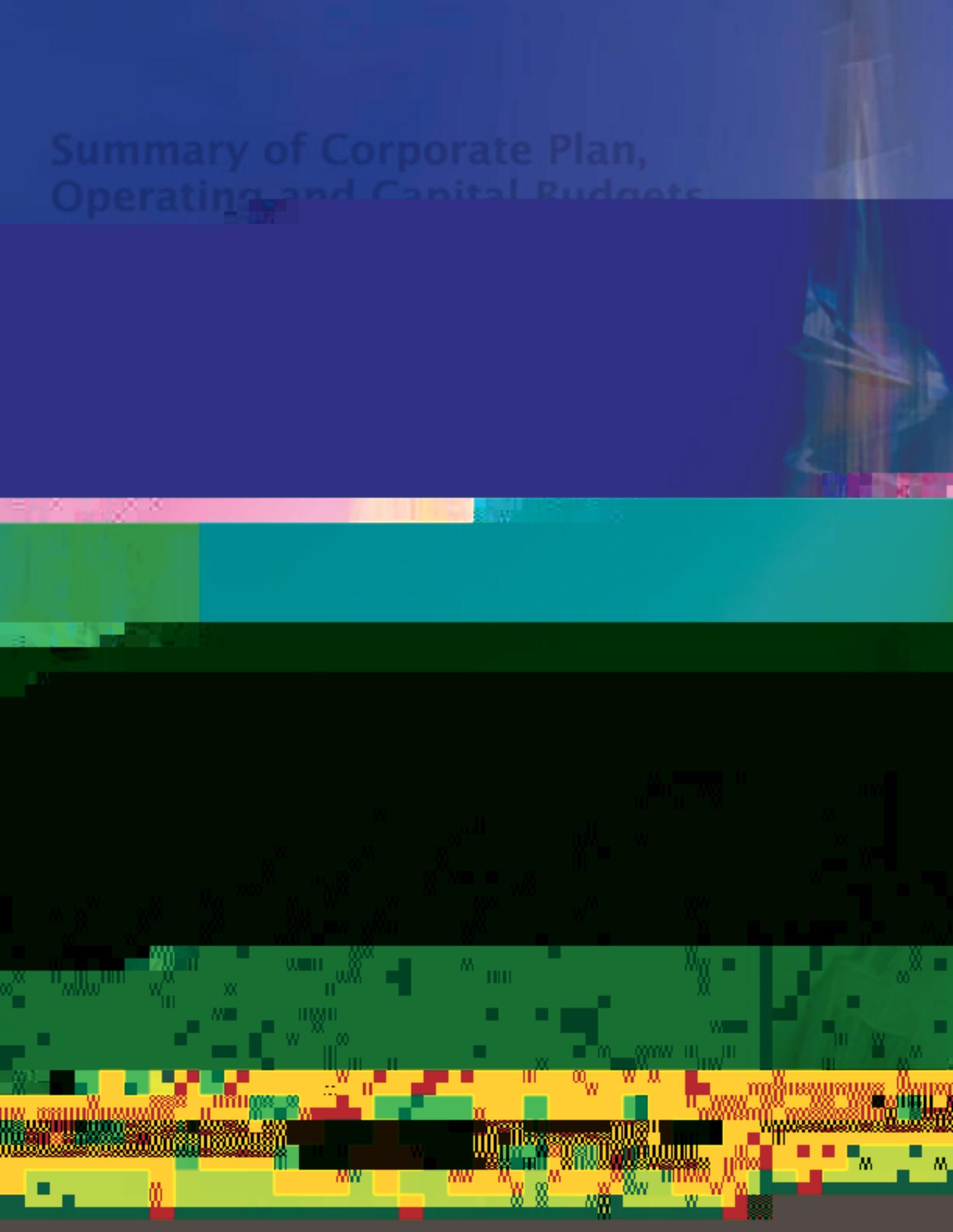


Summary of Corporate Plan, Operating and Capital Budgets



BOARD OF TRUSTEES AS AT MARCH 2010

Chairperson

Arni C. Thorsteinson

Winnipeg, Manitoba

Vice-Chairperson

Eric Hughes, C.A.

Calgary, Alberta

Trustees

Gail Asper, O.C., O.M.

Winnipeg, Manitoba

Bill Barkley, F.C.M.A.

Victoria, British Columbia

Ronald Corey, O.C.

Westmount, Québec

The Hon. Constance R. Glube, O.C., O.N.S., Q.C.

Halifax, Nova Scotia

Senator Vim Kochhar, O. Ont., O.M.C.

Toronto, Ontario

Yves Laberge, Ph.D.

Québec City, Québec

Dr. Wilton Littlechild

Hobbema, Alberta

Lisa Pankratz, F.C.A., C.F.A.
Chair, Audit Committee

Vancouver, British Columbia

EXECUTIVE LEADERSHIP AS AT MARCH 2010

President and Chief Executive Officer

Stuart A. Murray

Chief Financial Officer

Susanne Robertson, C.A.

Chief Knowledge Officer

Dr. Victoria Dickenson

Chief Operating Officer

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1 CORPORATE PROFILE

1.1 MANDATE

In amending the **Museums Act** Parliament established the mandate for the Canadian Museum for Human Rights (CMHR; the Museum; the Corporation) as follows:

TO EXPLORE THE SUBJECT OF HUMAN RIGHTS WITH SPECIAL BUT NOT EXCLUSIVE REFERENCE TO CANADA, IN ORDER TO ENHANCE THE PUBLIC UNDERSTANDING OF HUMAN RIGHTS TO PROMOTE RESPECT FOR OTHERS AND TO ENCOURAGE REFLECTION AND DIALOGUE

As a member of the Canadian Heritage Portfolio, the Museum has an important public policy role as defined in the **Museums Act** in that it

Plays an essential role, individually and together with other museums and like institutions, 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

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

1.2 VISION

As a start up organization, the CMHR is in the ongoing process of articulating its vision

As the process continues to evolve, a consensus around the following statement has been achieved.

- ¾ COLLABORATION: THE MUSEUM WILL BE ENGAGED WITH LOCAL, NATIONAL AND GLOBAL PARTNERS TO ACHIEVE ITS MISSION.
- ¾ ADVOCACY & SOCIAL RESPONSIBILITY: THE MUSEUM WILL BE A VOICE FOR THE PROMOTION OF HUMAN RIGHTS THROUGH ITS INSTITUTIONAL PROGRAMMING AND ITS ENGAGEMENT IN THE COMMUNITY
- ¾ ACCOUNTABILITY & TRANSPARENCY: THE MUSEUM WILL ESTABLISH AN EXCEPTIONAL GOVERNANCE, AND CORPORATE AND FINANCIAL MANAGEMENT REGIME IN THE SERVICE OF THE PUBLIC TRUST.
- ¾ ENVIRONMENTAL STEWARDSHIP: THE MUSEUM BUILDING WILL BE CONSTRUCTED TO QUALIFY FOR LEED SILVER DESIGNATION AND MUSEUM OPERATIONS WILL REFLECT A COMMITMENT TO SUSTAINABLE ENVIRONMENTAL PRACTICES.

1.5 HISTORY

In April 2010, the Government of Canada announced the creation of the new Canadian Museum for Human Rights, a national cultural institution, by amending the **Museums Act** by contributing to the facility construction project, and by providing operating funds estimated at \$21.7 million annually.

Museum, including for all strategic direction related to the construction project and museum content.

In October 2007, the Government of Canada appointed an Advisory Committee for the CMHR, charged with providing advice to the Minister of Canadian Heritage and the first Board of Trustees. To develop its recommendations, the Advisory Committee consulted Canadians widely through focus groups and the internet, hearing the views of over 2500 individuals and groups. In March 2008 the Committee submitted its findings, which included 78 recommendations, in the **Report to the Minister of Canadian Heritage on the Canadian Museum for Human Rights**.

On February 11, 2008, the Government of Canada introduced legislation in Parliament to create the Canadian Museum for Human Rights and the bill was passed by a unanimous decision of the Canadian Parliament. The amendments to the **Museums Act** received Royal Assent in the early spring of 2008 and came into force by Order in Council on August 10, 2008. The Governor-in-Council appointed eight members to the Board of Trustees on August 26, 2008 from most regions of the country and the Government launched a search for the site.

In the summer of 2008, an archaeological dig was completed in accordance with the **Heritage Resources Act**. The dig produced hundreds of thousands of artefacts that confirmed the site had been a meeting place for millennia; the Province of Manitoba is to make arrangements for the long-term storage and care of all finds. The construction monitoring by the archaeologists continued in 2009.

On December 19, 2008, following lengthy and extensive deliberation over the course of numerous meetings of the Board of Trustees, and recognizing the need to move quickly in an economy which was then very strong and with prices increasing rapidly, the Board announced that it had approved the Predock design for the building. Board members joined the Prime Minister, the Premier of Manitoba and the Deputy Mayor of Winnipeg at a historic ground-breaking ceremony.

once it was anticipated that the project would proceed as a national museum. As a result, more accurate estimates of the total costs did not start to become available until fall of 2008 when the costs came in at \$323M for the project as originally scoped.

The Board of Trustees, after much deliberation v Á]šZ D v P u v,š]t Á] \$12.4 million in design proposals t reducing the costs as much as possible while maintaining the integrity of the design t and announced in May 2009 that the total budget for the project would be \$310 million.

The Board of Trustees requested and The Friends agreed to raise the funds required to complete the building project from sources in the public and private sectors. The Friends has raised \$114.5 million in confirmed contributions from the private and public sectors and the Board and The Friends continue to work in close collaboration to achieve the revised fundraising target.

In June 2009, two additional Trustees, including the Vice-Chair, were appointed to the

eleven members, appointed by the Governor-in-Council on the advice of the Minister of Canadian Heritage and which represents all regions of the country. The ten current members on the Board of Trustees represent the following regions: Atlantic Canada, Québec, Ontario, Manitoba, Alberta and British Columbia. The Board of Trustees is independent from Management and provides strategic direction and oversight to the Corporation.

The roles and responsibilities of the Board of Trustees and its Committees are set out in the **Museums Act** and in the Terms of Reference as appropriate. An Executive Committee was established in 2008; however, recognizing that all Trustees are heavily invested in the Museum project, the Executive Committee does not meet separately functioning instead within the Board as a Committee of the Whole.

In 2009, the Board of Trustees established an Audit Committee whose purpose is to assist the Board of Trustees to fulfill its oversight responsibilities to the Crown under the **Financial Administration Act**. The Committee oversees and holds Management accountable for financial information, its internal control systems and its results.

The **Museums Act** vests responsibility for the day-to-day management of the Museum in its Director as the CEO of the Corporation. Management is accountable for the day-to-day management of the Museum's performance, its long-term viability and the achievement of its objectives.

2 STRATEGIC ISSUES PLANNING PERIOD 2010-2011

The **Museums Act** (the **Act**) is the mandate established for it by Parliament in the most effective way possible. This section outlines the environment in which the Museum has been operating and the key strategic issues facing the Museum in future. Combined with the assessment of past performance, it forms the basis on which the Museum has defined its key objectives and strategies for the planning period.

2.1 ENVIRONMENTAL SCAN

The environment in which the Museum conducts its business has a direct impact on its

The Museum is also committed to undertaking further work over the coming year to enable it to provide more robust and substantive plans and risk mitigation strategies in its next Corporate Plan, specifically in the areas of museum content and programming, the construction project, and plans for its non-construction capital investments. The Corporation will also be developing a performance measurement framework, including targets and indicators to facilitate more comprehensive performance reporting.

3 PROGRAMS AND ACTIVITIES 2010-2011

As a start-up institution and a new federal Crown corporation, the Museum's Activity Architecture (PAA) reflects an organization in its early stage of development.

The approved PAA has three Program Activities:

- MUSEUM CONTENT AND PROGRAM
- TEMPORARY ACCOMMODATION AND PERMANENT BUILDING
- STEWARDSHIP AND CORPORATE MANAGEMENT

3.1 MUSEUM CONTENT AND PROGRAM

Description: The Museum's content and program focus on the collection, preservation, and interpretation of human rights-related artefacts and more on the interpretation of ideas around sensitive and complex subjects. In addition, the Museum will provide a platform for the public to engage with these issues through its programming and exhibitions.

- o The Museum develops education, training, learning and community programs that complement and reinforce its exhibits;
- o The Museum develops a framework for sound research and scholarship;
- o The Museum develops an approach to global outreach, engagement, accessibility service.

3.2 TEMPORARY ACCOMMODATION AND PERMANENT BUILDING

Description:

- o Appropriate interim and permanent accommodations are provided.

3.3 STEWARDSHIP AND CORPORATE MANAGEMENT

Description: The Museum is committed to establishing a governance and management regime that embodies the highest standards of efficiency, effectiveness, accountability and transparency in the service of the public trust. The Museum is adopting best practices in corporate governance and administration to provide for the sound and rigorous stewardship of its resources. Recruitment of the necessary talent to permit the Museum to attain its goals and to function in both official languages remains a priority. Appropriate structures, processes, policies, practices and tools v particularly in the areas of financial, human and information management have been established and continue to be refined.

The Government expects that its national museums will build the capacity to raise private sector funds and generate revenues, and these objectives will be pursued with vigour by the Museum.

The Friends continue to play an important role in raising funds to meet the capital shortfall and Management is moving forward o4(e)4(t)--3(an)n1 genueines1(l4(t)-5(u)3Ccl 0 yeT(e)4(e)5(w)4me)4(s)2(.)-P4i3.n

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design, prior to the completion of the Schematic Design phase (initially completed in May, 2007 and updated in October of that year).

At the end of the Schematic Design phase, the cost to build the Predock design with no additions to the original design, other than those required to qualify the building for a LEED silver designation and to reduce long-term operating costs rose to approximately \$323 million.

Prior to spring of 2008, cost estimates for the Museum building were based on a very preliminary design. From spring 2008 onwards, engineers and consultants were engaged to advance the Predock design so that more accurate cost estimating could be achieved. The Predock design was chosen because it would make the building an iconic architectural piece assisting in drawing international attention and visitors to Winnipeg and Canada while still providing the significant space required for programming of a national museum.

An iterative process, advancing the design and refining the specific materials needed is a necessary process in all construction projects. Moving from initial architectural concepts, through multiple phases of engineering and construction documents to schematic drawings then construction drawings is expensive and enormously time consuming. This iterative process was started on authority of the federal government once it was anticipated that the project would proceed as a national museum. As a result, more accurate estimates of the total costs did not start to become available until fall of 2008 and when the costs came in at \$323M for the project as originally scoped.

The Board of Trustees, after much deliberation, reduced the costs as much as possible while maintaining the integrity of the design and announced in May 2009 that the total budget for the project would be \$310 million.

The Board of Trustees requested and The Friends agreed to raise the funds required to complete the building project from sources in the public and private sectors. Friends has raised \$114.5 million in confirmed contributions from the private and public sectors and the Board and The Friends continue to work in close collaboration to achieve the revised fundraising target.

OPERATING FUNDS

In establishing the 17e while esen-C,e69.96 Tf m.96 Tf d p(-)11(T)5(h114(N)-126(D)g10(e)-1A4000ch)-3(a)

planning and IT development have all begun in 2009-2010 and will continue to ramp up in order to have the museum building complete with 47,000 square feet of interactive, engaging, informative, accessible and state of the art exhibitions and programs, as well as a robust web presence that provides access to the Museum globally.

Once the Museum opens, there are t

5.1 MUSEUM CONTENT AND PROGRAM

KEY ACCOMPLISHMENTS

All the goals set for 2009-2010 were achieved by the end of the fiscal year with the

- o Began development of an international network of human rights organizations, including NGOs, universities and non-profit agencies.
- o Began the extensive research required to provide the context for the physical

- Developed a comprehensive Compensation Framework for the Corporation, established a classification and pay structure, and created policies around hours of work, leave and training and professional development.
- Implemented an online system for recruitment.
- Finalized arrangements to participate in the federal government pension and benefits plans.
- Continued working with The Friends to put in place a long-term strategy for generating contributed revenue for the Museum.
- Signed a contract with Sid Lee Inc of Montreal to develop a comprehensive Brand Strategy for the Museum.
- Adopted a Naming Rights Policy for donations in excess of \$1 million.
- Submitted the Corporate Plan and Operating and Capital Plans for 2010-2011 to 2014-2015.
- Issued a Request for Proposal and selected firms for investment management and custody of the investment funds.
- Began the work to develop the budgets for the years immediately after the opening of the museum, including the long-term operating funding levels.
- Further documented policies and procedures related to financial management
- Supported the Office of the Auditor General on the 2009-2010 year-end audit.
- Tendered and selected a fully integrated payroll and human resources management system.
- Completed the first phase of the Corporate Brand exercise.

6 OBJECTIVES, STRATEGIES AND PERFORMANCE MEASURES

Table 1: Objectives, strategies and performance measures for the 2010-2011 fiscal year.

6.1 MUSEUM CONTENT AND PROGRAM

Objective: d Z š
2010

MUSEUM CONTENT AND PROGRAM (CONTINUED)

	Key Activities for 2010-2011 (Year One)	Key Five-Year Commitments (By Year-End, 2015)
The Museum develops education, training, learning and community programs that complement and reinforce its exhibits.	<ul style="list-style-type: none"> • Hire staff. • Complete outlines and define detailed programs with respect to the programming framework for education training and learning. • Develop and approve policy and framework for community programs. 	<ul style="list-style-type: none"> • The Museum will be recognized for the innovation, quality and scope of its education, training, learning and community programming.

<p>The Museum develops an approach to global outreach, engagement, accessibility and service.</p>	<ul style="list-style-type: none">• Complete the initial Public Engagement process and incorporate the report of the Content Advisory Committee into the content plan.• Continue online story gathering on the web.• Continue targeted engagement through stakeholder discussions to further the research and gather stories related to the threads/themes.• Implement an ongoing strategy to consult with stakeholders for the development of the opening Exhibition Plan and beyond.• Establish a Youth Advisory Board to provide advice and feedback on exhibits and programs.	<ul style="list-style-type: none">• The Museum will be seen as a Canadian institution that reaches all citizens across the country and international audiences through its programming and services.• A strategy will be in place for ongoing global outreach, engagement, accessibility and service following the opening of the Museum.
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6.2 TEMPORARY ACCOMMODATION AND PERMANENT BUILDING

Objective: That all aspects of the Building Construction Project are managed in a fiscally sound, transparent and accountable manner, employing effective project and risk-management practices throughout.

Sub Program Activities: Capital Construction and Building Operations.

Results

6.3 STEWARDSHIP AND CORPORATE MANAGEMENT

Objectives:

and a workforce that is productive, principled, sustainable, adaptive and representative of both official languages and the diversity inherent in Canadian society.

established in the Framework.

- Develop and implement a Performance Management Program and review process.
- Develop mechanisms to promote effective internal communications.
- Implement an employee engagement survey.

how their work contributes.

- Have the skills and competencies required to do what is expected.
- Have the tools and working environment required to perform effectively.
- Are rewarded for their contributions.

7 OPERATING AND CAPITAL BUDGETS

7.1 CAPITAL BUDGET

The capital budget reflects the total project budget of \$310 million, which includes the increased cost of building the Predock design discussed earlier. The funding is required over the period of construction and fit out of the exhibition spaces. The projected capital expenditures will peak in 2010-2011 when the concrete structure will be completed, the majority of the steel structure will be erected and the glass curtainwall will commence.

In 2008-2009, the Western Economic Diversification funds for capital were transferred to the Museum. The remaining funding from the Government of Canada has been approved for inclusion in the reference levels - \$20 million in 2009-2010, \$40 million in 2010-2011 and \$10 million in 2011-2012. The \$20 million in 2009-2010 was received.

The cash contributions from the Province of Manitoba and the City of Winnipeg and the initial contribution of \$20.48 million from The Friends were initially held in escrow and released to the Museum in 2008-2009 when the conditions for release were met. The second cash contribution from The Friends was received early in 2009-2010 and the two remaining cash contributions are due early in 2010-2011 and 2011-2012.

The budget also allows for marketing costs to begin promoting the Museum across Canada and around the world. Conference and tour operators plan at least 2 years in advance therefore marketing of the Museum in 2010-2011 is tantamount in order to attract these events and visitors to the Museum in its opening year.

The Museum will establish a framework for the on-going fundraising function of the Museum and the associated costs in 2010-2011, to come into effect on April 1, 2011.

The Operating budgets increase significantly year over year as the operations of the Museum ramp up. Staffing levels increase from an initial staff of 2 in September 2008 to

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