

Financial Statements of

CANADIAN MUSEUM FOR HUMAN RIGHTS

Year ended March 31, 2023

Canadian Museum for Human Rights

For the year ended March 31, 2023

Management Discussion and Analysis

The Canadian Museum for Human Rights (“the Museum”), established as a Crown corporation in 2008, envisions a world where everyone values human rights and takes responsibility for promoting dignity for all. Its 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.

The Museum’s primary objective is to fulfill its mandate within the context of the governance and accountability regime established in the *Museums Act* and in Part X of the *Financial Administration Act*. In implementing its mandate, the Museum embraces best practices through a management culture that promotes continuous improvement and full accountability to the Parliament of Canada and Canadians.

The Museum is grateful to the Government of Canada for its support, including pandemic-related financial support, and for recognizing the important role that Canada’s national museums play in Canadian society.

STRATEGIC DIRECTION

The Museum’s Board of Trustees establishes the strategic direction that guides the organization. The five-year plan set by the Board in 2019 for 2020-21 to 2024-25 was a bold vision, drawing on the strengths and accomplishments of the first five years of operations. In 2021-22, taking into consideration the impact of the pandemic and the efforts required to incorporate anti-racist and anti-oppressive practices into all areas of the Museum’s work, the Board reviewed and refined the plan’s goals to better reflect the importance of a healthy workplace and meaningful external relationships.

The plan for 2022-23 included three strategic pillars:

1. **Be sustainable** – To ensure its mandate extends to future generations, the Museum will establish a work environment that is reflective of our values. We will demonstrate responsibility for our people, our physical assets, our financial resources and the impact we have on the environment around us.
2. **Grow engagement** – The Museum 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.
3. **Be relevant** – Rooted in our values, the Museum will be a trusted resource for human rights content and information.

RISKS

The Museum continually updates its risk-management framework to identify, evaluate and mitigate all factors that pose a substantive threat to its ongoing operations or long-term success. Risks will continue to be monitored on an ongoing basis.

Canadian Museum for Human Rights

For the year ended March 31, 2023

FINANCIAL OVERVIEW

Total on-site visitation for the 2022-23 year was 224,046, which was 97 per cent above projections, trending positively towards pre-pandemic levels. This number was three times higher than the 68,568 visitors of 2021-22 but below the 285,020 visitors welcomed in 2019-20, prior to the pandemic. The Museum's in-person education programming also resumed during the year, with 12,830 students, teachers and chaperones participating. At the same time, the Museum continued to offer virtual field trips, with 11,646 participants during the year, compared to 21,750 the previous year when guided on-site student programs were on hold. Total student numbers of 24,476 were slightly higher than the 2021-22 total of 24,019 and 17 per cent above target.

The Museum's website, humanrights.ca, attracted 1,291,268 website visits in the year ended March 31, 2023, 29 per cent above target and 37 per cent higher than the previous year. In September 2022, the Museum launched WitnessBlanket.ca – a digital platform dedicated to the voices and stories of Indian residential school survivors. It had received 506,100 website visits as of the end of March 2023.

For the 2022-23 fiscal year, the Museum had an excess of revenue over expenses of \$1.4 million, compared to an excess of \$0.4 million recorded for the 2021-22 fiscal year. The higher excess in 2022-23 was due to an increase in operating revenues and pandemic-related funding, offset by an increase in expenses.

STATEMENT OF OPERATIONS

Parliamentary Appropriations

In 2022-23, the Museum received \$30.8 million in appropriations (\$29.3 million in 2021-22). Parliamentary appropriations include pandemic-related funding of \$5.3 million (\$3.9 million in 2021-22).

The Museum deferred \$3.5 million in appropriations for the future capital and operating requirements and used \$1.0 million in appropriations to purchase capital assets.

The Museum amortized \$6.6 million of appropriations received in previous years for capital assets. The parliamentary appropriations reported on an accrual basis were \$32.9 million (\$31.4 million in 2021-22).

Revenues

Operating revenues were \$2.1 million for 2022-23, up from \$0.9 million in 2021-22, due to an increase in visitation as the Museum was closed to the public for four months in the previous year. This figure represents revenue from admissions, memberships, programming, Boutique sales, facility rentals, Cloud Coffee sales and catering.

Contributions of \$7.2 million were largely comprised of the amortization of deferred contributions related to capital assets received in previous periods from funding partners other than the Government of Canada, which were amortized over the same period as the capital assets purchased with contributions. Contributions increased from \$7.0 million in the prior year due to an increase in cash donations and sponsorships. The funding partners include the Province of Manitoba, the City of Winnipeg and the Friends of the Canadian Museum for Human Rights (Friends).

Canadian Museum for Human Rights

For the year ended March 31, 2023

Expenses

Total operating expenses were \$41.3 million for the year ended March 31, 2023, an increase from \$39.0 million the previous year.

The breakdown of expenses by core responsibility is as follows:

- Museum content, programs and engagement expenses were \$14.6 million, compared to \$12.5 million the previous year. This increase was due to higher costs for personnel, digital outreach, travel and programming as the Museum was open for the entire year compared to the previous year when the Museum was closed for four months of the year.
- Accommodation expenses were \$20.5 million, compared to \$20.9 million the previous year. This decrease was due to a decrease in payments in lieu of taxes and amortization offset by an increase in personnel costs.
- Internal services expenses were \$6.3 million, compared to \$5.6 million in the previous year. This increase was due to increased personnel costs and travel offset by a decrease in professional services.

STATEMENT OF FINANCIAL POSITION

Total assets decreased by \$7.4 million: from \$281.0 million on March 31, 2022 to \$273.6 million on March 31, 2023. This reduction was due to decreased capital assets from amortization, offset by an increase in restricted cash and investments due to the receipt of appropriations that have been deferred.

Total liabilities decreased by \$8.8 million: from \$269.0 million at March 31, 2022 to \$260.2 million at March 31, 2023. This decrease was due to amortization of deferred contributions for capital assets received in previous years, offset by an increase in deferred contributions.

Net assets increased by \$1.4 million from March 31, 2022 to \$13.4 million at March 31, 2023, representing an excess of revenue over expenses for the year.

OUTLOOK

The Museum is committed to building upon its considerable successes since opening in 2014. However, its operations and revenue generation have been significantly impacted by the global pandemic. In 2021, tourism industry partners including Destination Canada, Travel Manitoba and Tourism Winnipeg projected a four- to six-year recovery period before travel would return to pre-pandemic levels. At this time, it is not possible to reliably predict the full effect of this on the Museum's operations and financial condition. Management will continue to actively monitor the Museum's financial condition.

The Museum will continue to work closely with its partners, the Government of Canada and the Friends of Canadian Museum for Human Rights to assess its long-term funding requirements. Future pressures on the Museum's operating and capital budgets include the ongoing impact of the pandemic, increasing inflation and its impact on consumer spending, work required to create an equitable museum, and the significant capital requirements of maintaining a digitally based museum in an iconic building.

Canadian Museum for Human Rights

For the year ended March 31, 2023

The Museum is grateful to the federal government for the \$5.3 million of pandemic-related funding provided for 2022-23 through Budget 2022 in recognition of the unique difficulties of operating a national cultural institution during these challenging times.

Looking forward, the Museum has identified the development of a Digital Learning Centre (DLC) as a priority, providing greater opportunities to realize its mandate. The DLC will be a 465-square-metre space unlike any other in Western Canada. Integrated, advanced audio-visual technology will be used to virtually connect remote audiences with on-site programming ranging from discussions and lectures to school programs and public performances. This multi-purpose gathering place and education centre will also accommodate community gatherings, facility rentals, conference seminars and more.

Completion of the DLC will enable all Canadians to participate in cultural, human rights, educational and reconciliation-oriented programs via integrated livestream broadcasts from the Museum. It will be fully accessible to visitors of all abilities, incorporating the latest principles of inclusive design.

The Museum will continue its efforts to maximize earned revenue. In partnership with the Friends, the Museum also plans to supplement its parliamentary appropriations through sponsorships and philanthropic support.

Management responsibility for financial statements

Management has prepared the financial statements contained in this annual report in accordance with Canadian Public Sector Accounting Standards. The integrity and objectivity of the data in these financial statements are Management's responsibility. The financial statements include some amounts that are necessarily based on Management's estimates and judgment. Financial information presented throughout the annual report is consistent with the financial statements.

In discharging its responsibility for the integrity and fairness of the financial statements, Management has developed and maintains books of account, records, financial and management controls, information systems and management practices. These are designed to provide reasonable assurance as to the reliability of the financial information; that assets are safeguarded and controlled; and that transactions are in accordance with Part X of the *Financial Administration Act* (FAA) and regulations, the *Museums Act* and regulations, the Museum's by-laws, and the directive issued pursuant to section 89 of the FAA.

The Board of Trustees is responsible for ensuring Management fulfills its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Audit and Finance Committee. The Committee, which is comprised of five Trustees of the Museum, meets with Management and the independent external auditor to review the manner in which the responsibilities for financial statements are being performed and to discuss auditing, internal controls and other relevant financial matters. The Audit and Finance Committee has reviewed and recommended approval of these financial statements to the Board.

The Museum's external auditor, the Auditor General of Canada, audits the financial statements and reports to the Minister of Canadian Heritage, who is accountable to Parliament for the Canadian Museum for Human Rights.



Isha Khan, Chief Executive Officer



Michael Schroeder, CPA, CGA, Chief Financial Officer

June 21, 2023



INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the Canadian Museum for Human Rights (the Museum), which comprise the statement of financial position as at 31 March 2023, and the statement of operations, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Museum as at 31 March 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Museum in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Museum's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Museum or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Museum's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Museum's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Museum's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Museum to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Compliance with Specified Authorities

Opinion

In conjunction with the audit of the financial statements, we have audited transactions of the Canadian Museum for Human Rights coming to our notice for compliance with specified authorities. The specified authorities against which compliance was audited are Part X of the *Financial Administration Act* and regulations, the *Museums Act* and regulations, the by-laws of the Canadian Museum for Human Rights, and the directive issued pursuant to section 89 of the *Financial Administration Act*.

In our opinion, the transactions of the Canadian Museum for Human Rights that came to our notice during the audit of the financial statements have complied, in all material respects, with the specified authorities referred to above. Further, as required by the *Financial Administration Act*, we report that, in our opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Responsibilities of Management for Compliance with Specified Authorities

Management is responsible for the Canadian Museum for Human Rights' compliance with the specified authorities named above, and for such internal control as management determines is necessary to enable the Canadian Museum for Human Rights to comply with the specified authorities.

Auditor's Responsibilities for the Audit of Compliance with Specified Authorities

Our audit responsibilities include planning and performing procedures to provide an audit opinion and reporting on whether the transactions coming to our notice during the audit of the financial statements are in compliance with the specified authorities referred to above.



Heather McManaman, CPA, CA
Principal
for the Auditor General of Canada

Ottawa, Canada
21 June 2023

Canadian Museum for Human Rights

Statement of Financial Position

(In thousands of dollars)

As at March 31	2023	2022
Assets		
Current assets		
Cash and restricted cash (note 3)	\$ 3,308	\$ 11,294
Investments and restricted investments (note 4)	13,286	4,000
Accounts receivable (note 5)	154	117
Inventories	168	144
Prepaid expenses	565	564
	17,481	16,119
Investments and restricted investments (note 4)	15,473	12,282
Collections (note 6)	1	1
Capital assets (note 7)	240,632	252,629
Total assets	\$ 273,587	\$ 281,031
Liabilities and net assets		
Current liabilities		
Accounts payable and accrued liabilities (notes 8 and 9)	\$ 3,139	\$ 4,091
Deferred revenue	632	447
	3,771	4,538
Deferred contributions (note 10)	20,796	16,834
Deferred contributions related to capital assets (note 11)	235,653	247,650
Total liabilities	260,220	269,022
Net assets		
Unrestricted	8,388	7,030
Invested in capital assets	4,979	4,979
	13,367	12,009
Total liabilities and net assets	\$ 273,587	\$ 281,031

Contractual rights and obligations (note 16)

The accompanying notes and schedules form an integral part of the financial statements.

Approved by the Board of Trustees:



Pauline Rafferty
Chair, Board of Trustees



Mark Berlin
Chair, Audit and Finance Committee

Canadian Museum for Human Rights

Statement of Operations

(In thousands of dollars)

Year ended March 31	2023	2022
Revenue (Schedule 1)		
Operating	\$ 2,117	\$ 937
Contributions	7,181	6,970
Other revenue	457	126
Total revenue	9,755	8,033
Expenses (Schedule 2)		
Museum content, programs and engagement	14,581	12,454
Accommodation	20,460	20,903
Internal services	6,287	5,635
Total expenses	41,328	38,992
Excess of expenses over revenue before parliamentary appropriations	(31,573)	(30,959)
Parliamentary appropriations (note 12)	32,931	31,355
Excess of revenue over expenses	\$ 1,358	\$ 396

The accompanying notes and schedules form an integral part of the financial statements.

Canadian Museum for Human Rights

Statement of Changes in Net Assets

(In thousands of dollars)

	Unrestricted	Invested in capital assets	Total
Net assets, as at March 31, 2021	\$ 6,634	\$ 4,979	\$ 11,613
Excess of revenue over expenses	396	-	396
Net assets, as at March 31, 2022	\$ 7,030	\$ 4,979	\$ 12,009
Excess of revenue over expenses	1,358	-	1,358
Net assets, as at March 31, 2023	\$ 8,388	\$ 4,979	\$ 13,367

The accompanying notes and schedules form an integral part of the financial statements.

Canadian Museum for Human Rights

Statement of Cash Flows

(In thousands of dollars)

Year ended March 31	2023	2022
Operating activities		
Cash receipts from customers	\$ 2,092	\$ 953
Cash receipts from contributions	748	678
Cash receipts from parliamentary appropriations	29,840	28,945
Cash receipts from other income	87	5
Cash payments to and on behalf of employees	(16,756)	(12,775)
Cash payments to suppliers	(12,370)	(11,323)
Interest received	(80)	140
	3,561	6,623
Capital activities		
Payments for acquisition of capital assets	(1,084)	(1,574)
	(1,084)	(1,574)
Investing activities		
Acquisition of investments	(32,147)	(5,100)
Disposal of investments	20,115	1,066
	(12,032)	(4,034)
Financing activities		
Parliamentary appropriation for the acquisition of capital assets	977	391
Contributions from non-government sources for capital assets	592	306
	1,569	697
Net increase (decrease) in cash	(7,986)	1,712
Cash and restricted cash, beginning of year	11,294	9,582
Cash and restricted cash, end of year	\$ 3,308	\$ 11,294

The accompanying notes and schedules form an integral part of the financial statements.

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2023

(In thousands of dollars)

1. (a) Authority and mandate

The Canadian Museum for Human Rights (the “Museum”) was established through an amendment to the *Museums Act* on August 10, 2008 and is a Crown corporation named in Part I of Schedule III to the *Financial Administration Act* (FAA). It is accountable to Parliament through the Minister of Canadian Heritage.

The Museum is not subject to income tax under the provisions of the *Income Tax Act of Canada*.

The Museum’s mandate, as stated in an amendment to the *Museums Act*, is as follows:

“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.”

The Government of Canada has approved the Museum’s corporate plan for the 2022-2023 to 2026-2027 planning period. The Corporate Plan Summary was tabled on November 18, 2022 and is available on the Museum’s website humanrights.ca.

(b) Operations

To meet all aspects of its mandate, the Museum has divided its operations into three mutually supportive activities:

Museum content, programs and engagement

- Accessible and engaging exhibitions including online
- Programming that promotes reflection and dialogue
- Sound and balanced research, scholarship and collections management
- National outreach, engagement and service
- Communications, marketing and collaborative relationships

Accommodation

- Building operations
- Protection services
- Information technology infrastructure

Internal services

- Corporate governance
- Administration
- Earned-revenue generation

(c) Travel, hospitality, conference and event expenditures

In July 2015, the Museum, along with other federal Crown corporations, was issued a directive (P.C. 2015-1105) pursuant to section 89 of the *Financial Administration Act* to align its travel, hospitality, conference and event

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2023

(In thousands of dollars)

expenditure policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that is consistent with its legal obligations, and to report on the implementation of this directive in its corporate plan. The Museum has complied with this directive and has implemented all subsequent amendments to the Treasury Board's Directive on Travel, Hospitality, Conference and Event Expenditures.

2. Significant accounting policies

(a) Basis of presentation

The financial statements have been prepared in accordance with the Canadian public sector accounting standards (PSAS) for government not-for-profit organizations. The Museum has elected to apply the 4200 series for government not-for-profit organizations and applies the deferral method of accounting for contributions for not-for-profit organizations.

(b) Financial assets and financial liabilities

Cash is composed of deposits with financial institutions that can be withdrawn without prior notice or penalty.

Restricted and unrestricted cash and investments, accounts receivable and accounts payable and accrued liabilities are measured at amortized cost using the effective interest rate method through the Statement of Operations.

Financial assets and liabilities are tested annually for impairment at the financial statement date, and any permanent impairment is reported in the Statement of Operations.

(c) Inventories

Inventories, which consist of materials for the Boutique and publications, are valued at the lower of cost and net realizable value. Cost is determined using the weighted-average cost method.

(d) Collections

The Permanent Collection comprised of archives, artifacts and artworks forms a part of the assets of the Museum and is presented in the Statement of Financial Position at a nominal value of \$1, due to the practical difficulties of determining a meaningful value for these assets.

Objects purchased for the Permanent Collection are recorded as an expense in the year of acquisition. Objects received as a donation are recorded as an expense along with the offsetting donation revenue in the year of acquisition.

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2023

(In thousands of dollars)

(e) Capital assets

Property and equipment owned by the Museum are valued at cost, net of accumulated amortization. When the development of a capital project is completed, it is transferred from capital projects in progress to the appropriate capital asset class. Component classification is applied to the building and exhibits, and amortization is calculated using the straight-line method, over the estimated useful lives of assets or components as follows:

Asset	Useful life
Building	
Base	40 years
Mechanical and electrical	20 years
Exhibits	3 to 15 years
Computer equipment, hardware and software	3 to 5 years
Building improvements	5 to 20 years
Furniture and equipment	3 to 10 years
Website development	2 to 5 years
Enterprise program development	5 years
Films	2 to 3 years

When conditions indicate that an asset no longer contributes to the Museum's ability to provide its services, the net carrying amount of the asset is written down to its residual value, if any.

(f) Employee future benefits

i) Pension benefits

Substantially all of the employees of the Museum are covered by the Public Service Pension Plan (the "Plan"), a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the Museum to cover current service cost. Pursuant to legislation currently in place, the Museum has no legal or constructive obligation to pay further contributions with respect to any past service or funding deficiencies of the Plan. Consequently, contributions are recognized as an expense in the year when employees have rendered service and represent the total pension obligation of the Museum.

ii) Sick leave benefits

The Museum provides sick leave benefits for employees that accumulate but do not vest. The Museum recognizes a liability and an expense for sick leave in the period in which employees render services in return for the benefits.

iii) Maternity/parental benefits

Employees are entitled to maternity/parental benefits as provided for under labour contracts and conditions of employment. The cost of these benefits is event driven. Management determines the

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2023

(In thousands of dollars)

accrued benefit obligation using a method based upon forecasted payments related to maternity/parental leave.

(g) Revenue recognition

i) Museum operations

Revenue from Museum operations includes the sale of general admission and programs, Boutique sales, facility rentals, memberships, coffee kiosk sales, a percentage of restaurant and catering sales and travelling exhibits. They are recognized in the year in which the sale of goods is completed or the services are provided.

ii) Parliamentary appropriations

The Government of Canada provides funding to the Museum through parliamentary appropriations. Parliamentary appropriations which are explicitly or implicitly restricted for the purchase of capital assets subject to amortization are deferred and recognized as revenue on the same basis and over the same periods as the related capital assets acquired.

Parliamentary appropriations that are not restricted to a specific purpose are recognized as revenue on the Statement of Operations in the year for which the appropriation is authorized.

iii) Contributions from other governments and non-government sources

Funding may be provided by various levels of government, other than the Government of Canada, and other non-government sources.

Contributions from other governments, assistance from non-government sources and donations which are explicitly or implicitly restricted for the purchase of capital assets subject to amortization are deferred and recognized as revenue on the same basis and over the same periods as the related capital assets acquired.

Contributions from other governments, non-government sources and donations that are not restricted to a specific purpose are recognized as revenue on the Statement of Operations when received or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured.

iv) Cash donations and sponsorships

Unrestricted donations and sponsorships are recognized as revenue on the Statement of Operations when received or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured. Externally restricted donations, sponsorships and contributions are deferred on the Statement of Financial Position and recognized as revenue on the Statement of Operations in the year in which the related obligations are fulfilled and the related expenses are recognized. Restricted investment income is recognized as revenue in the year that the related expenses are recognized.

v) In-kind contributions and artifact donations

Revenue and offsetting expenses from goods and services received in-kind are recorded at fair value upon receipt. Artifact donations are recorded at fair value in the period when the last of three specific criteria are met: i) the artifact donation has been approved by the Museum's Collections Department,

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2023

(In thousands of dollars)

ii) legal transfer has taken place between the donor and the Museum, and iii) a fair value has been assigned to the artifact donation. If the donated artifact is designated as part of the Museum's Library Collection or Working Pool, it will be recorded as revenue and capitalized.

If the donated artifact is designated as part of the Museum's Permanent Collection, it will be recorded as revenue with an offsetting expense to Permanent Collection acquisitions.

In-kind contributions related to capital assets subject to amortization are recorded as deferred contributions related to capital assets on the Statement of Financial Position. In-kind contributions related to capital assets not subject to amortization are recorded as net assets invested in capital assets on the Statement of Financial Position.

In-kind contributions are recorded at the fair value of the asset received.

vi) Interest revenue

Interest revenue is recognized in the period it is earned.

Restricted interest revenue is recognized as income on the Statement of Operations in the year that the related expenses are recognized.

vii) Volunteer services

Volunteers contribute a significant number of hours of service per year. Because of the difficulty of determining their fair value, contributed services are not recognized in these financial statements.

viii) Deferred revenue

Deferred revenue represents funds received by the Museum from sponsorships, travelling exhibitions revenue, the sale of gift cards, advance payments, and donations designated to support programming that are not yet earned through the provision of goods and services.

(h) Expenses

An expense that contributes directly to an activity as described in note 1 (b) is allocated fully to that activity. Certain expenses contribute to more than one activity and are allocated based on the estimated time spent on each activity.

(i) Foreign exchange

Monetary assets and liabilities denominated in US dollars are translated into Canadian dollars using the exchange rate at the Statement of Financial Position date. Foreign exchange is recorded on US dollar denominated transactions at the noon exchange rate on the transaction date.

Realized foreign currency gains are recorded in Other income on the Statement of Operations. Realized foreign currency losses are recorded in Expenses on the Statement of Operations.

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2023

(In thousands of dollars)

(j) Friends of the Canadian Museum for Human Rights (CMHR)

The Museum and the Friends of the CMHR are related by virtue of the Museum's significant influence over the Friends of the CMHR. The Friends of the CMHR is a separate legal entity registered as a charity and is therefore exempt from income tax. The Friends of the CMHR has a mandate to seek and obtain major donations to support the Museum's mandate and assist in achieving the Museum's vision. The financial statements of the Friends of the CMHR have not been consolidated in the Museum's financial statements.

(k) Contingent liabilities

In the normal course of its operations, the Museum may become involved in various claims or legal actions. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, a liability will be accrued and an expense recorded in the Museum's financial statements.

(l) Measurement uncertainty

The preparation of financial statements in accordance with PSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses for the year. Accrued liabilities, contingent liabilities and estimated useful lives of capital assets are the most significant items where estimates are used. Actual results could differ from those estimates. These estimates are reviewed quarterly and as adjustments become necessary, they are recorded in the financial statements in the period which they become known.

(m) Inter-entity transactions

Inter-entity transactions are transactions between commonly controlled entities. Inter-entity transactions, other than restructuring transactions, are recorded on a gross basis and are measured at the carrying amount, except for the following:

- i) Inter-entity transactions are measured at the exchange amount when undertaken on similar terms and conditions to those adopted if the entities were dealing at arms-length, or where costs provided are recovered.
- ii) Goods or services received without charge between commonly controlled entities are not recorded. The Museum receives audit services free of charge from the Office of the Auditor General of Canada.

(n) Other related party transactions

Related party transactions, other than inter-entity transactions, are recorded at the exchange amount.

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2023

(In thousands of dollars)

3. Cash and restricted cash

Restricted cash consists of cash held in the Museum's separate bank account arising from parliamentary appropriations which are restricted for capital and operational requirements and used as needed.

		2023		2022
Cash	\$	1,451	\$	4,007
Restricted cash		1,857		7,287
	\$	3,308	\$	11,294

The change in restricted cash is comprised of the following:

		2023		2022
Balance, beginning of year	\$	7,287	\$	6,198
Add capital contributions from the Friends of CMHR		122		200
Add deferred parliamentary appropriations for capital and operational requirements		3,500		4,600
Add deferred interest revenue		132		116
Less restricted investments		(9,000)		(2,600)
Less amounts used to acquire capital assets		(184)		(1,227)
Balance, end of year	\$	1,857	\$	7,287

4. Investments and restricted investments

At March 31, 2023, the Museum held guaranteed investment certificates with an amortized cost of \$28,759 and a face value of \$28,247 (2022 - \$16,282 and \$16,215), with annual yield percentages ranging from 0.97% to 5.35%, (2022 - 0.97% to 2.25%) and maturity dates ranging from September 27, 2023 to August 3, 2027 (2022 - September 30, 2022 to March 31, 2026). The long-term guaranteed investment certificates are redeemable prior to maturity. Restricted investments arise from parliamentary appropriations which are restricted for capital projects and used as needed.

	Unrestricted	Restricted	2023 Total
Guaranteed investment certificates	\$ 9,821	\$ 18,938	\$ 28,759
Portion maturing in the next fiscal year	(4,176)	(9,110)	(13,286)
Long-term portion	\$ 5,645	\$ 9,828	\$ 15,473

	Unrestricted	Restricted	2022 Total
Guaranteed investment certificates	\$ 6,682	\$ 9,600	\$ 16,282
Portion maturing in the next fiscal year	(1,400)	(2,600)	(4,000)
Long-term portion	\$ 5,282	\$ 7,000	\$ 12,282

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2023

(In thousands of dollars)

5. Accounts receivable

	2023	2022
Receivable from Friends of the CMHR	\$ 11	\$ 19
Refundable taxes	120	76
Facility rentals and commissions	21	12
Other	2	10
	\$ 154	\$ 117

The carrying amounts of the Museum's accounts receivable approximate their fair value due to their short-term nature.

6. Collections

The Museum maintains archives, artifacts and artwork whereby these objects and their related information are maintained and developed by various areas within the Museum.

During the year ended March 31, 2023, the Museum acquired artifacts in the amount of \$8 (2022 - \$18) and received donated artifacts with a fair value of \$3 (2022 - \$1) for the Permanent Collection.

The Museum did not record any revenue for the years ended March 31, 2023 and 2022 related to sales of Permanent Collection items.

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2023

(In thousands of dollars)

7. Capital assets

	Cost 2022	Additions	Disposals	Transfers	Cost 2023
Land	\$ 4,979	\$ -	\$ -	\$ -	\$ 4,979
Building					
Base	238,625	-	-	-	238,625
Mechanical and electrical	48,506	154	-	-	48,660
Exhibits	50,158	135	(313)	-	49,980
Computer equipment, hardware and software	8,716	-	(2,259)	-	6,457
Building improvements	7,872	83	-	-	7,955
Furniture and equipment	2,443	374	-	-	2,817
Website development	1,700	228	-	217	2,145
Enterprise program development	1,134	-	-	-	1,134
Films	95	66	(18)	25	168
Capital projects in progress	1,397	62	-	(242)	1,217
Capital assets	\$ 365,625	\$ 1,102	\$ (2,590)	\$ -	\$ 364,137

	Accumulated amortization 2022	Amortization expense	Disposals	Accumulated amortization 2023
Building				
Base	\$ 49,060	\$ 5,967	\$ -	\$ 55,027
Mechanical and electrical	19,969	2,430	-	22,399
Exhibits	28,032	2,947	(313)	30,666
Computer equipment, hardware and software	7,717	573	(2,248)	6,042
Building improvements	3,825	566	-	4,391
Furniture and equipment	1,845	210	-	2,055
Website development	1,357	362	-	1,719
Enterprise program development	1,134	-	-	1,134
Films	57	33	(18)	72
Capital assets	\$ 112,996	\$ 13,088	\$ (2,579)	\$ 123,505

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2023

(In thousands of dollars)

	Net book value 2023	Net book value 2022
Land	\$ 4,979	\$ 4,979
Building		
Base	183,598	189,565
Mechanical and electrical	26,261	28,537
Exhibits	19,314	22,126
Computer equipment, hardware and software	415	999
Building improvements	3,564	4,047
Furniture and equipment	762	598
Website development	426	343
Enterprise program development	-	-
Films	96	38
Capital projects in progress	1,217	1,397
Capital assets	\$ 240,632	\$ 252,629

The land was donated to the Museum on April 15, 2009. If the land were no longer to be used for the purposes of the Museum, or such other purposes as approved by the previous owners, the ownership of the land would revert to the City of Winnipeg and The Forks Renewal Corporation.

The amortization expense for the year ended March 31, 2023 is \$13.1 million (2022 - \$13.3 million).

Disposals were comprised of out-of-use assets with an original book value of \$2,590 (2022 - \$851). For the year ended March 31, 2023, the Museum wrote off the remaining net book value of \$11 related to discontinued IT software (2022 - nil).

Capital projects in progress represent costs incurred for assets under development. At March 31, 2023 this included the Digital Learning Centre, building improvements and exhibits (2022 - this included Digital Learning Centre, building improvements and digital programming).

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2023

(In thousands of dollars)

8. Accounts payable and accrued liabilities

	2023	2022
Payment in lieu of taxes	\$ 664	\$ 705
Operational payables	2,277	3,171
Capital assets accounts payables	107	55
Employee future benefits (note 9)	88	134
Holdback	3	26
	\$ 3,139	\$ 4,091

The carrying amounts of accounts payable and accrued liabilities approximate their fair value due to their short-term nature.

9. Employee future benefits

(a) Pension benefits

Substantially all employees of the Museum are covered by the Public Service Pension Plan (the "Plan"), a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the Museum. The President of the Treasury Board of Canada sets the required employer contributions based on a multiple of the employees' required contribution. The required employer contribution rate is dependent on when the employee joined the plan. For plan start dates prior to January 1, 2013, the Museum's contribution rate effective at year end was 1.02 times the employees' contribution (2022 - 1.02); and for plan start dates after December 31, 2012, the Museum's contribution rate effective at year end was 1.00 times the employees' contribution (2022 - 1.00) for a defined salary threshold. On the portion of salaries above the defined threshold, the Museum is required to contribute on a ratio of 5.29 times the employees' contributions (2022 - 5.91 times).

The Museum's and employees' contributions to the Plan for the year were as follows:

	2023	2022
Museum's contributions	\$ 1,227	\$ 936
Employees' contributions	1,168	916

The Government of Canada holds a statutory obligation for the payment of benefits relating to the Plan. Pension benefits generally accrue up to a maximum period of 35 years at an annual rate of two per cent of pensionable service times the average of the best five consecutive years of earnings. The benefits are coordinated with Canada/Québec Pension Plan benefits and are indexed to inflation.

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2023

(In thousands of dollars)

(b) Sick leave, maternity/parental and other benefits

Information about the plans is as follows:

	2023	2022
Accrued benefit obligations, beginning of year	\$ 134	\$ 38
Expense for the year	184	304
Benefits paid during the year	(230)	(208)
Accrued benefit obligations, end of year	\$ 88	\$ 134

Accrued benefit obligations are presented with accounts payable and liabilities as employee future benefits (note 7).

10. Deferred contributions

Changes in the deferred contributions, restricted for the future capital and operational requirements during the year were as follows:

	2023	2022
Balance, beginning of year	\$ 16,834	\$ 12,933
Additions		
Restricted deferred parliamentary appropriations (note 12)	3,500	4,600
Capital contributions from Friends of the CMHR	122	200
Deferred interest income	470	116
	4,092	4,916
Deductions		
Amounts transferred to deferred contributions related to capital assets	(125)	(801)
Amounts recognized as revenue	(5)	(214)
	(130)	(1,015)
Balance, end of year	\$ 20,796	\$ 16,834

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2023

(In thousands of dollars)

11. Deferred contributions related to capital assets

Changes in the deferred contributions related to capital assets, purchased but not fully amortized during the year were as follows:

	2023	2022
Balance, beginning of year	\$ 247,650	\$ 259,742
Amounts transferred from deferred contributions	125	801
Parliamentary appropriation for the acquisition of capital assets (note 12)	977	391
Amortization and loss of deferred contributions related to capital assets	(13,099)	(13,284)
Balance, end of year	\$ 235,653	\$ 247,650

12. Parliamentary appropriations

	2023	2022
Main estimates amount provided for operating and capital expenditures	\$ 25,437	\$ 25,436
Supplementary estimates and transfers	5,380	3,900
Total parliamentary appropriations approved in current year	30,817	29,336
Less current year parliamentary appropriations not recognized as revenue		
Restricted for capital and operational requirements		
Included as deferred contributions (note 10)	(3,500)	(4,600)
Amounts used to purchase capital assets (note 11)	(977)	(391)
Add prior year parliamentary appropriations recognized as revenue in the current year		
Amortization of deferred contributions related to capital assets	6,591	6,807
Restricted amounts used in current year for items expensed	-	203
Parliamentary appropriations recognized as revenue for the year	\$ 32,931	\$ 31,355

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2023

(In thousands of dollars)

13. Financial risk management

The Museum has exposure to the following risks from its use of financial instruments: credit risk, market risk and liquidity risk. These risks have no significant impact on the Museum's financial statements. There has been no change in the level of risk as compared to the prior year, as well as no change in risk management practices used to manage risks.

The Audit and Finance Committee's mandate includes ensuring that the Museum has identified its major risks and ensures that management monitors and controls them. The Board oversees the Museum's systems and practices of internal control and ensures that these controls contribute to the assessment and mitigation of risk.

(a) Credit risk

Credit risk is the risk of financial loss to the Museum if a customer or counter-party to a financial instrument fails to meet its contractual obligations. Such risks arise principally from certain financial assets held by the Museum consisting of restricted and unrestricted cash and investments and accounts receivable.

The maximum exposure to credit risk of the Museum at March 31, 2023 is the carrying value of these assets.

(i) Restricted and unrestricted cash and investments

The Museum manages its credit risk surrounding restricted and unrestricted cash and investments by dealing solely with reputable banks and financial institutions and utilizing an investment policy approved by the Board of Trustees to guide investment decisions. Credit risk is minimized substantially by ensuring that assets are invested in instruments that are guaranteed by the Canadian federal and provincial governments and Canadian Schedule 1 Banks.

(ii) Accounts receivable

The Museum's exposure to credit risk associated with accounts receivable is assessed as being low, mainly due to the demographics of the Museum's debtors, including the type of debtor and the country in which the debtor operates.

(b) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates, will affect the Museum's income or the fair value of its holdings of financial instruments. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing return. At March 31, 2023, the Museum did not have any material interest rate or other price risks.

(i) Currency risk

The Museum's financial assets and liabilities are in Canadian dollars, which is the functional currency of the Museum. Foreign currency risk may arise from certain contracts which may be denominated in foreign currencies, specifically the US dollar. At March 31, 2023, the Museum did not have any material foreign currency risk.

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2023

(In thousands of dollars)

Although management monitors exposure to such fluctuations, it does not employ any external hedging strategies to counteract the foreign currency fluctuations. The effect of fluctuations in foreign exchange rates on the financial statements is insignificant.

(c) Liquidity risk

Liquidity risk is the risk that the Museum will not be able to meet its financial obligations as they become due.

The Museum manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Museum's reputation.

At March 31, 2023, the Museum had unrestricted cash and short-term investments of \$5.6 million (2022 - \$5.4 million), and unrestricted long-term investments of \$5.6 million (2022 - \$5.3 million).

The maturities of the Museum's financial liabilities at March 31, 2023 are estimated by management to be as follows:

Accounts payable and accrued liabilities of \$3.1 million: not later than six months (2022 - \$4.1 million)

14. Related party transactions

The Museum is related to the Friends of the CMHR, all Government of Canada departments, agencies and Crown corporations and key management personnel. The Museum enters into transactions with these entities in the normal course of business, at fair value, unless otherwise disclosed.

The Friends of the CMHR raises funds from individuals, foundations, governments, organizations and corporations to support the Museum. The Friends of the CMHR is responsible for funding its operating expenses through private sector donations and other revenue. The amounts contributed to the Museum by the Friends of the CMHR for capital purchases are recorded as Deferred contributions on the Statement of Financial Position and are transferred to Deferred contributions related to capital assets as the funds are used. Contributions from the Friends of the CMHR that are restricted for a specific purpose will be deferred and recognized as the related expenses are incurred. Unrestricted contributions will be recognized as revenue in the year received.

The following transactions with the Friends of the CMHR are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties. The Museum provided indirect administrative support costs comprised of space and services including security, janitorial, and other services and amenities at a fee of \$1 per annum.

Direct expenses relating to an interchange agreement and a professional services agreement were paid by the Museum for the Friends of the CMHR for a total of \$0.4 million (2022 - \$0.3 million). Total amounts charged back to Friends of the CMHR for the year ended March 31, 2023, was \$0.3 million (2022 - \$0.2 million). The Museum has waived 50% of the recovery of fees from the professional services agreement due to strains on

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2023

(In thousands of dollars)

fundraising experienced by the Friends of the CMHR (2022 - 100%). Total amounts receivable from the Friends of the CMHR relating to these costs is nil (2022 - nil).

Other than salary and benefits, the Museum also had no transactions with its key management personnel. Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Museum, including senior management personnel and members of its Board of Trustees.

15. Allocation of expenses

The Museum incurs expenses that contribute to multiple museum activities. For the year ended March 31, 2023, \$3.3 million of expenses including personnel costs, information management infrastructure and systems, and protection services have been allocated (2022 - \$2.9 million).

The expenses have been allocated as follows:

	2023	2022
Museum content, programs and engagement	\$ 1,701	\$ 1,428
Internal services	1,165	1,061
Accommodation	479	415
Total	\$ 3,345	\$ 2,904

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2023

(In thousands of dollars)

16. Contractual rights and obligations

Contractual rights are rights to economic resources arising from contracts or agreements that will result in revenue and assets in the future. Contractual obligations are obligations that will become liabilities in the future when the terms of those contracts or agreements are met.

As of March 31, 2023, the Museum's contractual rights arise due to revenue contracts entered into which include sponsorships and facility rentals.

The Museum's contractual obligations arise due to long-term contracts/commitments for equipment and services.

The future minimum cash receipts and payments by fiscal year are as follows:

	Contractual rights	Contractual obligations
2023-2024	\$ 1,130	\$ 3,153
2024-2025	948	1,155
2025-2026	9	523
2026-2027	5	57
2027-2028 and beyond	-	36
	\$ 2,092	\$ 4,924

Canadian Museum for Human Rights

For the year ended March 31, 2023

(In thousands of dollars)

Schedule 1 – Schedule of Revenue

Operating revenue

	2023	2022
Admissions and programs		
General admission	\$ 765	\$ 330
Memberships	76	56
Education programs	17	5
Public programs	12	2
Retail Boutique sales	547	295
Facility rentals	486	120
Coffee kiosk and catering	212	55
Travelling exhibitions	2	74
Total	\$ 2,117	\$ 937

Contributions

	2023	2022
Revenue related to the amortization of deferred contributions	\$ 6,508	\$ 6,477
Contributions from Friends of the CMHR		
Cash donations and sponsorships	286	447
In-kind donations	93	19
Cash donations and sponsorships	260	13
In-kind and artifact donations	34	14
Total	\$ 7,181	\$ 6,970

Other revenue

	2023	2022
Interest revenue	\$ 365	\$ 121
Friends of the CMHR cost recoveries	83	-
Miscellaneous	9	5
Total	\$ 457	\$ 126

Canadian Museum for Human Rights

For the year ended March 31, 2023

(In thousands of dollars)

Schedule 2 – Schedule of Expenses

	2023	2022
Personnel costs	\$ 15,847	\$ 13,749
Amortization and write-off of capital assets	13,099	13,284
Payment in lieu of taxes	2,362	2,738
Building operations	2,188	2,308
Information management infrastructure and systems	1,675	1,427
Marketing and promotion	1,120	864
Professional and special services	1,015	1,249
Protection services	665	628
Exhibitions	594	829
Utilities	566	494
Digital reach	482	332
Office supplies and administration	446	395
Programming	375	322
Travel	373	68
Cost of goods sold	297	168
Exhibits maintenance	76	55
Permanent collection acquisitions	11	19
Other	137	63
Total expenses	\$ 41,328	\$ 38,992