The mandate of the Canadian Museum for Human Rights (CMHR; the Museum; the Corporation) as established in the **Museums Act** is:

government, the Forks Renewal Corporation and the Friends of the Canadian Museum for Human Rights which committed, at the time, to raising 40% of the funds required through private sector donations. This arrangement was formalized in a historic **Definitive Agreement** signed in February 2008.

The Governor in Council appointed the first eight members of the Board of Trustees in August 2008. Two further members were appointed in June 2009 with the last member being appointed in March 2011. The President and Chief Executive Officer was appointed in September 2009 and joined the Executive Team in November 2009.

Work began on a home for the Museum in the summer of 2008 with an archaeological dig completed in accordance with the requirements of Manitoba's **Heritage Resources Act**. Actual construction of the Museum building began in April, 2009 and as of March 2011, the building is 95% tendered, the concrete structure and foundations are complete and the steel structure is well underway.

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 responsibili

goal of reaching 1000 fans on Facebook by August 2010 and this goal was achieved in July 2010. The Museum now has over 2400 fans and this number increases daily.

## ABORIGINAL COMMUNITY SUPPORT

The support of the local Aboriginal community continues to be critical to the Museum's success and efforts continue to nurture strong relationships with Aboriginal peoples and their leadership. The Museum has established an Elders Council to provide advice and counsel. At their suggestion, an outdoor terrace which will be used for smudging ceremonies was incorporated into the Museum's building design and a Sunrise Ceremony to honour the spirits took place at the construction site at the Summer Solstice in 2010. An Aboriginal Youth Council has been established to bring their unique perspective to the development of the Museum's content.

The Museum's leadership has recruited an Aboriginal Advisor to the Executive team to continue to develop and foster strong relationships with Aboriginal communities.

## PRIVATE SUPPORT AND FUNDRAISING

The Friends of the Canadian Museum for Human Rights (the Friends) have had outstanding success in raising the funds required to create the Museum. To date \$125 million confirmed pledges and commitments from the private and public sectors have been raised.

In April 2011, the Friends announced the recruitment of a full time Chief Executive Officer, who is part of the Museum's Senior Management Team, and who will be instrumental in broadening the Friends' fundraising base in close alignment with the Museum's priorities and objectives. Davorka (Dav) Cvitkovic is widely recognized as one of the most accomplished fundraising professionals in Canada. She has designed and executed successful multi-million dollar campaigns provincially (BC), nationally and internationally. She has held key leadership positions at Simon Fraser University, Royal Roads University (Victoria), and most recently as Vice President for University Advancement at Holy Names University - founded by French Canadians and located in Oakland, California. As Chair of the Canadian Arthritis Society's national revenue development team, Cvitkovic pioneered the now-widely recognized "Joints in Motion" fundraising campaign and more than doubled revenue streams for the Arthritis Society in B.C. She holds an MBA in marketing and an undergraduate business degree in finance from Simon Fraser University, and is a past recipient of the Canadian Council for the Advancement of Education's Rising Star award.

Despite the overwhelmingly positive environment, there are also numerous challenges facing the Museum. The Leadership Team is developing its strategies and plans in a way that responds to these challenges:

Canadian Museum for Human Rights Corporate Plan and Operating and Capital Budgets for 2011-2012 to 2015-2016

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- will endure as a treasured landmark for generations.
- The building construction project is governed by an effective project management regime including a robust strategy to manage risks related to the project.
- o The Museum engages the local Aboriginal community at appropriate times throughout the design and constructions processes.
- Decisions related to the building (both capital and operational) are sound, are based on appropriate analysis and study and stand up to public scrutiny and provide for effective, long-term operational sustainability.
- o Appropriate interim and permanent accommodations are provided.

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 – 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 of the CMHR continue to play an important role in raising funds to meet the capital shortfall and Management is moving forward on a plan to establish an on-going mechanism for fundraising for the Museum. The Mu知识DeMT图dK3可见DemTMLD

The **Definitive Agreement** signed by the Federal Government and the contributing parties on February 1, 2008, established contributions of \$265 million for capital construction and fit-up of the Museum - \$100 million from the Government of Canada, \$40 million from the Province of Manitoba, \$20 million from the City of Winnipeg and \$105 million from the Friends of CMHR.

As of March 31, 2011 the Federal Government has provided \$90 million. The remaining \$10 million is included in the capital reference levels for 2011-12.

The cash contributions from the Province of Manitoba and the City of Winnipeg and the first three instalments from Friends of CMHR have been paid. Per the **Definitive Agreement**, the final instalment of \$20.06 million was received from the Friends of CMHR in April 2011.

Preliminary estimates for the project based on a 2006 schematic building design were \$265 million. In 2008, at the end of the design development phase, when there was sufficient detail to obtain accurate costing, the cost of the building and exhibitions, including adjustments required to qualify the building for a LEED silver designation and to reduce long-term operating costs, excluding completing the theatre and temporary gallery space, was determined to be \$310 million. The Board of Trustees requested and the Friends of the Museum agreed to raise the funds required to complete the building project from sources in the public and private sectors. As of March 2011, Friends has \$125 million in confirmed pledge commitments from the private sector of which \$85 million has been collected to date. On April 27 2011, the City of Winnipeg approved an additional contribution of \$3.63 million to the Museum. The CMHR and Friends of CMHR continue to work in close collaboration to raise the remaining \$22 million. In 2011-12 there are significant fundraising opportunities that will be pursued with an expanded Friends of the CMHR organization led by a new

Once it is operational, the Museum expects to be in a position to augment its base budget through fundraising and revenue-generation and is mindful that the Government expects the national museums to do so. The future operating budgets the Museum presents to the Government will reflect the further analysis that is required to project the scope for contributed and earned revenue generation.

The Museum's 2010-2011 to 2014-2015 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, 2011. The Museum is largely on track to achieve its plans. The following highlight te Museum'

o Support to content development is being further strengthened through partnerships with content-holding organizations including Library and Archives

That the Museum's content and programming affects the way people think and behave towards the rights of others, and that it is developed through ongoing consultation and engagement of Canadians.

Exhibitions and Interpretation; Educational Programming; Research and Scholarship; Outreach and Engagement;

The Museum develops accessible, engaging and enriching exhibits that provide a range of perspectives—in both official languages—that	Undertake exhibit fabrication and graphics production to realize the 100% Design Development completed in 2010/2011.	The Museum will be recognized as a world-class venue for the exploration and discussion of issues within its mandate, in collaboration with diverse groups of Canadians.
promote reflection and dialogue, create an environment for change and motivate visitors to take action to promote human	Establish a data network including access to databases and distributed network from exhibits, kiosks, web site, 3rd party web platforms through multiple devices.	The Museum's exhibitions will be at the forefront of new media applications.
rights.	Implement evaluation protocols for the Museum including audit, prototyping, exhibition, program evaluation and usability.	The Museum will have developed metrics to assess the impact of its programming on visitors.

		Outcomes
Decisions related to the building (both capital and operational) are sound, are based on appropriate analysis and study and stand up to public scrutiny and provide	Monitor negotiations between Public Works Canada and City of Winnipeg with respect to Payment-in-Lieu of Taxes to ensure the best interests of CMHR are considered.	The Museum building is fully operational, with optimized systems.
or effective, long-term Begin developing	Begin developing best practices, policies and procedures for Facilities Management.	Appropriate maintenance and security of the Museum's capital assets will be performed efficiently, meeting or exceeding recognized standards.

Appropriate interim and permanent accommodations are provided.

Additional office and prototype space is acquired.

Development of a permanent Facility Management Plan.

Finalize workspace planning for the new building.

Operational Tf1 0 0 1 1.4

	Reclassify the Museum to a Government Not-for-Profit and adopt accounting framework under PSAB.	
	Develop Employment Equity reporting per Federal requirements.	
	Develop an Internal Audit Plan	
	Develop a Board Assessment mechanism and finalize succession planning process.	
The Corporation has strong working relationships with all levels of government and	Conduct a review of all Board Corporate Policies and Instruments and make revisions as appropriate. Establish key partnerships and objectives with federal Crown Corporations and Agencies and establish criteria and	The Corporation is a recognized leader in the federal crown corporation network and has influence on and input into government policies at all levels that may impact on the Museum's effective delivery on its mandate.
other stakeholders to build support in the community for its mission.	implement a process to identify partnerships and objectives with Non Government Organizations, scholarly organizations and Intergovernmental Organizations.	Issues will be managed in a timely and consistent fashion and will reflect positively on the
	Define, develop and implement an issues management process.	Museum's goals of transparency, accountability and respect

(in thousands of dollars)

Note 1:

(in thousands of dollars)

## Note 1:

In 2009 the corporation requested and received approval for reference levels to be increased by \$5.2 million for 2009-2010 (the reprofiled amount), \$15.85 million for 2010-2011 (net of reprofiled amount) and \$21.7 million for 2011-2012. In 2011-2012, the Museum will again seek the Government's approval for an appropriate level of ongoing operating funding for the corporation.

## 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 2009-2010, \$40 million in 2010-2011 and \$10 million in 2011 - 2012.