

Canadian Museum for Human Rights

Summary of the 2021-2022 to 2025-2026 Corporate Plan and Operating and Capital Budgets 2021-2022



Summary of the 2021-2022 to 2025-2026 Corporate Plan and Operating and Capital Budgets 2021-2022	1
Executive summary.....	3
Goal 1: Be sustainable	4
Goal 2: Grow engagement	4
Goal 3: Be relevant.....	4
Overview of key risks	4
1.0 Overview.....	6
1.1 Governing legislation	6
1.2 Guiding principles.....	6
1.3 Public policy role	7
1.4 Core responsibilities	7
1.5 Expenses by core responsibility	7
2.0 Operating environment	8
2.1 Environmental scan.....	8
2.2 Compliance with Governor-in-Council and Ministerial directives	10
2.3 Alignment with government priorities.....	11
3.0 Goals, strategies and performance measures	11
3.1 GOAL #1: Be sustainable.....	11
3.2 GOAL #2: Grow engagement.....	14
3.3 GOAL #3: Be relevant	17
4.0 Financial overview	19
Operating budget.....	19
Capital budget	19
Financial statements	20
5.0 Financial statements and budgets	21
5.1 Financial statements	21
5.2 Financial planning assumptions and projections	23
5.3 Operating budget 2021-22.....	24
5.4 Capital Budget 2021-22.....	25
Appendix 1: COVID-19 pandemic impacts.....	31
1.0 Impacts.....	31
2.0 Actions.....	34

Executive summary

The Canadian Museum for Human Rights (“CMHR” or “Museum”) is located on ancestral lands, on Treaty One territory. The Red River Valley is also the homeland of the Métis. The water in the Museum is sourced from Shoal Lake 40 First Nation. The Museum’s relationship to these lands and all Indigenous Peoples is at the centre of all it does and will continue to guide the Museum’s work.

In 2019, the Board of Trustees established a five-year strategic plan setting the direction for the CMHR for 2020-21 to 2024-25. The plan was developed in collaboration with the CMHR’s leadership team and informed by consultation with staff and stakeholders as well as visitor research, market intelligence and industry experience.

Over the last several months, the Museum has responded to public health orders and has proactively taken steps to reduce the spread of COVID-19. The Museum was closed to the public with the majority of staff working remotely between March 14, 2020 and June 17, 2020. The Museum closed again on October 31, 2020 and as of December 1, 2020 remains closed to the public.

Over the last several months, the Museum has also been responding to findings of systemic racism and other forms of discrimination in its workplace. In June 2020, several current and former staff and volunteers publicly raised experiences of discrimination that led the Board to commission an external review that included recommendations to engage in anti-racist and anti-oppressive practices in all areas of the Museum’s work. The Museum takes this work seriously. It is deeply committed to the process and to sharing this journey publicly.

In these uncertain times of a global pandemic and in view of the findings of systemic racism and discrimination in the CMHR, the Board recognizes that the CMHR must be accountable. In August 2020, Isha Khan was appointed as the Museum’s Director and Chief Executive Officer for a five-year term tasked with ensuring the Museum makes changes to rebuild trust and relationships with staff, stakeholders and the public more generally.

The Board has responded to the CMHR’s current reality by establishing a transitional plan for 2021-22 that identifies three objectives and the strategies that will be used to achieve them.

This plan aligns with the strategic direction set out previously but requires the CMHR to focus on strengthening its foundations by addressing the internal systems that have contributed to racism and other forms of discrimination in the Museum.

The CMHR looks forward to a brighter future and will continue to develop meaningful content that engages people on their individual journeys towards understanding human rights. In 2021 the Board will revisit its strategic plan to identify the long-term goals that

will indeed lead towards the CMHR's vision of a world where everyone values human rights and takes responsibility for promoting respect and dignity for all.

The Museum's strategic direction for 2021-22 is as follows:

Goal 1: Be sustainable

Strategies

- a. We will ensure our policies and practices demonstrate a commitment to diversity and inclusion and promote equality of opportunity for all people.
- b. We will resource our institution to support achievement of our strategic objectives.
- c. We will create a safe, healthy and respectful work environment.
- d. We will strengthen our financial sustainability.

Goal 2: Grow engagement

Strategies

- a. We will create content that inspires people to explore what human rights mean to them.
- b. We will create innovative programs that have an impact on people and promote action.
- c. We will share our work locally, nationally and internationally.

Goal 3: Be relevant

Strategies

- a. We will acknowledge the harms of the past and move forward in the spirit of reconciliation.
- b. We will engage in brave conversations that provoke thought and dialogue.
- c. We will have meaningful relationships that enable us to learn from the history and experiences of others, and others to see themselves reflected in our work.

Overview of key risks

The following risk areas are identified as having the potential to negatively impact achievement of the CMHR's objectives for this five-year planning period:

1. Trust and/or confidence issues that affect the Museum's reputation locally, nationally and internationally
2. Global COVID-19 pandemic impact on visitation
3. Changes in the economy that affect sustainability of revenues and funding
4. Evolving technology and cyber security
5. Workplace culture, including institutional systems and procedures

The Museum is undertaking a full organizational risk re-assessment which will include the appropriate strategies to monitor, mitigate and manage risk.

Key considerations through 2021-22 and beyond:

The CMHR's priority in 2021-22 is to establish a work environment that is reflective of its values and representative of the public the Museum serves. This work will ensure the CMHR has the foundation to achieve its objectives and manage risks related to reputation and COVID-19. In particular, the uncertainty of the impact of COVID-19 has highlighted the need for responsive and adaptable planning, decision-making and operations.

It is expected that the impact of COVID-19 on visitation, public and education programs, third-party events and rentals will persist for some time.

Capital funding provided through federal Budget 2016 for specific health and safety projects, as well as digital recapitalization will expire in 2020-21. The ongoing recapitalization of digital equipment and IT infrastructure will be difficult for the Museum to manage within its current capital and operating budgets.

The schematic design of a Digital Learning Centre has been completed and the Museum is moving ahead with design development and construction drawings. Completing the Digital Learning Centre will significantly enhance the Museum's ability to achieve its objectives by engaging and inspiring an expanded range of visitors through film, plays and digital storytelling – not only on site but also online. It will create increased opportunities to work with others in community, government and non-governmental organizations and more broadly in the arts and culture sector where there is common interest. Finally, the Digital Learning Centre provides immense opportunities for the Museum to expand its reach across Canada and around the world in a sustainable way, minimizing its carbon footprint. The project meets the government's priorities of stimulating the economy, creating jobs and greening government operations.

1.0 Overview

1.1 Governing legislation

The CMHR was established through an amendment to the *Museums Act* on August 10, 2008. It is a Crown corporation named in Part I of Schedule III to the *Financial Administration Act* (FAA) and must comply with Part X of the FAA and regulations, the *Museums Act* and regulations, the Museum's by-laws, and any directives issued pursuant to section 89 of the FAA. It is an "agent Crown corporation" and operates at arm's length from the Government in its day-to-day operations and in its activities and programming.

The Government of Canada provides funding to the Museum through parliamentary appropriations. The Museum supplements the parliamentary appropriations with earned revenue from general admission, memberships, programs, Boutique sales, facility rentals, a percentage of restaurant and catering sales, and travelling exhibits. The Museum also receives donations and sponsorship revenue and contributions from the Friends, an independent foundation.

The Corporation is accountable to Parliament through the Minister of Canadian Heritage.

1.2 Guiding principles

The CMHR's transitional strategic plan for 2021-22 includes the following guiding principles:

Our vision

We imagine a world where everyone values human rights and takes responsibility to promote respect and dignity for all.

The CMHR will continue to grow towards becoming the most recognized and respected cultural institution in the world for human rights education and dialogue, and a world-class destination that attracts visitors from around the globe.

Our mission

The CMHR enables the journey to explore the importance of human rights for all by creating innovative and inspiring encounters on site, online and around the world.

We apply the highest professional and ethical standards to care for, share and lift up human rights stories.

Our mandate

The CMHR is a national museum dedicated to the evolution, celebration and future of human rights. As described in Section 15.2 of the *Museums Act*, our mandate 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.”

1.3 Public policy role

As a member of the Canadian Heritage Portfolio, the CMHR contributes to the achievement of the Government of Canada’s broad cultural policy objectives. It has also contributed to other government-wide objectives. Its public policy role is set out in the preamble to the *Museums Act*, which states that each national museum (a) “plays an essential role...in preserving and promoting the heritage of Canada and all its peoples throughout Canada and abroad and in contributing to the collective memory and sense of identity of all Canadians,” and (b) “is a source of inspiration, research, learning and entertainment that belongs to all Canadians and provides, in both official languages, a service that is essential to Canadian culture and available to all.”

1.4 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 its original core responsibility, which was Internal Services (Number 3 below). The Museum’s primary activities and related budgets align with its core responsibilities as follows:

1. 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:

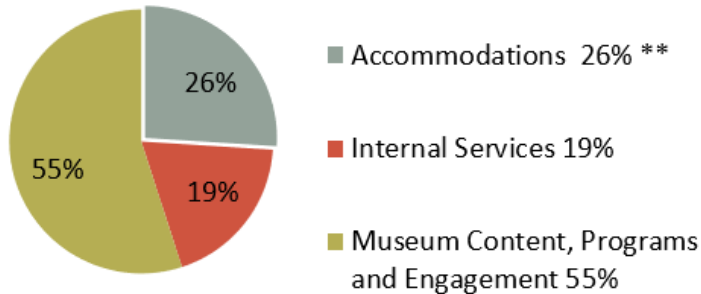
- Corporate governance
- Administration
- Earned-revenue generation

1.5 Expenses by core responsibility

Graph 1 shows the breakdown of the Museum’s 2021-22 operating budget, on a cash basis, of \$28.1 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 4, Financial Overview.

GRAPH 1. OPERATING EXPENSES BY CORE RESPONSIBILITY 2021-2022



** Accommodation includes annual PILT of \$2.8 million, excludes amortization of \$13.5 million.

More detailed information about the CMHR’s recent program and financial results can be found in its [2019-20 Annual Report](#).

2.0 Operating environment

2.1 Environmental scan

Internal environment

The CMHR has identified the following internal risks and opportunities:

COVID-19 – The global COVID-19 pandemic has had a significant impact on operations including the uncertainty of ongoing closures, working from home, mental health issues, and increased absenteeism. There have also been increased workloads in some areas to manage COVID-related issues and to implement safety requirements.

Systemic racism and discrimination – In response to concerns shared publicly by current and former staff and volunteers in 2020-21, the Board of Trustees initiated a review of the Museum’s practices, policies and workplace culture, held consultations with staff, and formed a Diversity and Inclusion Committee. This Committee is tasked with holding the Museum accountable for developing and implementing an action plan to ensure the Museum is an equitable, welcoming and inclusive workplace.

Rebuilding trust – Staff have been significantly affected by systemic racism and other forms of oppression in their workplace and by the public reaction to experiences shared by former and current employees.

New organizational structure – After the appointment of the new CEO in August 2020, the organizational structure has been under review to ensure it supports the Museum’s transitional plan for 2021-22, its longer-term strategic vision and the work required to address both the impacts of the COVID-19 pandemic and systemic racism and oppression.

All staff are members of the Public Service Alliance Canada. The collective agreement expired on March 31, 2020. Bargaining commenced in January 2020 and had not been concluded as of December 1, 2020.

Increasing diversity at all levels, including at the management level, is a goal for the coming year. The Museum is implementing steps to ensure that its recruitment processes are attracting diverse applicants.

Audience data – The Museum’s Evaluation Program is providing improved audience data/audience profiles, which are essential to the Museum’s efforts to create exhibitions and programs that attract, interest and engage visitors. These profiles, in addition to informing decision-making, also ensure limited marketing dollars are invested appropriately.

Measuring impact – Tools to better evaluate the many ways that the Museum is having an impact are seen as necessary to tracking its success against its mandate.

Digital technology – The CMHR is a digitally based museum and, to date, the reliability of its exhibits has been exceptional. Recapitalization based on industry standard life cycles is required to ensure that digital exhibits do not go dark. The short life cycles for equipment and infrastructure required to operate exhibits, commercial operations and administration put significant pressure on the CMHR’s available funds. The COVID-19 pandemic has also required alternative presentations, as touch-based interactives are not permitted.

Preserving physical assets – As the building and equipment ages, the current level of appropriations will not be sufficient for recapitalization of major systems. The Museum’s building was constructed to LEED silver standards and the Museum will continue to utilize best practices including incorporating, sustainability, accessibility and social procurement where appropriate.

External environment

The CMHR has identified the following external risks and opportunities:

COVID-19 – The ongoing impact of the global COVID-19 pandemic is still unknown. Travel is expected to take four to five years to return to previous levels. This will have a significant impact on the CMHR’s visitation and earned revenue.

Opportunities: Participatory online experiences will offer meaningful alternatives and opportunity for dialogue that can engage people in all areas of Canada as well as internationally.

Relationships with partners, stakeholders and donors – Revelations of systemic racism and other forms of oppression in the Museum have affected the Museum's relationships with partners, stakeholders and donors, which impacts all aspects of Museum operations.

Opportunities: The Museum's response to these serious issues has provided the Museum and the Friends an opportunity to reach out to partners, stakeholders and donors, and be open and transparent about the actions the Museum is taking. This has been generally positively received and, in some cases, built new or stronger connections with stakeholders.

Competition for attention and evolving visitor expectations – Museums are increasingly challenged to ensure their offerings are compelling and attractive enough to compete with a wide array of leisure options. A crowded media, social media and digital landscape gives potential Museum visitors and travellers an abundance of choices. New cultural experiences opening soon in Winnipeg such as Canada's Diversity Gardens at Assiniboine Park Conservancy and the Inuit Art Centre at the Winnipeg Art Gallery will also increase local competition.

Opportunities: The prevalence of social media activity creates a desire for unique, real-life experiences that are shareable online, which the CMHR is well-positioned to provide. The Museum can identify and anticipate relevant issues of popular interest and can make use of smart technology to deliver personalized experiences. Partnership and collaboration opportunities with the new cultural experiences in Winnipeg could provide the Museum with access to untapped local audiences. These new venues will also add to the engaging visitor experience of all that Winnipeg and Manitoba have to offer, potentially attracting more visitors from across-Canada in the shorter-term and internationally in the longer term.

Technological changes – Technology continues to evolve at a furious pace, resulting in short lifecycles for equipment. This increases the risk that equipment will quickly become incompatible or obsolete, and also leads to high recapitalization requirements.

Opportunities: New technology may provide opportunities for solutions that have greater capacity, improved features and (sometimes) lower cost.

2.2 Compliance with Governor-in-Council and Ministerial directives

The CMHR is compliant with applicable Acts and directives including: the *Access to Information Act*, the *Privacy Act*, the *Conflict of Interest Act*, the *Official Languages Act*,

and the Directive on Travel, Hospitality, Conference and Event Expenditures, among others.

2.3 Alignment with government priorities

The CMHR's plans are in line with government direction and key priorities, particularly those that best align with its mandate, including: transparent and open government, gender-based analysis plus, diversity and employment equity, Indigenous issues, sustainable development and greening government operations, safe workspaces, accessibility, addressing systemic racism and support for cultural industries.

3.0 Goals, strategies and performance measures

The five-year strategic plan set by the Board last year to provide the strategic direction for 2020-21 to 2024-25 was a bold vision, drawing on the strengths and accomplishments of the first five years of operations.

The Museum continues to imagine a world where everyone values human rights and takes responsibility for promoting respect and dignity for all. It continues to believe strongly in the Museum's potential to grow towards becoming the most recognized and respected cultural institution in the world for human rights education and dialogue, and a world-class destination that attracts visitors from around the globe. The Museum recognizes its strength as an asset for the citizens of Winnipeg, Manitoba and Canada.

Taking into consideration the ongoing impact of the global COVID-19 pandemic and the work required to incorporate anti-racist and anti-oppressive practices into all areas of the Museum's work, the Board has elected to set out a transitional plan for 2021-22.

It is recognized that 2021-22 must be a year to focus on the foundational work required to disrupt discrimination in the Museum's workplace and in the systems used to engage with the public. This work will be done in keeping with the broader strategic objectives already established for the institution, because this work matters not only to the Museum, but also to those who believe in its vision.

The Museum looks forward to the challenges and rewards ahead for human rights education, as the CMHR strives to become the best in the world.

The pages that follow define the objectives the CMHR will strive to meet, the strategies to achieve them and the tactics it will deploy for success. Detailed annual department plans and individual performance plans will include specific tactics in pursuit of these goals and the target outcomes.

3.1 GOAL #1: Be sustainable

Expected outcome: To ensure its mandate extends to future generations, the CMHR will establish a work environment that is reflective of our values and will demonstrate

responsibility for our people, our physical assets, our financial resources and the impact we have on the environment around us.

Strategies

1. We will ensure our policies and practices demonstrate a commitment to diversity and inclusion and promote equality of opportunity for all people.

Key initiatives:

- Review all governance and operational policies for equity and bias.
- Review all human resources recruitment, performance management and development processes and tools with a diversity/equity lens.
- Create a regular workforce diversity audit process to support creation of an equity plan with targets and measurable goals.
- Promote reconciliation and respect for treaties, including incorporating the Calls to Action of Canada's Truth and Reconciliation Commission (TRC) and the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG inquiry) into existing and future work through ceremony and partnership.
- Conduct annual surveys to assess workplace engagement and overall health and wellness.

2. We will resource our institution to support achievement of our strategic direction.

Key initiatives:

- Create a comprehensive needs assessment and staffing plan and review on a regular basis.
- Review the use of temporary contracts.

3. We will create a safe, healthy and respectful work environment.

Key initiatives:

- Create a program for learning and development at all levels of the organization.
- Define expectations of all leaders to promote anti-racist, anti-oppressive, anti-homophobic behaviour.
- Define expectations of all staff to identify discrimination and harassment in the workplace and develop or clarify a complaints process.
- Define expectations for the public regarding abusive or discriminatory conduct and ensure supports are available for staff.
- Promote accessibility, inclusive design and removal of barriers for persons with disabilities.

- Utilize ethically sourced, environmentally sustainable products and suppliers and “green” internal processes.

4. We will strengthen our financial sustainability.

Key initiatives:

- Enhance use of data-driven technology and research to inform our financial, procurement and marketing activities and processes.
- Incorporate use of key performance indicators to develop initiatives and assess impact.
- Identify new and innovative revenue opportunities and opportunities for collaboration, including with the Friends.

Signature projects during the planning period:

- Policies – review and revise as needed in 2021-22.
- New organizational structure – implement in 2021-22.
- Human resource tools and processes – fully implement in 2021-22.
- New human resource information system (HRIS) – implement Phase 1 in 2021-22.
- Mandatory learning/education program – begin delivery in 2021-22 and ongoing.
- Major facility projects – prioritize and complete annually as funding permits.
- Analytics – develop robust processes to increase revenue and control costs by 2023-24.
- Travelling exhibit program – secure venues for existing exhibitions and upcoming exhibitions in 2021-22 and ongoing.
- Strategic partnerships and proactive sales strategies – secure for education and public programs, particularly for live virtual tour programs for schools and the public, beginning later in the planning period.
- Sponsorships/donations – pursue for all major exhibitions and programs throughout the planning period.
- Annual fundraising gala – host with the Friends annually, virtually or in person.
- Key performance indicators to demonstrate progress on Strategic Plan, including impact and ROI – develop by the end of the planning period, 2024-25.

Key performance indicators and targets for 2021-22:

Performance Indicator	2021-22 Target
Earned revenue Achieve budgeted operating & other revenue targets	\$0.6 million
Sponsorships and donations Sponsorships/donations received directly by CMHR plus Friends total revenues	\$1.8 million (\$0.2m/\$1.6m)
Training % of staff and volunteers to complete mandatory training on systemic racism and oppression	90%
Workplace engagement % of employees engaged	Establish baseline
Diversity % of employees self-declare from a diversity group	Establish baseline

3.2 GOAL #2: Grow engagement

Expected outcome: The CMHR will expand its reach, providing visitors with human rights experiences that educate and inspire. These experiences will have a lasting impact on the hearts and minds of all visitors – whether they are engaged on-site, online or off-site.

Strategies

1. We will create content that inspires people to explore what human rights mean to them.

Key initiatives:

- Establish accessibility standards and targets for print and digital content to allow a range of offerings that will “meet people where they are at”.
- Create a calendar of annual themed events.
- Create opportunities for collaboration, partnership and accountability that respect lived and living experiences as well as academic and content expertise.

2. We will create innovative programs that have an impact on people and promote action.

Key initiatives:

- Develop a comprehensive educational programming strategy that incorporates historical and contemporary content on various themes and includes youth and adult modules (online and on site) to support exhibitions.
- Create opportunities for collaboration with communities on programming initiatives.
- Develop the Digital Learning Centre.
- Develop programming to support TRC Call to Action 62 to integrate Indigenous knowledge and teaching methods into classrooms.

- Promote awareness and develop programming to support Indigenous people in sharing their stories and educate and provide awareness about missing and murdered Indigenous women, girls and LGBTQ2+ people and the issues and root causes of violence (MMIWG inquiry Calls for Justice 6.1 and 11.1).
- Review tour and program content and delivery model to ensure it effectively meets our objectives.

3. We will share our work locally, nationally and internationally.

Key initiatives:

- Create a plan to engage local, national and international communities to visit the Museum for exhibitions, community events, programming and social opportunities.
- Lift up other museums and arts and culture organizations, and human rights organizations by sharing our space, expertise, exhibitions or programs.
- Develop relationships with human rights defenders and advocates, adjudicative bodies and institutions.
- Establish a contact management system to enable cross-departmental relationship development.
- Create travelling exhibition modules and refine the process around travelling exhibitions.
- Develop digital content to promote and support permanent and temporary exhibitions.
- Identify opportunities to present and participate in conferences and other events in the museum, arts and culture and human rights sectors.

Signature projects during the planning period:

Visitor experience and digital projects

- Digital Learning Centre – secure funding, complete and launch by the end of 2022-23
- Engage local, national and international communities, prioritizing local and national communities in 2021-22 and expanding thereafter.
- Community access space to support community-based displays and programs – launch in 2021-22.
- Community events and social opportunities – such as “Friday Night Rights” and other offerings to be provided in partnership with local festivals such as Jazzfest and Folklorama – offer in 2021-22 and ongoing as gatherings are permitted.
- Contact management system – to be fully implemented in 2021-22.
- Create personalized tour or visit mechanism through which visitors would indicate their interests and either on site or online a personalized tour would be computer-generated – planned for 2022-23.
- Virtual field trips for the general public – planned for 2021-22 and ongoing.
- Development of additional digital resources including community-sourced content – planned for 2021-22.

- Admission pricing model review that considers options that encourage repeat visitation – planned for 2022-23.

Exhibition projects including travelling and digital components as well as programming

- *Artivism* and the *Witness Blanket* restoration to be displayed until October 2021.
- *Mandela: Struggle for Freedom* and the *Witness Blanket* reproduction to continue to travel in 2021-22 and future years.
- A signature exhibition based on the intersection of music and human rights to be developed and displayed on site in 2023, travelling thereafter.
- An exhibition about discrimination against people in the LGBTQ2+ community funded by the LGBT Purge Fund to be developed and displayed on site in 2025, travelling thereafter.
- A travelling exhibition program to support smaller museums and cultural institutions to be developed in 2021-22 if funding is secured.
- Development of additional digital and programming elements to accompany the exhibition of CRRF’s *Behind Racism* exhibition, for Q4 2021-22.

Core gallery projects

- Additional in-gallery first-person animation where program interpreters provide regular in-gallery talks in 2021-22.
- New interactive technology that allows visitors to interview a virtual Holocaust or Residential School survivor – initial installation planned for late 2021-22.
- A Reconciliation Gallery to display the *Witness Blanket* on a long-term basis – development to begin in 2021-22, installation within the planning period as funding permits.
- Renewal of the Rights Today gallery – planned for 2023-24.

Key performance indicators and targets for 2021-22:

Performance Indicator	2021-22 Target
Digital Learning Centre (DLC) Secure funding and complete the DLC	Funding secured/construction in process
On-site visitation # of total onsite visitors	56,500
Digital engagement Total web site visits	825,000
Student visitation # of students in person or virtually	5,660

3.3 GOAL #3: Be relevant

Expected outcome: Rooted in our values, we will be a trusted resource for human rights content and information.

Strategies

1. We will acknowledge the harms of the past and move forward in the spirit of reconciliation.

Key initiatives:

- Seek guidance from Indigenous teachings, law, Elders, knowledge keepers and leaders.
- Create opportunities to honour the ancestral lands on which the Museum is built through ceremony and promotion of ongoing relationships related to the site.
- Create opportunities for learning about the history of Indigenous peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), treaties and Indigenous rights and law (TRC Calls to Action #43, #44 and #57).
- Create opportunities for learning about the history of Black Canadians and the nature of systemic anti-Black racism and oppression, including slavery in Canada.
- Promote and engage in reconciliation and repair work in the museum sector (TRC Calls to Action #67, #70, #77 and #79) and around anti-Black racism and oppression.
- Promote recognition of Indigenous culture and languages and promote Indigenous-led initiatives in human rights, museology and storytelling (MMIWG Calls for Justice 2.1, 2.2, 2.3, 2.6, 2.7, 6.1, 11.1 and 15.1).
- Actively de-colonize CMHR practices in all areas.

2. We will engage in brave conversations by asking questions that provoke thought and dialogue.

Key initiatives:

- Identify opportunities for bold, thought-provoking questions, especially questions related to contemporary issues, in exhibitions and programming.
- Create a process and standards to respond to evolving or emerging contemporary issues and questions via digital platforms and otherwise.
- Create a content review process to identify areas where stories of people from Indigenous, Black, LGBTQ2+, and disability communities have not been adequately included.

3. We will have meaningful relationships that enable us to learn from the history and experiences of others and others to see themselves reflected in our work.

Key initiatives:

- Review the standing advisory committee model and create a mechanism for active and meaningful engagement.

- Conduct community-based research to learn about our communities and find commonalities among them.
- Develop strong relationships with Indigenous, Black and other ethno-cultural communities, as well as LGBTQ2+ and disability communities.
- Develop new content to reflect Canada’s history of oppressing Black Canadians and the associated advocacy and struggles of this community for justice.
- Collect and share human rights stories to preserve public memory for future generations.
- Incorporate contemporary content in digital storytelling.
- Create a process that enables academics and subject matter experts to inform our work through partnerships, consultation and committee work.

Signature projects during the planning period:

- Content audit of exhibitions and programs – complete in 2021-22.
- Contemporary content – implement in 2021-22.
- Human rights conferences – participate in key conferences beginning in 2021-22 and ongoing.
- Networks and relationships – pursue external partners to co-produce events, exhibitions, programs or projects that align with the CMHR’s goals beginning in 2022-23 and ongoing.
- Renewed roles for Indigenous advisors and Elders and other experts in museum decision-making.
- Launch of “Digital Witness Blanket” in 2021-22, which will educate about Indian residential schools and promote reconciliation.

Key performance indicators and targets for 2021-22:

Performance Indicator	2021-22 Target
Digital Witness Blanket Launched in 2021-22	Launched
Diversity audits Content audits completed	Completed
Contemporary content # of contemporary programs or events delivered on site, online, off-site.	18
Champions, changemakers and influencers # of visits by human rights champions, national and world leaders, changemakers, influencers and government reps.	20
Co-productions # of exhibitions, programs, conferences, events or projects executed in collaboration with external partners.	15

4.0 Financial overview

The Corporate Plan covers the five-year planning period from 2021-22 to 2025-26.

The Museum was established in 2008 and opened to the public in 2014. Building on the considerable successes of the Museum since opening, a new strategic plan with a focus on growth was to be implemented beginning in 2020-21. The onset of COVID and the reputational issues that the Museum experienced in 2020-21 caused the Museum to re-consider the aggressive growth goals in the strategic plan.

The Board has responded to the CMHR's current reality by establishing a transitional plan for 2021-22 that aligns with the strategic direction set out previously but requires the CMHR to focus on strengthening its foundations by addressing the internal systems that have contributed to racism and other forms of discrimination in the Museum.

This is a difficult time to make financial projections. The ongoing impact of the pandemic and the length of recovery are still very much unknown. Additional funding to offset future revenue losses, to assist with recovery, or to fund infrastructure or IT life-cycle replacements is uncertain.

Operating budget

The Museum projects a balanced budget in 2021-22.

Appropriations (mains and statutory) to fund the operating and capital budget are \$29.3 million for 2021-22. Appropriations in 2020-21 were \$29.2 million.

The Museum's total operating budget for 2021-22 on a cash basis is \$28.1 million, allocated between the core responsibilities as follows:

- Museum content, programs and engagement of \$15.4 million
- Accommodation of \$7.3 million (including PILT of \$2.8 million)
- Internal services of \$5.4 million.

This constitutes a decrease from the 2020-21 original pre-COVID budget of \$29.5 million.

Capital budget

The capital budget for 2021-22 is \$2.5 million plus \$8.0 million for construction and fit-up of the Digital Learning Centre if funding is secured, for a total of \$10.5 million.

The original 2020-21 pre-COVID capital budget of \$2.9 million was reduced to \$1.8 million post-COVID.

The 2021-22 capital budget includes projects considered necessary to maintain the integrity of the building and equipment, or considered important to achieve the 2021-22 transitional plan as well as the longer-term vision for the Museum. As the ongoing impact of the pandemic on revenues remains uncertain, the extent to which capital projects can be undertaken over the planning period will be reviewed again once more is known.

The 2021-22 budget includes allocations to: begin two new exhibitions, one on music and human rights and one on discrimination against people in the LGBTQ2+ community (funded by the LGBT Purge Fund); to refresh the core exhibits including new content related to the Black, Indigenous, LGBTQ2+ and disability communities; undertake IT life-cycle replacements, and facility projects, with a contingency to address the unexpected increases in costs due to the pandemic and inflation.

Financial statements

The financial statements on an accrual basis include recognition of deferred appropriations and deferred contributions which represent recognition of appropriations received from the Government of Canada and used to purchase capital assets, as well as capital contributions from the Friends, the Province of Manitoba and the City of Winnipeg for the original capital project and the Level 1 Gallery. The deferred appropriations and contributions are recognized on the same basis as the assets are amortized.

The total 2021-22 operating expenses on an accrual basis in the financial statements are \$41.6 million. This includes the operating budget on a cash basis, as indicated above, of \$28.1 million plus the amortization of fixed assets of \$13.5 million.

5.0 Financial statements and budgets

5.1 Financial statements

The financial statements are prepared using the Canadian Public Sector Accounting Standards and Section 4200 applicable to government not-for-profit organizations (GNPO). The financial statements are included at 5.5 through 5.9.

The forecast for 2020-21 is based on the actual results for the first two quarters.

Table 1: Summary of revenues and operating costs (in \$ millions)

(Prepared on an accrual basis)	2019-20 Actual	2020-21 Original Budget	2020-21 Post-COVID Budget	2020-21 Forecast	2021-22 Budget	2022-23 Projection	2023-24 Projection	2024-25 Projection	2025-26 Projection
Parliamentary Appropriations (Mains)	\$26.9	\$25.5	\$25.5	\$27.0	\$25.4	\$25.4	\$25.4	\$25.4	\$25.4
Statutory Funding (COVID)	\$0.0	\$0.0	\$2.2	\$2.2	\$3.9	\$0.0	\$0.0	\$0.0	\$0.0
Parliamentary Appropriations deferred	(\$4.5)	(\$0.8)	(\$0.8)	(\$2.8)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Amounts used to purchase depreciable assets	(\$1.4)	(\$2.9)	(\$1.8)	(\$0.5)	(\$10.5)	(\$8.4)	(\$2.0)	(\$2.9)	(\$1.9)
Deferred Contributions used	\$1.8	\$1.4	\$1.3	\$0.2	\$0.0	\$1.0	\$0.5	\$1.0	\$1.0
Recognition deferred capital appropriations	\$7.5	\$7.7	\$7.7	\$7.1	\$7.0	\$7.0	\$7.0	\$7.0	\$7.0
Recognition of deferred contributions	\$7.1	\$7.3	\$7.3	\$6.5	\$6.5	\$6.5	\$6.5	\$6.5	\$6.5
Contributed revenue - Friends	\$0.3	\$1.7	\$0.4	\$0.2	\$0.5	\$0.5	\$0.6	\$0.7	\$0.8
Contributed revenue - LGBTQ* Purge	\$0.1	\$0.2	\$0.2	\$0.1	\$0.2	\$0.4	\$0.6	\$1.0	\$0.0
Contributed revenue - Digital Learning Centre	\$0.00	\$0.5	\$0.0	\$0.0	\$8.0	\$6.0	\$0.0	\$0.0	\$0.0
Operating Revenue (Table 2)	\$3.3	\$3.7	\$0.5	\$0.3	\$0.6	\$1.3	\$2.0	\$2.6	\$3.3
Other Revenue	\$0.4	\$0.2	\$0.0	\$0.1	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Total Revenues	\$41.5	\$44.5	\$42.5	\$40.4	\$41.6	\$39.7	\$40.6	\$41.3	\$42.1
Expenses:									

(Prepared on an accrual basis)	2019-20 Actual	2020-21 Original Budget	2020-21 Post-COVID Budget	2020-21 Forecast	2021-22 Budget	2022-23 Projection	2023-24 Projection	2024-25 Projection	2025-26 Projection
Museum Content, Programs & Engagement	\$14.2	\$16.1	\$14.6	\$12.7	\$15.4	\$15.8	\$16.2	\$16.6	\$17.1
Accommodation – facility operations	\$4.6	\$5.2	\$4.7	\$4.6	\$4.5	\$4.7	\$4.8	\$4.9	\$5.1
Accommodation - Amortization	\$14.6	\$15.0	\$15.0	\$13.6	\$13.5	\$13.5	\$13.5	\$13.5	\$13.5
Accommodation - PILT	\$2.7	\$2.8	\$2.8	\$2.8	\$2.8	\$2.9	\$3.0	\$3.1	\$3.1
Internal Services	\$5.0	\$5.4	\$5.4	\$5.2	\$5.4	\$5.5	\$5.6	\$5.7	\$5.8
Total Operating Expenses	\$41.1	\$44.5	\$42.5	\$38.9	\$41.6	\$42.4	\$43.1	\$43.8	\$44.6
Excess (Deficit) of Revenue over Expenses	\$0.4	\$0.0	\$0.0	\$1.5	\$0.0	(\$2.7)	(\$2.5)	(\$2.5)	(\$2.5)

5.2 Financial planning assumptions and projections

The Museum projects a balanced budget in 2021-22, which includes \$3.9 million in federal emergency revenue loss funding.

5.2.1 Parliamentary appropriations

The CMHR's parliamentary appropriations in 2021-22 are \$25.4 million.

5.2.2 Contributed revenue

Recognition of deferred contributions on an accrual basis represents capital contributions received in previous years from the Friends, the Province of Manitoba and the City of Winnipeg for the original capital project and the Level 1 Gallery (recognized on the same basis as the assets are amortized). Recognition of prior years' contributed revenue is totally offset by the amortization expense (included in Accommodations) for the related capital assets. The 2021-22 budget for recognition of prior years' contributions is \$6.5 million.

Contributed revenue also includes funding from the Reconciliation and Memorialization Measures (RMM) Fund to cover the costs of an exhibition related to the Government of Canada’s apology for discrimination against people in the LGBTQ2+ community. It also includes new funding for the Digital Learning Centre (DLC) and other potential sponsorships provided directly to the Museum. If funding is not secured for the DLC then it will not be completed.

5.3 Operating budget 2021-22

The operating budget for 2021-22 on a cash basis is \$28.1 million. Total expenses on an accrual basis in the financial statement are \$ 41.6 million, comprised of the operating budget of \$28.1 million plus amortization of fixed assets of \$13.5 million.

Table 9: Operating expenditures by core responsibility (in \$ millions)

(Prepared on an accrual basis)	2019-20 Actual	2020-21 Original Budget	2020-21 Post-COVID Budget	2020-21 Forecast	2021-22 Budget	2022-23 Projection	2023-24 Projection	2024-25 Projection	2025-26 Projection
Expenses:									
Museum Content, Programs & Engagement	\$14.2	\$16.1	\$14.6	\$12.7	\$15.4	\$15.8	\$16.2	\$16.6	\$17.1
Accommodation - facility operations	\$4.6	\$5.2	\$4.7	\$4.6	\$4.5	\$4.7	\$4.8	\$4.9	\$5.1
Internal Services	\$5.0	\$5.4	\$5.4	\$5.2	\$5.4	\$5.5	\$5.6	\$5.7	\$5.8
Operating Expenses – before PILT & Amortization	\$23.8	\$26.7	\$24.7	\$22.5	\$25.3	\$26.0	\$26.6	\$27.3	\$28.0
Accommodation – PILT	\$2.7	\$2.8	\$2.8	\$2.8	\$2.8	\$2.9	\$3.0	\$3.1	\$3.1
Operating Budget (cash)	\$26.5	\$29.5	\$27.5	\$25.3	\$28.1	\$28.9	\$29.6	\$30.4	\$31.1
Accommodation - Amortization	\$14.6	\$15.0	\$15.0	\$13.6	\$13.5	\$13.5	\$13.5	\$13.5	\$13.5
Total Expenses (accrual)	\$41.1	\$44.5	\$42.5	\$38.9	\$41.6	\$42.4	\$43.1	\$43.8	\$44.6

5.3.1 Operating expenditures by core responsibility

Expenses in the operating budget have been allocated by core responsibility, in accordance with the priorities of the Museum outlined in this Corporate Plan.

Operating expenses before amortization are budgeted to be \$28.1 million for 2021-22.

5.4 Capital Budget 2021-22

The capital budget for 2021-22 is \$2.5 million plus \$8.0 million for completing the Digital Learning Centre if funding is secured, for a total of \$10.5 million.

The original 2020-21 pre-COVID capital budget of \$2.9 million was reduced to \$1.8 million post-COVID.

The federal Budget 2016 one-time funding of \$5 million that CMHR received over five years for priority capital projects, expired at the end of 2020-21.

PRO FORMA STATEMENT OF FINANCIAL POSITION
YEARS ENDING MARCH 31, 2019 TO 2025 (IN THOUSANDS OF DOLLARS)

Prepared on an accrual basis

	FY 2019-2020 Actual	FY 2020-2021 Original Budget	FY 2020-2021 Post-COVID Budget	FY 2020-2021 Forecast	FY 2021-2022 Budget	FY 2022-2023 Projection	FY 2023-2024 Projection	FY 2024-2025 Projection	FY 2025-2026 Projection
Assets									
Cash & cash equivalents	12,022	11,422	11,522	12,785	12,785	9,085	6,085	2,585	485
Investments	3,175	3,175	3,175	6,512	6,512	6,512	6,512	6,512	6,512
Accounts receivable and other current assets	1,128	1,128	1,128	1,128	1,128	1,128	1,128	1,128	1,128
Collections	1	1	1	1	1	1	1	1	1
Capital assets: in use									
Land	4,979	4,979	4,979	4,979	4,979	4,979	4,979	4,979	4,979
Building	294,940	295,570	295,055	294,965	296,185	296,585	311,778	312,098	312,388
Equipment and furnishings	14,918	15,790	15,613	15,068	15,300	16,337	17,357	18,929	20,109
Exhibits	51,014	51,919	51,553	51,014	51,956	52,731	53,393	54,270	54,527
Accumulated depreciation	(88,586)	(103,586)	(103,586)	(102,186)	(115,686)	(129,186)	(142,686)	(156,186)	(169,686)
Capital assets: under construction	783	1,283	1,283	1,033	9,033	15,033	-	-	-
Total Assets	294,374	281,681	280,723	285,299	282,193	273,205	258,547	244,316	230,443
Liabilities & Equity of Canada									
Accounts payable and other current liabilities	3,475	3,475	3,475	3,375	3,275	3,125	2,975	2,825	4,075
Deferred revenues	247	247	247	247	247	247	247	247	247
Deferred contributions	7,592	6,992	7,092	10,192	10,192	9,192	8,692	7,692	6,692
Deferred contributions related to capital assets	273,069	260,976	259,918	259,994	256,988	251,850	240,342	229,761	218,138
Net Assets:									
Unrestricted	5,012	5,012	5,012	6,512	6,512	3,812	1,312	(1,188)	(3,688)
Invested in capital assets	4,979	4,979	4,979	4,979	4,979	4,979	4,979	4,979	4,979
Total Liabilities & Equity of Canada	294,374	281,681	280,723	285,299	282,193	273,205	258,547	244,316	230,443

NOTES:

Note 1:

Deferred contributions represent appropriations deferred for future purchases of a capital nature. The contributions are transferred to the Deferred contributions related to capital assets as they are generally used to fund 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 appropriations implicitly or explicitly restricted for the purchase of capital assets subject to amortization continue to be deferred and recognized as revenue on the same basis and over the same periods as the related capital assets acquired.

5.6 PRO-FORMA STATEMENT OF OPERATIONS
YEARS ENDING MARCH 31, 2019 TO 2025 (IN THOUSANDS OF DOLLARS)

Prepared on an accrual basis

	FY	FY	FY	FY	FY	FY	FY	FY	FY
	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	Actual	Original Budget	Post-COVID Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Parliamentary Appropriations									
Parliamentary appropriations - Mains	26,900	25,500	25,500	27,000	25,400	25,400	25,400	25,400	25,400
Parliamentary appropriations - Emergency/Recovery			2,200	2,200	3,900				
Amounts used to purchase depreciable Assets/Capital Restricted for capital acquisitions (deferred) used	(1,400)	(2,900)	(1,800)	(500)	(10,500)	(8,400)	(2,000)	(2,900)	(1,900)
Amortization of Deferred Capital Funding, restricted amounts used in current year	(2,700)	600	500	(2,600)	-	1,000	500	1,000	1,000
	7,500	7,700	7,700	7,100	7,000	7,000	7,000	7,000	7,000
	<u>30,300</u>	<u>30,900</u>	<u>34,100</u>	<u>33,200</u>	<u>25,800</u>	<u>25,000</u>	<u>30,900</u>	<u>30,500</u>	<u>31,500</u>
Contributed Revenue									
Recognition of prior years' contributions	7,100	7,300	7,300	6,500	6,500	6,500	6,500	6,500	6,500
Contributions or new Revenue	400	2,400	600	300	8,700	6,900	1,200	1,700	800
Program sponsorships & grants	-	-	-	-	-	-	-	-	-
	7,500	9,700	7,900	6,800	15,200	13,400	7,700	8,200	7,300
Revenue of the Corporation									
Operating & other revenue	3,700	3,900	500	400	600	1,300	2,000	2,600	3,300
Total Revenues	41,500	44,500	42,500	40,400	41,600	39,700	40,600	41,300	42,100
Expenses									
Museum Content, Programs & Engagement	14,200	16,100	14,600	12,700	15,400	15,800	16,200	16,600	17,100
Accommodations - before PILT & Amortization	4,600	5,200	4,700	4,600	4,500	4,700	4,800	4,900	5,100
Amortization	14,600	15,000	15,000	13,600	13,500	13,500	13,500	13,500	13,500
PILT - Annual amount	2,700	2,800	2,800	2,800	2,800	2,900	3,000	3,100	3,100
Internal Services	5,000	5,400	5,400	5,200	5,400	5,500	5,600	5,700	5,800
Total Expenses	41,100	44,500	42,500	38,900	41,600	42,400	43,100	43,800	44,600
Excess of (expenses over revenue) revenue over expenses	400	-	-	1,500	-	(2,700)	(2,500)	(2,500)	(2,500)

Note 1:

The excess of revenue over expenses in 2020-21 is due to receiving retroactive compensation adjustment funding related to 2018 through 2020.

5.7 PRO-FORMA STATEMENT OF CASH FLOWS

YEARS ENDING MARCH 31, 2019 TO 2025 (IN THOUSAND OF DOLLARS)

Prepared on an accrual basis

	FY 2019-20 Actual	FY 2020-2021 Original Budget	FY 2020-2021 Post-COVID Budget	FY 2020-2021 Forecast	FY 2021-2022 Budget	FY 2022-2023 Projection	FY 2023-2024 Projection	FY 2024-2025 Projection	FY 2025-2026 Projection
Operating activities:									
Cash receipts (parliamentary appropriations)	25,500	22,600	25,900	28,700	26,905	23,173	23,698	23,171	23,523
Cash receipts (customers)	3,700	3,900	500	400	600	1,300	2,000	2,600	3,300
Cash receipts (contributions & sponsorships)	0	0	0	0	601	765	910	1,010	800
Cash paid (employees and suppliers) <i>(Note 1)</i>	(25,849)	(29,500)	(26,900)	(24,800)	(28,106)	(28,938)	(29,608)	(30,281)	(29,723)
Other income	0	0	0	0	0	0	0	0	0
	<u>3,351</u>	<u>(3,000)</u>	<u>(500)</u>	<u>4,300</u>	<u>-</u>	<u>(3,700)</u>	<u>(3,000)</u>	<u>(3,500)</u>	<u>(2,100)</u>
Capital activities:									
Acquisition of capital assets	(1,395)	(2,907)	(1,849)	(525)	(10,494)	(8,362)	(1,992)	(2,919)	(1,877)
	<u>(1,395)</u>	<u>(2,907)</u>	<u>(1,849)</u>	<u>(525)</u>	<u>(10,494)</u>	<u>(8,362)</u>	<u>(1,992)</u>	<u>(2,919)</u>	<u>(1,877)</u>
Investing activities:									
Proceeds from (acquisition of) Investments	1,055	-	-	(3,337)	-	-	-	-	-
	<u>1,055</u>	<u>-</u>	<u>-</u>	<u>(3,337)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Financing activities:									
Parliamentary appropriations used for capital activities	1,395	2,907	1,849	525	2,395	2,227	1,702	2,229	1,877
Restricted contributions from non-owners and related investment income	400	2,400	600	300	8,099	6,135	290	690	0
	<u>1,795</u>	<u>5,307</u>	<u>2,449</u>	<u>825</u>	<u>10,494</u>	<u>8,362</u>	<u>1,992</u>	<u>2,919</u>	<u>1,877</u>
Increase (decrease) in cash and cash equivalents	4,806	(600)	100	1,263	-	(3,700)	(3,000)	(3,500)	(2,100)
Cash and cash equivalents, beginning of year									
Operating cash	7,216	12,022	11,422	11,522	12,785	12,785	9,085	6,085	2,585
Holdback account	0	0	0	0	0	0	0	0	0
	<u>7,216</u>	<u>12,022</u>	<u>11,422</u>	<u>11,522</u>	<u>12,785</u>	<u>12,785</u>	<u>9,085</u>	<u>6,085</u>	<u>2,585</u>
Cash and cash equivalents, end of year									
Operating cash	12,022	11,422	11,522	12,785	12,785	9,085	6,085	2,585	485
Holdback account	0	0	0	0	0	0	0	0	0
	<u>12,022</u>	<u>11,422</u>	<u>11,522</u>	<u>12,785</u>	<u>12,785</u>	<u>9,085</u>	<u>6,085</u>	<u>2,585</u>	<u>485</u>

Note 1:

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

5.8 CAPITAL BUDGET
YEARS ENDING MARCH 31, 2019 TO 2025 (IN THOUSAND OF DOLLARS)

Prepared on an accrual basis

	FY 2019-2020 Actual	FY 2020-2021 Original Budget	FY 2020-2021 Post-COVID Budget	FY 2020-2021 Forecast	FY 2021-2022 Budget	FY 2022-2023 Projection	FY 2023-2024 Projection	FY 2024-2025 Projection	FY 2025-2026 Projection
Projected Capital Expenditures:									
Digital Learning Centre (Note 1)	171	500	500	250	8,000	6,000	-	-	-
Travelling exhibits	275	173	82	-	655	503	290	690	-
IT infrastructure	719	-	-	-	-	500	500	900	900
End user computer equipment	-	100	100	150	125	125	150	150	150
Info security	-	100	100	-	100	110	110	120	120
Software renew/replace	-	500	495	-	-	250	250	350	-
Digital exhibit hardware	196	57	207	-	57	57	207	57	57
Gallery renewal	-	50	50	-	100	150	150	150	150
Core exhibit renewal	-	625	200	-	230	215	165	130	200
Film/Digital Exhibits	6	-	-	100	-	-	-	-	-
Digital asset management	-	172	-	-	7	52	10	52	10
Facility projects	28	630	115	25	520	400	160	320	290
Contingency	-	-	-	-	700	-	-	-	-
Total capital cost	1,395	2,907	1,849	525	10,494	8,362	1,992	2,919	1,877
Funded by:									
Annual Operating	232	974	614	484	2,395	1,227	1,202	1,229	877
Budget 2016	142	751	751	26	-	-	-	-	-
New funding - Digital Learning Centre	-	500	-	-	8,000	6,000	-	-	-
New funding - LGBTQ+	-	82	82	-	99	135	290	690	-
Deferred Appropriations	1,021	600	402	15	-	1,000	500	1,000	1,000
Total Sources	1,395	2,907	1,849	525	10,494	8,362	1,992	2,919	1,877

Note 1:

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

Design development will begin in 2020-21 and be completed in 2021-22 along with construction drawings in order to have a fully shovel-ready project.

Further development is dependent on funding being secured.

5.9 PRO-FORMA STATEMENT OF CHANGES IN NET ASSETS
 YEARS ENDING MARCH 31, 2019 TO 2025 (IN THOUSANDS OF DOLLARS)

Prepared on an accrual basis

	FY	FY	FY	FY	FY	FY	FY	FY	FY
	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	Actual	Original Budget	Post-COVID Budget	Forecast	Budget	Projection	Projection	Projection	Projection
Net assets, beginning of year	9,599	9,991	9,991	9,991	11,491	11,491	8,791	6,291	3,791
Excess of revenue over expenses	392	0	0	1,500	-	(2,700)	(2,500)	(2,500)	(2,500)
Net change in accumulated remeasurement losses	0	0	0	0	0	0	0	0	0
Net assets, end of year	9,991	9,991	9,991	11,491	11,491	8,791	6,291	3,791	1,291

Appendix 1: COVID-19 pandemic impacts

The following appendix seeks to provide a high-level overview of perceived COVID-19 pandemic impacts on the Canadian Museum for Human Rights' ("CMHR" or "Museum") business line and activities. Additionally, a summary of actions undertaken by the CMHR to mitigate those impacts is provided. It is to be understood that the information provided in this appendix is a snapshot of impacts and measures for the period of April 1, 2020 through March 31, 2021 and anticipated impacts for the period April 1, 2021 through March 31, 2022 and is therefore subject to change as the situation continues to evolve.

1.0 Impacts

a. Activities

The Museum was closed to the public between March 14, 2020 and June 17, 2020. The Museum closed again on October 31, 2020 and is expected to remain closed at least until mid-February 2021. The majority of staff have been working remotely since March.

The impact of the pandemic is expected to persist for some time due to changes in visitor patterns. Travel will take time to return to previous levels, having a significant impact on visitation and revenues as close to 70 per cent of the CMHR's paid visitation has been from people outside Winnipeg.

Based on the expected reduction in visitation, the Museum opened five days per week, Tuesday through Saturday, in comparison to the normal six days per week and seven days in the summer months. As large gatherings are still not permitted, the Museum is not open any evening. Previously the Museum was open on Friday evenings with its very successful Friday Night Rights events. The revised operating hours are expected to continue for 2021-22 and will be reassessed based on visitation.

When the Museum was open June through October 2020, it experienced a 90 per cent drop in visitation in comparison to pre-COVID 2019-20 visitation. Visitation is projected to double in 2021-22 but still remains 80 per cent below pre-COVID 2019-20 visitation.

All activities in the Museum – admissions and visitation, membership sales, facility rentals and catering, restaurant operations, the Boutique, public and education programs – have, and will continue to be, significantly affected. Most museums in North America are similarly affected, which also has an impact on the CMHR's travelling exhibition program.

With no or limited on-site and off-site visitation, the CMHR increased its focus on online engagement through virtual tours and social media.

While not directly COVID-linked, resumption of activities during the pandemic period were complicated by the findings of systemic racism within the Museum. The process of incorporating anti-racist and anti-oppressive practices into all areas of the Museum's work is essential to begin rebuilding trust and relationships with staff, stakeholders and the public and has been taken into consideration in developing the activities and financial projections for 2021-22.

The Museum projects a balanced budget in 2021-22, which includes \$3.9 million in federal emergency revenue loss funding.

b. Services

Given the ongoing impact of COVID on operations, the Museum reviewed all programs and services planned for 2021-22 using the 2020-21 worst-case scenario budget and forecast as a baseline.

On site Visitation:

The projected on-site visitation for 2021-22 is 56,700, double the 2020-21 forecast of 27,000 visitors but still down 80 per cent from the 2019-20 pre-COVID visitation of 285,000. A return-to-market strategy is planned for 2021-22 with a focus on local markets and communities, as well as cross-Canada travelers.

Off-site Visitation:

Before the pandemic there had been high expectations for off-site visitation in 2020-21 due to an outdoor exhibition at The Forks in Winnipeg and *Mandela: Struggle for Freedom* and the *Witness Blanket* reproduction continuing to travel. The Forks and institutions everywhere have also been affected by the pandemic. The off-site visitation forecast for 2020-21 is 250,000, largely from The Forks. Due to ongoing uncertainty, off-site visitation is not projected for 2021-22.

Online Visitation:

After the Museum shut down due to COVID, the digital team immediately focused on cultivating meaningful dialogue and content on digital platforms and increasing the opportunities for virtual visitors to explore the Museum from home. The publicly raised issues related to systemic racism at the Museum caused the Museum to pause its social media activities in June, July and August. Since that time, however, visits to content-rich web pages have significantly increased.

The projected online visitation for 2021-22 is 825,000 a 10 per cent increase over the 2020-21 forecast of 750,000.

Exhibitions:

Some exhibition projects are deferred or cancelled, new projects added and some projects are continuing as planned. Planned projects may need to be revisited pending the outcome of the Revenue Loss Funding Request for 2021-22.

Public Programs:

Public programs and membership stewardship are expected to be largely virtual in 2021-22. Programs will also be reviewed to identify and fill gaps in content related to diversity, inclusion, anti-racism and other forms of oppression.

Education Programs:

It is uncertain if school groups will return to the Museum in 2020-21. Participation in 2021-22 is anticipated to be 20 per cent of pre-COVID levels. Additional virtual field trip offerings will be developed and review of education programs will be undertaken to address concerns related to diversity, anti-racism and oppression. Educational outreach and promotion of advanced education programs will be deferred until the future is more certain.

Digital Outreach:

The Museum was well positioned to pivot to digital programming when the Museum closed to the public in March 2020. Many digital projects proceeded as planned in 2020-21 and will continue in 2021-22, including increased virtual tours and programming. Online story development will continue with a particular emphasis on diversity in storytelling. Major web projects may be deferred pending available funding.

The plans for 2021-22 include completing design development and construction drawings of the Digital Learning Centre (DLC). Construction will also begin if new funding is secured.

c. Labour

Beginning March 17, 2020, staff were directed to work from home and only critical on-site services including security and building operations continued to work in the building. Contracted security and cleaning services were reduced.

d. Financial

Canadian Museum for Human Rights			
	2020-2021 Pre-COVID Budget	2021-2022 Post- COVID Budget	2021-2022 Impact
<i>Cash basis (in thousands of dollars)</i>			
Revenue			
Parliamentary appropriations	\$25,500	\$25,400	(\$100)
Statutory appropriations (Revenue loss)	-	\$3,200	\$3,200
Amounts used for capital	(\$2,900)	(\$1,800)	\$1,100
Amounts deferred	-	-	-
Deferred amounts used	\$600	-	(\$600)
Operating Revenue	\$3,700	\$600	(\$3,100)
Other Revenue	\$200	-	(\$200)
Contributions	\$700	\$200	(\$500)
Contributions from Foundation (Friends)	\$1,700	\$500	(\$1,200)
Total	\$29,500	\$28,100	(\$1,400)
Expenses			
Museum content, programs & engagement	\$16,100	\$15,400	(\$700)
Accommodations including PILT	\$8,000	\$7,300	(\$700)
Internal services	\$5,400	\$5,400	-
Total	\$29,500	\$28,100	\$1,400
Excess of revenue over expenses	\$0	\$0	\$0

Projected results for 2021-22 – Operating revenue is projected to drop \$3.1 million or 84 per cent from pre-COVID levels and contributions from the Friends to drop \$1.2 million or 70 per cent, for a total drop in revenues of \$4.3 million or 80 per cent from pre-COVID levels. Without revenue loss funding the projected loss for 2021-22 would be \$3.2 million.

2.0 Actions

a. Emergency funding received

In July 2020, the Museum was advised that it would receive \$2.2 million in COVID relief funding for 2020-21 to help offset the projected drop in operating revenue and contributions from the Friends of the CMHR.

b. Anticipated stimulus

The Museum currently has two travelling exhibitions – *Mandela: Struggle for Freedom* and the *Witness Blanket* reproduction. It also has some previous exhibitions in storage. If funding is secured, a small venue travelling exhibition program could be developed to assist other museums and cultural institutions in their pandemic recovery by providing the exhibitions at no cost to help drive increased visitation.

The Museum's virtual tours allow many organizations to experience the Museum without the cost and current difficulties of travelling to Winnipeg. Digital opportunities allow the Museum to expand its reach and fulfil its mandate even with post-COVID cost and travel restrictions and allow participating organizations to direct the funds they might have used to visit the CMHR to other activities or projects. Continued development of digital opportunities (virtual tours, education updates, the digital *Witness Blanket*) is an important part of the Museum's plans for 2021-22.

When completed, the Digital Learning Centre (DLC) will significantly enhance the CMHR's ability to engage visitors digitally across Canada and around the world – important in this post-COVID world. It is a signature greening initiative – enabling all Canadians to participate in and livestream educational and community programs from wherever they are across the country (and beyond) while minimizing Canada's carbon footprint. Using leading-edge digital equipment and the principles of inclusive design, the space and the programs delivered will be fully accessible to visitors of all abilities. It will also be an innovative recovery resource for local and national communities, including other cultural institutions and community organizations. The design development planned for 2020-21 will be completed in 2021-22 along with the construction drawings to ensure the project is fully “shovel-ready” if additional funding is secured.