

# CANADIAN MUSEUM FOR HUMAN RIGHTS



*Photo: Aaron Cohen*

## SUMMARY OF THE 2014-2015 TO 2018-2019 CORPORATE PLAN AND THE 2014-2015 OPERATING AND CAPITAL BUDGETS

## EXECUTIVE SUMMARY

Opening September 20, 2014 in Winnipeg, Manitoba, the Canadian Museum for Human Rights (CMHR) is one of only two national museums in Canada to be created outside the National Capital Region and the first in the world to be solely dedicated to the evolution, celebration and future of human rights.

Creating inspiring encounters with human rights, the Museum aims to engage its visitors in a compelling, interactive experience that offers both the inspiration and tools to make a difference in the lives of others. The Museum aims to create new opportunities for dialogue and reflection and aspires to become an internationally recognized destination for human rights scholarship and learning.

The 2014-2015 fiscal year marks a period of significant transition for the Museum as it begins full-time operations and welcomes its first visitors from across Canada and abroad. The Museum will launch its full suite of revenue-generating activities and unveil new public and educational programs both on site and in the community. The Museum will test and deploy a range of evaluative and testing tools to establish a robust set of baseline data, and to measure revenue and visitation performance over future years.

The inaugural content, which has been developed over the past four years, is being finalized, including over 100,000 words of original text, 2,540 images, 550 individual film and video pieces, 19 interactive digital presentations and 270 objects and artifacts. Admissions, retail, security and other operating units are being staffed and launched, and planning was completed for an inaugural year of programs and events to celebrate the official opening of Canada's new national museum.

### ***Key Corporate Results***

The following Key Corporate Results direct the Museum's long-term planning through its inaugural year of operations and beyond:

- I. EXHIBITS AND VISITOR EXPERIENCE** – The Museum provides compelling, integrated visitor experiences to ensure a seamless, welcoming and engaging human rights journey. Museum exhibits and programming fulfill the Museum's mandate, encourage and provide opportunities for 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 AND ENGAGEMENT** – 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.
- III. MUSEOLOGICAL RESEARCH AND COLLECTIONS** – 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. EARNED REVENUE AND DEVELOPMENT** – 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.
- V. 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. A secure environment is provided for both staff and the public.
- VI. LEADERSHIP AND NATIONAL ROLE** – 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.
- VII. STEWARDSHIP AND CORPORATE MANAGEMENT** – 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 Priorities***

The Museum has established four strategic priorities that reflect key organizational benchmarks for the period spanning inauguration and the first full year of permanent operations:

- # 1 - PROGRAMS AND VISITOR EXPERIENCE - The Museum will design and implement a robust educational program that affirms the CMHR as the recognized destination in Canada for human rights education and learning. The Museum will plan and facilitate opportunities for a profound, meaningful and enriching visitor experience.
- # 2 - REPUTATION AND TRUST - The CMHR will focus its reputation on balance and objectivity to continue to earn Canadians' trust and affirm the Museum's role as a respected, relevant and representative national institution. The Museum's commitment to fairness, accountability and inclusion will allow the CMHR to become a catalyst for positive change in Canadians' awareness, understanding and attitudes towards human rights. The Museum will continue to build a workplace culture and staffing plan that facilitates employee and leadership continuity, as well as supports staff in fulfilling the Museum's commitment to deliver an inspiring encounter with human rights to all Museum visitors.

# 3 - EXTERNAL RELATIONSHIPS AND COLLABORATION - The CMHR will deepen existing relationships and form new alliances with selected stakeholders to ensure collaborations that can best support the Museum's future needs. A comprehensive Collaboration Policy will guide the Museum's decision-making on the nature and scope of all future collaboration agreements. The Museum will work to ensure that desired national and international organizations seek long-term alliances with the CMHR.

# 4 - SECURE AND ADEQUATE FUNDING - The Museum will continue to capitalize on opportunities to grow its earned-revenue streams and to secure appropriate long-term funding for current and future needs. The Museum will support the Friends of the CMHR's efforts to design and implement a long-term fundraising strategy based on realistic annual targets and endowment goals. The Museum will work with the Friends to identify a consistent annual revenue stream to maintain the Museum's ongoing programming requirements.

The CMHR will receive a base appropriation of \$21.7 million for operations in 2014-2015. The annual appropriation will be supplemented by an estimated \$1.3 million in revenue generated from the sale of general admission tickets, memberships and retail goods as well as from programming, restaurant, catering and facility rentals. Public programming will begin upon opening with educational programming beginning in January 2015.

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## 1.0 MANDATE OF THE MUSEUM

### 1.1 MANDATE AND 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 a new metanarrative that provides 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 past and present human rights events, both at 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 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. Collaborating with relevant 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.

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## 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.

In the 2013 Speech from the Throne, it was announced that Malala Yousafzai would be the recipient of honorary citizenship from the Government of Canada as a result of the courageous and inspiring example she has in risking her life promoting education for young women. She faced down evil and oppression and now speaks boldly for those who are silenced. The CMHR believes that Malala exemplifies the Museum's mandate and embodies the values that we hold dear as Canadians. She is living proof that human rights, including the right to education, require perseverance, courage and strength to ensure all people have access to them. As a result, the Museum will be featuring Malala in an inaugural exhibit on human rights defenders.



## 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

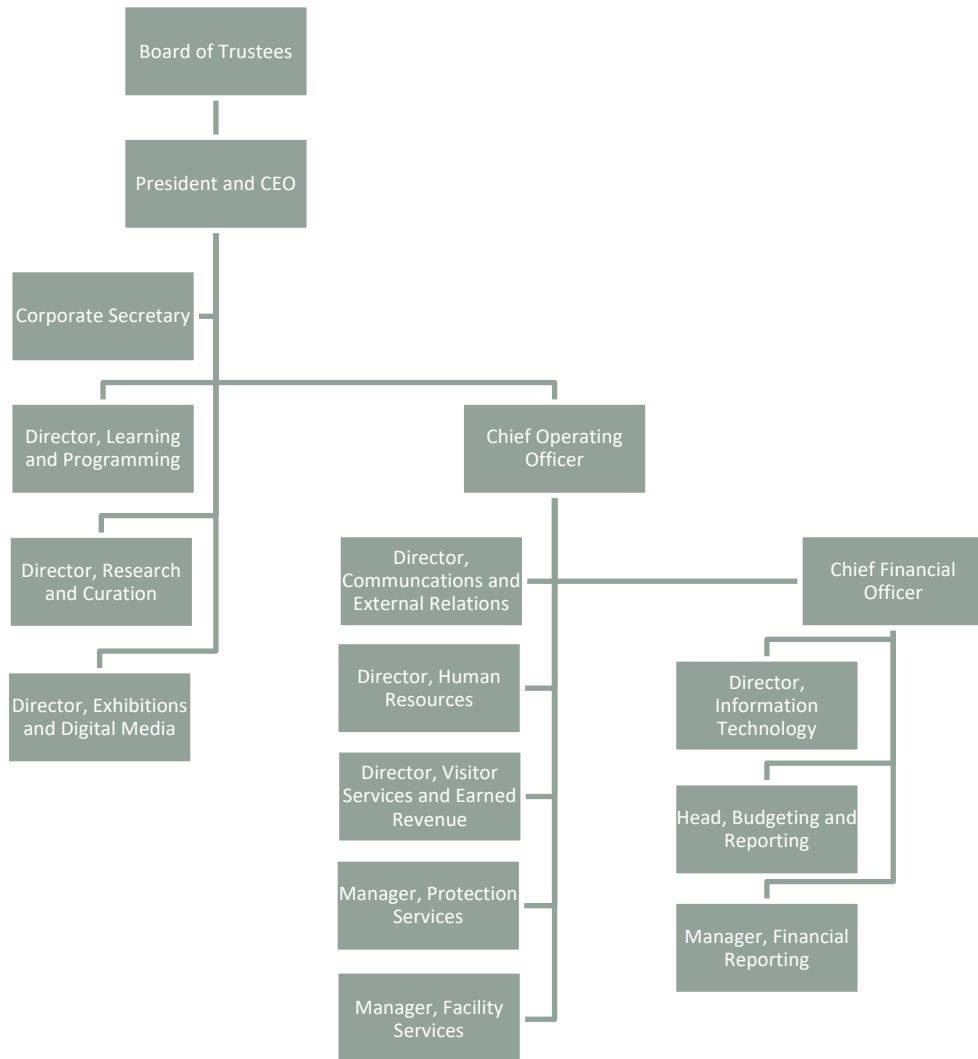
The Board of Trustees serves as the governing body for the corporation and is accountable to Parliament for the stewardship of the Museum through the Minister of Canadian Heritage and Official Languages. The *Museums Act* provides for a Board of up to eleven members, appointed by the Minister of Canadian 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 Board of Trustees is responsible for developing the strategic priorities for the Museum. The strategic priorities for this planning period are included in Section 3.3.

The work of the Board is supported by five Committees: the Executive Committee, the Audit Committee, the Human Resources and Governance Committee, the Content Committee and a new Inaugural Committee.

The Museum's third Annual Public Meeting was held in Winnipeg on December 10, 2013 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 on finances by the Chief Financial Officer. Members of the Museum's team participated in a panel discussion designed to showcase the range of work underway in preparation for inauguration in 2014.

## Governance Structure



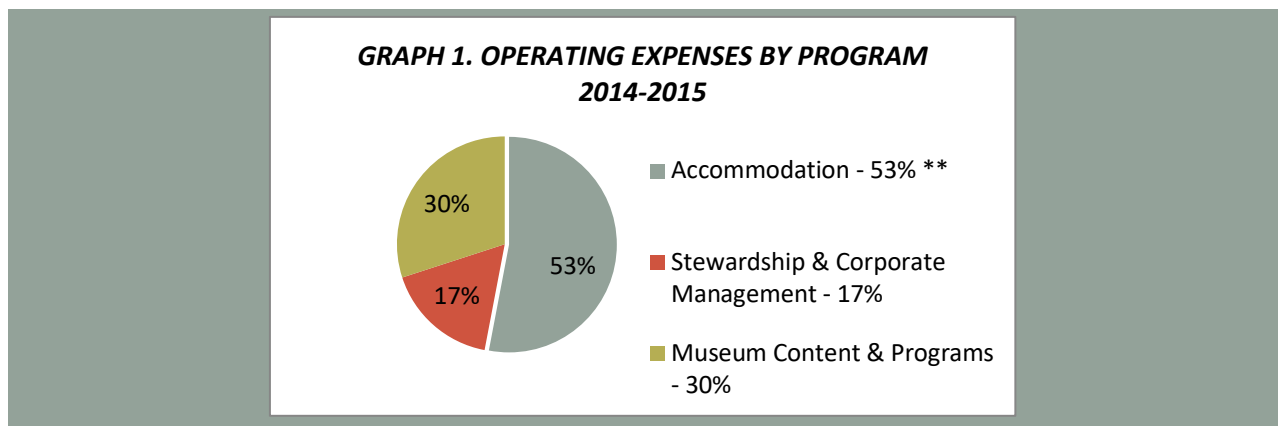
## 2.3 PROGRAM ALIGNMENT ARCHITECTURE

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 and 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 2014-2015 operating budget of \$35.9 million in expenses by Program. For a description of expenses under each Program, see section 5.1.



\*\* Accommodation includes PILT of \$5.9 million and amortization of \$7.7 million.

## 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:** There are an increasing number of Canadians whose first language is not English or French. The Museum must be accessible to all visitors 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:** This continues to be a 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:** The use of technology and social media in today's environment continues to grow. 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.

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## 3.2 STRATEGIC PRIORITIES

The strategic priorities in last year's Corporate Plan largely focused on the lead-up to inauguration. In June 2013 the Board of Trustees reviewed the Museum's strategic priorities and revised them to reflect the transition to operating during the planning period.

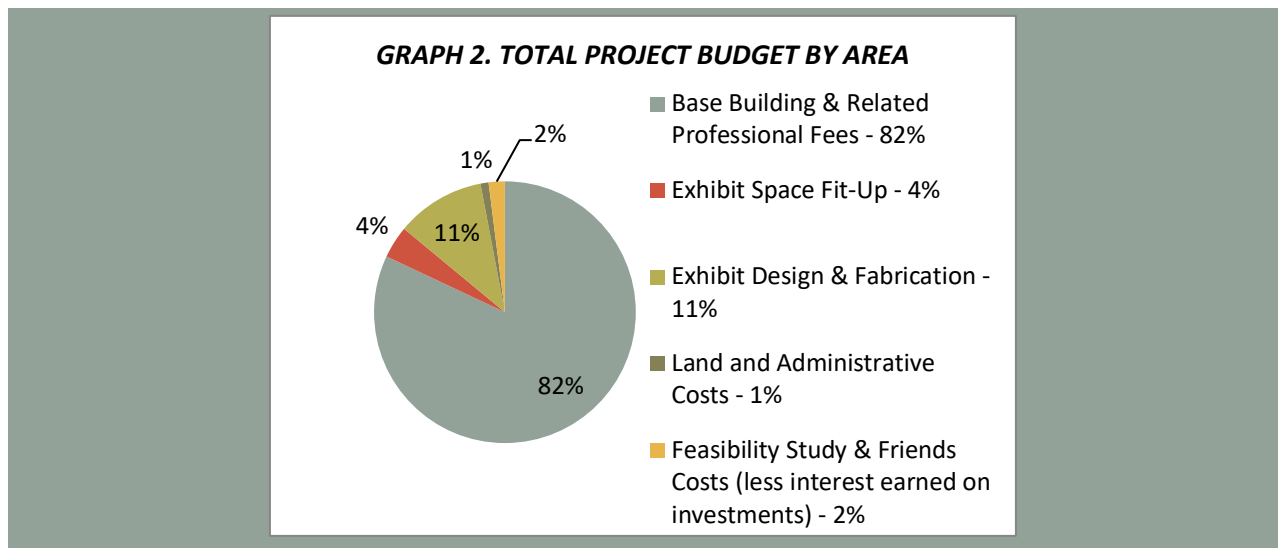
Given the key environmental factors and risk areas identified above, in order to make progress on the its long-term corporate results, the Museum will focus its attention on the following four updated strategic priorities, as set by the Board of Trustees, for the period spanning inauguration and the first full year of permanent operations:

- #1 PROGRAMS AND VISITOR EXPERIENCE** – The Museum will design and implement a robust educational program that affirms the CMHR as the recognized destination in Canada for human rights education and learning. The Museum will plan and facilitate opportunities for a profound, meaningful and enriching visitor experience.
- #2 REPUTATION AND TRUST** – The CMHR will focus its reputation on balance and objectivity to continue to earn Canadians' trust and affirm the Museum's role as a respected, relevant and representative national institution. The Museum's commitment to fairness, accountability and inclusion will allow the CMHR to become a catalyst for positive change in Canadians' awareness, understanding and attitudes towards human rights. The Museum will continue to build a workplace culture and staffing plan that facilitates employee and leadership continuity, as well as supports staff in fulfilling the Museum's commitment to deliver an inspiring encounter with human rights to all Museum visitors.
- #3 EXTERNAL RELATIONSHIPS AND COLLABORATION** – The CMHR will deepen existing relationships and form new alliances with selected stakeholders to ensure collaboration that can best support the Museum's future needs. A comprehensive Collaboration Policy will guide the Museum's decision-making on the nature and scope of all future collaboration agreements. The Museum will work to ensure that desired national and international organizations seek long-term alliances with the CMHR.
- #4 SECURE AND ADEQUATE FUNDING** – The Museum will continue to capitalize on opportunities to grow its earned-revenue streams to secure appropriate long-term funding for current and future needs. The Museum will support the Friends of the CMHR's efforts to design and implement a long-term fundraising strategy based on realistic annual targets and endowment goals. The Museum will work with the Friends to identify a consistent annual revenue stream to maintain the Museum's ongoing programming requirements.

### 3.3 PERFORMANCE AGAINST 2013-2014 OBJECTIVES

The 2013-2014 fiscal year saw significant progress in key priority areas. The Museum has continued to diligently manage all aspects of the project, with a particular focus on moving forward to an inaugural opening in September 2014.

Graph 2 shows a high-level breakdown of the Total Project Budget by area.



The Enterprise Content Management solution – the invisible magic that allows the Museum’s content and exhibits to be efficiently changeable – completed its second phase of prototyping in June 2013. Allowing a strict separation of content and presentation, it supports a “store once and reference often” methodology which will save significant operating costs in the future and meets the inclusive design directive. It also provides an interactive experience that establishes the CMHR as a leader in the museum industry and is beginning to be recognized internationally beyond the museological domain. In addition, the development of the Museum’s web site (WebV3) is proceeding well for implementation prior to inauguration.

In terms of programming, the Museum developed a public programming strategy that delivers a suite of programs designed to enhance audience experience both inside and outside the Museum. The Museum also completed successful consultations with teachers and developed the educational programming strategy, which includes a National Student Program. A new Museum tour has also been developed in order to showcase the link between the building, its location and Indigenous concepts of humanity. Furthermore, to complete the panels (known as “Spirit Panels”) that comprise the outside of the Indigenous theatre in the exhibits, the Museum, together with the National Association of Friendship Centres, has undertaken an innovative nation-wide project involving Indigenous youth. Developing the Spirit Panels in this way allows communities and youth from across Canada to be consulted and involved in the

development of exhibits, giving them a sense of ownership and pride in the content being presented. Videos made in conjunction with the creation of the Spirit Panels may also be used in the exhibits as well as in promotional materials.

As a result of all its hard work and methodical planning so far, the Museum's innovative and inclusive exhibit design, its digital media and its programming have received the approval and confidence of the disability community and have been recognized by the international museum community.

In 2013-2014, the Museum also acquired a comprehensive Museum Enterprise System that will support the earned revenue and front-facing visitor services functions including ticketing, membership sales, facility rentals and retail point of sale systems. Additionally, the Museum took several important steps to ensure that its physical and digital assets are well managed and protected. Information Security consultants have developed an information security management system and a full set of policies and procedures to support and protect the information being generated and collected by the Museum.

Finally, the President and Chief Executive Officer participated in the Council of CEOs, which provides a forum to review opportunities to work collaboratively across the national museums to reduce costs, increase revenues and efficiencies and to maximize strategic opportunities. The Council of CEOs has met on four occasions.

The Council of CEOs has re-energized and informed the work of other committees of museums representatives, such as the Procurement Officers, Corporate Secretariats and Public Affairs working groups.

For further information on the Museum's recent results, please refer to the 2013-2014 Annual Report.

## 4.0 KEY RESULTS, STRATEGIES AND PERFORMANCE MEASURES

The 2014-2015 Corporate Plan covers a period of significant change for the Museum as it begins full-time operations, launches new revenue-generating activities and significantly expands its public and educational programming.

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 primary areas, including:

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

The Museum continues to refine its strategic and business-planning processes and implement measurement tools to assess its performance under each objective.

Performance indicators and targets will continue to be reviewed and refined through the Museum's inaugural year as initial data from full-time operations becomes available.

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### 4.1 KEY RESULT AREA #1: EXHIBITS AND VISITOR EXPERIENCE

#### ***Expected Key Results:***

The Museum provides compelling, integrated visitor experiences to ensure a seamless, welcoming and engaging human rights journey. Museum exhibits and programming fulfill the Museum's mandate, encourage and provide opportunities for 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 finalize, test, deliver and evaluate its inaugural suite of visitor programs and activities throughout the first year of full-time operations. Programs will be focused on meeting the diverse expectations and needs of the Museum's visitors from across Canada and abroad, and will reflect the Museum's commitment to deliver relevant, accessible and inclusive programming for visitors of all ages and backgrounds. Family-oriented activities will be held each weekend



beginning in the period following the Museum's inauguration, with additional family-friendly events scheduled for Canada Day and Human Rights Day, as well as during school breaks. Thought-provoking panels, talks and dialogue sessions will be offered to older youth and adults. Four distinct visitor tours will be offered to familiarize visitors with the Museum and to promote dialogue and understanding of the Museum's purpose and role from multiple vantages.

#### *Initiative 1.2 - Engaging and Immersive Exhibits*

The Museum will finalize, install, test and launch its full roster of inaugural exhibits for the September 2014 inauguration, with ongoing evaluation throughout the inaugural year and beyond. External reviews of all built exhibits will be completed, followed by phased testing both before and following installation within Museum galleries. The Museum will finalize development and fabrication of essential exhibit content including over 100,000 words of original text, 2,540 images, 550 individual film and video pieces, 19 interactive digital presentations and 270 objects and artifacts. The Museum's continued emphasis on interactive, digitally delivered exhibits and content will facilitate a continual "reason to return" with a unique experience with each subsequent visit. Museum galleries will reflect the Museum's commitment to delivering an inspiring encounter with human rights, promoting dialogue and exploring and celebrating Canada's unique human rights contributions.

#### *Initiative 1.3 - Visitor Admissions and Services*

The Museum will finalize, test and deploy all elements of its visitor services infrastructure to ensure visitor expectations are exceeded from the first point of contact with the Museum until long after the visit concludes. Online, in-person and mobile sales technologies will facilitate seamless ticketing from anywhere in the world. Trained volunteers will ensure a responsive, welcoming initial contact for all visitors throughout the inaugural year and beyond. All volunteer, staff and contractors who will be serving Museum visitors will partake in "Visitor Services Excellence" training, a program designed to facilitate the organization's promise to deliver inspiring encounters with human rights and to provide a level of visitor service that reflects the CMHR's unique mission and mandate. All Museum services will be available in both official languages.

#### *Initiative 1.4 - Inclusive Design*

The Museum will continue to implement inclusive design approaches into all aspects of its programming, exhibits, operations and services to fulfill its commitment to set both new Canadian and global benchmarks for accessible design among cultural organizations. The Museum will continue to focus on delivering an equivalent experience to all visitors, regardless of background or ability. The Museum will continue to engage with local and national organizations, including its Inclusive Design Advisory Council, to facilitate an exceptional, engaging Museum experience. It will also share and promote best practices for accessible design to foster inclusion and equality in all sectors.

*Initiative 1.5 - Opening ceremonies and inaugural programming*

The theme for the inaugural programming is “Be aware - be inspired - visit.” Local, regional and national programming will create awareness and affirm the Museum’s relevance as a nationally significant organization and affirm the Museum’s unique value to Canada. Canadians and international visitors will be invited to participate in a suite of inaugural-year celebrations, programs and events that will further familiarize prospective visitors with Canada’s new national museum, promote interest and dialogue in human rights issues and celebrate Canada’s commitment to human rights both at home and abroad. Inaugural programming will directly reflect the Museum’s commitment to deliver inspiring encounters with human rights to visitors of all ages and backgrounds and ultimately encourage visitation to the Museum. Beyond initial seed capital, inaugural activities and events will be fully funded via a national sponsorship campaign.

**Exhibits and Visitor Experience Performance Measures:**

OUTCOME	INDICATOR	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	Baseline data collection
	Public programming satisfaction surveys and focus groups feedback	Baseline data collection
Participation and use of the Museum’s onsite offerings.	Museum attendance	100,000 visitors *
	# of Museum memberships	4,550
	Perimeter Tour participants	Tours will not continue in 2014
	Museum Public Programs participants	Baseline data collection

\*Last year’s Corporate Plan assumed a July 1, 2014 opening for budget purposes. All budgets and targets have since been adjusted to take into account the confirmed opening date of September 20, 2014.

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## 4.2 KEY RESULT AREA #2: OUTREACH AND 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 - Educational programs*

The Museum will finalize, test, deliver and evaluate eight age-appropriate educational programs for Canadian students from kindergarten to Grade 12. The Museum will accommodate eight scheduled school groups on weekdays beginning January 2015. Building on its collaboration with the Canadian Teachers' Federation, the Museum will expand the human-rights teaching resources available to Canada's educators. The Museum will work with the University of Manitoba's Faculty of Education to offer a summer institute for teachers on human rights education in the summer of 2014.

#### *Initiative 2.2 - National Student Program*

The Museum will finalize its inaugural National Student Program (NSP) prior to launching with a pilot initiative in April 2015. Themed modules will be offered under the pilot program to ensure multiple entry points and program choices for participants. Expanded agreements with other cultural and educational attractions will defray program costs.

#### *Initiative 2.3 - Public engagement*

Concurrent with the transition to full-time operations, the Museum's public engagement activities will evolve into new public programs, online tools and an expanded national presence which will create new opportunities to build relationships and dialogue with community stakeholders. The Museum will continue to engage Canadians beyond inauguration to nourish a sense of genuine connection to the project and to respond directly to community and stakeholder feedback around inaugural exhibits and programs.

#### *Initiative 2.4 - Communication*

Through more frequent and proactive communications, the CMHR will aim to build public awareness, confidence and understanding of the Museum's mandate and purpose. Communications will focus on illustrating the unique benefits to Canadians, as identified in the Museum's metanarrative. Public service announcements are being developed to create awareness of the Museum prior to opening. News releases will promote the launch of the Museum's membership program and a news conference will be held in July to announce the inaugural activities for the opening weekend and launch of ticket sales. The Museum's communications objectives will be further supported through continued dialogue with government, speeches to community and stakeholder groups, as well as by supporting

marketing activities designed to drive awareness and visitation through the Museum’s inaugural year and beyond.

*Initiative 2.5 - Web presence and online experience*

The Museum will finalize, test and launch its web 3.0 online architecture. This suite of web-based programs and offerings will serve the Museum’s national and international visitors through inauguration and initial years of full-time operations. The Museum’s online programs will deliver an inspiring encounter with human rights to users anywhere in the world while extending opportunities for meaningful dialogue around human rights issues and trends. The Museum will test and deploy its complementary mobile program to ensure digital content meets and exceeds the evolving expectations of the fast-growing mobile segment. The Museum will continue to offer relevant, engaging content to its growing social media audience to foster an active community of regular users from across Canada and abroad.

***Outreach and Engagement Performance Measures:***

OUTCOME	INDICATOR	TARGET 2014-2015
The Museum is able to reach a national audience.	Specific performance indicators are still under development – to be based on the new web site to be launched in the summer of 2014 and the baseline data collected to date.	Performance indicators to be developed for the new web site.
Participation and use of the Museum’s online offerings.		

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## 4.3 KEY RESULT AREA #3: MUSEOLOGICAL RESEARCH AND 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 complete all remaining research for inaugural exhibits, including the 100 hours of original video and 19 digital interactive presentations that will together comprise a prominent, high-interest element of the visitor experience. Museum researchers will provide content and research guidance for on-site and online public and education programs. The Museum will maintain a research department of in-house experts on a range of subjects germane to the study of human rights and will continue to affirm the Museum's national and international role as a recognized centre of excellence for human rights scholarship and inquiry.

#### *Initiative 3.2 Collections and Oral History Program*

The Museum will continue to capture oral histories of stories and subjects that directly contribute to furthering Canadians' understanding of themselves and the human rights events that have shaped contemporary Canada. Museum researchers will complete up to eight additional oral histories prior to inauguration, adding to the collection of 150 first-person narratives from both well-known and lesser-known human rights defenders. The Oral History Program creates a permanent trust for these stories of enduring national significance. Footage collected under this program will be used to support Museum exhibits, public programs and the Museum's Reference Centre.

#### *Initiative 3.3 Publishing and Professional Activities*

As the Museum completes its transition from planning to full-time operations, Museum researchers will continue to play an external and ambassadorial role, providing guest lectures and presentations. Consistent with the Museum's commitment to deepen understanding, interest and dialogue around human rights, Museum researchers will also continue to contribute works for academic publication as well as for publication in the popular press. These activities will help establish the Museum's presence in the broader discourse on human rights and affirm Winnipeg and Canada's role as a destination for human rights learning and research.

#### *Initiative 3.4 Collaboration with Research Institutes*

The Museum will continue to strengthen and affirm its unique role within the museum and human rights communities while furthering its collaboration with academic and research

institutions. These collaborative efforts with both the Canadian and international research communities deliver a mutual benefit of furthering the Museum’s mandate while opening up new opportunities to share best practices and leverage external research and expertise.

**Museological Research and Collections Performance Measures:**

OUTCOME	INDICATOR	TARGET 2014-2015
A representative national collection is sustained.	Number of oral histories captured	158
The Museum is known for its expertise on the subject of human rights research.	Number of speaking engagements, guest lectures, presentations by staff	12
	Number of scholarly works in process for academic publication	3

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**4.4 KEY RESULT AREA #4: EARNED REVENUE AND 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 4.1 Earned Revenue***

The Museum will finalize, test and deploy multiple earned-revenue streams as a critical element of its transition to full-time operations. These will include membership sales, education and public programming, the retail store, the restaurant and catering and other facility rentals as well as individual and group ticket sales. The Museum’s membership initiative will be rolled out in April 2014 while inaugural content and programs will be leveraged through the Museum’s opening year and beyond to sustain and expand membership and ticket sales in years ahead. The Museum will coordinate and deliver some 65 staffed and catered events in the period following the September 2014 opening as it further affirms its reputation as a full-service destination for functions and events. The Museum will continue to monitor and evaluate its online, in-person and mobile ticketing technologies and develop and launch tools to evaluate visitor and patron satisfaction across all

earned-revenue streams. An expanded line of branded merchandise will be sold at the Museum’s retail store and online.

*Initiative 4.2 Marketing the Museum*

The Museum will deploy focused campaigns in markets across Canada to drive ticket and membership sales and to broaden awareness and interest in the project beyond the regional market. Marketing efforts will affirm the Museum’s relevance and value to Canadians and other prospective visitors and will be supported by expanded earned-media efforts in target markets. Collaboration with Friends of the CMHR, local and national tourism organizations and hosted events for travel-tourism media will complement Museum-led marketing efforts. Marketing activities to promote inaugural-year activities, including national Public Service Announcements and other outreach tools, will further support the Museum’s awareness and sales campaigns.

*Initiative 4.3 Strategic Collaborative Relationships and Project Funding*

The Museum will support the Friends of the CMHR as the fundraising body shifts its focus from capital fundraising to ongoing support of the Museum’s future activities. The Museum will expand relationships with other cultural bodies in the local market to identify mutually beneficial promotion and sales opportunities including sharing audience information and pursuing co-branded events.

***Earned Revenue and Development Performance Measures:***

OUTCOME	INDICATOR	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)	\$1.3 million

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## 4.5 KEY RESULT AREA #5: ACCOMMODATIONS

### ***Expected Key Result:***

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. A secure environment is provided for both staff and the public.

### ***Strategic Initiatives:***

#### *Initiative 5.1 Efficient Building Operations and Facility Management*

The Museum's completed Facility Management Plan and Building Operations Manual will guide facility operating activities and protocols as the Museum commences regular operations in its permanent building. A continued commitment to efficiency and cost savings will guide the development of a long-term preventative maintenance program that will be reviewed annually to identify emerging opportunities to reduce maintenance and building operating costs. Protocols under the Museum's Green Management Program will continue to facilitate effective resource management to minimize the building's ecological footprint and to further capture opportunities for long-term resource-use efficiencies.

#### *Initiative 5.2 Productive and Secure Spaces*

Consistent with the Museum's commitment to provide opportunities for interaction and dialogue, the CMHR's front-line workforce — staff, volunteers and contractors — will be trained to provide an increased on-the-ground presence while promoting an inviting, safe and respectful atmosphere. Trained, uniformed security guards, led by a centralized on-site unit, will respond quickly to any incidents and will follow established protocols to identify and mitigate any potential threats. The Museum's Emergency Management Plan, developed in accordance with the Policy on Government Security, will be reviewed regularly to ensure the Museum is able to consistently deliver a secure, safe and welcoming environment for both its visitors and employees. The Museum's Information Security Management System will be evaluated annually to ensure appropriate protections for the Museum's information assets.



**Accommodations Performance Measures:**

OUTCOME	INDICATOR	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 <sup>2</sup>	TBD
	Green Building Program	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	99.999% uptime
The Museum provides a safe and secure environment for visitors, staff, volunteers and other guests.	Security Services Incident Severity Index	TBD

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## 4.6 KEY RESULT AREA #6: LEADERSHIP AND 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 6.1 Institutional Collaborative Relationships and Knowledge Sharing*

As the newest national museum in the digital age, the Museum has a distinct opportunity and responsibility to share knowledge and cultivate best practices that can be adopted for use by other organizations within Canada and abroad. A continued focus on collaborative initiatives such as the Museum's Inclusive Design Advisory Council promote collaboration with research institutions and community stakeholders for the benefit not only of Museum patrons but organizations around the world that will have the opportunity to adopt new technology practices and tools for their own use. The Museum's agreements and collaborations with human rights bodies and domestic and international cultural organizations and governments create new avenues for human-rights dialogue and information sharing while affirming Canada's role as a nation committed to advancing and protecting rights both at home and on the world stage. The growing National Student Program will present further opportunities for collaboration with local cultural organizations while a continued focus on leveraging social media and other digital forums will further facilitate knowledge sharing with new audiences.

#### *Initiative 6.2 Participate and Membership in Museum Organizations*

The Museum will continue its membership in recognized 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. The Museum continues to recognize the essential role professional associations play in facilitating knowledge sharing, supporting innovative practices and identifying potential collaborative relationships and alliances.

#### *Initiative 6.3 Collaboration with Other National Museums*

The inherent relevance of human rights issues to other fields of inquiry affords the Museum a particular opportunity to share knowledge and practices with other national museums. A commitment to learning from established best practices allows the Museum and its visitors to benefit from the experiences of Canada's established national museums.

**Leadership and National Role Performance Measures:**

OUTCOME	INDICATOR	TARGET 2014-2015
The Museum is known for its expertise in digital museum technology.	Number of speaking engagements, guest lectures and presentations by Museum staff on the topic.	2
The Museum is known for its expertise in inclusive design.	Number of speaking engagements, guest lectures and presentation by Museum staff on the topic.	To be based on opportunities assessed

**4.7 KEY RESULT AREA #7: STEWARDSHIP AND 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 7.1 Comprehensive Policies and Procedures***

Concurrent with the transition from planning to full-time operations, the Museum will continue to establish internal policies and structures to ensure the Museum can meet its long-term objectives and effectively respond to emerging challenges and opportunities. The Museum will continue to adopt and implement institutional best practices to realize operational efficiencies and ensure resources remain directly aligned with corporate priorities.

***Initiative 7.2 Strategic Planning, Budgeting and Performance Management***

The Museum will build on its performance measurement framework to further realize opportunities to leverage successful practices while continually identifying areas for optimization and improvement. As the Museum shifts to full-time operations and expands earned-revenue activities, the corporation will continue monthly budget re-forecasting to reflect the dynamic nature of a start-up operation. Internal reporting mechanisms for all operating and revenue-generating activities will be finalized and implemented to ensure the Museum can effectively respond to the unknowns inherent with any start-up while establishing a robust collection of inaugural-year data to better inform operating and budgetary benchmarks for future years.

### *Initiative 7.3 Transparent and Accountable Operations*

The Museum will finalize and implement its Accountability Framework to create a permanent mechanism to continually evaluate Museum processes and monitor and measure performance. The framework reflects the Museum's ongoing commitment to implementing best practices in corporate governance and administration and in turn, its commitment to being fully accountable to the public, to government and to the Museum's donors. 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 strengthen the Museum's reputation for integrity and ethical behaviour, and to provide an avenue for employees to raise concerns with confidence that issues will be respectfully received and addressed. In addition, the Museum has introduced a permanent records-management system and a program to respond to requests under the *Access to Information Act* and the *Privacy Act*.

### *Initiative 7.4 Staff Training and Professional Development*

Consistent with the Museum's commitment to deliver an inspiring encounter with human rights to all visitors, the Museum will train each of its staff, volunteers and contractors on its Visitor Service Excellence training program in 2014-2015. An organization-wide "living our values" initiative built on best practices to cultivate a respectful, inclusive and impactful workplace reflects a continued commitment to allow employees to work to their highest potential while enhancing the visitor experience for the Museum's guests. An intensive training exercise for front-line staff and volunteers will ensure training is complete in advance of initial staff/public interactions in the period preceding the Museum's opening. Ongoing professional development training will continue to be offered to all staff.

### *Initiative 7.5 Employee Attraction and Retention*

The Museum prides itself on its ability to attract deeply knowledgeable, high-performing employees who represent the diverse communities the Museum serves. The Museum prioritizes employee attraction and retention through a respectful, inclusive and motivating workplace where staff feel valued, recognized and engaged, and have a clear sense of purpose. The Museum's Respectful Workplace Policy contributes to an organization-wide culture of respect and ensures incidents or conflicts are dealt with in a fair, open and effective manner. The Museum's performance management system ensures all employees receive clear, well-documented direction around organizational goals as well as regular coaching and feedback. In 2014-2015 the Museum will hold its first employee service event to recognize long-serving employees and to formally recognize and reward those who go "above and beyond" in demonstrating the organization's values.

### *Initiative 7.6 Official Languages*

As a truly national museum with a mandate to serve Canadians of all backgrounds, the Museum bears distinct responsibility to engage with its visitors in both French and English. Although the *Official Languages Act* designates Winnipeg as an English region for language-of-work purposes,

the Museum is committed to surpassing the workplace responsibilities required in unilingual regions. The Museum has developed an Official Languages Policy that guides its service to the public as well as internal operations. The Museum continues to provide a workplace where both official languages are respected and where employees and volunteers are encouraged and enabled to work and pursue a career in the official language of their choice.

***Stewardship and Corporate Management Performance Measures:***

OUTCOME	INDICATOR	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 and Ethics 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
	Number of well-founded complaints to the Official Languages Commissioners	No well-founded complaints

## 5.0 FINANCIAL STATEMENTS

### 5.1 OPERATING BUDGET

The Corporate Plan covers the five-year planning period from 2014-2015 to 2018-2019.

As the Museum is not yet open and has no operating history, the projections in the Corporate Plan are the Museum's best estimates.

CMHR will continue to experience significant change over the planning period as it transitions from a construction project to a fully operational museum. 2014-2015 is a challenging budget year for the Museum due to the overlapping costs of completing the development work with those of beginning to operate the Museum.

**Table 1 provides a summary of the operating costs and revenues.**

<b>TABLE 1. OPERATING BUDGET SUMMARY (in millions of dollars)</b>						
	2013-2014 Actual	2014-2015 Budget	2015-2016 Projection	2016-2017 Projection	2017-2018 Projection	2018-2019 Projection
Main Estimates	\$21.7	\$21.7	\$21.7	\$21.7	\$21.7	\$21.7
Reduction of parliamentary appropriations of \$35 million						(\$4.0)
Playlist	\$0.4	\$0	\$0	\$0	\$0	\$0
Amortization of contributions and deferrals	(\$2.2)	\$3.4	\$6.7	\$6.5	\$6.0	\$6.0
Contributed /other revenue (2018-2019 \$3.5 is notional)	\$1.5	\$4.4	\$8.5	\$8.2	\$7.7	\$11.0
Earned Revenue	\$ 0.2	\$1.3	\$2.9	\$2.2	\$2.2	\$2.2
Expenses:						
Museum Content and Program	\$7.6	\$10.8	\$11.1	\$11.9	\$12.1	\$12.0
Accommodation-before PILT	\$7.0	\$13.0	\$21.9	\$22.6	\$21.8	\$21.7
PILT (Note 1)	\$0.8	\$5.9	\$3.1	\$3.3	\$3.4	\$3.6
Stewardship and Corporate Management	\$5.8	\$6.2	\$6.0	\$5.8	\$5.9	\$6.0
<b>Excess of Revenue over Expenses</b>	<b>\$ 0.4</b>	<b>(\$5.1)</b>	<b>(\$2.3)</b>	<b>(\$5.0)</b>	<b>(\$5.6)</b>	<b>(\$6.4)</b>
<b>Potentially Unfunded Operations (Note 1)</b>	<b>\$0.0</b>	<b>\$5.1</b>	<b>\$2.3</b>	<b>\$5.0</b>	<b>\$5.6</b>	<b>\$6.4</b>

**Note 1: Funding for PILT was provided through Budget 2016.**

Canadian Museum for Human Rights  
Summary of the 2014-2015 to 2018-2019 Corporate Plan and the  
2014-2015 Operating and Capital Budgets

**Key Financial Planning Assumptions**

**TABLE 2. EARNED REVENUE AND PROJECTIONS 2013-2014 TO 2018-2019**

	Earned Revenue Projections					
	2013-2014 Actual	2014-2015 Budget	2015-2016 Projection	2016-2017 Projection	2017-2018 Projection	2018-2019 Projection
<b>Total Earned Revenue</b>	<b>\$164,000</b>	<b>\$1,348,000</b>	<b>\$2,917,500</b>	<b>\$2,150,000</b>	<b>\$2,165,000</b>	<b>\$2,180,000</b>
<b>Total On-site Visitation</b>		<b>100,000</b>	<b>250,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>

Expenses in the Operating Budget have been allocated as per the Program Alignment Architecture, in accordance with the priorities of the Museum outlined in the Corporate Plan. After inauguration, the Museum will continue to develop strategies to further assist in funding programming. It will also continue to work with the 'other local and national museums to participate in joint procurement, where feasible, as well as work in collaboration with other organizations to cost-share on-going content development, research and other operational expenses.

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**5.2 CAPITAL BUDGET**

The total capital budget is \$351.0 million. Details are provided in 5.6 Capital Budget.



5.3 PRO-FORMA STATEMENT OF FINANCIAL POSITION  
YEARS ENDING MARCH 31, 2013 TO 2019 (IN THOUSAND OF DOLLARS)

Prepared on an accrual basis

	FY 2012-2013 Actual	FY 2013-2014 Actual	FY 2014-2015 Budget	FY 2015-2016 Projection	FY 2016-2017 Projection	FY 2017-2018 Projection	FY 2018-2019 Projection
<b>Assets</b>							
Cash & cash equivalents	6,871	6,996	7,796	8,606	6,872	4,661	1,873
Accounts receivable and other current assets	1,223	1,160	1,160	1,160	1,160	1,160	1,160
Current portion of holdback account	11,797	1,558	-	-	-	-	-
Restricted cash & investments	22,160	10,926	-	-	-	-	-
Capital assets: in use							
Land	4,979	4,979	4,979	4,979	4,979	4,979	4,979
Building (Note 1)	-	280,773	303,061	303,061	303,061	303,061	303,061
Equipment and furnishings	3,713	4,969	10,406	10,406	10,406	10,406	10,406
Exhibits (Note 1)	-	-	35,051	35,051	35,051	35,051	35,051
Accumulated depreciation	-	-	(7,740)	(15,208)	(14,668)	(13,740)	(13,514)
Capital assets: under construction (Note 1)	286,070	38,051	-	-	-	-	-
Holdback account	-	-	-	-	-	-	-
<b>Total Assets</b>	<b>336,813</b>	<b>349,412</b>	<b>354,713</b>	<b>348,055</b>	<b>346,861</b>	<b>345,578</b>	<b>343,016</b>
<b>Liabilities &amp; Equity of Canada</b>							
Accounts payable and other current liabilities (Note 2)	14,717	12,205	9,407	12,535	15,801	19,225	22,807
Current portion of holdback account	11,797	1,558	-	-	-	-	-
Deferred contributions (Note 3)							
Government of Canada	137,806	149,998	152,000	152,000	152,000	152,000	152,000
Province	40,000	40,000	40,000	40,000	40,000	40,000	40,000
City	18,898	19,000	19,000	19,000	19,000	19,000	19,000
Friends	92,854	102,196	123,500	123,500	123,500	123,500	123,500
Other deferrals	2,430	7,125	7,125	7,125	7,125	7,125	7,125
	291,988	318,319	341,625	341,625	341,625	341,625	341,625
Interest earned	4,225	4,748	4,748	4,748	4,748	4,748	4,748
Less: deferred / recognized	(284,893)	(320,950)	(346,373)	(346,373)	(346,373)	(346,373)	(346,373)
	11,320	2,117	0	0	0	0	0
Deferred contributions related to capital assets							
Government of Canada (Note 4)	137,141	159,919	163,658	163,658	163,658	163,658	163,658
Other than Government of Canada	152,642	163,874	184,860	184,860	184,860	184,860	184,860
	289,783	323,793	348,518	348,518	348,518	348,518	348,518
Amortization	-	-	(7,740)	(15,208)	(14,668)	(13,740)	(13,514)
Deferred contributions - net	-	-	340,778	333,310	333,850	334,778	335,004
Holdback account	-	-	-	-	-	-	-
<b>Net Assets:</b>	<b>9,196</b>	<b>9,739</b>	<b>4,639</b>	<b>2,321</b>	<b>(2,679)</b>	<b>(8,314)</b>	<b>(14,684)</b>
<b>Total Liabilities &amp; Equity of Canada</b>	<b>336,813</b>	<b>349,412</b>	<b>354,824</b>	<b>348,166</b>	<b>346,972</b>	<b>345,689</b>	<b>343,127</b>

*Note 1:*

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

*Note 2:*

Accounts payable and other current liabilities include PILT. It is assumed that PILT will be accrued but not paid until the source of funding is resolved.

*Note 3:*

Deferred contributions represent the contributions in cash and in kind by the parties to the Definitive Agreement. The contributions are transferred to the Deferred contributions related to capital assets as they are used to fund the Capital assets under construction.

Deferred contributions - Government of Canada - increased by \$10 million in 2013-2014, the final payment of the \$35 million advance of future years' operating and capital appropriations. The CMHR's appropriations will be reduced starting in 2018-19

*Note 4:*

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.

**5.4 PRO-FORMA STATEMENT OF OPERATIONS**  
**YEARS ENDING MARCH 31, 2013 TO 2019 (IN THOUSANDS OF DOLLARS)**

Prepared on an accrual basis

		FY 2012-2013 Actual	FY 2013-2014 Actual	FY 2014-2015 Budget	FY 2015-2016 Projection	FY 2016-2017 Projection	FY 2017-2018 Projection	FY 2018-2019 Projection
<b>Government Funding</b>								
Parliamentary Appropriations								
Main Estimates	(Note 1)	21,700	21,700	21,700	21,700	21,700	21,700	21,700
Reduction for repayment of appropriations	(Note 1)	-	-	-	-	-	-	(4,000)
Supplementary Estimates - Paylist reimbursement			376	-	-	-	-	-
Subtotal		21,700	22,076	21,700	21,700	21,700	21,700	17,700
Amounts used to Purchase Depreciable Assets		(2,427)	(1,539)					
Restricted for capital acquisitions (deferred contributions)		(5,806)	(3,194)					
Amortization of Deferred Capital Funding, restricted amounts used in current year		1,028	2,551	3,413	6,707	6,468	6,060	5,960
Total Parliamentary Appropriation		14,495	19,894	25,113	28,407	28,168	27,760	23,660
<b>Contributed Revenue</b>								
Recognition of prior years' contributions		-	1,527	4,327	8,501	8,200	7,680	7,554
Contributions or New Revenue - Notional	(Note 1)	-	-	-	-	-	-	3,500
		-	1,527	4,327	8,501	8,200	7,680	11,054
<b>Revenue of the Corporation</b> (Note 1 & 3)								
General Admissions, Memberships & Programs		-	-	936	1,942	1,535	1,550	1,565
Commercial Operations		92	164	412	976	615	615	615
Program sponsorships & grants		-	-	-	-	-	-	-
		92	164	1,348	2,918	2,150	2,165	2,180
<b>Expenses</b> (Note 1)								
Museum Content and Program	(Note 4)	5,612	7,619	10,826	11,149	11,900	12,100	12,000
Accommodation - before PILT	(Note 5)	2,118	6,987	12,987	21,859	22,552	21,816	21,682
PILT - Notional	(Note 2)	824	798	5,900	3,128	3,266	3,424	3,582
Stewardship & Corporate Management		5,124	5,749	6,175	6,008	5,800	5,900	6,000
		13,678	21,153	35,888	42,144	43,518	43,240	43,264
<b>Excess of (expenses over revenue) revenue over expenses</b>		909	432	(5,100)	(2,318)	(5,000)	(5,635)	(6,370)
<b>Potentially Unfunded Operations</b>	(Note 1)	-	-	5,100	2,318	5,000	5,635	6,370
<b>Net operations</b>		909	432	-	-	-	-	-

*Note 1:*

As the Museum is not yet open the projections are best estimates based on research, including comparison to other local and national museums. The projections in the Corporate Plan for 2016-2017 through 2018-2019 include notional amounts for Contributions or New Revenue and Potentially Unfunded Operations. Other sources of funds, such as additional appropriations, may be required to cover the unfunded operations. The Potentially Unfunded Operations is largely due to PILT (See Note 2) and allowing for a capital replacement reserve in the later years. The Museum as very few options for sourcing the Potentially Unfunded Operations particularly in 2014-2015 when the Museum will only be open for half a year. In 2018-2019 the appropriations have been reduced by \$4.0 million representing the reduction of the \$35 million advance of operating appropriations provided to complete the capital project.

*Note 2:*

As a Federal Crown Corporation, CMHR falls under the Federal PILT Act and accordingly will pay property taxes to the City of Winnipeg. The final amount of PILT has not yet been determined and had not been included in previous budgets or operating cost estimates. An allowance for PILT has been accrued in Accommodation expenses in 2012-2013 and 2013-2014 based on the amounts paid by Public Works. The Dispute Advisory Panel has, however, recommended a significantly higher assessment value which could result in a retroactive amount of PILT owing at the end of 2013-2014 of \$2.9 million and a possible PILT amount of \$3 million per year beginning in 2014-2015. These additional PILT amounts have been included in the 2014-2015 Accommodation expenses and PILT has been included in the future years projections at the higher amount escalated at 4% per year based on the advice of Public Works and Government Services Canada.

The funding for PILT was provided through Budget 2016.

*Note 3:*

The Museum will open on September 20, 2014.

Every effort will be made to maximize revenues however a conservative approach has been taken to the gross revenue budget assumptions including assuming that the revenues will decrease after the first full year of operations. This is consistent with the experience of other new museums.

*Note 4:*

Museum Content and Program expenses are projected to increase in 2014-2015 as development of the inaugural exhibitions and programming is completed and staff are hired and trained to welcome the public and deliver programs. A portion of the costs may be capitalized for accounting purposes at year-end, consistent with 2012-2013. The costs will remain consistent in 2015-2016 as the Museum continues to deliver content, public and educational programs. The National Student Program will commence in 2015-2016 with plans to expand the program each year until 2018-2019 when reductions will be required to reflect the \$35 million advance of operating appropriations.

*Note 5:*

Accommodation expenses are projected to decrease in 2014-2015 in comparison to 2013-2014 as there is an overlap of temporary accommodation costs in 2013-2014 with costs to operate the new building. Costs are projected to increase in 2015-2016 when the building is open to the public.

A portion of the costs may be capitalized for accounting purposes at year-end, consistent with 2012-2013 and 2013-2014.

Beginning in 2016-2017, the budget includes estimated capital upkeep costs for the building and exhibits.

Due to the digital nature of the exhibits the lifecycle of some components (computers, video monitors, projectors) will be relatively short.

## 5.5 PRO-FORMA STATEMENT OF CASH FLOWS

YEARS ENDING MARCH 31, 2013 TO 2019 (IN THOUSAND OF DOLLARS)

Prepared on an accrual basis

	FY 2012-2013 Actual	FY 2013-2014 Actual	FY 2014-2015 Budget	FY 2015-2016 Projection	FY 2016-2017 Projection	FY 2017-2018 Projection	FY 2018-2019 Projection
<b>Operating activities:</b>							
Cash receipts (parliamentary appropriation)	21,700	20,834	21,700	21,700	21,700	21,700	17,700
Cash paid (employees and suppliers) <i>(Note 2)</i>	(11,573)	(16,425)	(22,248)	(23,808)	(25,584)	(26,076)	(26,168)
Other income	98	166	1,348	2,918	2,150	2,165	5,680
	<u>10,225</u>	<u>4,575</u>	<u>800</u>	<u>810</u>	<u>(1,734)</u>	<u>(2,211)</u>	<u>(2,788)</u>
<b>Capital activities:</b>							
Investment in building project	(53,447)	(48,707)	(30,353)	-	-	-	-
Acquisition of property and equipment	<u>(1,775)</u>	<u>(2,582)</u>	<u>(5,437)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	(55,222)	(51,289)	(35,790)	-	-	-	-
<b>Investing activities:</b>							
Proceeds from (acquisition of) Investments	<u>12,878</u>	<u>107</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	12,878	107	-	-	-	-	-
<b>Financing activities:</b>							
Parliamentary appropriation for the investment in building project and related income <i>(Note 1)</i>	35,745	11,759	2,002	0	0	0	0
Restricted contributions from non-owners and related investment income	3,823	13,500	21,304	0	0	0	0
	<u>39,568</u>	<u>25,259</u>	<u>23,306</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Increase (decrease) in cash and cash equivalents</b>	7,449	(21,348)	(11,684)	810	(1,734)	(2,211)	(2,788)
<b>Cash and cash equivalents, beginning of year</b>							
Operating cash	4,972	6,871	6,996	7,796	8,606	6,872	4,661
Restricted cash and cash equivalents	18,523	22,160	10,926	0	0	0	0
Holdback account	<u>9,884</u>	<u>11,797</u>	<u>1,558</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	33,379	40,828	19,480	7,796	8,606	6,872	4,661
<b>Cash and cash equivalents, end of year</b>							
Operating cash	6,871	6,996	7,796	8,606	6,872	4,661	1,873
Restricted cash and cash equivalents	22,160	10,926	0	0	0	0	0
Holdback account	<u>11,797</u>	<u>1,558</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	40,828	19,480	7,796	8,606	6,872	4,661	1,873

*Note 1:*

In June 2012, the CMHR was authorized to use \$35 million of future years' operating and capital appropriations - \$25 million in 2012-2013 and \$10 million in 2013-2014 - for capital. CMHR plans to decrease its level of appropriations over six years commencing in 2018-2019. Fiscal 2012-2013 also includes \$10 million that was reprofiled from the 2011-2012 operating appropriations and approved for use as capital.

*Note 2:*

Cash paid does not include PILT. It has been assumed that PILT will be accrued but not paid until the source of funding for PILT is resolved.

5.6 CAPITAL BUDGET

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

Prepared on an accrual basis

	FY 2008/09 Actual	FY 2009/10 Actual	FY 2010/11 Actual	FY 2011/12 Actual	FY 2012/13 Actual	FY 2013/14 Actual	FY 2014/15 Budget	Total
<b>Projected Capital Expenditures:</b> (Note 1)								
Base Building Construction	1,356	44,846	65,664	78,388	53,600	5,819	4,562	254,235
Base Building Contingency	-	-	-	-	-	-	-	-
Architects, Engineers, Consultants, Permits & Fees	12,977	8,880	4,102	3,530	1,767	931	75	32,262
Communication, Data Cabling, Interior F&F, Signage	-	-	-	20	720	232	2,858	3,830
Exhibit Space Fit Out	-	-	518	709	292	11,782	2,492	15,793
Exhibit Design & Construction	2,115	1,383	1,477	1,500	1,911	15,666	10,999	35,051
<b>Total project in progress</b>	<b>16,448</b>	<b>55,109</b>	<b>71,761</b>	<b>84,147</b>	<b>58,290</b>	<b>34,430</b>	<b>20,986</b>	<b>341,171</b>
Land (net cash)	2,500							2,500
Interest earned on investments & Powersmart	(6,212)	(460)	(740)	(1,291)	56	(524)		(9,171)
Feasibility Study and Friends costs	16,000				500			16,500
<b>Total project cost</b>	<b>28,736</b>	<b>54,649</b>	<b>71,021</b>	<b>82,856</b>	<b>58,846</b>	<b>33,906</b>	<b>20,986</b>	<b>351,000</b>
<b>Funded by:</b> (Note 1)								
<b>Government of Canada - Definitive Agreement</b>	30,000	20,000	40,000	10,000	-			100,000
Operating funding to be used for capital (Note 2)					10,000			10,000
Operating funding to be used for capital (Note 2)	-	-	-	-	25,000	10,000		35,000
Operations - Soft costs			2,700	600	613	1,085	2,002	7,000
								<b>152,000</b>
<b>Province of Manitoba</b>	40,000	-	-	-	-			<b>40,000</b>
<b>City of Winnipeg</b>	18,500	370	28			102		<b>19,000</b>
<b>Friends of CMHR</b>	32,710	24,550	22,130	20,560	5,022	13,724	21,304	140,000
<b>Total Sources</b>	<b>121,210</b>	<b>44,920</b>	<b>64,858</b>	<b>31,160</b>	<b>40,635</b>	<b>24,911</b>	<b>23,306</b>	<b>351,000</b>
<b>Annual net cash flow</b>	92,474	(9,729)	(6,163)	(51,696)	(18,211)	(8,995)	2,320	
<b>Cumulative cash available</b> (Note 4)	<b>92,474</b>	<b>82,745</b>	<b>76,582</b>	<b>24,886</b>	<b>6,675</b>	<b>(2,320)</b>	-	-

*Note 1:*

The Total project cost is \$351 million. The difference between the Total project cost of \$351 million and the Total Project in Progress of \$341 million in the Capital Budget are the in-kind contributions of Winnipeg for the land and the Friends operational and financing costs as well as the initial \$3 million contribution from Canada, paid by Western Economic Diversification (WED) to Friends for the feasibility study and other initial costs prior to the museum being established, offset by interest income.

*Note 2:*

Canada has given the CMHR approval to use operating funds towards the capital project as follows:

- The use of \$10 million in operating appropriations for capital that was re-profiled from 2011/2012 to 2012/2013 due to the deferral in content and programming development costs and other aggressive reductions in non-urgent spending in 2011/2012; and
- The use of \$35 million of future years' operating and capital appropriations. CMHR plans to decrease its level of appropriations over six years commencing in 2018-2019.

*Note 3:*

The cash available at the end of 2013/14 was not in a negative position due to amounts in accounts payable at year end.