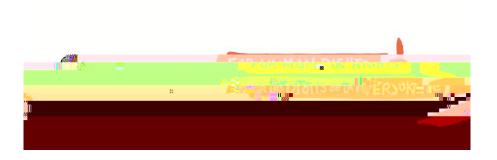
Summaryof Corporate Plan, Operating and Capital Budgets 2012-2013 to 2016/2017

"I am a Canadian, free to speak without fear, free to worship in my own way, free to stand for what think right, free to oppose what I believe wrong, or free to choose those who shall govern my count This heritage of freedom I pledge to uphold for myself and all mankind."

- John G. Diefenbake/uly 1, 1960 From the Canadian Bill of Rights



1.0 TAE	LE OF	CON	TENTS
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1.0 TABLEDFCONTENTS......2

2.0 EXECUTIVE SUMMARY

About the Museum

Currently under construction in Winnipeg, Manitoba, the Canadian Museum for Human Rights , Z _ } \times \times \times \times \times \times \times D \times the prince in the Manitoba in the National Capital Region portray, promote and celebrate the history and evolution of human rights 0.48 re f* 66.624 723.96 478.87 0 itma.3.14

- 2. Complete construction and servie the building;
- 3.

3.1 MISSION

The mission of the Canadian Museum for Human Rights is both-tracussed and actionoriented to help create a world in which engene is respected and value to that end, the Museum is being carefully conceived with a journey designed to inspire and empower people to change human rights through thoughtand action As such, each element of the useum t from its architecture, to its programming, to its exhibits and plarts of the visitor experience plays an essential and interdependent rolein achieving this mission. The CMHR will engage visitors from Canada and abroad in an immersive, interaintee experience that offers] TJ ET 2 0 0 1 72.02/(e)(e)9((is)12(59(aa] TJi)3(rn)4(end)3(v) Table 1.00 and 1.00 archieving this mission.

3.3 CHALLENGESOPPORTUNITIES

Challenges

Although the feasibility and achievability of 2014 opening within the defined budget of \$351 million has been confirmed, the Museum is acutely aware **ther** is virtually no margin for additional costs or cushion in the revised sche**dul** or delays A number of critical successactors were identified that

With these sources of funding in place, the seum will have sufficient cash on hand to complete the capital project which includes construction of the base building, exhibit fabrication, and exhibit installation.

Operating Funds

With funding nowsecured and alefinitive opening year

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4.2 Priority #2:

COMPLETE CONSTRUCTION SERVICE THE BUILDING

Program ActivityArchitecture (PAA)

Accommodation

Overview:

Within this strategic priority are four distinct, overarching objectives. The Museum will develop and deliver:

- x the capital construction of the new Museum building;
- x a plan for building operations that meets LEED Silver targets and projected efficiencies;
- x inclusive design principleand
- x temporary accommodation for the staff until the new building is complete.

Rigorous valuengineering controls and reductions have resulted in measurable efficiencies and savings of \$12 million. However, there have been areas where cost increases have occurred and in 2011, due to additional requirements directed by the architected engineers, it became evident that the unanticipated cost increases exceeded the contingencies within the original \$310 million project budget.

Throughout the course of construction expenses required to address unforeseen poor soil and bedrock conditions, additional structural reinforcement and concrete required by the structural engineers, mechanical design required by the mechanical engineers, and additional materials required for construction of the mountain wall exceeded the contingencies within the original base building budget. Additional costs associated with exhibit design, developing faits required by the structural engineers, and additional materials required for construction of the mountain wall exceeded the contingencies within the original base building budget. Additional costs associated with exhibit design, developing faits required by the structural engineers, and additional materials required to additional materials required by the structural engineers, and additional materials required to additional materials required by the structural engineers, and additional materials required to additional materials required by the structural engineers, and additional materials required to additional material

With an appropriate contingency add, the total approved project budget has been revised to \$351 million.

A risk assessment of all remaining aspects of the project, including base building exhibits, has been completed and vetted by the base building contractor, architects, engi

The Museum is working towards inauguration in 2014 and has aligned project and work plans accordingly. The Museum is currently implementing aggressive project management framework that will ensure this schedule is feasible and achievable.

The construction of the new Museum building commenced in April 2009 and is 80% complete as of March 31, 2012. Significant progress has occurred in 2011/20012 he base building is expected to be substantially complete towards the end of December 2012.

Key Initiatives2012/2013:

- o Finalize and manage base building struction
 - 9 Tender and award allemainingbase building contracts
 - 9 Tender and award exhibitin fit up contracts
 - 9 Complete all building construction (dust free)
 - 9 Complete building commissioning and obtain occupancy permit
 - 9 Regular review of the budget forecast/risk matriand
 - 9 Plan for occupancy of the building
- o Developand implementa FacilityManagement Plan
 - 9 Continue development of policies and proceduresfamilities management and
 - 9 Monitor negotiations between PWGS and City of Winnipeg with respect to Paymeint Lieu of Taxes to ensure the best interests of CMHR are conside
- o Create a secure environment:
 - 9 Identify specific security requirements for the Museum;
 - 9 Research best practices security and facilities management and develop a permanent operational plan for the new building and
 - 9 Develop related policies anotocedures for operations.
- o Prepare forbuildingoperations:
 - 9 Continue development of multidepartmental operational plan for a variety of functions including:
 - x Visitor experience and services
 - x Events management
 - x Learning and Programming
 - x Temporary Exhibitsand
 - x Changing Exhibits
- o Build and installT infrastructure:
 - 9 Design external website infrastructure so that the corporate Web v3 can be deployed
 - 9 Design the IT Infrastructure to support the administrative environment (internal) in the new building
 - 9 Develop an IT Operation Plan for the new buildinamed
 - 9 Design and maintain the IT infrastructure in the temporary office space.

Performance Measurements and Outcomes:

ANTICIPATED SHORT AND LONG TERM OUTCOMES						
Short Term (2012/2013)	Mid Term (2013t 2014)	Long Term(2014and beyond)				
Substantiallycomplete base building completeby end of 2012	Open topublic in 2014					

4.3 Priority #3

BUILDMUSEUMEXHIBITS ANDROGRAMS

Program Activity Architecture (PAA):

Museum Content and Program

Overview:

Within this strategic priority are four **dis**ct, overarching objectives. The Museum will develop and deliver:

- x Accessible and Engaging Exhibits
- x Educational Programming that supports the mission of the Museum;
- x National Outreach, Engagement and Servained
- x Sound Research and Scholarship.

The Museum will engage the services of an independer director to drive the integration of base building and exhibits, adherence to the integrated project schedule and the delivery of the Base Building and Exhibits as whole In addition, a process to move forward with exhibit fit-up and fabrication projects will be fully initiated in June 2012.

- o Develop and deliver educational/transformational Canadian programming:
 - 9 Integrate education and programming into gallery design;
 - 9 Assess the major attractions for school groups and the key galleries for focus
 - 9 Identify the physical needs of learning and programming within each gallery (i.e. space to Be sound requirements etc.);
 - 9 Through partnerships with external organizations suc provincial Departments of Education and universities, develop prograing and curriculated activities and resources for use by formal education communities;
 - 9 Finalize vision and accessibility framework for educational programs;
 - 9 Develop pilot projects for educational programs;
 - 9 W OE % OE (CE u Á) CEI () CSEtudenvt Projogranti; **š**rnjol v o
 - 9 Analyze other educational modvailable resources and feasibility.

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ANTICIPATED SHORT AND LONG TERM OUTCOMES					
Short Term (2012/2013)	Mid Term (2013t 2014)	Long Term(2014 and beyond)			

4.4 Priority #4:

ESTABLISH MUSELONPERATIONS PRESENCE

Program Activity Architecture (PAA)

Stewardship and Corporate Management

Overview.

The focus from 2012 to 2014 will be to bring the inaugural opening project to a successful conclusion while gearing up for operations pospening. To that end, the Museumvill engage the services of an independent project director ensure the major deliverables and milestones are met and that all functions related to the projectre integrated and coordinated and addition, the Museum will gearET BT (s po)6(st)]

9 Participate with tourism partnership selling initiatives regarding industry familiarization tours, sales missions and-**op** marketing;

9 Implement keyhealth &s

5.0 PERFORMANCE AGAINST 2201112 OBJECTIVES

d Z D $\mu \bullet \mu u$ [$\bullet 201$ 2016 Corporate Plan established objectives and key results for each Program Activity and committed the Museum to numerous key activities to be completed before April 1, 2012. The Museum is largely on track to achieve its plandescribed. The following highlights the D $\mu \bullet \mu u$ [$\bullet \& CE$ ($\bullet CE$ $\bullet U \lor P$] $\lor \bullet \& S$ $\bullet X$

Program Activity 1: Museum Content and Program

Objective:

- o A Youth Advisory Board was established abonyouth perspectives on topics such as content, programming and visitor services. The first meeting of the Advisory Board will be heldin 2012/2013;
- o The CMHR established an **Instive** Design Advisory Committee (IDAC) attempts from acrossCanada who represent a variety of communities with different attempts, and universal and inclusive design interests. IDAC will advise the Museum on how to best achieve its objective of being universally inclusive and accessible. The first IDAC meeting was held in Winnipeg in September 2011
- o Completed contracting for Archives, Library and Museum (ALM) software for arging archives and collections; and
- o The Museum continues to **ga**ge with local, regional and national community groups and individuals to help guide museum content, to foster ongoing relationship and to identify potential partnerships. Communities were engaged in accordance with the priorities and scheduls established in the 2011

Program Activi ty 2: Permanent Building and Temporary Accommodation

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

Key Accomplishments

The basebuilding is projected to be completed by December 2012. Reports from all parties involved in construction to date have expressed great satisfaction with the quality of work **beimg**leted. The following are key accomplishments made with respect to the Permanent Building and Temporary Accommodations:

- o As of March 31, 2012,00% of the basebuilding has been tendered
- Structuralsteel was completed in December 2011
- o Installation of the cloud glazingvascompleted in March 2012
- o Masonry on the exterior mountain wall and the root tips is on schedule to be completed in summer of2012
- o All major mechanical equipment has been put in place and piping and ductwork for the equipment has been completed on lower levels
- o Major electrical equipment is in place and permanent powesturned on in February 2012
- o A commissioning plan was developændd commissioning of the new building will begin in 2012/2013; and
- o Construction of the base buildings on schedule at 80% complete and imperced to be substantially completed as planned in 2012.

Program Activity 3: Stewardship and Corporate Management

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

Key Accomplishments

The Museum continued to build on governance and stewardship practices and the goals set for 2010'2011 have in large part been achieved.

Key accomplishments are highlighted below:

o An all-employee meeting was held in June šnZ š } ‰] } (^ o] À] ▼h Pe pup Φse A of o μ • the meeting was visioning for the future and to seek feedback from staff as to what the organization should do the same / do differently / stop doing in order to achieve that vision, particularly with respect to our values Plans are under by to conduct quarterly follow ups

	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Projection	FY 2013-2014 Projection	FY 2014-2015 Projection	FY 2015-2016 Projection
Assets						
Cash & cash equivalents	4,356	4,972	5,876	5,876	2,876	2,876
Accounts receivable and other current assets	1,727	1,584	1,084	1,084	1,084	1,084
Current portion of holdback account	4,114	9,884	-	-	-	-
Restricted cash & investments	83,280	31,454	3,494	4,394	-	-

Note 2:

This pro-forma balance sheet assumes the \$7 million soft costs (from operations) have been included in deferred contributions. The deferred funding is amortized over the same period as the asset purchased. For the purposes of these pro-forma financial statements, no amortization of assets or deferred contributions taken into income have been considered for simplicity.

	FY	FY	FY	FY	FY	FY
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
	Actuals	Actual	Projection	Projection	Projection	Projection
	(Note 1)	(Note 1)		(Note 2)	(Note 2)	(Note 2)
Government Funding						
Parliamentary Appropriations						
Main Estimates	21,050	21,700	21,700	21,700	21,700	21,700
Supplementary Estimates B	(5,200)	-				
Re-profile to 2012-13 capital use	-	(10,000)				
Subtotal	15,850	11,700	21,700	21,700	21,700	21,700
Amounts used to Purchase Depreciable Assets	(2,721)	(1,375)				
Amortization of Deferred Capital Funding and						
reimbursement of paylist expenditures	492	469				
Total Parliamentary Appropriation	13,621	10,794	21,700	21,700	21,700	21,700
Revenue of the Corporation						
General Admissions & Programs	-	-		150	1,250	1,500

Note 1:

In 2009 the corporation requested and received approval for the operating funding reference levels for 2010-2011 to be \$15.85 million (\$2 million net of \$5.2 million re-profiled to 2009-2010) and 2011-2012 to be \$21.7 million. In 2011-2012, CMHR received approval to re-profil million from 2011-2012 to 2012-2013. In June 2012, Treasury Board approved the use for capital of the re-profiled \$10 million from 2011-2012 to approved operational funding to the CMHR of \$21.7 million for the years 2012-2013 through 2015-2016.

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. T amount of PILT has not yet been determined and has not been included in previous budgets or operating cost estimates.

Note 1:

In 2009 the corporation requested and received approval for the operating funding reference levels for 2010-2011 to be \$15.85 million (\$21 million net of \$5.2 million reprofiled to 2009-2010) and 2011-2012 to be \$21.7 million. In 2011-2012, CMHR received approval to re-profile \$ million from 2011-2012 to 2012-2013. In June 2012, Treasury Board approved the use for capital of the reprofiled \$10 million from 2011-20 also approved operational funding to the CMHR of \$21.7 million for the years 2012-2013 through 2015-2016.

Note 2:

In June, 2009, Treasury Board approved \$70 million of capital funding to be included in the reference levels over three years; \$20 million in 2010, \$40 million in 2010-2011 and \$10 million in 2011 - 2012. In June 2012, Treasury Board approved an advance of operating appropriat million in 2012-2013 and 2013-2014 to be used for capital which is to be repaid after opening.

Note 1:	
Note 2:	
Note 3: Financing through the Friends of the Canadian Museum for Human Rights, secured by a guarantee from the Province of Manitoba, will provide the balance required.	