Indigenous communities, and enhance the Museum's reputation as a recognized leader in areas such as human rights education, inclusive practices, reconciliation and museological practice.

Key Initiatives:

1. Partner with national museums and other organizations

The following collaborations will be assessed and considered:

- a. Library and Archives Canada - Proclamation 1982 Augmented Reality - 2018/19;
- b. Federation of International Human Rights Museums (FIHRM) and the International Council of Museums - International Committee for Collections (COMCOL) - planning and delivery of a September 2018 conference at the Museum;

- c. Manitoba Museum - complementary Labour Rights exhibitions or programs in 2019;
- d. Canadian Museum of History - Canadian War Museum and the Musée de la civilisation - the War Measures Act - launch in 2020;
- e. Canada Science and Technology Museum - Technology and Human Rights in 2020;
- f. National Film Board of Canada, On Screen Manitoba, New Media Manitoba - Creation Lab 4;
- g. Potential collaborations with Latin American institutions related to reconciliation;
- h. Collaboration with Kairos on the development of Blanket exercise for adult audiences; and
- i. Potential collaboration with Ukraine Holodomor Museum and Ukrainian Canadian Congress on public programming for Genocide Awareness Month in 2018.

2. Furthering Indigenous relations and meaningful partnerships in reconciliation

Building on the success of earlier engagement opportunities in reconciliation, CMHR will continue in its efforts to strengthen and build on its relationships with advisory councils, stakeholders and Indigenous communities. CMHR also will continue to incorporate reconciliation themes in all aspects of Museum Programs and will continue to collaborate with Indigenous organizations such as:

- Assembly of First Nations;
 - National Centre for Truth and Reconciliation;
 - Manitoba Métis Federation; and
 - Centre for Aboriginal Human Resource Development (CAHRD)
- to incorporate reconciliation to all aspects of Museum operations. CMHR will continue to respond to the recommendations of the Truth and Reconciliation Commission and CMHR's Standing Indigenous Advisory Council. The Museum will also continue to work with artist Carey Newman to make the Witness Blanket widely accessible.

4.4 Core strategy #4: Continue to provide an inspiring and relevant on-site experience that aligns with the Museum's metanarrative by refreshing the core exhibitions and programs based on current human rights topics and displaying temporary exhibitions from other institutions that add to the content currently provided in the Museum.

Supports:

Goal area 1: Visitor experience

Goal area 2: Audience reach

Goal area 3: Recognized leader

Goal area 4: Financial sustainability

Human rights is not a static issue and new developments and issues happen every day. To stay relevant and continue to drive visitation by attracting the local audience and repeat visitation, current human rights issues should be addressed through programs and core exhibit renewal. Existing and prospective programs, projects and initiatives should be prioritized against the Museum's mandate and goals and aligned with the Museum's metanarrative and available resources.

Key Initiatives:

1. Content management

- a. Asset development - strategically develop, manage and administer digital collections including oral histories via prioritized projects in order to ensure support for research and program development and gradual mitigation of the reliance on other institutions for loaned and licensed material;
- b. Asset management - ensure access to content is available for all platforms, under appropriate licencing, in order that content is written or created once, published often; and
- c. Core gallery licence renewals - identify expiring licenses and determine priorities for licence expansion or content refresh/replacement.

2. Museum Programs

The deliverables will include:

- a. Core exhibition renewal
 - Rotation of artifacts within core exhibitions as per loan agreements with national and international institutions (including the L2 Timeline, L2 Canadian Journeys, L3 Protecting Rights in Canada and L4 Examining the Holocaust, L4 Turning Points for Humanity and L5 Defenders cases);
 - Updates and evolutions of the digital media within all the digital exhibits and installations in order to reflect updates in contemporary national and international content;
 - Remediation of core exhibitions (built and digital) due to challenges and changes in national and international interpretation, legal status and other forces of change.
- b. Core Programs
 - Develop and deliver Museum programs in order to build audiences, encourage repeat visitation, create opportunities for dialogue and discussion, support the Museum's membership program, and fulfill the Museum's mandate to enhance understanding of human rights (e.g. Deliver a president's film and lecture series as a opportunity for members and guests, contingent upon securing external financial support).
- c. Temporary Programs
 - i. Develop the schedule for temporary exhibitions, and identify associated public and education programming priorities to 2022-23 aligned with the Museum's mandate, metanarrative, strategic

plan and available resources. Delivering some Programs will depend on sponsorship funding.

- ii. Develop, install and deliver temporary exhibitions and related programming including:

Level 1 Gallery

Mandela: Struggle for Freedom (also a travelling exhibition)

Louder than Words

L6 Expressions gallery:

Rights of Passage

TBD

4.5 Core strategy #5: Diversify earned revenues

Supports:

Goal area 4: Financial sustainability

Increased and diversified earned revenues will allow the Museum to more fully deliver on mandate and the metanarrative. This strategy will be implemented over the five-year planning period. Innovation and an entrepreneurial culture will be promoted at the Museum.

Key Initiatives:

1. Revenue generation opportunities

Develop and implement an integrated drive-visitation strategy for approved upcoming offerings.

Over the planning period, assess, develop and implement, as appropriate, profitable new revenue generation opportunities for all Museum Programs, that may include:

- Outbound sales strategies, i.e. going into markets outside of Manitoba to attract visitation and revenue from beyond the province;
- Industry events (similar to Friday Night Live concept);
- Student travel sales and tours;
- Integrating the Boutique with Museum Programs;
- Professional training programs.

2. Museum Programs

In 2018-19, assess feasibility, develop business cases, develop and deliver programs that align with the Museum's mandate and position the Museum to generate revenue with these offerings (e.g. Tours, Educator training, professional training, ticketed public events, travelling exhibitions).

4.6 Core strategy #6: Align the operations of the Museum and Friends and formalize and launch a Museum sponsorship program aligned with long-term needs.

Supports:

Goal area 1: Visitor experience

Goal area 2: Audience reach

Goal area 4: Financial sustainability

Complete the implementation of recommended operational efficiencies. Leveraging the support and relationships of Friends of the CMHR, the Board of Trustees, partner organizations and other stakeholders, the Museum will unveil a new sponsorship initiative underpinned by a clearly articulated value proposition that makes a distinct case for investment in the CMHR.

Key Initiatives:

1. Sponsorship program

Continue to implement the sponsorship strategy and obtain sponsorship funding. Achieve sponsorship goals.

2. Align operations of the Museum and Friends

Working with Friends, continue to integrate the operations of both organizations and take steps to identify opportunities and achieve efficiencies through even more effective governance and management.

4.7 Core strategy #7: Leverage the CMHR's distinct value proposition to secure a clear expression of long-term financial support from the federal government.

Supports:

Goal area 4: Financial sustainability

The Prime Minister's mandate letter to the Minister of Canadian Heritage and Multiculturalism advises that "Canada's stories...should be celebrated and shared between Canadians and with the world." The CMHR is uniquely positioned to deliver on this aim. The Museum will continue to foster relations

with the Government of Canada to affirm the CMHR's essential and distinct value to the nation as a whole, while improving federal understanding of the unique needs of the CMHR, a digitally based museum in an iconic building. CMHR will continue to demonstrate prudent fiscal responsibility in the management of its assets.

Key Initiatives:

1. Long-term financial strategy

Collaboratively with the federal government and Friends, develop a long-term strategy for support of Museum programs and the recapitalization needs of a digital museum in an iconic building.

2. Continuous process improvements

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

- Review processes for overlap or redundancy and implement recommendations.
- Evaluate contract services versus in-house services and implement efficiencies identified.
- Implement software improvements that will improve efficiency, potentially including:
 - a. Paperless accounts payable
 - b. Updated financial management software

5.0 Financial Statements

5.1 Financial Overview

The Corporate Plan covers the five-year planning period from 2018-19 to 2022-23.

The projections in the Corporate Plan are based on assumptions drawn from actual operating revenues and expenses in the first three years of operations. While the operations of the Museum are beginning to stabilize, this is still limited operating experience.

The 2016-17 fiscal year saw a surplus of \$8.4 million, largely due to the receipt of \$8.2 million in appropriations for retroactive Payment in Lieu of Taxes (PILT), offsetting the loss of \$7.0 million reported in 2015-16 from recording the final retroactive PILT expense. Going forward, the operations of the Museum are expected to break even, including capital requirements. This will be a challenge in some years.

Canadian Museum for Human Rights
Summary of the 2018-2019 to 2022-2023 Corporate Plan and the
2018-2019 Operating and Capital Budgets

Table 1: Summary of Revenues and Operating Costs

(Prepared on an accrual basis) (in millions)	2016-17 Actual	2017-18 Forecast	2018-19 Budget	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection
<i>Main Estimates(base appropriations)</i>	\$21.7	\$21.7	\$21.7	\$21.7	\$21.7	\$21.7	\$21.7
<i>Main Estimates (planned reduction)</i>			(\$4.0)	(\$8.0)	(\$8.0)	(\$6.0)	(\$7.0)
<i>Main Estimates - Annual PILT</i>		\$2.7	\$2.7	\$2.7	\$2.7	\$2.7	\$2.7
<i>Main Estimates - Specific Capital Projects *</i>		\$0.1	\$0.6	\$2.2	\$0.8	\$0.0	\$0.0
<i>Main Estimates – Compensation Allow.</i>			\$0.3	\$0.3	\$0.3	\$0.3	\$0.3
Current Main Estimates	\$21.7	\$24.5	\$21.3	\$18.9	\$17.5	\$18.7	\$17.7
Budget 2018			\$4.0	\$8.0	\$8.0	\$6.0	\$7.0
Supplementary Estimates	\$11.9*	\$0.5					
Total Appropriations/Future Main Estimates	\$33.6	\$25.0	\$25.3	\$26.9	\$25.5	\$24.7	\$24.7
Amounts used to purchase depreciable assets	(\$1.3)	(\$3.6)	(\$2.6)	(\$3.8)	(\$2.1)	(\$2.3)	(\$2.0)
Contributions (deferred)used	(\$2.2)	\$2.1	\$1.6	\$0.0	\$0.0	\$0.0	\$0.0
Recognition deferred capital appropriations	\$7.9	\$7.6	\$7.6	\$7.6	\$7.6	\$7.6	\$7.6
Recognition of deferred contributions	\$7.4	\$7.3	\$7.3	\$7.3	\$7.3	\$7.3	\$7.3
Contributed revenue - new			\$0.15	\$0.35	\$0.65	\$1.5	\$1.5
Earned Revenue (Table 3)	\$3.2	\$3.2	\$3.4	\$3.5	\$3.6	\$3.7	\$3.8
Sponsorship			\$0.35	\$0.75	\$0.75	\$1.0	\$1.0
Other Revenue	\$0.2	\$0.2	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Total Revenues	\$36.9	\$41.8	\$43.1	\$42.6	\$43.2	\$43.5	\$43.9
Expenses:							
Museum Content, Programs & Engagement	\$12.8	\$13.1	\$15.1	\$14.6	\$15.1	\$15.2	\$15.4
Accommodations – facility operations	\$4.7	\$4.8	\$5.2	\$5.2	\$5.2	\$5.2	\$5.2
Accommodations - Amortization	\$15.0	\$14.9	\$14.9	\$14.9	\$14.9	\$14.9	\$14.9
Accommodations - PILT	\$2.6	\$2.8	\$2.9	\$2.9	\$3.0	\$3.1	\$3.1
Internal Services	\$5.5	\$5.8	\$5.0	\$5.0	\$5.0	\$5.1	\$5.3
Total Operating Expenses	\$40.6	\$41.4	\$43.1	\$42.6	\$43.2	\$43.5	\$43.9
Excess of Revenue over Expenses	\$8.4	\$0.4	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0

*Federal Budget 2016 funding

5.2 Financial Planning Assumptions and Projections

5.2.1 Parliamentary Appropriations

The CMHR's parliamentary appropriations for 2018-19 will total \$25.3 million, including \$24.2 million for the operating budget and \$1.1 million for the capital budget.

5.2.2 Earned Revenues

Table 2: Sources of Earned Revenue and Projections

	2016-17 Actual	2017-18 Forecast	2018-19 Budget	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection
Total Earned Revenue	\$3,230,000	\$3,186,000	\$3,446,000	\$3,497,000	\$3,598,000	\$3,703,000	\$3,811,000

Table 3: On-site visitation by category

Visitor category	2016-17 Actual	2017-18 Forecast	2018-19 Budget
Individuals	106,667	92,000	93,000
Groups	8,754	9,200	9,400
PAID ADMISSION	115,421	101,200	102,400
Students with school groups	29,944	27,250	27,250
Member visits	13,023	12,375	14,750
Special Events Tours	12,673	11,175	12,100
TOTAL PAID VISITORS	171,061	152,000	156,500
Complimentary admissions	29,262	35,000	35,000
Other ^①	94,993	112,000	112,000
TOTAL ON-SITE VISITATION:	295,316	299,000	303,500

^① Includes guests attending facility rental events, participating in CMHR public programming and visiting the Boutique and ERA Bistro.

5.2.3 Contributed Revenue

The financial statements reflect recognition of prior years' contributions. Capital contributions received from the Province of Manitoba, City of Winnipeg and Friends to fund the capital project are recognized as revenue over the same period as the capital assets purchased with the contributions are amortized. The recognition of the prior years' contributed revenue is totally offset by the

amortization expense (included in Accommodations) for the related capital assets. The 2018-19 budget for recognition of prior years' contributions is \$7.3 million.

5.2.4 Sponsorship Revenue

In 2017-18, the Museum developed a sponsorship program and began to pursue sponsorships for *Mandela: Struggle for Freedom* and other programs. To date, \$100,000 has been raised. However, this is included in the 2018-19 budget as it will be recognized once the exhibition opens. Sponsorship is expected to be an area of growth for revenues in the future.

5.3 Operating Budget 2018-19

Table 9: Operating Expenditures by Core Responsibility

(Prepared on an accrual basis, in millions)	2016-17 Actual	2017-18 Forecast	2018-19 Budget	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection
Expenses:							
Museum Content, Programs & Engagement	\$12.8	\$13.1	\$15.1	\$14.6	\$15.1	\$15.2	\$15.4
Accommodations - facility operations	\$4.7	\$4.8	\$5.2	\$5.2	\$5.2	\$5.2	\$5.2
Internal Services	\$5.5	\$5.8	\$5.0	\$5.0	\$5.0	\$5.1	\$5.3
Operating Expenses – before PILT & Amortization	\$23.0	\$23.7	\$25.3	\$24.8	\$25.3	\$25.5	\$25.9
Accommodations – PILT	\$2.6	\$2.8	\$2.9	\$2.9	\$3.0	\$3.1	\$3.1
Operating Budget (cash)	\$25.6	\$26.5	\$28.2	\$27.7	\$28.3	\$28.6	\$29.0
Accommodations - Amortization	\$15.0	\$14.9	\$14.9	\$14.9	\$14.9	\$14.9	\$14.9
Total Expenses (accrual)	\$40.6	\$41.4	\$43.1	\$42.6	\$43.2	\$43.5	\$43.9

5.3.1 Operating Expenditures by Core Responsibility

Expenses in the Operating Budget have been allocated by Core Responsibilities, in accordance with the priorities of the Museum outlined in the Corporate Plan.

The operating expenses before amortization are budgeted to be \$28.2 million for 2018-19.

5.4 Capital Budget 2018-19

The funding for the capital budget comes out of the original base appropriations of \$21.7 million which was intended for operating, and did not fully contemplate the capital requirements of a digital museum. The 2018-19 capital budget is largely being funded through prudent fiscal management that allowed the Museum to carry-forward funds.

In federal Budget 2016, CMHR received one-time funding of \$5 million over 5 years for priority capital projects largely specific health and safety projects and life-cycle replacements for digital exhibit equipment. The amount to be received in 2018-19 is \$0.6 million.

5.4.1 Capital Assets Overview

The capital assets owned by CMHR include the iconic building and core exhibitions that were developed as part of the \$351 million capital project and the fit-up for the Level 1 Gallery. CMHR also owns its IT infrastructure (network, servers and storage), computer hardware and software.

Development of the website, the enterprise content management system, films and the mobile program also form part of the capital assets. These systems are integral to the delivery of the digital exhibits.

5.5 Major capital projects

The Digital Learning Centre (the theatre space) for the Museum was not completed as part of the original capital project. It would be beneficial to the Museum to have this space completed to increase revenues and to offer expanded programs.

The centre would increase the capacity for education and public programming opportunities. New programs, such as adult human rights training programs, could be added to the offerings of the Museum if the space were available. The space would have broadcasting and live-streaming capabilities and, as one of several components of the Digital Dialogue Initiative, would enhance student programming with national reach, connecting and engaging classrooms digitally across Canada and around the world. It would also increase the facility rental opportunities therefore also increasing the catering commissions.

5.6 PRO-FORMA STATEMENT OF FINANCIAL POSITION
YEARS ENDING MARCH 31, 2017 TO 2023 (IN THOUSANDS OF DOLLARS)

Prepared on an accrual basis

	FY 2016-2017 Actual	FY 2017-2018 Forecast	FY 2018-2019 Budget	FY 2019-2020 Projection	FY 2020-2021 Projection	FY 2021-2022 Projection	FY 2022-2023 Projection
Assets							
Cash & cash equivalents	9,613	7,913	6,313	6,313	6,313	6,313	6,313
Accounts receivable and other current assets	1,558	1,558	1,558	1,558	1,558	1,558	1,558
Current portion of holdback account	42	-	-	-	-	-	-
Collections	1	1	1	1	1	1	1
Capital assets: in use							
Land	4,976	4,976	4,976	4,976	4,976	4,976	4,976
Building	294,523	294,737	295,025	295,413	295,793	296,828	297,501
Equipment and furnishings	11,660	14,033	15,843	16,418	17,143	17,968	18,793
Exhibits	49,337	50,322	50,839	53,696	54,703	55,180	55,661
Accumulated depreciation	(46,226)	(61,126)	(76,026)	(90,926)	(105,826)	(120,726)	(135,626)
Capital assets: under construction	578	578	578	578	578	578	578
Holdback account	-	-	-	-	-	-	-
Total Assets	326,062	312,992	299,107	288,027	275,239	262,676	249,755
Liabilities & Equity of Canada							
Accounts payable and other current liabilities	3,607	3,607	3,607	3,607	3,607	3,607	3,607
Current portion of holdback account	42	-	-	-	-	-	-
Deferred revenues	53	53	53	53	53	53	53
Deferred contributions							
Government of Canada	154,856	154,856	154,856	154,856	154,856	154,856	154,856
Province	40,000	40,000	40,000	40,000	40,000	40,000	40,000
City	19,000	19,000	19,000	19,000	19,000	19,000	19,000
Friends	124,427	124,427	124,427	124,427	124,427	124,427	124,427
Other deferrals	7,125	7,125	7,125	7,125	7,125	7,125	7,125
	345,408	345,408	345,408	345,408	345,408	345,408	345,408
Interest earned	4,983	4,983	4,983	4,983	4,983	4,983	4,983
Less: deferred / recognized	(345,963)	(348,063)	(349,663)	(349,663)	(349,663)	(349,663)	(349,663)
	4,428	2,328	728	728	728	728	728
Deferred contributions related to capital assets							
Government of Canada	165,087	168,659	171,274	175,094	177,206	179,543	181,522
Other than Government of Canada	190,220	190,220	190,220	190,220	190,220	190,220	190,220
	355,307	358,879	361,494	365,314	367,426	369,763	371,742
Amortization	(46,226)	(61,126)	(76,026)	(90,926)	(105,826)	(120,726)	(135,626)
Deferred contributions - net	309,081	297,753	285,468	274,388	261,600	249,037	236,116
Holdback account	-	-	-	-	-	-	-
Net Assets:	8,851	9,251	9,251	9,251	9,251	9,251	9,251
Total Liabilities & Equity of Canada	326,062	312,992	299,107	288,027	275,239	262,676	249,755

Notes to the Pro-forma Statement of Financial Position

Note 1:

Deferred contributions represent the contributions in cash and in kind by the parties to the Definitive Agreement, Friends contribution to the Level 1 Gallery in 2015-16 and appropriations deferred for future capital purchases. The contributions are transferred to the Deferred contributions related to capital assets as they are used to fund the Capital assets.

Note 2:

Effective April 1, 2011 the Corporation adopted the Canadian Public Sector Accounting Standards and Section 4200 applicable to government not-for-profit organizations (GNPO). Accordingly, parliamentary appropriations are accounted for in accordance with PS4210 (Contributions Revenue Recognition) and 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.

5.7 PRO-FORMA STATEMENT OF OPERATIONS

YEARS ENDING MARCH 31, 2017 TO 2023 (IN THOUSANDS OF DOLLARS)

Prepared on an accrual basis

		FY 2016-2017 Actual	FY 2017-2018 Forecast	FY 2018-2019 Budget	FY 2019-2020 Projection	FY 2020-2021 Projection	FY 2021-2022 Projection	FY 2022-2023 Projection
Government Funding								
Parliamentary Appropriations								
Main Estimates - base appropriations	(Note 1)	21,700	21,700	21,700	21,700	21,700	21,700	21,700
Main Estimates - planned reduction				(4,000)	(8,000)	(8,000)	(6,000)	(7,000)
Main Estimates - Annual PILT	(Note 1)		2,700	2,700	2,700	2,700	2,700	2,700
Main Estimates - Specific capital projects	(Note 1)		100	600	2,200	750	-	-
Main estimates - compensation allowance	(Note 1)		500	300	300	300	300	300
Current Main Estimates		21,700	25,000	21,300	18,900	17,450	18,700	17,700
Budget 2018	(Note 1)	-	-	4,000	8,000	8,000	6,000	7,000
Supplementary Estimates	(Note 1)	11,900						
Appropriations subtotal		33,600	25,000	25,300	26,900	25,450	24,700	24,700
Amounts used to Purchase Depreciable Assets/Capital Restricted for capital acquisitions (deferred) used		(1,300)	(3,600)	(2,600)	(3,800)	(2,100)	(2,300)	(2,000)
Used for items expensed for accounting purposes		(2,200)	2,100	1,600	-	-	-	-
Amortization of Deferred Capital Funding, restricted amounts used in current year		200						
		7,900	7,600	7,600	7,600	7,600	7,600	7,600
Total Parliamentary Appropriations		38,200	31,100	31,900	30,700	30,950	30,000	30,300
Contributed Revenue								
Recognition of prior years' contributions		7,400	7,300	7,300	7,300	7,300	7,300	7,300
Contributions or new Revenue		-	-	150	350	600	1,500	1,500
		7,400	7,300	7,450	7,650	7,900	8,800	8,800
Revenue of the Corporation								
Earned & other revenue		3,400	3,400	3,400	3,500	3,600	3,700	3,800
Program sponsorships & grants		-	-	350	750	750	1,000	1,000
		3,400	3,400	3,750	4,250	4,350	4,700	4,800
Expenses								
Museum Content, Programs & Engagement		12,800	13,100	15,100	14,600	15,100	15,200	15,400
Accommodations - before PILT & Amortization		4,700	4,800	5,200	5,200	5,200	5,200	5,200
Amortization		15,000	14,900	14,900	14,900	14,900	14,900	14,900
PILT - Annual amount		2,600	2,800	2,900	2,900	3,000	3,100	3,100
Internal Services		5,500	5,800	5,000	5,000	5,000	5,100	5,300
		40,600	41,400	43,100	42,600	43,200	43,500	43,900
Excess of (expenses over revenue) revenue over expenses		8,400	400	-	-	-	-	-

Notes to the Pro-forma Statement of Operations

Note 1:

The main estimates are reduced over 6 years beginning in 2018-19 as a result of the \$35 million of appropriations provided in 2012 to complete the original capital project.

Budget 2016 provided \$8.2 million for retroactive PILT, \$2.7 million ongoing for annual PILT and \$5.0 million over 5 years of funding specific capital projects.

Budget 2016 funding was included in 2016-17 Supplementary Estimates and Main Estimates for 2017-18 through 2020-21. Supplementary Estimates B for 2017-18 and ongoing Main Estimates include Compensation Funding of 1.25% of the base wage rates, a hypothesis based on the expired collective agreement, with 2017-18 including amounts for both 2016-17 and 2017-18.

Budget 2018 provides funding of \$35 million over 6 years to support museum operations.

5.8 PRO-FORMA STATEMENT OF CASH FLOWS

YEARS ENDING MARCH 31, 2017 TO 2023 (IN THOUSAND OF DOLLARS)

Prepared on an accrual basis

	FY 2016-2017 Actual	FY 2017-2018 Forecast	FY 2018-2019 Budget	FY 2019-2020 Projection	FY 2020-2021 Projection	FY 2021-2022 Projection	FY 2022-2023 Projection
Operating activities:							
Cash receipts (parliamentary appropriation)	31,358	21,400	22,700	23,100	23,350	22,400	22,700
Cash receipts (customers)	3,283	3,400	3,400	3,500	3,600	3,700	3,800
Cash receipts (contributions & sponsorships)	0	0	500	1,100	1,350	2,500	2,500
Cash paid (employees and suppliers) <i>(Note 1)</i>	(37,092)	(26,542)	(28,200)	(27,700)	(28,300)	(28,600)	(29,000)
Other income	108	0	0	0	0	0	0
	<u>(2,343)</u>	<u>(1,742)</u>	<u>(1,600)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Capital activities:							
Acquisition of assets under construction	(539)	-	-	-	-	-	-
Acquisition of assets available for use	<u>(2,846)</u>	<u>(3,572)</u>	<u>(2,615)</u>	<u>(3,820)</u>	<u>(2,112)</u>	<u>(2,337)</u>	<u>(1,979)</u>
	<u>(3,385)</u>	<u>(3,572)</u>	<u>(2,615)</u>	<u>(3,820)</u>	<u>(2,112)</u>	<u>(2,337)</u>	<u>(1,979)</u>
Financing activities:							
Parliamentary appropriations used for capital activities	2,246	3,572	2,615	3,820	2,112	2,337	1,979
Restricted contributions from non-owners and related investment income	573	0	0	0	0	0	0
	<u>2,819</u>	<u>3,572</u>	<u>2,615</u>	<u>3,820</u>	<u>2,112</u>	<u>2,337</u>	<u>1,979</u>
Increase (decrease) in cash and cash equivalents	(2,909)	(1,742)	(1,600)	-	-	-	-
Cash and cash equivalents, beginning of year							
Operating cash	12,511	9,613	7,913	6,313	6,313	6,313	6,313
Holdback account	<u>53</u>	<u>42</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>12,564</u>	<u>9,655</u>	<u>7,913</u>	<u>6,313</u>	<u>6,313</u>	<u>6,313</u>	<u>6,313</u>
Cash and cash equivalents, end of year							
Operating cash	9,613	7,913	6,313	6,313	6,313	6,313	6,313
Holdback account	<u>42</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>9,655</u>	<u>7,913</u>	<u>6,313</u>	<u>6,313</u>	<u>6,313</u>	<u>6,313</u>	<u>6,313</u>

Note 1:

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

5.9	CAPITAL BUDGET
YEARS ENDING MARCH 31, 2017 TO 2023 (IN THOUSAND OF DOLLARS)	
Prepared on an accrual basis	

	FY 2016/17 Actual	FY 2017/18 Forecast	FY 2018-2019 Budget	FY 2019-2020 Projection	FY 2020-2021 Projection	FY 2021-2022 Projection	FY 2021-2022 Projection
Projected Capital Expenditures:							
Digital Learning Centre	(Note 1)	-	-	-	-	-	-
Travelling exhibits	375	835	420	420	420	420	420
IT infrastructure	-	850	850	100	-	500	500
End user computer equipment	74	127	90	125	125	125	125
Info security	233	88	100	100	100	100	100
Software renew/replace	-	408	410	-	500	-	-
Digital exhibit hardware	87	140	57	2,057	207	57	61
Built exhibit renewal	382	10	-	380	380	-	-
Film production	-	-	40	-	-	-	-
Web/internet	299	900	360	250	-	100	100
Facility projects	216	214	288	238	230	885	523
Contingency	-	-	-	150	150	150	150
Total capital cost	1,666	3,572	2,615	3,820	2,112	2,337	1,979
Funded by:							
Government of Canada							
Annual Appropriations	1,258	2,233	548	1,617	1,361	2,337	1,979
Budget 2016	109	135	567	2,203	751	-	-
Deferred Appropriations	299	1,204	1,500	-	-	-	-
Total Sources	1,666	3,572	2,615	3,820	2,112	2,337	1,979

Note 1:

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

The Digital Learning Centre is included in Section 5.5 of the 2018-19 Corporate Plan as a major capital projects that is planned to be completed when funding is available. It is not included in the cost and source of funds in the Capital Budget.