

CANADIAN MUSEUM OF CIVILIZATION CORPORATION



SUMMARY OF THE OPERATING AND CAPITAL BUDGETS (2007–2008)



CANADIAN MUSEUM OF CIVILIZATION CORPORATION

Canadian Museum of Civilization
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Cover Photos:

Stunning blue and white flask from the Ming Dynasty, part of the upcoming **Treasures from China** exhibition presented at the Canadian Museum of Civilization from May 11 to October 29, 2007.

Photo: © National Museum of China

Photo by Stephen Thorne as displayed in the Canadian War Museum's current exhibition **Afghanistan: A Glimpse of War**. Showing from February 2007 to January 2008.

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1. Introduction

This document comprises the 2007–2008 Operating Budget and 2007-2008 Capital Budget for the Canadian Museum Civilization Corporation.

The Canadian Museum of Civilization Corporation is functioning under year 2 of the 2006–2007 to 2010–2011 5 year Corporate Plan.

2. Financial Statements

**Operating and Capital Budgets
2007–2008 to 2011–2012**

**Pro Forma Financial Statements
2007–2008 to 2011–2012**

**Number of Employees
2007–2008 to 2011–2012**

Operating & Capital Budget

For the Years Ending March 31, 2006 to 2012
(\$000s)

	2005–2006			2006–2007			2007–2008	2008–2009	2009–2010	2010–2011	2011–2012
	Budget	Actual	Variance	Budget	Forecast	Variance	Budget	Budget	Budget	Budget	Budget
Government Funding											
Parliamentary Appropriation	58,698	61,122	2,424	59,946	61,500	1,554	61,136	59,954	59,820	59,782	59,782
Approved Treasury Board Risk Management Reserve	0	0	0	0	0	0	400	1,450	1,450	700	0
Forecast Funding Request for:											
Payments in Lieu of Taxes	0	0	0	0	1,893	1,893	2,260	2,535	2,822	3,119	3,440
Inflation on Fixed Costs	0	0	0	0	0	0	450	855	1,308	1,781	2,276
Signed Collective Agreement	0	0	0	0	0	0	732	1,504	1,479	1,479	1,479
Deferred Appropriation	0	3,107	3,107	0	1,670	1,670	0	0	0	0	0
	58,698	64,229	5,531	59,946	65,063	5,117	64,978	66,298	66,879	66,861	66,977
Revenue	14,073	19,625	5,552	14,485	17,579	3,094	15,876	16,075	16,125	16,505	16,970
Expenditures											
Collect and Research	10,559	13,588	(3,029)	11,800	15,113	(3,313)	14,145	13,578	13,808	13,931	14,191
Exhibit, Educate and Communicate	17,782	20,016	(2,234)	18,844	21,591	(2,747)	20,538	20,685	20,235	20,168	20,044
Accommodation	33,859	29,653	4,206	27,680	28,986	(1,306)	31,530	30,845	31,636	31,752	31,992
Corporate Management	14,397	16,248	(1,851)	15,757	17,737	(1,980)	17,141	17,265	17,325	17,515	17,720
	76,597	79,505	(2,908)	74,081	83,427	(9,346)	83,354	82,373	83,004	83,366	83,947
Variance	(3,826)	4,349	8,175	350	(785)	(1,135)	(2,500)	0	0	0	0

Operating Budget

For the Years Ending March 31, 2006 to 2012

(\$000s)

	2005–2006			2006–2007			2007–2008	2008–2009	2009–2010	2010–2011	2011–2012
	Budget	Actual	Variance	Budget	Forecast	Variance	Budget	Budget	Budget	Budget	Budget
Collect and Research	10,559	13,588	(3,029)	11,800	15,113	(3,313)	14,145	13,578	13,808	13,931	14,191
Exhibit, Educate and Communicate	17,782	19,410	(1,628)	18,844	21,591	(2,747)	20,538	20,685	20,235	20,168	20,044
Accommodate	25,357	24,233	1,124	24,680	24,761	(81)	25,630	26,395	27,186	28,052	28,992
Corporate Services	14,147	15,672	(1,525)	15,257	17,237	(1,980)	16,641	16,765	16,825	17,015	17,220
Operating Budget	67,845	72,903	(5,058)	70,581	78,702	(8,121)	76,954	77,423	78,054	79,166	80,447

Capital Budget

For the Years Ending March 31, 2006 to 2012
(\$000s)

	2005-2006			2006-2007			2007-2008 Budget	2008-2009 Budget	2009-2010 Budget	2010-2011 Budget	2011-2012 Budget
	Budget	Actual	Variance	Budget	Forecast	Variance					
Collect and Research	0	0	0	0	0	0	0	0	0	0	0
Exhibit, Educate and Communicate	0	606	(606)	0	0	0	0	0	0	0	0
Accommodate	8,502	5,420	3,082	3,000	4,225	(1,225)	5,900	4,450	4,450	3,700	3,000
Corporate Services	250	576	(326)	500	500	0	500	500	500	500	500
Total Capital Budget	8,752	6,602	2,150	3,500	4,725	(1,225)	6,400	4,950	4,950	4,200	3,500

Operating and Capital Budget at Sub-Sub-Program Activity Level

(\$000s)

	2006–2007 Forecast	2007–2008 Budget	2008–2009 Budget	2009–2010 Budget	2010–2011 Budget	2011–2012 Budget
COLLECT AND RESEARCH						
Collections						
Canadian Museum of Civilization	1,427	1,770	2,089	2,386	2,464	2,689
Canadian War Museum	1,275	1,340	1,461	1,551	1,576	1,651
	2,702	3,110	3,550	3,937	4,040	4,340
Research						
Canadian Museum of Civilization	5,703	5,448	5,502	5,292	5,292	5,292
Canadian War Museum	991	1,041	1,028	1,143	1,146	1,146
	6,694	6,489	6,530	6,435	6,438	6,438
Library & Archives						
Canadian Museum of Civilization	4,582	3,911	2,858	2,871	2,897	2,857
Canadian War Museum	1,135	635	640	565	556	556
	5,717	4,546	3,498	3,436	3,453	3,413
	15,113	14,145	13,578	13,808	13,931	14,191
EXHIBIT, EDUCATE AND COMMUNICATE						
Exhibitions						
Canadian Museum of Civilization	9,157	7,894	7,911	7,469	7,476	7,402
Canadian War Museum	852	989	1,089	1,064	1,065	1,020
	10,009	8,883	9,000	8,533	8,541	8,422
Programs						
Canadian Museum of Civilization	5,781	5,325	5,299	5,329	5,309	5,329
Canadian War Museum	903	1,084	1,062	1,042	1,037	1,037
	6,684	6,409	6,361	6,371	6,346	6,366
Publications						
Canadian Museum of Civilization	573	539	567	592	592	592
Canadian War Museum	70	155	155	155	155	155
	643	694	722	747	747	747
Communications						
Canadian Museum of Civilization	3,149	3,328	3,371	3,346	3,296	3,296
Canadian War Museum	1,106	1,224	1,231	1,238	1,238	1,213
	4,255	4,552	4,602	4,584	4,534	4,509
	21,591	20,538	20,685	20,235	20,168	20,044
CORPORATE MANAGEMENT						
Revenue Generating Activities						
Canadian Museum of Civilization	5,397	5,384	5,418	5,428	5,603	5,678
Canadian War Museum	1,269	1,280	1,256	1,281	1,306	1,356
	6,666	6,664	6,674	6,709	6,909	7,034
Corporate Services						
Canadian Museum of Civilization	7,066	6,585	6,551	6,578	6,556	6,640
Canadian War Museum	1,947	1,738	1,720	1,718	1,710	1,706
	9,013	8,323	8,271	8,296	8,266	8,346
Governance						
Canadian Museum of Civilization	1,525	1,623	1,755	1,755	1,775	1,775
Canadian War Museum	533	531	565	565	565	565
	2,058	2,154	2,320	2,320	2,340	2,340
	17,737	17,141	17,265	17,325	17,515	17,720
ACCOMMODATION						
Facilities management						
Canadian Museum of Civilization	17,939	18,603	19,157	19,731	20,373	21,033
Canadian War Museum	6,822	7,027	7,238	7,455	7,679	7,959
	24,761	25,630	26,395	27,186	28,052	28,992
Capital projects						
Canadian Museum of Civilization	3,590	5,400	3,950	3,950	3,200	2,500
Canadian War Museum	635	500	500	500	500	500
	4,225	5,900	4,450	4,450	3,700	3,000
	28,986	31,530	30,845	31,636	31,752	31,992
Total Canadian Museum of Civilization	65,889	65,810	64,428	64,727	64,833	65,083
Total Canadian War Museum	17,538	17,544	17,945	18,277	18,533	18,864
Grand Total	83,427	83,354	82,373	83,004	83,366	83,947

Pro Forma Statement of Operations

For the Years Ending March 31, 2006 to 2012

(\$000s)

	2005-2006 Actual	2006-2007 Forecast	2007-2008 Projection	2008-2009 Projection	2009-2010 Projection	2010-2011 Projection	2011-2012 Projection
Government Funding							
Parliamentary Appropriation — CMCC	61,122	61,500	61,136	59,954	59,820	59,782	59,782
Approved TBS Risk Management Reserve	0	0	400	1,450	1,450	700	0
Forecast Funding Request for:							
Payments in Lieu of Taxes	0	1,893	2,260	2,535	2,822	3,119	3,440
Inflation on Fixed Costs	0	0	450	855	1,308	1,781	2,276
Signed Collective Agreement	0	0	732	1,504	1,479	1,479	1,479
Deferred appropriation used in current year	3,107	1,670	0	0	0	0	0
Amount used to purchase depreciable assets	(6,562)	(4,725)	(6,400)	(4,950)	(4,950)	(4,200)	(3,500)
Add: Amortization of deferred capital funding	13,084	13,734	14,004	14,223	14,470	14,565	14,583
	70,751	74,072	72,582	75,571	76,399	77,226	78,060
Revenue of the Corporation							
General Admission & Programs	5,204	4,662	4,840	4,845	4,740	4,770	4,785
Imax	2,214	2,120	2,100	2,100	2,100	2,125	2,140
Boutique Sales	2,491	2,590	2,500	2,410	2,355	2,375	2,400
Parking	1,510	1,345	1,300	1,260	1,230	1,250	1,275
Facility Rentals & Food Services	1,613	1,399	1,570	1,495	1,470	1,530	1,590
Donations/Grants/Sponsorships	4,060	1,691	1,175	1,600	1,900	2,100	2,400
Interest on Cash and Investments	1,181	1,689	1,100	1,000	1,000	1,000	1,000
Publications	161	116	150	150	150	150	150
Other	1,191	1,967	1,141	1,215	1,180	1,205	1,230
	19,625	17,579	15,876	16,075	16,125	16,505	16,970
Expenses							
Collect and Research	13,588	15,113	14,145	13,578	13,808	13,931	14,191
Exhibit, Educate and Communicate	19,764	21,591	20,538	20,685	20,235	20,168	20,044
Accommodation	36,455	37,300	38,399	39,409	40,445	41,476	42,386
Corporate Management	16,220	18,432	17,876	17,974	18,036	18,156	18,409
	86,027	92,436	90,958	91,646	92,524	93,731	95,030
Variance	4,349	(785)	(2,500)	0	0	0	0

Pro Forma Balance Sheet

As at March 31

(\$000s)

	2005–2006 Actual	2006–2007 Forecast	2007–2008 Projection	2008–2009 Projection	2009–2010 Projection	2010–2011 Projection	2011–2012 Projection
ASSETS							
Current Assets							
Cash & Short Term Investments	38,358	35,694	32,046	32,095	32,144	32,193	32,242
Accounts Receivable	1,984	2,500	2,500	2,500	2,500	2,500	2,500
Inventories	1,620	1,400	1,400	1,400	1,400	1,400	1,400
Prepaid Expenses	2,713	2,000	2,000	2,000	2,000	2,000	2,000
	44,675	41,594	37,946	37,995	38,044	38,093	38,142
Other Assets							
Restricted Cash and Investments	812	600	500	450	400	400	400
Collection	1	1	1	1	1	1	1
Capital Assets — On-going	23,631	23,639	24,962	24,615	24,021	22,583	20,426
Capital Assets — CMC Building	140,798	134,742	128,686	122,630	116,574	110,518	104,462
Capital Assets — CWM Building (LeBreton)	111,928	109,058	106,188	103,319	100,450	97,580	94,711
Capital Assets — CWM Building (Sussex)	90	0	0	0	0	0	0
Land	40,917	40,917	40,917	40,917	40,917	40,917	40,917
	318,177	308,957	301,254	291,932	282,363	271,999	260,917
	362,852	350,551	339,200	329,927	320,407	310,092	299,059
LIABILITIES AND EQUITY OF CANADA							
Current Liabilities							
Accounts Payable and Accrued Liabilities	13,061	12,000	11,000	11,000	11,000	11,000	11,000
Deferred Revenue	1,462	400	400	400	400	400	400
	14,523	12,400	11,400	11,400	11,400	11,400	11,400
Other Liabilities							
Employee Future Benefits	2,825	2,750	2,700	2,700	2,700	2,700	2,700
Deferred Contributions	812	600	500	450	400	400	400
Deferred Capital Contribution	3,233	3,063	2,893	2,723	2,553	2,383	2,213
Deferred Non-monetary Sponsorships	294	147	0	0	0	0	0
Deferred Capital Funding	273,623	264,834	257,450	248,397	239,097	228,952	218,089
Total Liabilities	295,310	283,794	274,943	265,670	256,150	245,835	234,802
Equity of Canada							
Unrestricted	26,625	25,840	23,340	23,340	23,340	23,340	23,340
Contributed Surplus	40,917	40,917	40,917	40,917	40,917	40,917	40,917
	67,542	66,757	64,257	64,257	64,257	64,257	64,257
	362,852	350,551	339,200	329,927	320,407	310,092	299,059

Pro Forma Statement of Cash Flows

For the Period Ending March 31

(\$000s)

	2005–2006 Actual	2006–2007 Forecast	2007–2008 Projection	2008–2009 Projection	2009–2010 Projection	2010–2011 Projection	2011–2012 Projection
OPERATING ACTIVITIES							
Current Assets							
Cash receipts (clients)	14,014	13,122	14,053	14,674	14,724	15,154	15,619
Cash receipts (parliamentary appropriation)	72,793	74,072	72,582	75,571	76,399	77,226	78,060
Cash paid (employees and suppliers)	(91,278)	(92,639)	(92,008)	(91,646)	(92,524)	(93,731)	(95,030)
Interest received	1,181	1,689	1,100	1,000	1,000	1,000	1,000
Cash flows from operating activities	(3,290)	(3,756)	(4,273)	(401)	(401)	(351)	(351)
INVESTING ACTIVITIES							
Acquisition of property and equipment	(6,602)	(4,725)	(6,400)	(4,950)	(4,950)	(4,200)	(3,500)
Decrease in restricted cash and investments	8,975	212	100	50	50	0	0
Cash flows used in investing activities	2,373	(4,513)	(6,300)	(4,900)	(4,900)	(4,200)	(3,500)
FINANCING ACTIVITIES							
Parliamentary appropriation for the acquisition of capital assets	6,562	4,725	6,400	4,950	4,950	4,200	3,500
Restricted contributions and related investment income	1,107	880	525	400	400	400	400
Cash flows from financing activities	7,669	5,605	6,925	5,350	5,350	4,600	3,900
Increase (decrease) in cash and short-term investments	6,752	(2,664)	(3,648)	49	49	49	49
Balance at beginning of year	31,606	38,358	35,694	32,046	32,095	32,144	32,193
Balance at end of year	38,358	35,694	32,046	32,095	32,144	32,193	32,242

Number of Employees

As at December 31

	2005 Actual	2006 Actual	2007 Projection	2008 Projection	2009 Projection	2010 Projection	2011 Projection
Full-Time Equivalents	465	469	480	480	480	480	480